



16th EAOHP CONFERENCE | 2024

Contributions of OHP to Social Justice

BOOK OF PROCEEDINGS

Editors

Fiona Frost, Kevin Teoh, France St-Hilaire, Alice Denman,
Caleb Leduc, Miguel Muñoz



GRANADA 2024

16TH CONFERENCE OF THE EUROPEAN ACADEMY
OF OCCUPATIONAL HEALTH PSYCHOLOGY

BOOK OF PROCEEDINGS

16th Conference of the European Academy of Occupational Health Psychology

'Contributions of OHP to Social Justice'

Edited by:

**Fiona Frost
Kevin Teoh
France St-Hilaire
Alice Denman
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Miguel Muñoz**



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NOTTINGHAM

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Proceedings of the 16th European Academy of Occupational Health Psychology
Conference: *'Contributions of OHP to Social Justice'*

Editors: I. Frost, F. II. Teoh, K. III. St-Hilaire, F. IV. Denman, A. V. Leduc, C. VI. Muñoz, M.

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PREFACE

Welcome to the 16th scientific conference of the European Academy of Occupational Health Psychology, taking place on our 25th anniversary! The Academy was formally constituted in 1999 at the first European Workshop on Occupational Health Psychology in Lund, Sweden, as a new platform to promote the development of research, education and practice in the then emerging field of occupational health psychology. Our conferences first took place annually and from 2006 biennially. Follow-up conferences have been held successfully in Nottingham (2000), Barcelona (2001), Vienna (2002), Berlin (2003), Porto (2004), Dublin (2006), Valencia (2008), Rome (2010), Zürich (2012), London (2014), Athens (2016), Lisbon (2018), Online/Nicosia (2020), and Bordeaux (2022).

We are proud to see the Academy grow since its birth, and we have you to thank for its success! This year we received an unprecedented number of over 1000 submissions. While this meant a change in the conference venue, we are excited to be hosting our largest ever conference. With our return to Spain for the third time, EAOHP, in collaboration with the Faculty of Labour Relations and Human Resources of the University of Granada, welcomes you to its 16th scientific conference in this beautiful, historic city. This is our second conference to be held in a hybrid format, allowing delegates to attend the conference and present their accepted papers either in person or remotely.

The theme for this year's conference is 'Contributions of OHP to Social Justice'. With rapid changes in working conditions and employment contracts, linked to the macro political, economic, social, ecological and technological context, inequalities in health and well-being arise or become more pronounced. New knowledge is needed while sharing of existing knowledge and good practices can accelerate developing appropriate solutions in policy and practice. The conference will address what occupational health researchers and practitioners can do to support sustainable work and organizations while promoting social justice and reducing inequalities in working conditions and health.

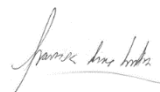
At each conference, the Academy awards a lifetime fellowship to individuals, who in the opinion of the Executive Committee, have made an exceptional contribution to the discipline of occupational health psychology. This year we are proud to welcome Professor Tahira Probst (Washington State University, USA) and Professor Marisa Salanova (Jaume I University, Spain) into our College of Fellows.

On behalf of the Organizing Committee, we would like to thank you for your commitment to the Academy 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.



Stavroula Leka
President, EAOHP



Francisco Díaz Bretones
Conference Chair

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SPONSORS & SUPPORTING INSTITUTIONS

The following have
supported the 16th conference of the
European Academy of Occupational Health Psychology



FACULTAD DE RELACIONES LABORALES
Y RECURSOS HUMANOS

DELEGATE INFORMATION

Venue

The EAOHP 2024 Conference will take place at the Abades Nevada Palace Hotel situated in the historical city of Granada, Spain.

Getting there

Buses, taxis and private transfers are available at Malaga and Granada airports. Buses can be booked in advance at <https://www.alsa.com/en/web/bus/home>.

If you arrive at "Malaga Airport", there are trains running every 20 minutes to the station "Malaga Maria Zambrano". From there, delegates can take a train to the "Granada" train station. Train tickets can be purchased at <https://www.renfe.com/>

The conference venue is located next to the Sport Arena Palacio de Deportes, just 300 metres from the metro station that will take you to the city centre in 5 minutes.

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:

Each presentation will last 15 minutes, including time for questions. It is suggested that authors keep presentations to 10 minutes. The session chair will introduce each presenter and ensure that presentations are kept to time.

All sessions will be recorded by default. Please let your session Chair know if you do not wish your presentation to be recorded.

Face-to-face presenters:

All oral presentations must be supported by Microsoft Power Point. Presentations should be on a USB stick. Please go to the room allocated for your presentation 15 minutes prior to the start of your session, where you will be assisted in copying it onto the system.

Remote presenters:

Each presentation will last 15 minutes, including time for questions. You will receive all instructions a couple of days before the conference.

SYMPOSIUM:

Symposium Chairs and Discussants have flexibility in setting out the timing and structure within each session. All sessions will be recorded by default. Please let the in-room volunteer know if you do not wish your symposium or specific presentations to be recorded.

POSTER:

Posters will only be presented face-to-face. They should ideally be printed in **A0 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. Posters can be installed from 09:00 and should be removed by the end of the session. Any posters not taken down at the end of each day will be removed by the organising team.

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 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 Spain (Central European Summer Time; GMT + 2 hours).

Further assistance

Should you require any assistance during the conference, please do not hesitate to contact a member of the conference organizing committee at the reception desk.



**PROGRAMME
AT A GLANCE**

Programme Key:

Special Sessions	Symposium	Registration/Break
Oral paper session	Poster Session	Other sessions

Tuesday, June 4th 2024 (Pre-Conference Workshops)

13:45 - 14:00	Pre-Conference Workshops Registration <i>Facultad de Relaciones Laborales y Recursos Humanos University of Granada</i>
14:00 - 15:30	Pre-conference workshop 1: “The Road to Publishing in High-Impact Academic Journals: A How-to Workshop” – Part 1 <i>Facultad de Relaciones Laborales y Recursos Humanos - Seminario 02</i> Pre-conference workshop 2: “Interventions in Positive Occupational Health Psychology: Best practice guidelines for building solutions to today’s challenges at work” - Part 1 <i>Facultad de Relaciones Laborales y Recursos Humanos - Seminario 05</i> Pre-conference workshop 3: “R for Data Visualization and Analysis” - Part 1 <i>Facultad de Relaciones Laborales y Recursos Humanos - Aula Informática</i>
15:30 - 16:00	Coffee break <i>Facultad de Relaciones Laborales y Recursos Humanos – Terrace</i>
16:00 - 17:30	Pre-conference workshop 1: “The Road to Publishing in High-Impact Academic Journals: A How-to Workshop” – Part 2 <i>Facultad de Relaciones Laborales y Recursos Humanos - Seminario 02</i> Pre-conference workshop 2: “Interventions in Positive Occupational Health Psychology: Best practice guidelines for building solutions to today’s challenges at work” - Part 2 <i>Facultad de Relaciones Laborales y Recursos Humanos - Seminario 05</i> Pre-conference workshop 3: “R for Data Visualization and Analysis” - Part 2 <i>Facultad de Relaciones Laborales y Recursos Humanos - Aula Informática</i>
15:00 - 17:00	Conference Registration <i>Hotel Nevada Abades Palace</i>

Wednesday, June 5th 2024

08:00 - 09:00	Registration <i>Hotel Reception</i>
09:00 - 09:30	Opening ceremony <i>Poniente and Marquesado</i>
09:30 - 10:15	Keynote: Perils and Promise: Considering the Impact of NextGen Technology on Precarious Workers <i>Poniente and Marquesado</i>
10:15 - 11:00	Coffee break <i>Terrace</i>
11:00 - 12:15	Symposium: Job Crafting and Playful Work Design <i>Poniente</i> Symposium: Tailoring Well-being: Examining Transformations of the Healthy Workplace Participatory Program to Address Job Stress in U.S. Workplaces <i>Marquesado</i> Symposium: Different Stakeholders' Perspectives of Well-being: Antecedents of Affective and Cognitive Resources for Employee, Coworker, and Leader Well-being <i>Altiplano</i> Symposium: Integrating Research on Workplace Mistreatment, Part One: The Case Of Bystanders <i>Costa Tropical</i> Symposium: Well-Being in Academia: How to Create, Boost and Measure it <i>Alpujarra</i> Symposium: Digital Well-being Part One: Challenges Versus Benefits to ICT Usage by Employees <i>Lecrin</i> Symposium: The Bright Side of Psychological Health: The Contribution of Individual and Organizational Resources <i>Loja</i>
12:30 - 13:30	Symposium: Unravelling Workplace Mental Health Interventions: Insights From Syntheses, Effect, and Process Evaluation. <i>Poniente</i> Symposium: Employee Physical Activity: Complementary Perspectives On The Relationship Between Job Characteristics, Physical Activity, And Well-Being <i>Marquesado</i> Oral Session: Workplace Health Promotion I <i>Altiplano</i> Oral Session: Burnout I <i>Costa Tropical</i>

Oral Session: Overtime, Working Hours and Time Pressure
Alpujarra

Oral Session: Mental health in the Education Sector
Lecrin

Early Career Researcher Workshop I: Stressors, Resources and Interventions to Improve Employee Well-Being
Loja

13:30 - 15:00 **Lunch and Poster Sessions**
Terrace and Hall

14:00 - 15:00 **Research Forum**
Lecrin

Poster Session: Antecedents Of Stress and Well-Being I
Terrace and Hall

Poster Session: The Future of Work
Terrace and Hall

Poster Session: Workplace Outcomes
Terrace and Hall

Poster Session: Psychosocial Risk Management I
Terrace and Hall

Special Lunchtime Session: Occupational Health Psychology and Migrant Workers Network
Loja

15:00 - 16:30 **Special Policy Session – An International Comparison of the Policy Context on Psychosocial Risks and Mental Health at Work**
Poniente

Symposium: Workplace Well-being Promotion through Positive Psychological Interventions
Marquesado

Symposium: Playful Work Design: Across Domains and People
Altiplano

Symposium: Work Transformations and Psychological Health at Work: What Role for Organizational Culture and Human Resource Management Practices?
Costa Tropical

Symposium: A Typical Day in the Life of a Well-Recovered Employee – How Recovery Experiences at Different Times and Settings Relate to Employees' Behaviours
Alpujarra

Oral Session: Equality, Diversity and Inclusion
Lecrin

	<p>Oral Session: Leadership and Occupational Safety and Health I <i>Loja</i></p>
16:30 - 16:45	<p>Coffee Break <i>Terrace</i></p>
16:45 - 18:15	<p>Symposium: HealthyHealthcare (Part 1): Conceptual Frameworks Linking Healthcare Worker Well-being, the Organization of Services and Quality of Care <i>Poniente</i></p> <p>Symposium: Digital Well-being Part Two: Solutions for Establishing Digital Well-being <i>Marquesado</i></p> <p>Symposium: Between Office and Bed: Sleep Research Trends in Occupational Health Psychology <i>Atiplano</i></p> <p>Symposium: Navigating Complexity: The Role of Configurational Comparative methods for Evaluating Organizational Intervention <i>Costa Tropical</i></p> <p>Symposium: Challenging the Traditional View: Causal and Reverse-causal Relationships in the Job-stress Process <i>Alpujarra</i></p> <p>Symposium: Time for Work and Time for Rest: Working Hours and Employees' Work-Life Balance, Recovery and Health <i>Lecrin</i></p>
	<p>Oral Session: Work Engagement, Commitment, and Performance <i>Loja</i></p>
18:30 - 20:00	<p>Welcome Reception <i>Terrace</i></p>

Thursday, June 6th 2024

08:00 - 08:30	Registration <i>Hotel Reception</i>
08:30 - 09:30	Symposium: Developing and Applying Theory-based Participatory Workplace Interventions to Improve Employee Well-being <i>Poniente</i> Symposium: Broadening the Understanding on Interpersonal Emotion Regulation at The Workplace <i>Marquesado</i> Oral Session: Antecedents of Stress and Well-being I <i>Atiplano</i> Oral Session: Stress Management Interventions <i>Costa Tropical</i> Oral Session: Individual Differences <i>Alpujarra</i> Oral Session: Work-Life Balance And Work-Family Conflict I <i>Lecrin</i> Oral Session: Workplace Ostracism And Incivility <i>Loja</i>
09:45 - 10:45	Symposium: New Directions in Job Crafting Research <i>Poniente</i> Symposium: Working Anytime Anywhere? The Role of Blurring Boundaries and Setting Boundaries for Employees' Recovery and Well-Being <i>Marquesado</i> Oral Session: Occupational Health Psychology: Policy and Practice <i>Atiplano</i> Oral Session: Future of Work and Implications for Health, Safety and Well-being I <i>Costa Tropical</i> Oral Session: Intervention Evaluation I <i>Alpujarra</i> Oral Session: Mental Health in the Healthcare Sector I <i>Lecrin</i> Oral Session: Teleworking and Well-being I <i>Loja</i>
10:45 - 11:30	Coffee break <i>Terrace</i>

- 11:30 - 12:15 **Keynote: Healthy & Resilient Organizations: What we know and what we need to know?**
Poniente and Marquesado
- 12:30 - 13:30 Symposium: Acceptance-based Interventions for Improving Psychological Flexibility and Mental Health in the Workplace: Evidence and Practice
Poniente and Marquesado
- Symposium: Digital Transformation and Workload: What Impact on Psychological Health at Work?
Altiplano
- Oral Session: Mental Health At Work I
Costa Tropical
- Oral Session: Management and Well-being
Alpujarra
- Oral Session: Workplace Interventions
Lecrin
- Oral Session: Antecedents and Prevention of Workplace Bullying And Violence
Loja
- 13:30 - 15:00 **Lunch and Poster Sessions**
Terrace and Hall
- 14:00 - 15:00 **Special lunchtime session: Wolves in Sheeps' Clothing: Challenging Misleading Positive Reframings in Occupational Health Psychology**
Costa Tropical
- Poster Session: Antecedents Of Stress and Well-Being II
Terrace and Hall
- Poster Session: Mental Health and The Workplace I
Terrace and Hall
- Poster Session: Psychosocial Risk Management II
Terrace and Hall
- Poster Session: Outcomes Of Work
Terrace and Hall
- Closed Meeting: Healthy Leaders and Managers: A Consultation Exercise
Loja
- 15:00 - 16:30 Symposium: Advancing our Understanding of Psychosocial Safety Climate: Insights from Global Research
Poniente
- Symposium: Sustainable Working Life Through the Promotion of Business, Leader, and Employee Well-being.
Marquesado

Symposium: Digital Technology, AI and Smart Phone Apps. Challenges to, and Opportunities for, Occupational Health Psychology.

Altiplano

Symposium: Work-life Interface and Technologies, Between Risks and Opportunities

Costa Tropical

Symposium: Digitalization and Robotization in the Workplace: An Employee-centric Perspective on Implementation and Adaptation to Advanced Technologies

Alpujarra

Oral Session: Neurodiversity and the Workplace

Lecrin

Oral Session: Workplace Violence, Bullying and Harassment

Loja

16:30 - 16:45

Coffee Break

Terrace

16:45 - 18:15

Symposium: HealthyHealthcare (Part 2): Interventions Linking Healthcare Worker Well-being, the Organization of Services and Quality of Care

Poniente

Symposium: Who, When, and Why? Antecedents and Reciprocal Effects of Crafting and their Boundary Conditions

Marquesado

Symposium: BAT-symposium Part 1: Navigating the Complexity of Burnout

Altiplano

Symposium: Integrating Research on Workplace Mistreatment, Part Two: Organizational and Individual Interventions

Costa Tropical

Symposium: Fostering Employee Well-being in a Modern Working World: Mechanisms, Interventions and Conditions for Boundary Management, Recovery and Well-being

Alpujarra

Symposium: Leadership for Well-Being: Unveiling the Impact of Mental Health-Specific Behaviours

Lecrin

Symposium: Employees in Charge: Different Faces of Self-Regulation and Proactivity at Work

Loja

19:00 - 23:00

Conference Dinner - La Chumbera

Buses leave 19.00 from Hotel Abades Nevada

Friday, June 7th 2024

08:00 - 08:30	Registration <i>Hotel Reception</i>
08:30 - 09:30	Symposium: Work Addiction and Occupational Health: Organizational and Clinical Characterization of Workaholism <i>Poniente</i> Oral Session: Workplace Violence, Bullying and Harassment II <i>Marquesado</i> Oral Session: Intervention Evaluation II <i>Atiplano</i> Oral Session: Antecedents of Stress and Well-Being II <i>Costa Tropical</i> Oral Session: Job Satisfaction and Well-being <i>Alpujarra</i> Oral Session: Mental health at Work II <i>Lecrin</i> Oral Session: Workplace Health Promotion II <i>Loja</i>
09:45 - 10:45	Symposium: Trials and Triumphs in the Gig Economy: Research on Stressors and Paths to Thriving for App-Based Gig Workers <i>Poniente</i> Oral Session: Job Insecurity and Well-being <i>Marquesado</i> Oral Session: Burnout II <i>Atiplano</i> Oral Session: Resilience and Well-being at Work <i>Costa Tropical</i> Oral Session: Organizational Interventions and Outcomes <i>Alpujarra</i> Oral Session: Psychometrics in Occupational Health Psychology <i>Lecrin</i> Oral Session: Employees' Voice and Well-being <i>Loja</i>
10:45 - 11:15	Coffee Break <i>Terrace</i>
11:15 - 12:15	Symposium: New Topics in Workplace Insecurity <i>Poniente</i> Symposium: Leadership in Times of Flexibilization <i>Marquesado</i>

Oral Session: Leadership and Occupational Safety and Health II
Altiplano

Oral Session: Mental Health in the Healthcare Sector II
Costa Tropical

Oral Session: Prevention Of Workplace Bullying and Violence
Alpujarra

Oral Session: Antecedents Of Stress and Well-Being III
Lecrin

Early Career Researcher Workshop II: Understanding Within-Person
Changes in Employee Well-Being
Loja

12:30 - 13:30 Symposium: Understanding the Flow Experience at Work from a Well-
being Perspective: Key Predictors and Outcomes at the Task,
Individual, and Team-level
Poniente

Symposium: Reality Check or Just Another Myth? Evidence For
Maintaining a Healthy Work Experience in the Face of Adversity
Marquesado

Oral Session: Sustainability and Resilience
Altiplano

Oral Session: Work-Life Balance and Work-Family Conflict II
Costa Tropical

Oral Session: Workplace Violence, Bullying and Harassment III
Alpujarra

Oral Session: Teleworking And Well-being II
Lecrin

Oral Session: Training And Education
Loja

13:30 - 15:00 **Lunch and Poster Sessions**
Terrace and Hall

14:00 - 15:00 **Practice Forum**
Lecrin

**Special Lunchtime Session: Why Are We Vague? Towards
Conceptual Precision in Occupational Health Psychology**
Costa Tropical

Poster Session: Mental Health and The Workplace II
Terrace and Hall

Poster Session: Equality, Diversity and Inclusion
Terrace and Hall

Poster Session: The Organizational Context
Terrace and Hall

Poster Session: Workplace Health Promotion
Terrace and Hall

Closed Meeting: International Coordination Group for OHP (ICG-OHP)
Loja

15:00 - 16:15 Symposium: Advancing our Understanding of Psychosocial Safety Climate: Global Perspectives (Part 2)
Poniente

Symposium: BAT-symposium Part 2: New Understandings in the Workplace (and Elsewhere)
Marquesado

Symposium: Coupled Symposium New Work: Opportunities and Risks for Collaboration, Well-being and Health. Part 1 – Digital Tools and Collaboration
Altiplano

Symposium: Management of Workload, Fatigue and Recovery on Individual and Organizational Levels - Implications for Health and Safety
Costa Tropical

Symposium: Occupational Health Psychology in the Healthcare Sector (Part 1): Working Conditions and Healthcare Workers' Well-being
Alpujarra

Symposium: Workplace Coaching and Well-Being: How, When, and for Whom Does it Work?
Lecrin

Symposium: An Integrated Approach to Workplace Mental Health: Research Translation and Emerging Research Opportunities
Loja

16:15 - 16:30 **Coffee break**
Terrace

16:30 - 17:45 Symposium: Occupational Health Psychology in the Healthcare Sector (Part 2): Interventions to Support Healthcare Worker Well-being
Poniente

Symposium: Different Approaches to Proactivity at Work – From Silence to Social Courage
Marquesado

Symposium: Coupled Symposium New Work: Opportunities and Risks for Collaboration, Well-being and Health. Part 2 – Remote, Hybrid and Office-based Work
Altiplano

Symposium: Dynamic Perspectives on Occupational Health Research – Changing Environments and Agentic Individuals
Costa Tropical

Symposium: Unlocking Potential: Investigating Work Characteristics as Antecedents for Personal Growth and Mastery
Alpujarra

Symposium: Finding the Right Balance: Insights for Well-Being and Satisfaction in Challenging Work and Life Realities
Lecrin

Oral Session: Future Of Work and Implications for Health, Safety and Well-being II
Loja

18:00 - 18:30

Closing Ceremony

Altiplano and Marquesado



**DETAILED
CONFERENCE
PROGRAMME**

Wednesday, 5 June 2024

Conference Registration

08:00 - 09:00 Hotel Reception

Opening Ceremony

09:00 - 09:30 Marquesado and Poniente

Keynote: Perils and Promise: Considering the Impact of NextGen Technology on Precarious Workers

09:30 - 10:15 Marquesado and Poniente

- K1 Perils and Promise: Considering the Impact of NextGen Technology on Precarious Workers
Tahira M. Probst
Washington State University, Washington, USA

Coffee Break

10:15 - 11:00 Terrace

Symposium: Job Crafting and Playful Work Design

11:00 - 12:15 Poniente Chair Arnold Bakker, Gavin Slemp

- S1 Job Crafting Among Teachers: A Qualitative Study and Co-Designed Intervention
Gavin Slemp, Jacqui Francis, Dianne Vella-Brodrick
The University of Melbourne, Melbourne, Australia
- S2 Once a Job Crafter, Always a Job Crafter? Investigating Job Crafting in Organizations as a Self-Concordant Process Across Time
Mike Clinton¹, Uta Bindl¹, Keely J. Frasca², Elena Martinescu³
¹King's College London, London, United Kingdom. ²Birkbeck, University of London, London, United Kingdom. ³Vrije Universiteit Amsterdam, Amsterdam, Netherlands
- S3 Successful Aging Through a Job Crafting/SOC Intervention: A Field Experiment Among 45+ Blue-Collar Employees
Evangelia Demerouti, Karlijn van den Dungen
Eindhoven University of Technology, Eindhoven, Netherlands

- S4 When is leading with playful work design wise? how subordinates shape and attribute playful work design
Yuri S. Scharp¹, Mireia Las Heras², Yasin Rofcanin³
¹Tilburg, Tilburg, Netherlands. ²IESE, Barcelona, Spain. ³Bath University, Bath, United Kingdom
- S5 Turning Ambiguity into Clarity: The Role of Playful Work Design
Arnold Bakker¹, Yuri Scharp², Gavin Slemp³
¹Erasmus University, Rotterdam, Netherlands. ²Tilburg University, Tilburg, Netherlands. ³University of Melbourne, Melbourne, Australia

Symposium: Tailoring Well-being: Examining Transformations of the Healthy Workplace Participatory Program to Address Job Stress in U.S. Workplaces

11:00 - 12:15 Marquesado Chair Christine Ipsen, Suzanne Nobrega

- S6 Development and dissemination of a healthy workplace participatory program: A research-to-practice toolkit for employers and practitioners
Suzanne Nobrega¹, Serena Rice¹, Michelle Robertson^{2,3}, Robert Henning²
¹University of Massachusetts, Lowell, USA. ²University of Connecticut, Storrs, USA. ³Northeastern University, Boston, USA
- S7 We'll try anything: Consultant-facilitated HWPP implementation. What it takes to lead and support a client organization addressing burnout, trauma and turnover in a youth residential behavioural health treatment setting
Liz Hill¹, Angie Wisner¹, Elizabeth McMahan², Suzanne Nobrega³
¹SAIF Corporation, Salem, USA. ²Trillium Family Services, Corvallis, USA. ³University of Massachusetts Lowell, Lowell, USA
- S8 Making it stick: Customizing a Healthy Workplace Participatory Program for scale-up and sustainability in a healthcare workforce
Serena Rice, Alicia Kurowski
 University of Massachusetts Lowell, Lowell, USA
- S9 Customizing the Healthy Workplace Participatory Program for a state corrections agency: The HITEC Program
Theresa Parker¹, Michelle Robertson^{2,3,1}, Sara Namazi⁴, Stanquinto Sudduth⁵, Wayne Cole⁵, James Hughes¹, Matthew Brennan⁵, Janet Caldwell Cover⁵, Robert Henning¹, Vicki Magley¹, Mazen ElGhaziri⁶, Madison Malcore¹, Amanda Hiner¹, Christian Piscopo¹, Martin Cherniack⁵
¹University of Connecticut, Storrs, USA. ²Northeastern University, Boston, USA. ³University of California, Berkeley, Berkeley, USA. ⁴Johnson & Wales University, Providence, USA. ⁵UConn Health Center, Farmington, USA. ⁶University of Massachusetts, Lowell, Lowell, USA

- S10 The Educator Well-Being Program: Adaptation of the Healthy Workplace Participatory Program for use in primary schools within the US
Jennifer Cavallari¹, Megan Miskovsky², Sierra Trudel¹, Matt Brennan¹, Natalie Charamut², Spencer Perry², Lisa Sanetti², Alicia Dugan¹
¹UConn School of Medicine, Farmington, USA. ²UConn, Storrs, USA

Symposium: Different Stakeholders' Perspectives of Well-being: Antecedents of Affective and Cognitive Resources for Employee, Coworker, and Leader Well-being

11:00 - 12:15 **Altiplano** **Chair Ulrike Fasbender, Wladislaw Rivkin**

- S11 Monday Blues and Emotional Labor: How Morning Surface Acting Shapes Daily Depletion Trajectories on Different Weekdays
Stefan Dieste
 University of Wuppertal, Wuppertal, Germany
- S12 From Restful Nights to Good Days: The Relevance of Sleep Quality and Affective Shift for Work-Related Procrastination and Depletion
Tabea Maier^{1,2}, Jana Kühnel^{1,2}, Stefan Dieste³, Ronald Bledow^{4,5}
¹Goethe University Frankfurt, Frankfurt/Main, Germany. ²University of Vienna, Vienna, Austria. ³University of Wuppertal, Wuppertal, Germany. ⁴EDHEC Business School, Lille - Nice - Paris, France. ⁵Singapore Management University, Singapore, Singapore
- S13 A Tale of Three Media: An Exploration of Media Format on Effectiveness of a Micro-Intervention.
Jacques Ding¹, Wladislaw Rivkin²
¹University of Chichester, Chichester, United Kingdom. ²Trinity College Dublin, Dublin, Ireland
- S14 The Way You Make Me Feel: How Perspective Taking Shapes Self and Coworker Subjective Vitality
Ulrike Fasbender¹, Wladislaw Rivkin², Fabiola H. Gerpott³
¹University of Hohenheim, Stuttgart, Germany. ²Trinity College Dublin, Dublin, Ireland. ³WHU - Otto Beisheim School of Management, Duesseldorf, Germany
- S15 Leading Hybrid Teams: The Paradoxical Well-being Outcomes of Performance Monitoring for Leaders
Eleni Giannakoudi, Anita Keller, Susanne Scheibe, Jessica de Bloom
 University of Groningen, Groningen, Netherlands

Symposium: Integrating Research on Workplace Mistreatment, Part One: The Case of Bystanders

11:00 - 12:15

Costa Tropical

Chair Caroline Bastiaensen, Kara Ng

- S16 Independent and Combined Effects of Experienced and Witnessed Workplace Bullying on Psychological Well-Being: A Person-Centered Analysis in the Swedish Healthcare Sector
Kristoffer Holm, Sandra Jönsson, Tuija Muhonen
Malmö University, Malmö, Sweden
- S17 How to Effectively Confront Discrimination: A Meta-Analysis.
Joy Bredehorst¹, Anne Burmeister¹, Mo Wang²
¹University of Cologne, Cologne, Germany. ²University of Florida, Gainesville, USA
- S18 Bystander Behaviour, Shared Identity, and Workplace Bullying.
Kari Einarsen¹, Fergus Neville², Kari Wik Ågotnes¹, Mats Glambek¹, Øystein Løvik Hopreksstad¹, Lena Aadnevik Zahlquist¹
¹BI Norwegian Business School, Bergen, Norway. ²University of St Andrews, St. Andrews, United Kingdom
- S19 One Size Fits All? The Development and Evaluation of a Bystander Intervention on Sexual Harassment in the Police
Tale R. Størdal^{1,2}, Brita Bjørkelo^{1,3}, Eva Langvik², Anniken Grønstad³, Eva Gemzøe Mikkelsen⁴
¹Norwegian Police University College, Oslo, Norway. ²Norwegian University of Science and Technology, Trondheim, Norway. ³Oslo New University College, Oslo, Norway. ⁴University of Southern Denmark, Odense, Denmark
- S20 Understanding Bystander Attitudes and Behaviour During Police Interventions: A Test of the Procedural Justice Effect Under Different Bystander-Target Relations
Nette Vandenhouwe¹, Karin Proost², Filip Germeyns¹, Lieven Brebels¹
¹KU Leuven, Brussels, Belgium. ²Open University, Heerlen, Netherlands

Symposium: Well-Being in Academia: How to Create, Boost and Measure it

11:00 - 12:15

Alpujarra

Chair Luisa Solms, Machteld van den Heuvel

- S21 Work Pressure in Academia: Development and Validation of a Work Pressure Scale
Mari A. J. Braakman^{1,2}, Ana Stojanović^{1,3}, Edwin A. J. van Hooft¹
¹University of Amsterdam, Amsterdam, Netherlands. ²Utrecht University, Utrecht, Netherlands. ³ErasmusMC, Rotterdam, Netherlands
- S22 To Do Research or Not: Qualities and Characteristics of Job Insecurity Among Faculty in Swedish Academia
Anna Tanimoto¹, Johanna Segerbäck¹, Anne Richter², Petra Lindfors¹
¹Stockholm University, Stockholm, Sweden. ²Karolinska Institutet, Stockholm, Sweden

- S23 Development and Validation of the Workplace Digital Demands and Resources (WDDR) Measure
Amy Zadow^{1,2}, Rachael Potter², Maureen Dollard², Arnold Bakker³, Silvia Pignata², Ali Afsharian², Amy Parkin², Kurt Lushington²
¹University of Adelaide, Adelaide, Australia. ²University of South Australia, Adelaide, Australia. ³Erasmus University, Rotterdam, Netherlands
- S24 Understanding PhD Candidates' Well-Being: A Network Study
Luisa Solms, Machteld van den Heuvel, Barbara Nevicka, Astrid Homan
 University of Amsterdam, Amsterdam, Netherlands
- S25 The Change of Meaning and Work-To-Home Conflict Through a Participatory Organizational Health Intervention. A Longitudinal Study Among Norwegian Academics
Marit Christensen¹, Silje Fladmark¹, Josefina Peláez Zuberbühler¹, Siw Tone Innstrand¹, Karina Nielsen²
¹Norwegian University of Science and Technology, Trondheim, Norway. ²University of Sheffield, Sheffield, United Kingdom

Symposium: Digital Well-being Part One: Challenges Versus Benefits to ICT Usage by Employees

11:00 - 12:15 Lecrin Chair Lina Siegl, Alice Verlinden

- S26 From ICT Demands to Resources: Validating the Expanded Information Communication Technology Stressor and Resources Scales
Arla Day
 Saint Mary's University, Halifax, Canada. CN Centre for Occupational Health & Safety, Halifax, Canada
- S27 Not now, I'm Busy! Diary Study on Smartphone Interruptions, Frustration and Rumination
Daantje Derks¹, Heleen van Mierlo¹, Clara Kühne²
¹Erasmus University Rotterdam, Rotterdam, Netherlands. ²Institute of Psychology – Wilhelm Wundt, Leipzig, Germany
- S28 Working From Home or Living at Work? A Clash of Boundaries
Afshan Iqbal¹, Matthew Davis², Mark Robinson²
¹University of Manchester, Manchester, United Kingdom. ²University of Leeds, Leeds, United Kingdom
- S29 Digital Team Connectivity: the Dichotomy Between Being Available and Being Interrupted for Team Needs and its Implications for Team Performance.
Elke Van de Wiele¹, Elfi Baillien¹, Marijke Verbruggen², Sophie De Winne², Anja Van den Broeck³
¹KU Leuven, Brussels, Belgium. ²KU Leuven, Leuven, Belgium. ³KU Leuven, Brussel, Belgium

- S30 Switching Back and Forth: The Relationship Between Daily Technology-Facilitated Work-Home Boundary Transitions and Daily Work-Home Conflict
Maral Darouei¹, Joni Delanoëije^{2,3}, Marijke Verbruggen²
¹Vrije Universiteit Amsterdam, Amsterdam, Netherlands. ²KU Leuven, Leuven, Belgium. ³Research Foundation Flanders (FWO-Vlaanderen), Brussels, Belgium

Symposium: The Bright Side of Psychological Health: The Contribution of Individual and Organizational Resources

11:00 - 12:15 Loja Chair Marie-Pier Bolvin, Marie Malo

- S31 Unveiling the Dynamics of Transformational Leadership: Bridging Attitudinal Outcomes to Task Performance
Caroline Nicolas¹, Marie Malo¹, Marie-Pier Boivin², Marie-Hélène Gilbert³
¹Université de Sherbrooke, Sherbrooke, Canada. ²Université de Montréal, Montréal, Canada. ³Université Laval, Québec, Canada
- S32 What if the Sense of Community Had its Role To Play? Teachers' Psychological Well-Being at Work in an Online Environment
Léa Kherrati-Riscalla, Myriam Harvey, Nicolas Hardy, Marie-Pier Boivin
 University of Montreal, Montréal, Canada
- S33 AI and Occupational Health: Review of the Current State of Scientific Knowledge
Justine Dima¹, Marie-Hélène Gilbert², Julie Dextras-Gauthier², Laurent Giraud³
¹School of Engineering and Management Vaud, HES-SO, Yverdon-les-Bains, Switzerland. ²Université Laval, Québec, Canada. ³Université Savoie Mont-Blanc, Annecy, France
- S34 Beyond the Game: A Latent Profiles Analysis Perspective on Young Athletes' Psychological Health and Performance
Frédéric Boucher¹, Marie-Hélène Gilbert¹, Julie Dextras-Gauthier¹, Eric Brunelle²
¹Université Laval, Québec, Canada. ²HEC Montréal, Montréal, Canada
- S35 Is Credibility in the Eye of the Beholder? A Latent Growth Model of Coach Credibility in Organizational Coaching
Émilie Dionne, Marie Malo, Marie-Claude Lallier Beaudoin
 Université de Sherbrooke, Sherbrooke, Canada

Symposium: Unravelling Workplace Mental Health Interventions: Insights From Syntheses, Effect, and Process Evaluation

12:30 - 13:30 Poniente Chair Vince Pelzer

- S36 Mental Health and Well-being in the Public Sector and SMEs: Evaluating Multi-Level Intervention Strategies
Leoni van der Vaart^{1,2}, Marit Christensen¹, Siw Tone Innstrand¹, Josefina Peláez Zuberbühler^{1,3}

¹Norwegian University of Science and Technology, Trondheim, Norway. ²Opendia Research Unit / North-West University, Vanderbijlpark, South Africa. ³Karolinska Institutet, Stockholm, Sweden

- S37 A Systematic Review of Mechanisms That Affect Work-Well-being Outcomes in Healthcare Staff Interventions, and Implications for Developing Initial Middle Range Theories

Ella Hatton^{1,2}, Karina Nielsen¹, Cristian Vasquez¹, Ray Randall¹

¹University of Sheffield, Sheffield, United Kingdom. ²Arden University, Coventry, United Kingdom

- S38 Effectiveness of Compassion-Based Interventions at Work: A Systematic Literature Review and Meta-Analysis Considering Process Evaluation and Training Transfer.

Cristian Vasquez¹, Mabel San Román Niaves², Cristián Coó², Karina Nielsen¹, Susana Llorens², Marisa Salanova²

¹Sheffield University Management School, The University of Sheffield, Sheffield, United Kingdom. ²Jaume I University, Castellón de la Plana, Spain

- S39 Digital Interventions for Mental Health at Work: A Multilevel Realist Review with an Agenda for Future Research

Josefina Peláez Zuberbuhler^{1,2,3}, Davide Giusino⁴, Marco De Angelis⁴, Marisa Salanova²

¹Norwegian University of Science and Technology, Trondheim, Norway. ²Universitat Jaume I, Castellón, Spain. ³Karolinska Institutet, Solna, Sweden. ⁴University of Bologna, Bologna, Italy

Symposium: Employee Physical Activity: Complementary Perspectives on the Relationship Between Job Characteristics, Physical Activity, and Well-being

12:30 - 13:30 **Marquesado** Chair **Sascha Abdel Hadi, Evangelia Demerouti**

- S40 Relationships Between Job Control, Self-regulation, and Physical Activity: A Day-level Accelerometry Study

Sascha Abdel Hadi¹, Andreas Mojzisch², Malte Roswag^{2,3}, Jan Häusser¹

¹Justus-Liebig-University, Giessen, Germany. ²University Of Hildesheim, Hildesheim, Germany. ³Free University, Berlin, Germany

- S41 The Reciprocal Associations between Cognitive Job Demands and Sports Participation.

Juriena de Vries¹, Sven van As², Christian Dormann³

¹Leiden University, Leiden, Netherlands. ²Radboud University, Nijmegen, Netherlands. ³Johannes Gutenberg University, Mainz, Germany

- S42 Reciprocal Associations Between Threat Appraisals of Job Demands and Employees' Physical Activity Level: A Three-Wave Weekly Longitudinal Study

Juriena de Vries¹, Yanni Verhaver², Sascha Abdel Hadi³

¹Leiden University, Leiden, Netherlands. ²Vrije Universiteit Brussel, Brussel, Belgium. ³Justus-Liebig-University Giessen, Giessen, Germany

S43 Physical Activity and Burnout: A Longitudinal Investigation of Cognitive and Affective Processes

Malte Roswag^{1,2}, Jan A. Häusser³, Sascha Abdel Hadi³, Andreas Mojzisch¹

¹University of Hildesheim, Hildesheim, Germany. ²Freie Universität Berlin, Berlin, Germany. ³Justus-Liebig-University Giessen, Giessen, Germany

Oral Session: Workplace Health Promotion I

12:30 - 13:30

Altiplano

Chair Rebecca Bogaers

O1 The Workplace Dialogue; a Digital Support for Managers to Handle Work-Related Ill Health

Anna Sondell¹, Linda Widar¹, Kjerstin Stigmar², Annacristine Fjellman-Wiklund¹, Therese Eskilsson¹

¹Department of Community Medicine and Rehabilitation, Physiotherapy, Umeå University, Umeå, Sweden. ²Department of Health sciences, Faculty of Medicine, Lund University, Lund, Sweden

O2 Health and Readiness: Associations Between Participation in a Workplace Health Program and Health and Sustainable Employability in a Predominantly Military Population.

Rebecca Bogaers¹, Diewertje Sluik¹, Pieter Helmhout¹, Fenna Leijten²

¹the Dutch Ministry of Defence, Utrecht, Netherlands. ²the Dutch Ministry of Defence, Den Haag, Netherlands

O3 Navigating the Complexity of Organizational Sustainability Change-Agency Through Emotion Regulation

Fay Gæver¹, Sally Russell²

¹Department of Psychology, NTNU (Norwegian University of Science and Technology), Trondheim, Norway. ²Sustainability Research Institute School of Earth and Environment, University of Leeds, Leeds, United Kingdom

O4 How Proactive Behaviour at Work Enhances Our Sense of Coherence at Work?

Kristýna Cetkovská¹, Martin Tušl², Georg Bauer²

¹Charles University, Prague, Czech Republic. ²University of Zurich, Zurich, Switzerland

Oral Session: Burnout I

12:30 - 13:30

Costa Tropical

Chair Anne Mäkikangas

O5 Antecedents of Job Burnout: A Qualitative Study Among Burned-Out Employees

Anne Mäkikangas¹, Monika Snellman¹, Jaana-Piia Mäkineniemi¹, Stela Salminen¹, Saija Mauno^{1,2}, Riitta Sauni¹

¹Tampere University, Tampere, Finland. ²University of Jyväskylä, Jyväskylä, Finland

O6 The Impact of Technostress on the Relationship between Working Conditions and Professional Burnout

Audrée Bethsa Camille, Nathalie Cadieux, Pierre-Luc Fournier

University of Sherbrooke, Sherbrooke, Canada

- O7 Levers for Successful Reintegration After Burnout? An Exploratory Intervention Development Using Design Thinking
Eva Geluk¹, David Stuer¹, Remco Lenstra¹, Bart Cambré^{1,2}, Anja Van den Broeck³
¹Antwerp Management School, Antwerp, Belgium. ²University of Antwerp, Antwerp, Belgium. ³University of Leuven (KU Leuven), Leuven, Belgium
- O8 Comorbidity Between Burnout, Depression, and Generalized Anxiety Disorder. A Symptom Network Approach.
Valentina Sagmeister, Sofie Van Ballaert, Robin Biesmans, Tim Vantilborgh
Vrije Universiteit Brussel, Brussels, Belgium

Oral Session: Overtime, Working Hours and Time Pressure

12:30 - 13:30 **Alpujarra** **Chair Wilfred van den Brand**

- O9 The Impact of Compressed Work Schedules on Sickness Absence: A Longitudinal Study on Unit Level
Andreas Lillebraaten, Vilde Hoff Bernstrøm
Work research institute – Oslo Metropolitan University, Oslo, Norway
- O10 If I Could Have More Time: Gender and Temporal Differences in Emotional Exhaustion and Recovery Experiences
Angela Fernandez-Canseco, Jose M. Leon-Perez
Universidad de Sevilla, Sevilla, Spain
- O11 Alternative Working Time Models: An Examination of the Compressed Work Week's Influence on Well-being and Productivity and the Role of Employees' Expectations
Arabella Mühl, Christian Korunka
University of Vienna, Vienna, Austria
- O12 A Diary Investigation of the Impact of Work Intensification on Daily Emotional Exhaustion Through Daily Workload: Empowering Leadership as a Curvilinear Moderator
Wilfred van den Brand¹, Irina Nikolova², Marjolein C.J. Caniëls¹
¹Open Universiteit, Heerlen, Netherlands. ²Maastricht University, Maastricht, Netherlands

Oral Session: Mental Health in the Education Sector

12:30 - 13:30 **Lecrin** **Chair Katharina Klug**

- O13 Job Demands, Job-related Anxiety and Acute Fatigue Among School Teachers: A Diary Study on the Role of Rewards and Psychological Detachment
Farah Shazlin Johari^{1,2}, Mohd Awang Idris^{1,3}
¹Faculty of Arts and Social Sciences, University of Malaya, Kuala Lumpur, Malaysia. ²Faculty of Business and Management, Universiti Teknologi MARA, Melaka, Malaysia. ³PSC Global Observatory, University of South Australia, Adelaide, Australia

- O14 Stressed about Money and the Future: How Students' Financial Strain Relates to Informal Learning, Career Distress, Self-efficacy and Satisfaction with Career Prospects
Katharina Klug¹, Julian Decius¹, Franziska Kößler^{2,3}
¹University of Bremen, Bremen, Germany. ²University of Fribourg, Fribourg, Switzerland. ³Humboldt University of Berlin, Berlin, Germany
- O15 Technostress, Burnout and Intention to Continue using Technology in Secondary School Teachers. The Role Played by Organizational Support
Nuria Gamero¹, Baltasar González-Anta², Fernando Pons², Virginia Orengo²
¹University of Seville, Seville, Spain. ²University of Valencia, Valencia, Spain

Early Career Researcher Workshop I: Stressors, Resources and Interventions to Improve Employee Well-being

12:30 - 13:30 **Loja** **Chair Annet de Lange, Despoina Xanthopoulou**

- EC1 The Effect of Stress on the Quality of Decisions in an Emergency Department
Gertrude Spiteri, Vincent Cassar
University of Malta, Msida, Malta
- EC2 A Research and Intervention Project to Understand and Improve Academics' Well-being
Luisa Solms, Machteld van den Heuvel, Barbara Nevicka, Astrid Homan
University of Amsterdam, Amsterdam, Netherlands
- EC3 The Effectiveness of Digital Mental Health Approaches Aimed at Preventing Mental Health Issues in the Workplace.
Carlota de Miquel^{1,2}, Josep Maria Haro^{1,2}, Beatriz Olaya^{1,2}
¹Parc Sanitari Sant Joan de Déu, St. Boi de Llobregat, Spain. ²CIBERSAM, Madrid, Spain
- EC4 Work Engagement Before, During, and After Covid-19: A 10-Wave Longitudinal Study
Jenna Bergdahl¹, Reetta Oksa², Iina Savolainen¹, Anne Mäkikangas³, Atte Oksanen¹
¹Faculty of Social Sciences, Tampere University, Tampere, Finland. ²Faculty of Information Technology and Communication Sciences, Tampere University, Tampere, Finland. ³Faculty of Social Sciences, Work Research Centre, Tampere, Finland

Lunch

13:30 - 15:00 **Terrace and Hall**

Research Forum

14:00 - 15:00 **Lecrin** **Chair Annet de Lange**

- F1 The EAOHP Research Forum aims to promote research and innovation in OHP. It seeks to promote the development of research and its translation into practice. In the current Research Forum, we will discuss the relevance as well as potential pitfalls of designing multi-level, multi-stakeholder interventions in complex OHP projects. This interactive session is open to anyone interested in OHP research.

Poster Session: Antecedents of Stress and Well-being I

14:00 - 15:00

Terrace and Hall

EAOHP Executive Committee

- P1 Psychological Factors Associated with Employment for Individuals with Severe Mental Illness: A Systematic Review of Reviews
Ana Maria Radu¹, Andrei Rusu¹, Balazs Feher-Gavra²
¹West University of Timisoara, Timisoara, Romania. ²Institute for Advanced Environmental Research (ICAM), Timisoara, Romania
- P2 Implementation of Organizational Practices for Older Workers: Facilitating and Hindering Internal and External Factors
Anne Marit Wöhrmann^{1,2}, Julia Finseß, Jürgen Deller²
¹Federal Institute for Occupational Safety and Health (BAuA), Berlin, Germany. ²Leuphana University Lüneburg, Lüneburg, Germany
- P3 Co-Defining the Problem of Employee Physical Inactivity: Identifying the Barriers and Facilitators of Physical Activity and Sedentary Behaviour in the Workplace
Anthony Thompson¹, Gemma Pearce², Christine Grant², Valerie Cox²
¹Arden University, Coventry, United Kingdom. ²Coventry University, Coventry, United Kingdom
- P4 Advancing the Conceptualization of 'Thriving Team Capital': A Longitudinal Study of Virtual and Hybrid Team Well-Being
Cass Coulston¹, Myanna Duncan¹, Dr Ricardo Twumasi¹, Sukhi Shergill^{1,2}
¹King's College London, London, United Kingdom. ²Kent and Medway Medical School, Canterbury, United Kingdom
- P5 Social Determinants of Health Associated with Military-Affiliated Personnel Mental Health
Chris Hess, Israel Sánchez-Cardona, Tyler Collette, Bianca Channer, Kristin Horan, Katherine Moore, Elisabeth Dilling, Brian A. Moore
Kennesaw State University, Kennesaw, USA
- P6 Academic Workload and Need For Recovery on Teachers: The Moderating Role of Students' Demands and Meaningful Work Perceptions
Cristina Moavero, Giulia Sciotto, Francesco Pace
Università degli studi di Palermo, Palermo, Italy
- P7 Perceived Overqualification: Exploring Dimensionality, Person-Centered Profiles, and Links to Job Well-Being
Dana Kabat-Farr¹, Benjamin Walsh², Jaron Harvey³, Frances McKee-Ryan⁴, Camilla Holmvalf⁵, Remi Labelle-Deraspe⁶
¹Dalhousie University, Halifax, Canada. ²Grand Valley State University, Grand Rapids, USA. ³Utah Valley University, Orem, USA. ⁴University of Nevada, Reno, Reno, USA. ⁵Saint Mary's University, Halifax, Canada. ⁶University of Sherbrooke, Sherbrooke, Canada
- P8 My Self-Esteem was Never Lower Than at the End of my PhD" – Academia as a Work Environment, Professors as Leaders, and the Development of Mental Health and Motivation
Hannah Schade
Leibniz Research Institute for Working Environment and Human Factors, Dortmund, Germany

- P9 Differences by Location of Suicide Among Korean Workers
Jungwon Jang, Inah Kim
Hanyang University, Seoul, Korea, Republic of
- P10 Understanding Why Subordinates' Supportive Actions Relate to Managers' Mental Health: The Role of Managers' Perceptions of their Subordinates' Followership
Laurent M. Lapiere, Daniel Quintal-Curcic, Jennifer Dimoff, Alexander J. Corner
University of Ottawa, Ottawa, Canada
- P11 A Critical View on the Advantage of Job Crafting: Avoidance Crafting and the Reciprocal Effects on Job Characteristics
Lina Marie Müller¹, Marvin Walczok², Thomas Rigotti^{3,4}
¹*University of Bremen, Bremen, Germany.* ²*Heidelberg University, Heidelberg, Germany.* ³*Johannes Gutenberg University Mainz, Mainz, Germany.* ⁴*Leibniz Institute of Resilience Research, Mainz, Germany*
- P12 The Well-being of Ambulance Care Professionals During Covid-19 in the Netherlands: A Cross Sectional Study.
Marieke Oosterhuis¹, Lilian Vloet^{1,2}, Jan Hoefnagel³, Mischa Knol³, Ellen Schepens⁴, Mark van den Boogaard⁵, Sivera Berben^{1,2}, Remco Ebben^{1,5}, Sarah Detaille-Peters¹
¹*University of Applied Sciences Arnhem and Nijmegen (HAN), School of Health Studies, Research Department of Emergency and Critical Care, Nijmegen, Netherlands.* ²*Radboud University Medical Center, Radboud Institute for Health Sciences, IQ healthcare, Nijmegen, Netherlands.* ³*Dutch national professional organization for nurses, department Ambulance care (V&VN Ambulancezorg), Utrecht, Netherlands.* ⁴*Dutch association for bachelors of health (NVBMH), Utrecht, Netherlands.* ⁵*Emergency Medical Service Gelderland-Midden, Public Health and Safety Region Gelderland-Midden, Arnhem, Netherlands*
- P13 Psychological Distress Among Canadian Crown Prosecutors: An Overview of the Main Determinants
Marie-Louise Pomerleau¹, Nathalie Cadieux¹, Marie-Michelle Gouin², Jean Cadieux¹
¹*Université de Sherbrooke, Sherbrooke, Canada.* ²*Université de Sherbrooke, Longueuil, Canada*
- P14 Microagresiones De Género: Un Enfoque en La Experiencia Laboral (Submission in Spanish)
Martina Pansini, Ilaria Buonomo, Paula Benevene
LUMSA University, Rome, Italy
- P15 An Empirical Test of the Mechanisms Underpinning Mindfulness- and Compassion-Based Intervention
Maximiliano Escaffi-Schwarz, Francisco J. Villalon Lopez
Universidad Diego Portales, Santiago, Chile
- P16 Photovoice as a Needs Assessment Tool for Evaluating Mental Health Among Educators
Megan Miskovsky¹, Alicia Dugan², Jennifer Cavallar², Sierra Trude², Laila McGeorge¹, Natalie Charamut¹, Amanda Hiner¹
¹*University of Connecticut, Storrs, CT, USA.* ²*University of Connecticut School of Medicine, Farmington, CT, USA*

- P17 Bottom-Up Stigma Towards Leaders: Consequences for Followers and the Effects of Different Signals
Michaela Scanlon, Julian Barling
Queens University, Kingston, Canada
- P18 Internal Beauty Bias: How Lookism Impacts Self Perceptions of Occupational Capabilities in Men and Women and the Role of Covert Workplace Mistreatment
Miren Chenevert, Michela Vignoli
Università di Trento, Trento, Italy
- P19 Individual and Cultural Needs in the Development of the Organizational Professional Career.
Nancy Guzman Raya¹, Emilio Sánchez Santa Bárbara²
¹Universidad de Alicante, Granada, Spain. ²Universidad de Granada, Granada, Spain
- P20 “Navigating Career Insecurity: The Significance of Personal and Contextual Resources and the Key Role of Perceived Employability”
Olga Kokolaki¹, Rita Chiesa¹, Laura Lorente²
¹Alma Mater Studiorum Università di Bologna, Cesena, Italy. ²IDOCAL (Universitat de València), Valencia, Spain
- P21 Working With Children: Positive Work Outcomes for Early Childhood and Primary School Educators
Breanna Taylor, Prudence Millear
University of the Sunshine Coast, Maroochydore, Australia
- P22 Does Workplace Telepressure Get Under the Skin? An Ambulatory Assessment Study Exploring the Relationship Between Workplace Telepressure and Salivary Stress Parameters
Raphaël Semaan¹, Urs M. Nater², Raphaël Heinzer³, José Haba-Rubio³, Peter Vlerick⁴, Ruben Cambier⁴, Patrick Gomez¹
¹Center for Primary Care and Public Health (Unisanté), Department of Occupational and Environmental Health, Lausanne, Switzerland. ²University of Vienna, Vienna, Austria. ³Lausanne University Hospital (CHUV) and University of Lausanne, Lausanne, Switzerland. ⁴Ghent University, Ghent, Belgium
- P23 Conditions and Experiences of Precarious Employment and Empirical Relationships with Occupational Health in a Representative German Sample
Severin Hornung, Carla Czilczer, Christian Seubert, Lisa Seubert, Jürgen Glaser
University of Innsbruck, Innsbruck, Austria
- P24 Ageing Engineers’ Occupational Self-Efficacy to Continue Working Until Expected Retirement Age
Stina Wallin¹, Annchristine Fjellman-Wiklund², Lisbeth Fagerström¹
¹Åbo Akademi University, Vaasa, Finland. ²Umeå University, Umeå, Sweden
- P25 Self-Stigma and Job-Search Self-Efficacy in a Sample of Unemployed, Psychologically Distressed Individuals: Boundary Conditions of the “Why Try” Effect
Svenja Schlachter^{1,2}, Melanie Gantner², Maria Gralla², Rebecca Erschens³, Marina Pumpnow⁴, Jörn von Wietersheim², Harald Gündel², Nicolas Rüschi¹
¹Ulm University and BKH Günzburg, Ulm, Germany. ²Ulm University Medical Center, Ulm, Germany. ³University Medical Hospital, Tübingen, Germany. ⁴University of Tübingen, Tübingen, Germany

- P26 Health Workers' Perceptions of Safety and Job Satisfaction: Between Organizational Policies and Well-Being Promotion
Leda Marino¹, Giovanni Schettino¹, Diego Giannone², Vincenza Capone¹
¹University Federico II, Naples, Italy. ²University of Campania L. Vanvitelli, Caserta, Italy
- P27 Work Engagement and Recovery Among Dual-Earner Couples: The Mediating Role of Energy and Mutual Time Spent on Leisure Activities.
Konstantinos Chiotis¹, Despoina Xanthopoulou¹, Carmen Binnewies², George Michaelides³
¹Aristotle University of Thessaloniki, Thessaloniki, Greece. ²University of Muenster, Muenster, Germany. ³University of East Anglia, Norwich, United Kingdom

Poster Session: The Future of Work

14:00 - 15:00 Terrace and Hall EAOHP Executive Committee

- P28 Assessing Health Culture in Polish Knowledge Enterprises: Development of the Health Culture Scale
Agata Basińska-Zych
 WSB MERITO University in Poznan, Poznań, Poland
- P29 Global Climate Crisis : Where are the Industrial and Organizational Psychologists ? A Rapid Review.
Anabel Cossette Civitella¹, Meilleur Roxane¹, Vassia Sigaut², Guertin Rachel¹, Clément Andrieu²
¹Université de Sherbrooke, Sherbrooke, Canada. ²Université Côte d'Azur, Nice, France
- P30 Safety in Motion: A Longitudinal Exploration of S.A.F.E.R Leadership and Autonomous Motivation
Diana Serban, Kevin Kelloway
 Saint Mary's University, Halifax, Canada
- P31 Dual Pathways From Work-Eldercare Conflict to Turnover Intentions Among Working Informal Caregivers of Older Adults: Role Performance and Depression as Mediators
Eunae Cho¹, Tuo-Yu Chen²
¹National Chengchi University, Taipei, Taiwan. ²Taipei Medical University, Taipei, Taiwan
- P32 Effects of Transformational Leadership on Psychosocial Well-being in Employees and Supervisor Teleworkers: A Gender Comparative Study in the Spanish Public Sector
Eva Cifre¹, Laritza M. Machín-Rincón¹, Antonio L. García-Izquierdo², Mónica Zuazua², Pilar Laguna³, Mónica Segovia³
¹Universitat Jaume I, Castellón, Spain. ²Universidad de Oviedo, Oviedo, Spain. ³Universidad Rey Juan Carlos, Madrid, Spain
- P33 Digital Well-Being at Work: Evaluating the Efficacy of an Online Multi-Platform Training Program to Improve Leadership Competences for Telework
Felipe Bravo, Núria Tordera, Isabel Rodríguez
 IDOCAL Universitat de València, Valencia, Spain

- P34 Effects of Proactive Work Behaviour on Quality of Life at Work: A Research Among Health Managers
Lucie Pierre¹, Nicola Cangialos², Guillaume R. M. Déprez¹
¹Université de Bordeaux, Bordeaux, France. ²Università degli Studi di Milano, Milan, Italy
- P35 Disrupting the Negative Spillover of Emotional Demands at Work on Irritability at Home: The Role of Self-Reflectivity
Julia Heimrich¹, Stefanie Marx-Fleck², Thomas Rigotti³, Jan A. Häusser¹, Nina M. Junker⁴
¹Justus-Liebig-University, Giessen, Germany. ²Johann Wolfgang Goethe-University, Frankfurt, Germany. ³Johannes-Gutenberg University, Mainz, Germany. ⁴University of Oslo, Oslo, Norway
- P36 Exploring the Link Between Uncertainty Against Industry 4.0 and Qualitative Job Insecurity: The Role of Perceived Employability as a Moderator
Mauricio E. Garrido Vásquez¹, Mariam Neuhäuser², Patricia Garrido-Vásquez¹, Kathleen Otto²
¹University of Concepcion, Concepcion, Chile. ²Philipps University of Marburg, Marburg, Germany
- P37 What Makes Employees (Not) Use W-ICTs? A Systematic Review
Lore Geldof^{1,2}, Elfi Baillien¹, Ann DeSmet^{2,3}
¹KU Leuven, Brussels, Belgium. ²University of Antwerp, Antwerp, Belgium. ³Université Libre Bruxelles, Brussels, Belgium
- P38 The Effect of Technological Stress on the Usage and Acceptance of Telemedicine Services in Rural Healthcare Providers: A Qualitative Study
Marco Lezcano, Margherita Pasini, Maria Gabriella Landuzzi
University of Verona, Verona, Italy
- P39 Achieving Sustainable Development Through Safety and Health Training
Michael Burke
Tulane University, New Orleans, USA
- P40 How Psychological Safety in Telework Can Be a Key Element for Sustainability?
Milena da Silva Guimarães^{1,2}, Pedro Fialho¹, Carolina Moliner², Nuria Tordera², Susana Pereira¹, Monique Delfim Andrade¹
¹Faculty of Psychology and Educational Sciences, University of Coimbra, Coimbra, Portugal. ²Idocal, Universitat de Valencia, Valencia, Spain
- P41 Bounce - Healthy Management Programme for Leaders
Liliana Dias, Rita Alves Feio
Bound – Intelligent Health Capital, Lisbon, Portugal
- P42 Mitigating Occupational Hazards in Global Work Travel: A Job Crafting Perspective
Rita Davidson, Maximiliano Escaffi-Schwarz
Universidad Diego Portales, Santiago, Chile
- P43 Actively Dealing with Change as a Leader: Change Leadership, Identity Leadership, and Employees' Engagement, Burnout, and Presenteeism
Rudolf Kerschreiter, Dennis Kondzic
Freie Universität Berlin, Berlin, Germany

- P44 Exploring the Emotional Basis of Adaptive Leadership: Insights from a Quasi-Experimental Field Study
*Sandra Merino Verona*¹, *Ramón Rico*¹, *Sjir Uitdewilligen*², *Manuel Quintana Díaz*^{3,4}
¹*Universidad Carlos III de Madrid, Getafe, Spain.* ²*Maastricht University, Maastricht, Netherlands.* ³*Universidad Autónoma de Madrid, Madrid, Spain.* ⁴*Hospital Universitario La Paz, Madrid, Spain*
- P45 Zooming in on Family Support: Job Seeker Perceptions in Interviews
Sarina Maneotis, *Alyssa Smith*
Kansas State University, Manhattan, USA
- P46 Telework, Social Isolation and Job Satisfaction. the Moderating Role of Gender.
Sonia Climent-Galarza, *Nuria Tordera*, *Isabel Rodríguez*
University of Valencia, Valencia, Spain
- P47 Technostress in the Digital Age: A fsQCA Analysis of Organizational and Individual Conditions underpinning Technostress among Health Professionals
*Alessandra Pernice*¹, *Tina Kowalski*², *Federica Angel*²
¹*Università Cattolica del Sacro Cuore, Rome, Italy.* ²*University of York, York, United Kingdom*
- P48 New Technologies and Work-Related Outcomes: Exploring the Effects of Smart Working and Technostress on Perceived Job Satisfaction and Performance
Valentina Mariani, *Martina Vacondio*, *Margherita Brondino*, *Margherita Pasini*
University of Verona, Verona, Italy

Poster Session: Workplace Outcomes

14:00 - 15:00 Terrace and Hall EAOHP Executive Committee

- P49 The Relationship Between Interpersonal Conflicts and Cyberbullying at Work: A Moderated-Mediation Model.
*Alfonso Cardenas-Miyar*¹, *Francisco J. Cantero-Sanchez*², *Jose M. Leon-Perez*¹
¹*Universidad de Sevilla, Sevilla, Spain.* ²*Sevilla, Sevilla, Spain*
- P50 How Authentic Leadership Behaviours Predict Nurses' Well-Being: The Role of Autonomous Work Motivation and Work/Life Enrichment
*Arianne Malboeuf*¹, *Stéphanie Austin*¹, *Claude Fernet*¹, *Sophie Drouin Rousseau*², *Jean-François Gagnon*³, *Camille Gagnon-Béland*¹
¹*Université du Québec à Trois-Rivières, Trois-Rivières, Canada.* ²*Université de Moncton, Moncton, Canada.* ³*Université de Sherbrooke, Sherbrooke, Canada*
- P51 Gender Difference in Hazardous and Harmful Alcohol Use among Workers: A Scoping Review
*Aziz Mensah*¹, *Hasan Tareq*¹, *David Redmalm*¹, *Anna Nyberg*², *Peter Wennberg*³, *Susanna Toivanen*¹
¹*Mälardalen University, Västerås, Sweden.* ²*Uppsala University, Uppsala, Sweden.* ³*Stockholm University, Stockholm, Sweden*

- P52 Back on Track: Implementing a Tool to Assess and Improve Reintegration After Burnout in the Belgian Federal Government
Claudia Rooman¹, Cloé Lehaen², Isabelle Hansez², Lutgart Braeckman¹, Eva Deraus¹
¹Ghent University, Ghent, Belgium. ²Université de Liège, Liège, Belgium
- P53 A More Enjoyable Working Experience: Exploring Different Implications of Music Listening at Work on Job Satisfaction and Performance
Domenico Sanseverino, Andrea Caputo
Università degli Studi di Torino, Torino, Italy
- P54 Empowering Educators: Unravelling the Impact of Transformational Leadership, Professional Development, and Learning Program Management on Teacher Job Satisfaction
Giulia Paganin¹, Greta Mazzetti¹, Consuelo Mameli¹, Gerardo Petruzzello², Dina Guglielmi¹
¹Department of Educational Science "G.M. Bertin", University of Bologna, Bologna, Italy. ²Department of Psychology "Renzo Canestrari", University of Bologna, Bologna, Italy
- P55 Exploring Diverse Employee Perspectives and Experiences of Psychological Safety at Work
Hayam Bakour, Dayna Lee-Baggley, Shannan Grant, Jessica Mannette
Saint Mary's University, Halifax, Canada
- P56 Job Resources and Work-Related Well-Being: Differential Associations According to Occupational Status?
Ina Schoellgen, Hermann Burr
Federal Institute for Occupational Safety and Health (BAuA), Berlin, Germany
- P57 Exploring the Disability Disclosure Gap at Work: An Interview Study
Juliet Hassard¹, Louise Thomson², Alex Frost³, Sarah Somerse², Holly Blake²
¹Queen's University Belfast, Belfast, United Kingdom. ²University of Nottingham, Nottingham, United Kingdom. ³Institute of Mental Health, Nottingham, United Kingdom
- P58 Work-related Factors Influencing the Workplace Well-being of Women and Marginalized Workers in the European Union: A Scoping Review.
Katja Kraljevic, Phuong Nhung Doan, Evangelia Demou, Peter Craig, Theocharis Kromydas
MRC/CSO Social and Public Health Sciences Unit, University of Glasgow, Glasgow, United Kingdom
- P59 Predicting Conflict Management Profiles with Masculine Contest Culture and Precarious Masculinity Beliefs
Keaton Fletcher
Colorado State University, Fort Collins, USA
- P60 A Loss Spiral of Burnout Symptoms and Reduced Coping Self-Efficacy: A Latent Change Score Modelling Approach
Liselotte Koning-Eikenhout^{1,2}, Roos Delahaij¹, Wim Kamphuis¹, Inge Hulshof², Joris Van Ruyseveldt²
¹TNO, Soesterberg, Netherlands. ²Open Universiteit, Heerlen, Netherlands

- P61 “Stay with Me”, Said the Organization: The Mediating Role of Work and Organizational Engagement in the Relationship Between Meaningful Work and Intention To Quit
Luna Sinisterra Llorens¹, Jonathan Peñalver^{1,2}, Marisa Salanova Soria¹, Agustín Aguilar³
¹Universitat Jaume I, Castellón de la Plana, Spain. ²Universidad Internacional de Valencia, Valencia, Spain. ³UBE Corporation Europe S.A.U., Castellón de la Plana, Spain
- P62 Affective and Behavioural Consequences of Boredom at Work: The Moderating Role of Job Control
Madelon van Hooff¹, Edwin van Hooff², Ilke Grosemans^{1,3}
¹Open Universiteit, Heerlen, Netherlands. ²University of Amsterdam, Amsterdam, Netherlands. ³KU Leuven, Leuven, Belgium
- P63 The Mediating Role of Interactional Justice between Incivility Experiences and Work Attitudes: What Role does Supervisor Demographic Dissimilarity Play?
Madison Malcore¹, Vicki Magley¹, Lucy Gilson²
¹University of Connecticut, Storrs, CT, USA. ²University of New Hampshire, Durham, NH, USA
- P64 Workplace Bullying in Post-Pandemic Workplaces: A Job Demands-Resources (JD-R) Perspective
Kateřina Zábrodská^{1,2}, Martin Máčel¹, Ondřej Knor¹, Petr Květon³, Jiří Mudrák^{2,1}
¹Charles University, Prague, Czech Republic. ²Czech Academy of Sciences, Prague, Czech Republic. ³Czech Academy of Sciences, Brno, Czech Republic
- P65 The Reciprocal Relationship Between Job Demands, Resources and Burnout - The Moderating Role of Psychosocial Safety Climate
Mona Pohlner, Verena C. Haun
Julius-Maximilians-Universität Würzburg, Würzburg, Germany
- P66 Pandemic Lessons for Transformation of Hospital Care: Work Engagement among Nonclinical and Clinical Hospital Workers: A Survey Study
Monique Penturij Kloks¹, Carolina Keijsers^{2,3}, Manon Enting⁴, Simon De Gans¹, Steven Kilroy⁵, Fedde Scheele^{6,7}, Margot Joosen⁴
¹Jeroen Bosch Ziekenhuis, Den Bosch, Netherlands. ²Jeroen Bosch Ziekenhuis, geriatric medicine, Den Bosch, Netherlands. ³Jeroen Bosch Ziekenhuis, Jeroen Bosch Academy, Den Bosch, Netherlands. ⁴Department of Tranzo, Scientific Center for Care and Well-being, Tilburg University, Tilburg, Netherlands. ⁵Trinity Business School, Dublin, Ireland. ⁶Athena institute, Vrije Universiteit Amsterdam, Amsterdam, Netherlands. ⁷Onze Lieve Vrouwe Gasthuis, Amsterdam, Netherlands
- P67 Examining the Reciprocal Relationships Between Work Events and Work Affect Among Irish Cadet Officers: A Five-Wave Panel Study.
Paolo Yaranon¹, Deirdre O'Shea¹, Janine Bosak²
¹University of Limerick, Limerick, Ireland. ²Dublin City University, Dublin, Ireland
- P68 Can it Be Negative To Be the Resilience of the Employee to Work-Family Balance?: A Moderated Mediation Model from the Job Demands-Resources Theory.
Pedro Antonio Díaz-Fúnez, Carmen M. Salvador-Ferrer, Miguel Ángel Mañas-Rodríguez
University of Almeria, Almeria, Spain

- P69 Influence of Role Dysfunctions on Health in Spanish Teachers: Mediation Effect of Workplace Bullying Moderated by Transformational Leadership and Sex
Pedro Gil-LaOrden^{1,2}, Jorge Jesús López-Vílchez^{3,2}, Ester Grau-Alberola^{4,2}, Hugo Figueiredo-Ferraz^{3,2}, Pedro R. Gil-Monte^{1,2}
¹Universitat de València, Valencia, Spain. ²Unidad de Investigación Psicosocial de la Conducta Organizacional (UNIPSCO), Valencia, Spain. ³Universidad Internacional de Valencia (VIU), Valencia, Spain. ⁴Universidad Internacional de La Rioja (UNIR), Logroño, Spain
- P70 Identifying the Critical Training Needs of Supervisors of Neurodiverse Employees
Laura Heron, Ron Wolfart, Valentina Bruk-Lee
Florida International University, Miami, USA
- P71 Your Co-workers Can Also Make You Sick: An Investigation of Coworker Undermining and Employee Health
Sandra Costa¹, Maria João Velez¹, Aníbal López²
¹ISCTE - IBS, Lisbon, Portugal. ²IPAM, Lisbon, Portugal
- P72 Zooming in: Exploring Fine-grained Behavioural Dynamics in Copreneur Workplace Coaching
Stella M. Fingas, Christine Busch, Romana Dreyer, Nale Lehmann-Willenbrock
Department of Industrial- and Organizational Psychology, University of Hamburg, Hamburg, Germany
- P73 'When the World's Most Meaningful Job Becomes a Burden'
Marte Pettersen Buvik, Sylvi Thun, Solveig Osborg Ose
SINTEF Digital, Trondheim, Norway

Poster Session: Psychosocial risk management I

14:00 - 15:00 Terrace and Hall EAOHP Executive Committee

- P74 Barriers and Facilitators to Employee Health Interventions: A Delphi Study of the University Context
Abbie Bailey, Nina Kupper, Dorien Kooij, Renee de Reuver
Tilburg University, Tilburg, Netherlands
- P75 How Resilience Predicts Well- and Ill-Being at Career Start in Nurses: The Role of Emotional Resource Possession
Camille Gagnon-Béland, Stéphanie Austin, Liette St-Pierre, Claude Fernet
Université du Québec à Trois-Rivières, Trois-Rivières, Canada
- P76 Supportive Climate And Dedication: Implications For Public Employees
Eliana Quiroz González¹, Miguel Mañas Rodríguez²
¹Universidad Católica de Pereira, Pereira, Colombia. ²Universidad de Almería, Almería, Spain
- P77 The Short Version of Technostress Creators Inventory: A Bifactor(S-1) Modelling Approach.
Francesca Spinella, Luigi Fusco, Ilaria Olivo, Ivan Marzocchi, Stefano Isolani, Claudio Barbaranelli, Valerio Ghezzi
Sapienza University of Rome, Rome, Italy

- P78 Structural Empowerment and Organizational Citizenship Behaviour: Exploring the Potential Explaining Role of Psychological Empowerment and Workplace Flourishing
Hannah Bradley¹, Weiwei Wang¹, Juliet Hassard²
¹University of Nottingham, Nottingham, United Kingdom. ²Queen's University Belfast, Belfast, United Kingdom
- P79 Can We Anticipate the (Un)successful Implementation of a Participatory Organizational Intervention? A Study of Contextual Factors and Intervention Implementation
Heidi Lahti^{1,2}, Virpi Kalakoski¹
¹Finnish Institute of Occupational Health, Helsinki, Finland. ²Tampere University, Tampere, Finland
- P80 Looking Good or Being the Best: Two Types of Team Performance Goals in Relation to Motivation in Work Teams
Heleen van Mierlo
Erasmus University Rotterdam, Department of Psychology, Education, and Child Studies, Rotterdam, Netherlands
- P81 Corporate Social Responsibility, Psychosocial Risks and Immigration in Southern Europe
José María González-González, Pedro Francés-Gómez, Emilio Sánchez Santa-Bárbara
University of Granada, Granada, Spain
- P82 What is Hindering Stress Prevention in Small Enterprises? A Qualitative Process Evaluation Study of a Targeted Web-Based Intervention 'System P'
Judith Engels^{1,2}, Miriam Engels^{1,2}, Louisa Scheepers², Leif Boß³, Rebekka Kuhlmann², Johanna Kuske⁴, Lutz Lesener⁵, Valeria Pavlista², Kira Schmidt-Stiedenroth², Mathias Diebig², Sascha A. Ruhle⁶, Florian B. Zapkau⁷, Peter Angerer², Jörg Hoewner⁵, Dirk Lehr³, Christian Schwens⁴, Stefan Süß², Ines C. Wulf², Nico Dragano²
¹Open University of the Netherlands, Heerlen, Netherlands. ²Heinrich-Heine-University Düsseldorf, Düsseldorf, Germany. ³Leuphana University Lüneburg, Lüneburg, Germany. ⁴University of Cologne, Cologne, Germany. ⁵K12 Agency for communication and innovation, Düsseldorf, Germany. ⁶Tilburg University, Tilburg, Netherlands. ⁷Vienna University of Economics and Business, Vienna, Austria
- P83 Safety Climate in Small Construction Companies – Identifying Relationships Between Safety Climate and Well-Being Outcomes
Katherine Castro, Emilee Eden, Matthew Thiese, Joseph Allen
Rocky Mountain Center for Occupational and Environmental Health, University of Utah, Salt Lake City, USA
- P84 Measuring Work-Related Psychosocial Factors Predicting Sickness Absence of Health Care Workers
Laurent Corthésy-Blondin^{1,2,3}, Simona Margheritti⁴, Samantha Vila Masse¹, Andrea Gragnano⁴, Alessia Negrini^{1,3}
¹Institut de recherche Robert-Sauvé en santé et en sécurité du travail, Montreal, Canada. ²Faculté des sciences infirmières, Université de Montréal, Montreal, Canada. ³Centre de recherche de l'Institut universitaire de santé mentale de Montréal, Montreal, Canada. ⁴University of Milan-Bicocca, Milan, Italy

- P85 Conceptualisation of a Health and Safety Intervention Using Audio Storytelling: The Essential Role of *Safety Resonance*.
Regine Grytnes¹, Nathalie Schümchen², Anders Pilmark³, Emma Dybdal Andersen³, Marc Backhausen Erichsen³, Kenn Carlsen⁴, Jeppe Lykke Moeller³
¹*AmbuFlex, Goedstrup Hospital, Herning, Denmark.* ²*Tampere University, Tampere, Finland.* ³*The National Research Centre for the Working Environment, Copenhagen, Denmark.* ⁴*LydCarlsen, Roskilde, Denmark*
- P86 New Ways of Work, Work Intensity, and Psychological Well-Being: The Beneficial Effects of Resilience as an Organizational Resource and as a Personal Resource.
Roman Soucek¹, Amanda S. Voss²
¹*MSH Medical School Hamburg, Hamburg, Germany.* ²*Friedrich-Alexander-Universität Erlangen-Nürnberg, Erlangen, Germany*
- P87 Workplace Violence in Hospital: An Interdisciplinary Team for the Total Worker Health® Approach.
Guendalina Dalmasso¹, Reparata Rosa Di Prinzio^{2,3}, Alessia Dos², Federica De Falco², Maria Rosaria Vinc², Vincenzo Camisa², Annapaola Santoro², Marcello De Santis¹, Massimiliano Raponi¹, Salvatore Zaffina²
¹*Health Directorate, Bambino Gesù Children's Hospital IRCCS, Rome, Italy.* ²*Occupational Medicine Function Unit, Health Directorate, Bambino Gesù Children's Hospital IRCCS, Rome, Italy.* ³*Catholic University of the Sacred Heart, ALTEMS, Rome, Italy*
- P88 Human Resources Management Good Practices in Occupational Health and Safety that Promote Decent Work: A Documentary Study in Brazilian Companies
Tânia Ferraro^{1,2}, Cecília Oderich³, Camila Lanfrede³
¹*Portugalense University, Porto, Portugal.* ²*Research on Economics, Management and Information Technologies (REMIT) - Research Center, Porto, Portugal.* ³*Universidade Estadual do Oeste do Paraná (UNIOESTE), Foz do Iguaçu, Brazil*
- P89 Refining the Stress Management Competency Indicator Tool: An Exploratory Factor Analysis Approach
Teixiera Dulal-Arthur¹, Juliet Hassard², Weiwei Wang¹, Holly Blake^{1,3}, Jo Yarker⁴, Louise Thomson^{1,5}
¹*University of Nottingham, Nottingham, United Kingdom.* ²*Queen's University Belfast, Belfast, United Kingdom.* ³*NIHR Nottingham Biomedical Research Centre, Nottingham, United Kingdom.* ⁴*Birkbeck, University of London, London, United Kingdom.* ⁵*Institute of Mental Health, Nottingham, United Kingdom*
- P90 "Are You Feeling Good?": An Investigation of Psychosocial Safety Climate in the Relations Between Job Characteristics with Employee Burnout, Engagement, and Sustainable Well-Being
Tianchang Ji¹, May Young Loh², Jan de Jonge^{3,1}, Toon Taris¹, Maria Peeters^{1,3}, Maureen Dollard²
¹*Department of Social, Health and Organizational Psychology, Utrecht University, Utrecht, Netherlands.* ²*PSC Global Observatory, Centre for Workplace Excellence University of South Australia, Adelaide, Australia.* ³*Human Performance Management Group, Department of Industrial Engineering and Innovation Sciences, Eindhoven University of Technology, Eindhoven, Netherlands*
- P91 Working in Agile Multi-Team Systems: Engaging or Exhausting?
Tom Junker
Tilburg University, Tilburg, Netherlands

- P92 The Effects of Self-Monitoring With Wearables on Stress, Resilience, and Well-Being in Police Officers: A Mixed Design Field Experiment.
*Wim Kamphuis, Herman de Vries, Roos Delahaj
TNO, Soesterberg, Netherlands*
- P93 Measuring and Training Psychological Well-Being in the Work Context (Psygesa Project)
*Vera Hebel, Judith Volmer, Elena Röder
University of Bamberg, Bamberg, Germany*

Special Lunchtime Session: Occupational Health Psychology and Migrant Workers Network

14:00 - 15:00 **Loja** **Chair Francisco Díaz Bretones**

- F2 The University of Granada invites all researchers interested in occupational health psychology and migrant workers to participate in the constitution of a network of researchers on this topic. The objectives of the network will be to promote collaborative research of interest in this area, to develop research projects and consortiums in this area, to exchange information and research experiences, as well as any others that the members of the network may consider.

Special Policy Session – An International Comparison of the Policy Context on Psychosocial Risks and Mental Health at Work

15:00 - 16:30 **Poniente** **Chair Aditya Jain, and Daniel Ripa**

- F4 This panel discussion will present a comparison of various policies and approaches that have been developed and implemented by various stakeholders at the international, national, and regional level for the improvement of healthy working and employment conditions. The panel will include a review of the progress that has been made and discuss what needs to be done to better manage psychosocial risks, and protect and promote the mental health of the working population in this ever-changing world of work.

Symposium: Workplace Well-being Promotion through Positive Psychological Interventions

15:00 - 16:30 **Marquesado** **Chair Marisa Salanova**

- S44 Is Work Meaning a Good Thing? a Latent Profile Analysis of Meaning and Well-Being at Work and Its Application to Workplace Promotion
*Israel Sánchez-Cardona¹, María Vera², Laura Lorente³, Edwin Trejo-Rivera¹, Tyler Collette¹
¹Kennesaw State University, Kennesaw, USA. ²Universidad Pablo de Olavide, Sevilla, Spain. ³Universidad de Valencia, Valencia, Spain*

- S45 Positive and Inclusive Psychological Intervention in Emotional Styles: Adaptation to Intellectual Disability Workers
Ari Gómez-Borges, Isabel M. Martínez Martínez, Marisa Salanova
Universitat Jaume I, Castellón de la Plana, Spain
- S46 Effectiveness of an Intervention in "Positive Social Interaction" and Its Differences Between Industry and Healthcare Sectors
Luna Sinisterra Llorens, Mabel San Román-Niaves, Antonio Ortiz Vazquez, Marisa Salanova Soria
Universitat Jaume I, Castellón de la Plana, Spain
- S47 Career Development, Job Crafting, and Well-being: An Evidence-Based Positive Psychological Intervention
Alberto Ortega-Maldonado¹, Miguel Nisembaum², Hugo Nisembaum²
¹Universidad Internacional de La Rioja (UNIR), Logroño, Spain. ²Mapa de Talentos, São Paulo, Brazil
- S48 Enhancing Industrial Leadership through a Positive Psychological Intervention on Coaching Based Leadership Development
Antonio Ortiz-Vázquez^{1,2}, Susana Llorens¹, Marisa Salanova¹
¹Universitat Jaume I, Castellón, Spain. ²FDI, Almussafes, Spain
- S49 Nurturing Psychological Well-Being During the COVID-19 pandemic: An Online Positive Psychological Intervention
Isabella Meneghel¹, Valeria Cruz-Ortiz², Marisa Salanova², Margarita Tarragona³
¹Universitat Internacional de Catalunya, Barcelona, Spain. ²Universitat Jaume I, Castellón de la Plana, Spain. ³Instituto Tecnológico Autónomo de México, Ciudad de México, Mexico

Symposium: Playful Work Design: Across Domains and People

15:00 - 16:30

Altiplano

Chair Yuri Scharp

- S50 Juggling platform work, employment, and personal life: the role of motivation and playful work design
Yuri S. Scharp^{1,2}, Claartje Ter Hoeven², Marc van Veldhoven¹
¹Tilburg Universiteit, Tilburg, Netherlands. ²Erasmus Universiteit Rotterdam, Rotterdam, Netherlands
- S51 Daily Agile Work Practices and Playful Work Design: A Social Capital Perspective
Tom Junker, Yuri Scharp
Tilburg University, Tilburg, Netherlands
- S52 Playful Leaders, Playful Employees: A Diary Study on Ebullient Leadership and Playful Work Design
Emanuela Caracuzzo¹, Kimberley Breevaart², Flavio Urbini¹, Antonino Callea¹, Arnold B. Bakker²
¹Università LUMSA, Rome, Italy. ²Erasmus University, Rotterdam, Netherlands

- S53 Playful Work Design on Boring Days
Jørn Hetland¹, Arnold B. Bakker², Helga B. Urke¹, Tommy Krabberød³, Olav K. Olsen¹
¹University of Bergen, Bergen, Norway. ²Erasmus University Rotterdam, Rotterdam, Netherlands. ³Royal Norwegian Naval Academy, Bergen, Norway
- S54 Playful Sport Design and Sport Engagement: A Diary Study among Amateur Athletes
Juriena de Vries¹, Yuri Scharp², Arnold Bakker³
¹Leiden University, Leiden, Netherlands. ²Tilburg University, Tilburg, Netherlands. ³Erasmus University, Rotterdam, Netherlands
- S55 Unraveling the Playful Solution: Exploring the Role of Playful Leisure Design as a Coping Strategy in the Work-Home Interface
Sigj Wang¹, Yasin Rofcanin², Mireia Las Heras³
¹Aston University, Birmingham, United Kingdom. ²University of Bath, Bath, United Kingdom. ³IESE Business School, Barcelona, Spain

Symposium: Work Transformations and Psychological Health at Work: What Role for Organizational Culture and Human Resource Management Practices?

15:00 - 16:30 Costa Tropical Chair Julie Dextras-Gauthier, Marie-Hélène Gilbert

- S56 Public Organizational Culture Profiles Impact on Quality of Working Life: The Mediating Role of Satisfaction with HRM Practices
Maude Boulet¹, Julie Dextras-Gauthier²
¹École nationale d'administration publique, Montréal, Canada. ²Université Laval, Québec, Canada
- S57 Exploring the Impact of Social Norms of Connectivity on Work-Family Conflict: The Role of Workplace Telepressure
Julie Dextras-Gauthier¹, Maude Boulet², Yanick Provost Savard³, Véra-Line Montreuil⁴
¹Université Laval, Québec, Canada. ²ENAP, Montréal, Canada. ³Université du Québec à Montréal, Montréal, Canada. ⁴Université du Québec en Outaouais, Gatineau, Canada
- S58 Managers' Psychological Health: Bridging the Gap in Organizational Culture and Leadership Behaviours
Marie-Hélène Gilbert¹, Julie Dextras-Gauthier¹, Justine Dima², Laetitia Bomoya Adou¹
¹Université Laval, Québec, Canada. ²School of Management and Engineering Vaud, Yverdon-les-Bains, Switzerland
- S59 The Effect of Teleworking on Mental Health and Work Performance Depends on Gender and Crisis Context: A 5-Wave Population Study of Quebec Workers
Caroline Biron^{1,2}, Maria Karanika-Murray³, Hans Ivers¹, Olatakoun Atchade¹, Claude Fernet⁴
¹Université Laval, Québec, Canada. ²VITAM Research Center on Sustainable Health, Québec, Canada. ³University of Leicester, Leicester, United Kingdom. ⁴Université du Québec à Trois-Rivières, Trois-Rivières, Canada

- S60 "Bend So You Don't Break!": A Longitudinal Study on Human Resources Management Practices, Humility, Psychological Well-Being, and Job Performance.
Annick Parent-Lamarche¹, Julie Dextras-Gauthier²
¹Université du Québec à Trois-Rivières, Trois-Rivieres, Canada. ²Université Laval, Ste-Foy, Canada
- S61 Fostering Teleworkers Engagement Through Teleworking Stress Levers Management
Gaëlle Cachat-Rosset¹, Anne-Marie Ouellette², Tania Saba², Alain Klarsfeld³, Kévin Carillo³, Josiane Marsan¹
¹Université Laval, Québec, Canada. ²Université de Montréal, Montréal, Canada. ³TBS Business School, Toulouse, France

Symposium: A Typical Day in the Life of a Well-Recovered Employee – How Recovery Experiences at Different Times and Settings Relate to Employees' Behaviours

15:00 - 16:30 Alpujarra Chair Johanna Perlz, Sebastian Seibel

- S62 Beyond Rest: How Beliefs About Sleep Shape the Effect of Sleep Quality on the Perception of Self-Control Demands At Work
Anna Luca Mackenbach^{1,2}, Veronika Job³, Christopher Mlynski³, Jana Kühnel^{1,3}
¹Goethe University Frankfurt, Frankfurt am Main, Germany. ²Justus Liebig University Giessen, Giessen, Germany. ³University of Vienna, Vienna, Austria
- S63 Master and Control Your Evening To Expect a Happy Workday – The Relationship Between Recovery Experiences in the Evening, Workload and Stress Anticipation in the Morning, and Experienced Workload and Stress During the Workday
Sebastian Seibel, Verena C. Haun
University of Würzburg, Würzburg, Germany
- S64 "No Place Like Home?" A Diary Study on the Effects of Telework on Lunch Break Recovery
Jan Sinner, Verena C. Haun
University of Würzburg, Würzburg, Germany
- S65 A Diary Study on Abusive Supervision and Subordinates' Recovery Experiences
Julia Iser-Potempa¹, Hadar Neshet Shoshan², Sabine Sonnentag¹
¹University of Mannheim, Mannheim, Germany. ²Johannes Gutenberg University Mainz, Mainz, Germany
- S66 Look How Beautiful! The Role of Natural Environments for Employees' Recovery and Affective Well-Being
Micha Hilbert¹, Miriam Finke¹, Kristina Küpper¹, Carmen Binnewies¹, Laura Berkemeyer¹, Lucas Alexander Maunz²
¹University of Münster, Münster, Germany. ²University of Innsbruck, Münster, Germany

- S67 Can Recovery be Objectively Measured by Heart Rate Variability and Cognitive Performance? Two Ambulatory Assessment Studies on Daily Recovery from Job Stress after Work

Johanna Perzl, Verena C. Haun
University of Würzburg, Würzburg, Germany

Oral Session: Equality, Diversity and Inclusion

15:00 - 16:30 Lecrin Chair Sara Corlett

- O16 Healthy and Successful - Exploring Female Entrepreneurs' Health, Success, and Recovery Strategies Using a Mixed-Methods-Approach
Alina Gerke^{1,2}, Patrizia Ianiro-Dahm¹, Nale Lehmann-Willenbrock²
¹Coventry University, Coventry, United Kingdom. ²Universität Hamburg, Hamburg, Germany
- O17 Remote4All: Voicing and Assessing the 'Lived Experience' of Disabled and/or Neurodivergent Remote Workers
Christine Grant¹, Carlo Tramontano¹, Maria Charalampous², Emma Russell³
¹Coventry University, Coventry, United Kingdom. ²University of Limassol, Nicosia, Cyprus. ³University of Sussex, Brighton, United Kingdom
- O18 The Impact of Language Proficiency, Self-efficacy and Job Skills Mismatch on UK-based Migrant Workers' Mental Well-being: A Serial Mediation Model
Angeli Santos, Damen Woo, Parul Gupta
University of Nottingham, Nottingham, United Kingdom
- O19 Promoting Labor Participation of People With Sensory Impairments: Barriers and Facilitators From a Multi-Perspective Study
Jill Knapen^{1,2}, Femke van Schelver², Lisette van Leeuwen³, Hennie Boeije²
¹Open University of the Netherlands, Heerlen, Netherlands. ²Netherlands Institute for Health Services Research, Utrecht, Netherlands. ³Knowledge Institute of Medical Specialists, Utrecht, Netherlands
- O20 Giving Back, Not Giving In: Generative Legacies Among Long Term Survivors of HIV
Larry R. Martinez¹, Nicholas A. Smith¹, Sabrina D. Volpone²
¹The University of Texas at Arlington, Arlington, TX, USA. ²University of Colorado Boulder, Boulder, CO, USA
- O21 What is that Drives Hiring Discrimination Against Trans People? An Experimental Study
Sara Corlett¹, Rodolfo Mendoza-Dentor², Donatella Di Marco¹, Alicia Arenas¹
¹Universidad de Sevilla, Sevilla, Spain. ²University of California, Berkeley, Berkeley, USA

Oral Session: Leadership and Occupational Safety and Health I

15:00 - 16:30 Loja Chair Hanne Berthelsen

- O22 The Circle of Resource Gaining: Leaders and Followers Influencing Each Other in the Healthcare Context
Andrea Caputo¹, Paola Gatti², Claudio Giovanni Cortese¹, Patricia Costa³, Aristides Ferreira³
¹University of Turin, Turin, Italy. ²University of Milano-Bicocca, Milan, Italy. ³Iscte – Instituto Universitário de Lisboa, Lisbon, Portugal

- O23 Does Hardship for Women in Leader Roles Establish at an Early Stage? A Mixed Method Approach on the Work Environment and Well-being of Young Female Leaders
Hanna Irehill¹, Oscar Rantatalo², Robert Lundmark¹, Susanne Tafvelin¹
¹Department of Psychology, Umea, Sweden. ²Department of Education, Umea, Sweden
- O24 Exploring the Pros and Cons of Organizational Pulse Surveys
Hanne Berthelsen, Tuija Muhonen
Malmö University, Malmö, Sweden
- O25 Do Strengths-Based Leaders Help Employees Cope with Stressors? Implications for Employee Well-Being
Jixin Wang¹, Kimberley Breevaart¹, Marianne van Woerkom², Arnold Bakker^{1,3}
¹Erasmus University Rotterdam, Rotterdam, Netherlands. ²Tilburg University, Tilburg, Netherlands. ³University of Johannesburg, Johannesburg, South Africa
- O26 "I can('t) handle it" - An Experimental Study on Antecedents of Health-oriented Leadership Behaviour in Employees with Early Warning Signals
Sarah Pischel¹, Laura Klebe², Jörg Felfe¹
¹Helmut Schmidt University/ University of the Federal Armed Forces Hamburg, Department of Work, Organizational and Business Psychology, Hamburg, Germany. ²Criminological Research Institute of Lower Saxony, Hannover, Germany
- O27 Beyond the Average: Exploring Individual Responses to Servant Leadership within Teams
Thomas Rigotti^{1,2}, Miriam Arnold³, Lina Müller⁴
¹Johannes Gutenberg University, Mainz, Germany. ²Leibniz Institute for Resilience Research, Mainz, Germany. ³Leibniz Institute for Resilience Research, Mainz, Germany. ⁴University of Bremen, Bremen, Germany

Coffee Break

16:30 - 16:45 Terrace

Symposium: HealthyHealthcare (Part 1): Conceptual Frameworks Linking Healthcare Worker Well-being, the Organization of Services and Quality of Care

16:45 - 18:15 Poniente

Chair Kevin Teoh

- S68 How Does Medical Students' Well-being Link to Their Intentions to Drop Out? Longitudinal Exploration
Asta Medisauskaitė¹, Neha Lagisetty¹, Milou Silkens²
¹UCL, London, United Kingdom. ²Erasmus School of Health Policy & Management, Rotterdam, Netherlands

- S69 A Model for Understanding and Promoting Co-Creation of Care by Patients and Health Care Professionals Generating Mutual Benefits: Towards Human-Centered Healthcare
Georg F. Bauer¹, Sylvia Broetje¹, Florian Liberatore², Andrea Glässer¹, Nikola Biller Andorno¹, Annina Gähwiler³, Laurin Schaffner³, Anna Lisa Martin-Niedecken³, Heidi Petry⁴
¹University of Zurich, Zurich, Switzerland. ²Winterthur Institute of Health Economics, Zurich University of Applied Sciences, Winterthur, Switzerland. ³Zurich University of the Arts, Zurich, Switzerland. ⁴University Hospital of Zurich, Zurich, Switzerland
- S70 Performance-Based Reimbursement, Illegitimate Tasks, Moral Distress and Quality Care in Primary Care: A Mediation Model of Longitudinal Data
Emma Brulin¹, Kevin Teoh²
¹Karolinska Institutet, Stockholm, Sweden. ²Birkbeck, University of London, London, United Kingdom
- S71 Harmful Use of Alcohol Among Healthcare Workers and its Impact on the Quality of Patient Care: A One-year Follow-up Study
Josefina Peláez Zuberbuhler^{1,2}, Emilie Thern¹, Bodil Landstad^{3,4}, Siw Tone Innstrand², Marit Christensen², Malin Sjöström⁵, Emma Brulin¹
¹Unit of Occupational Medicine, Institute of Environmental Medicine, Karolinska Institutet, Solna, Sweden. ²Department of Psychology, Norwegian University of Science and Technology, Trondheim, Norway. ³Faculty of Human Sciences, Mid Sweden University, Östersund, Sweden. ⁴Unit of Research, Education and Development, Östersund Hospital, Östersund, Sweden. ⁵Department of Public Health and Clinical Medicine, Umeå University, Umeå, Sweden
- S72 “Healthy Healthcare” From the Perspective of the EU-OSHA
Lorenzo Munar
 EU-OSHA, Bilbao, Spain

Symposium: Digital Well-being Part 2: Solutions for Establishing Digital Well-being

16:45 - 18:15 Marquesado Chair Elfi Baillien, Alice Verlinden

- S73 Finding Balance in the Digital Age: Employees' Perspectives on Self-Regulating Connectivity to Work-Related ICTs
Alice Verlinden¹, Elfi Baillien¹, Marijke Verbruggen², Lore Geldof¹
¹KU Leuven, Brussels, Belgium. ²KU Leuven, Leuven, Belgium
- S74 Feeling Enslaved by your Email? Problematic Work-Email Use (PWEU) as a Stable Individual Difference Factor that Predicts Constant Connectivity and its Outcomes
Emma Russell¹, Kevin Daniels², Thomas Jackson³, Jay McCloskey⁴
¹Falmer, Brighton, United Kingdom. ²University of East Anglia, Norwich, United Kingdom. ³Loughborough University, Loughborough, United Kingdom. ⁴University of Sussex, Falmer, Brighton, United Kingdom

- S75 Evaluating the Effectiveness of a Team-based Email Stress Intervention on Employee Well-being and Performance Outcomes: A Quasi-Experimental Study and Conceptual Replication.
Lina Siegl, Sharon Clarke, Cary Cooper
The University of Manchester, Manchester, United Kingdom
- S76 The Systems-psychodynamic Underpinnings of the Continuous Engagement in Technology-assisted Supplemental Work in Dual-earner Couples
Silke Op de Beeck, Marijke Verbruggen, Marjan De Coster
KU Leuven, Leuven, Belgium
- S77 Towards a Positive Digital Future at Work: A Case for Digital Well-being Research.
Elfi Baillien¹, Lina Siegl², Alice Verlinden¹
¹KU Leuven, Brussels, Belgium. ²University of Manchester, Manchester, United Kingdom

Symposium: Between Office and Bed: Sleep Research Trends in Occupational Health Psychology

16:45 - 18:15 Altiplano Chair Luca Menghini, Alfredo Rodríguez-Muñoz

- S78 Stress, Sleep and Productivity in Hybrid Knowledge Workers
Päivi Vanttola¹, Sampsa Puttonen^{2,1}
¹Finnish Institute of Occupational Health, Helsinki, Finland. ²Tampere University, Tampere, Finland
- S79 Sorrow till Tomorrow: Work-related Rumination as a Mediator Between Hindrance Demands and Sleep Quality
Jan Häusser¹, Janina Janurek¹, Nina Junker², Sascha Abdel Hadi¹, Andreas Mojzisch³
¹Justus-Liebig-University Giessen, Giessen, Germany. ²University of Oslo, Oslo, Norway. ³University of Hildesheim, Hildesheim, Germany
- S80 Workplace Bullying is Making Us Lose Sleep: The Effect of Exposure to Workplace Bullying on Our Own and Our Partner's Sleep Patterns.
Alfredo Rodríguez-Muñoz, Mirko Antino, Alejandro Díaz-Guerra Romero
Universidad Complutense de Madrid, Madrid, Spain
- S81 Wearable Sleep Trackers in Occupational Health Psychology: A Critical Review and Illustrative case Studies (Part 1)
Luca Menghini¹, Cristian Balducci², Massimiliano de Zambotti³
¹University of Trento, Trento, Italy. ²University of Bologna, Bologna, Italy. ³SRI International, Menlo Park (CA), USA
- S82 Wearable Sleep Trackers in Occupational Health Psychology: A Critical Review and Illustrative Case Studies (Part 2)
Robert Hickman^{1,2}, Teresa D'Oliveira³, Daniel Lai Jie^{3,4}
¹King's College London (KCL), London, United Kingdom. ²NIHR Maudsley Biomedical Research Centre (BRC), London, United Kingdom. ³Canterbury Christ Church University, Canterbury, United Kingdom. ⁴NIHR Applied Research Collaboration Kent Surrey Sussex (ARC KSS), Kent, United Kingdom

Symposium: Navigating Complexity: The Role of Configurational Comparative Methods for Evaluating and Organizational Intervention

16:45 - 18:15 Costa Tropical Chair Marta Roczniowska, Ulrica von Thiele Schwarz

- S83 The Role of Participation in Achieving Implementation Results
Ole Henning Sørensen, Charlotte Diana Nørregaard Rasmussen
The National Research Centre for the Working Environment, Copenhagen, Denmark
- S84 What Conditions are Necessary or Sufficient for Transfer of Leadership Training? A Coincidence Analysis
Susanne Tafvelin, Andreas Stenling
Department of Psychology, Umeå University, Umeå, Sweden
- S85 Reducing Sickness-Absence Among Public-Sector Healthcare Employees: The Difference-Making Roles of Managerial and Employee Participation
Magnus Akerstrom^{1,2}, Jonathan Severin^{1,2}, Edward J Miech³, Ewa Wikström², Marta Roczniowska^{4,5}
¹Institute of Stress Medicine, Gothenburg, Sweden. ²University of Gothenburg, Gothenburg, Sweden. ³Regenstrief Institute, Indianapolis, USA. ⁴Karolinska Institutet, Stockholm, Sweden. ⁵SWPS University, Sopot, Poland
- S86 Beyond Simple Roads: Conditions Explaining Perceived Fit of an Organizational Occupational Health Intervention
Marta Roczniowska^{1,2}, Susanne Tafvelin³, Karina Nielsen⁴, Ulrica von Thiele Schwarz⁵, Edward J. Miech⁶, Henna Hasson², Kasper Edwards⁷, Johan Simonsen Abildgaard^{8,9}, Ole Henning Sørensen⁹
¹SWPS University, Sopot, Poland. ²Karolinska Institutet, Stockholm, Sweden. ³Umea University, Umea, Sweden. ⁴University of Sheffield, Sheffield, United Kingdom. ⁵Mälardalen University, Västerås, Sweden. ⁶Regenstrief Institute, Indianapolis, USA. ⁷Technical University of Denmark (DTU), Lyngby, Denmark. ⁸Copenhagen Business School, Copenhagen, Denmark. ⁹National Research Centre for the Working Environment (NFA), Copenhagen, Denmark
- S87 Configurational Comparative Methods in Working Life Research – Illustrating Possibilities and Challenges through a Worked Example
Sofie Jaspers, Ole Sørensen, Jeppe Lykke Møller
National Research Centre for the Working Environment, Copenhagen, Denmark

Symposium: Challenging the Traditional View: Causal and Reverse-Causal Relationships in the Job-Stress Process

16:45 - 18:15

Alpujarra

Chair Anne Casper, Marcel Kern

- S88 Daily Underperformance: A Stressor That Affects the Home Domain
Shani Pindek^{1,2}, *Hadar Neshor Shoshan*³
¹University of Haifa, Haifa, Israel. ²York University, Toronto, Canada. ³Johannes Gutenberg University, Mainz, Germany
- S89 Is Self-Endangerment Effective? Reciprocal Relationship of Time Pressure With Working Longer and More Intensive
*Tim Vahle-Hinz*¹, *Marcel Kern*², *Anja Baethge*³
¹Psychologische Hochschule Berlin, Berlin, Germany. ²Ruhr University Bochum, Bochum, Germany. ³Medical School Hamburg, Hamburg, Germany
- S90 Analyzing Reciprocal Effects Between Different Types of Time Pressure and Employee Well-Being: Introducing a Multidimensional Concept of Time Pressure
*Marcel Kern*¹, *Louisa Schüttke*¹, *Miriam Schilbach*^{2,3}
¹Ruhr University Bochum, Bochum, Germany. ²Maastricht University, Maastricht, Netherlands. ³Leibniz Institute for Resilience Research, Mainz, Germany
- S91 How Employee Exhaustion Predicts Stressor Perception and Appraisal: A Scenario-Based Approach
*Anne Casper*¹, *Dorota Reis*², *Sabine Sonnentag*³
¹Free University of Berlin, Berlin, Germany. ²Saarland University, Saarbrücken, Germany. ³University of Mannheim, Mannheim, Germany
- S92 Energy Preservation or Energy Consumption? Unravelling Directions of Effects Between State Mindfulness and Fatigue
Ute Hülsheger
Maastricht University, Maastricht, Netherlands
- S93 Recovery Activities and Their Reciprocal Relationship with Emotional Exhaustion and Work Engagement: A Longitudinal Study Using a Random Intercept Cross-Lagged Model
Khalid Alameer, *Sjir Uitdewilligen*, *Ute Hülsheger*
Maastricht University, Maastricht, Netherlands

Symposium: Time for Work and Time for Rest: Working Hours and Employees' Work-Life Balance, Recovery and Health

16:45 - 18:15

Lecrin

Chair Nils Backhaus, Kati Karhula

- S94 Workplace-Level Interventions and Trials of Reduced Working Time: What Are the Well-Being Implications?
*Kati Karhula*¹, *Timo Anttila*², *Päivi Vantola*¹, *Mikko Härmä*¹
¹Finnish Institute of Occupational Health, Helsinki, Finland. ²University of Jyväskylä, Jyväskylä, Finland

- S95 Quick Returns, Sleep, Sleepiness and Stress – An Intra-Individual Field Study
Kristin Öster¹, Marie Söderström¹, Philip Tucker^{2,3}, Anna Dahlgren¹
¹Department of Clinical Neuroscience, Karolinska Institute, Stockholm, Sweden.
²Department of Psychology, Stockholm University, Stockholm, Sweden. ³School of Psychology, Swansea University, Swansea, United Kingdom
- S96 The Remains of the Day – Changes in Short Rest Periods and Employees' Recovery, Health, and Work-Life Balance
Laura Vieten, Nils Backhaus
 Federal Institute for Occupational Safety and Health (BAuA), Dortmund, Germany
- S97 The Roles Played by Employees and by Organizational Factors in the Promotion of Sustainable Work Hours and Work Hour Satisfaction Within Participatory Working Time Scheduling in Healthcare
Anna Dahlgren¹, Majken Epstein¹, Philip Tucker^{2,3}
¹Department of Clinical Neuroscience, Division of Psychology, Karolinska Institute, Solna, Sweden. ²School of Psychology, Swansea University, Swansea, United Kingdom. ³Stress Research Institute, Department of Psychology, Stockholm University, Stockholm, Sweden
- S98 Punching In and Punching Out? Understanding Working Time Recording's Role in Temporal Boundarylessness, Working Time Control and Work-Life Balance
Nils Backhaus
 Federal Institute for Occupational Safety and Health, Dortmund, Germany

Oral Session: Work Engagement, Commitment, and Performance

16:45 - 18:15

Loja

Chair Roxane Gervais

- O28 Understanding Burnout and Professional Commitment Among Lawyers: A Multidimensional Approach
Eveline Morin, Nathalie Cadieux, Jean Cadieux
 Université de Sherbrooke, Sherbrooke, Canada
- O29 Daily Illegitimate Tasks, Workplace Embitterment, and Work-related Rumination After Work: The Regulatory Role of General Work Engagement
Evie Michailidis^{1,2}, Despoina Xanthopoulou³, Maria Blantem³, Margarita Tartabouka³
¹University of Verona, Verona, Italy. ²Cyprus Business School, Nicosia, Cyprus.
³Aristotle University of Thessaloniki, Thessaloniki, Greece
- O30 Daily Empowering Leadership and Work Engagement: The Mediating Roles of Psychological Empowerment and Basic Needs Satisfaction
Hans-Christian Knevelsrud^{1,2}, Jørn Hetland¹, Arnold B. Bakker³, Tommy Krabberød⁴, Henrik O. Sørli^{1,2}, Olav K. Olsen¹, Roar Espevik⁵
¹Faculty of Psychology, University of Bergen, Bergen, Norway. ²Norwegian Defence Command and Staff College, Oslo, Norway. ³Erasmus University, Rotterdam, Netherlands. ⁴Royal Norwegian Naval Academy, Bergen, Norway. ⁵Swedish Defense University, Stockholm, Sweden

- O31 Do Workaholics Procrastinate? The Role of Psychological Detachment and Welfare Climate in the Association Between Workaholism and Procrastination
Ivan Marzocchi¹, Valerio Ghezzi¹, Ilaria Olivo¹, Luigi Fusco¹, Francesca Spinella¹, Cristina Di Tecco², Monica Ghelli², Matteo Ronchetti², Stefano Isolani¹, Claudio Barbaranelli¹
¹University of Rome La Sapienza, Rome, Italy. ²INAIL, Rome, Italy
- O32 The Mediation Effect of Individual Work Performance and the Moderation Effect of Presenteeism on the Relationship Between Engagement and Job Satisfaction
Martina Morando¹, Claudio Maggio¹, Stefania Gruttadauria¹, Nicolò Palazzo², Silvia Platania¹
¹University of Catania, Catania, Italy. ²University of Padua, Padova, Italy

Welcome Reception

18:30 - 20:00 Terrace

Thursday, 6 June 2024

Conference Registration

08:00 - 08:30 Hotel Reception

Symposium: Developing and Applying Theory-based Participatory workplace Interventions to Improve Employee Well-being

08:30 - 09:30 Poniente **Chair Annette Meng**

- S99 Resource Utilization and Mental Well-Being of Employees: Findings on the Effectiveness of Occupational Interventions Based on the SOC Theory
Andreas Müller¹, Maatouk Imad²
¹University of Duisburg-Essen, Essen, Germany. ²Würzburg University Hospital, Würzburg, Germany
- S100 The Development of a Participatory Intervention to Create Better Balance Between Job Demands and Resources
Annette Meng, Birgit Aust
National Research Center for the Working Environment, Copenhagen, Denmark
- S101 Feasibility of a New Intervention Approach to Increase the Collective Use of SOC Strategies
Birgit Aust, Annette Meng
The National Research Centre for the Working Environment, Copenhagen, Denmark
- S102 Using the Healthy Workplace Participatory Program to Improve Elementary Educators' Well-Being in the United States
Jennifer Cavallari¹, Matt Brennan¹, Sierra Trudel¹, Natalie Charamut², Megan Miskovsky³, Spencer Perry², Lisa Sanett², Alicia Dugan¹
¹UConn School of Medicine, Farmington, Connecticut, USA. ²University of Connecticut, Neag School of Education, Storrs, Connecticut, USA. ³University of Connecticut, Department of Psychology, Storrs, Connecticut, USA

Symposium: Broadening the Understanding on Interpersonal Emotion Regulation at the Workplace

08:30 - 09:30 Marquesado **Chair Hadar Neshet Shoshan, Karen Niven**

- S103 Influencing Reactions to Goal Failure: Investigating the role of Managers' Interpersonal Emotion Regulation on Employees' Behavioural Intentions via Trust and Affect
Bernadette Naughton¹, Deirdre O'Shea², Lisa van der Werff³
¹Technological University of the Shannon: Midlands Midwest, Athlone, Ireland. ²University of Limerick, Limerick, Ireland. ³Dublin City University, Dublin, Ireland

- S104 Leader Interpersonal Emotion Regulation and Employee Outcomes: The Role of Perceived Inauthenticity and the Need for Affect Improving
Hadar Neshor Shoshan¹, Julia Iser-Potempa², Jutta Reh³
¹University of Mainz, Mainz, Germany. ²University of Mannheim, Mannheim, Germany. ³Lufthansa Industry Solutions, Frankfurt, Germany
- S105 Team Well-being: Exploring the Interplay of Interpersonal Emotion Regulation, TMX, and OCB
Cristian Vasquez¹, David Holman², Robin Martin²
¹University of Sheffield, Sheffield, United Kingdom. ²University of Manchester, Manchester, United Kingdom
- S106 A Valence and Arousal Model of Leader Emotion Regulation and Employee Affective Well-Being
Hector Madrid¹, Cristian Vasquez², Karen Niven²
¹Universidad Adolfo Ibáñez, Santiago, Chile. ²University of Sheffield, Sheffield, United Kingdom

Oral Session: Antecedents of Stress and Well-being I

08:30 - 09:30

Altiplano

Chair Virpi Kalakoski

- O33 Self-endangering Work Behaviour – Organizational and Personal Impact Factors
Jan Dettmers
University of Hagen, Hagen, Germany
- O34 A Diary Study on Leaders' Daily Impact on Followers' Well-Being – The Mediating Role and Variability of Work-Related Sense of Coherence
Selina S. Richter¹, Julia A. M. Reif², Felix C. Brodbeck¹
¹Department of Psychology, Ludwig-Maximilians-Universität München, Munich, Germany. ²Universität der Bundeswehr München, Neubiberg, Germany
- O35 Ambiguous Implications of High-Involvement Management for Occupational Health in a Large-Scale Sample
Severin Hornung¹, Christian Seubert¹, Thomas Höge¹, Jürgen Glaser¹, Matthias Weig²
¹University of Innsbruck, Innsbruck, Austria. ²University of Bonn, Bonn, Germany
- O36 Cognitive Job Demands: Challenges and Hindrances Related to Self-Reported Stress
Virpi Kalakoski¹, Heidi Lahti^{1,2}, Suvi Ahtinen¹, Teppo Valtonen¹, Teemu Paajanen¹
¹Finnish Institute of Occupational Health, Helsinki, Finland. ²Tampere University, Tampere, Finland

Oral Session: Stress Management Interventions

08:30 - 09:30

Costa Tropical

Chair Prudence Milllear

- O37 A Longitudinal Study Evaluating the Effects of a Boundary Management Workshop for Teams
Ida Ott^{1,2}, Julia Widler^{1,2}, Laurenz L. Meier², Michaela Knecht¹
¹FHNW University of Applied Sciences and Arts Northwestern Switzerland, Olten, Switzerland. ²University of Neuchâtel, Neuchâtel, Switzerland
- O38 Walking on Country: Evaluation of Engagement-based Safety Training Amongst Australian Indigenous Rangers
Prudence Milllear¹, Paul Dawson², Graeme Mitchell²
¹University of the Sunshine Coast, Maroochydore, Australia. ²Bunya People's Aboriginal Corporation, Toowoomba, Australia
- O39 Effectiveness of a Stress Management Training for Managers in SMEs Regarding Psychological Well-Being and Psychophysiological Measures of Stress: Preliminary Findings of a Randomized Controlled Trial
Svenja Schlachter^{1,2}, Sophie Merle Hofmann¹, Michael Gast¹, Rebecca Erschens³, Carla Schröpel³, Mathias Diebig⁴, Susan Gritzka⁵, Tamara Waldmann², Florian Junne⁶, Peter Angerer⁵, Harald Gündel¹
¹Ulm University Medical Center, Ulm, Germany. ²Ulm University and BKH Günzburg, Ulm, Germany. ³University Medical Hospital Tübingen, Tübingen, Germany. ⁴Heinrich-Heine-University Düsseldorf, Medical Faculty, Centre for Health and Society, Düsseldorf, Germany. ⁵Heinrich-Heine-University Düsseldorf, Düsseldorf, Germany. ⁶University Hospital Magdeburg, Magdeburg, Germany
- O40 Stress Management Intervention for Leaders of SMEs in Germany – A Health-economic Perspective
Carolin von Gottberg¹, Tamara Waldmann¹, Peter Angerer², Mathias Diebig², Rebecca Erschens³, Michael Gast⁴, Susan Gritzka², Harald Gündel⁴, Sophie Merle Hofmann⁴, Florian Junne³, Svenja Schlachter^{1,4}, Carla Schröpel³, Reinhold Kilian¹
¹Clinic for Psychiatry and Psychotherapy II at Ulm University, Ulm, Germany. ²Institute of Occupational, Social and Environmental Medicine, Centre for Health and Society, Medical Faculty, Heinrich-Heine-University Duesseldorf, Düsseldorf, Germany. ³University Medical Hospital Tuebingen, Internal Medicine, Department of Psychosomatic Medicine and Psychotherapy, Tübingen, Germany. ⁴Ulm University Medical Center, Department of Psychosomatic Medicine and Psychotherapy, Ulm, Germany

Oral Session: Individual Differences

08:30 - 09:30

Alpujarra

Chair Santiago Reinedo

- O41 Where are you Freelance Journalists Going? A Paradoxical Perspective on the Determinants of Psychological Distress at Work
Anabel Cossette Civitella, Marie-Luc Arpin, Nathalie Cadieux
Université de Sherbrooke, Sherbrooke, Canada

- O42 Emotional Reactions as Mediators and Attachment Orientations as Moderators in the Relationship Between Workload and Co-Worker Relationship Quality: A Diary Study
Claudia Schusterschitz¹, Wilhelm Geser²
¹UMIT TIROL - Private University for Health Sciences and Health Technology, Institute of Psychology, Hall in Tirol, Austria. ²Leopold-Franzens University, Innsbruck, Austria
- O43 Investigating the Nexus of Digital Challenges and Work Intensification: A Latent Profile Approach
Jan Olav Christensen, Live Bakke Finne
National Institute of Occupational Health, Oslo, Norway
- O44 Examining Employee Experiences of Having a Mental-Health-Supportive Supervisor and Co-workers Who Stigmatize Mental Illness
Laurent M. Lapierre¹, Kara A. Arnold², Amanda J. Hancock³, E. Kevin Kelloway⁴, Jennifer Dimoff¹, Mikaila Ortynsky¹, Ivy Bourgeault¹
¹University of Ottawa, Ottawa, Canada. ²Memorial University of Newfoundland, St. John's, Canada. ³University of Regina, Regina, Canada. ⁴Saint Mary's University, Halifax, Canada

Oral Session: Work-life Balance and Work-family Conflict I

08:30 - 09:30

Lecrin

Chair Miriam Engels

- O45 The Double-Edged Sword Effect of Performance Pressure on Employees' Work Passion and Family Life
Hantao Ren¹, Chu-Hsiang Chang², Qinyun Zhang¹, Ruoyu Gao¹, Nan Zheng¹, Xiao-Hua (Frank) Wang¹, Ran Bian¹
¹Beijing Normal University, Beijing, China. ²Michigan State University, East Lansing, USA
- O46 Telework as an Enabler of Work-life Balance: Exploring its Impact on Work Performance
Esther Villajos¹, Nia Plamenova Djourova², Aida Soriano¹, Luminita Patras³
¹IDOCAL - Universitat de València, València, Spain. ²UPF - Barcelona School of Management, Barcelona, Spain. ³ESIC Business and Marketing School, Barcelona, Spain
- O47 Facilitators and Barriers in Return to Work After Physical Injury; a Qualitative Study From the Perspectives of Patients and Health Care Professionals.
Eveline de Groot^{1,2}, Anne-Mette Hermans¹, Mariska de Jongh³, Ruth Geuze⁴, Saar Hommes², Ruben Vromans², Emiel Kraemer², Thymen Houwen⁵, Kim Janssens¹, Margot Joosen¹
¹Scientific Center for Care and Well-being, Tilburg School of Social and Behavioural Sciences, Tilburg University, Tilburg, Netherlands. ²Department of Communication and Cognition, Tilburg School of Humanities and Digital Sciences, Tilburg University, Tilburg, Netherlands. ³Netwerk Acute Zorg Brabant, Elisabeth-TweeSteden Ziekenhuis, Tilburg, Netherlands. ⁴Department of Orthopaedics, Elisabeth-TweeSteden Ziekenhuis, Tilburg, Netherlands. ⁵Department of Surgery, Elisabeth-TweeSteden Ziekenhuis, Tilburg, Netherlands

- O48 Changes in Work-Family Situation and Boundary Management Fit – Can Psychological Safety Serve as a Buffer?
Miriam Engels, Karolien Hendrikx, Sophie Bruers Gertner
 Open Universiteit, Heerlen, Netherlands

Oral Session: Workplace Ostracism and Incivility

08:30 - 09:30 Loja

Chair Mats Glambek

- O49 Linking Health and Safety: The Effect of Work Incivility on Employee Safety Citizenship Behaviour
Sara Willis, Kara Ng, Sheena Johnson, Sharon Clarke
 The University of Manchester, Manchester, United Kingdom
- O50 Workplace Ostracism and Employee Outcomes from a Psychological Safety Perspective: A Weekly Diary Study
Mats Glambek¹, Øystein Løvik Hoprekstad¹, Kari Einarsen¹, Jane O'Reilly²
¹BI Norwegian Business School, Bergen, Norway. ²Telfer School of Management, Ottawa, Canada
- O51 Managerial Antecedents of Workplace Ostracism: A Weekly Diary Study on the Role of Laissez-Faire Leadership and Perceived Conflict Management Climate
Øystein Løvik Hoprekstad, Kari Einarsen, Mats Glambek
 Department of Leadership and Organizational Behaviour, BI Norwegian Business School, Oslo, Norway
- O52 Onset of Workplace Conflict, Incident Cardiovascular Disease and Changes in Biomarkers
Tianwei Xu¹, Maria Nordin², Eleonor Fransson³, Linda Magnusson Hanson¹
¹Stockholm University, Stockholm, Sweden. ²Umeå University, Umeå, Sweden. ³Jönköping University, Jönköping, Sweden

Symposium: New Directions in Job Crafting Research

09:45 – 10:45 Poniente

Chair Evangelia Demerouti, Gavin Slemp

- S107 Does Work Prospection Facilitate Daily Employee Well-Being Via Job Crafting? Evidence From a Daily Diary Study
Despoina Xanthopoulou, Lydia Karavasili
 Aristotle University of Thessaloniki, Thessaloniki, Greece
- S108 Exploring Detectives Job Crafting Strategies and their Experience of Dependence and Bureaucratic Burden
Lina Lioba Rachow, Sonja Rispens, Evangelia Demerouti
 Eindhoven University of Technology, Eindhoven, Netherlands
- S109 A Person-Centered Perspective on Entrepreneurial Success: Combining Proactive Behavioural Strategies of Different Life Domains
Renée Boesten¹, Evangelia Demerouti^{1,2}, Pascale Le Blanc¹, Keri Pekaar³
¹Eindhoven University of Technology, Eindhoven, Netherlands. ²University of Johannesburg, Johannesburg, South Africa. ³Tilburg University, Tilburg, Netherlands

S110 Network Crafting and Employee Network, Task, and Career Outcomes: A Self-Training Intervention

Huatian Wang^{1,2}, Evangelia Demerouti², Sonja Rispens², Piet van Gooij²
¹Lingnan University, Hong Kong, China. ²Eindhoven University of Technology, Eindhoven, Netherlands

Symposium: Working Anytime Anywhere? The Role of Blurring Boundaries and Setting Boundaries for Employees' Recovery and Well-being

09:45 – 10:45 **Marquesado**

Chair Linda Reimann

S111 Have You Seen it on LinkedIn Yet? Workplace Fear of Missing Out in the Context of Professional Social Networking Sites

Linda-Elisabeth Reimann, Carmen Binnewies
University Muenster, Muenster, Germany

S112 Work Pressure, Technology-Assisted Supplemental Work and Lack of Recovery – The Role of Motivation

Ferdinand Baierer, Lucas Maunz, Jürgen Glaser
University of Innsbruck, Innsbruck, Austria

S113 Not Always On. The Role of Setting ICT boundaries for Employees' Recovery and Well-Being

Carmen Binnewies, Fenna Heinke
University of Münster, Münster, Germany

S114 How is Your Boundary Fit? A Randomized Controlled Trial on the Beneficial Effects of a Boundary Fit Microintervention on Employees' Work–Nonwork Interface

Nicolas Mueller^{1,2}, Larissa Haerdter¹, Margaretha Scholz³, Julia Steinke¹, Verena Haun³, Regina Kempen¹
¹Aalen University of Applied Sciences, Aalen, Germany. ²University of Osnabrueck, Osnabrueck, Germany. ³University of Wuerzburg, Wuerzburg, Germany

Oral Session: Occupational Health Psychology: Policy and Practice

09:45 – 10:45 **Altiplano**

Chair Miguel Muñoz

O53 Opportunities Following a Crisis: A Framework Analysis Exploring Stressors and Lessons Learned Among 'Forgotten' Healthcare Workers

Basem Gohar^{1,2}, Farwa Goraya¹, Marianne Saragosa¹, Behdin Nowrouzi-Kia^{3,2}
¹Department of Population Medicine, University of Guelph, Guelph, Canada. ²Centre for Research in Occupational Safety & Health, Laurentian University, Sudbury, Canada. ³Department of Occupational Science & Occupational Therapy, University of Toronto, Toronto, Canada

- O54 Follow-up of Psychosocial Risk Management in the Petroleum Industry: A Regulatory Perspective
Emilia Thingbo, Jane Tangen
Petroleum Safety Authority Norway, Stavanger, Norway
- O55 Current State and Challenges of National Regulations and Policies to Protect and Promote Mental Health at Work in Latin America
Miguel Muñoz¹, Francisca Tapia², Luis Torres¹, Aditya Jain¹
¹University of Nottingham, Nottingham, United Kingdom. ²University of Edinburgh, Edinburgh, United Kingdom
- O56 Enhancing the Impact of Research: Cooperation between Research and Policy in Building and Implementing Activities to Support Mental Health in the Working Life
Salla Toppinen-Tanner¹, Jaana Vastamäki², Mikko Henriksson¹
¹The Finnish Institute of Occupational Health, Helsinki, Finland. ²The Ministry of Social Affairs and Health, Helsinki, Finland

Oral Session: Future of Work and Implications for Health, Safety, and Well-being I

09:45 – 10:45

Costa Tropical

Chair Regina Pana-Cryan

- O57 Applying Neuroscience in Career Coaching to assess the Coach-Coachee relationship
Alessandro Fici^{1,2}, Riccardo Valesi³, Chiara Casiraghi^{1,2}, Marco Bilucaglia^{1,2}, Margherita Zito^{1,2}, Mara Bellati¹, Vincenzo Russo^{1,2}
¹Behaviour and BrainLab IULM - IULM University, Milan, Italy. ²Department of Business, Law, Economics and Consumer Behaviour "Carlo A. Ricciardi" - IULM University, Milan, Italy. ³Department of Management - University of Bergamo, Bergamo, Italy
- O58 The Journey to Hybrid Working: How London-Based Employers Experienced Forced Work From Home and Their Intentions for the Post Pandemic Era
Amanda Jones¹, Mark Kleinman², Jiyoun Chang¹
¹King's College London, London, United Kingdom. ²The Policy Institute, King's College London, London, United Kingdom
- O59 Attendance Dynamics in the New Workplace: Exploring the Role of Technology Use
Nathalie Saade
Suliman S. Olayan School of Business, American University of Beirut, Beirut, Lebanon
- O60 Work Arrangements and the Future of Work
Regina Pana-Cryan¹, Tim Bushnell²
¹National Institute for Occupational Safety and Health, Washington, USA. ²National Institute for Occupational Safety and Health, Cincinnati, USA

Oral Session: Intervention Evaluation I

09:45 – 10:45 Alpujarra

Chair Christine Busch

- O61 Recovery from Work: Exploring the Association Between Work-related Rumination and Activities after Work
Athanasia Malamateniou, Mark Cropley, Eleanor Ratcliffe
The University of Surrey, Guildford, United Kingdom
- O62 Digitalized Work-Life Balance Coaching for Copreneurs: Key Psychological Mechanisms Considering Intervention Fidelity
Christine Busch, Dreyer Romana, Stella Mercedes Fingas
University of Hamburg, Hamburg, Germany
- O63 Harness Your Best Self: Testing a Novel Strengths-Based Internet Intervention From Feasibility to Efficacy
Delia Virga, Andrei Rusu, Zselyke Pap, Norberth Okros, Luca Tisu, Consuela Tabirta
West University of Timisoara, Timisoara, Romania
- O64 Long-Term Effects of a Career Renewal Intervention on Competence Development and Employee Well-Being – An RCT Study
Otto Pankkonen, Jukka Vuori
Finnish Institute of Occupational Health, Helsinki, Finland

Oral Session: Mental Health in the Healthcare Sector I

09:45 – 10:45 Lecrin

Chair Margot van der Doef

- O65 Framing Effects in Weightings of Push and Pull Influences on Staff Retention: A Study of UK National Health Service health Professionals, Using the Method of Paired Comparisons
Andrew Weyman¹, Rachel O'Hara², Richard Glendinning³, Peter Nolan⁴, Deborah Roy³, Joanne Coster²
¹University of Bath, Bath, United Kingdom. ²University of Sheffield, Sheffield, United Kingdom. ³University of Bath, Bath, United Kingdom. ⁴University of Leicester, Leicester, United Kingdom
- O66 Evaluating the Effect of the ReTA Model on the Level of Mental Health: A Rehabilitation Treatment for Doctors and Nurses on Sick Leave for Burnout
Emelie Thunqvist¹, Åke Nygren¹, Björn Löfman¹, Emma Brulin¹, Abid Lashari¹, David Parker²
¹Karolinska Institutet, Stockholm, Sweden. ²Svenska Rygginstitutet, Vaxholm, Sweden
- O67 How Can We Address Job Demands in the Aged-care Sector? An Evaluation of a Participatory Work Redesign Intervention in a Quasi-experimental Trial
Madison Kho, Daniela Andrei, Jane Chong, Lucinda Iles, Hayley Moore
Curtin University, Perth, Australia
- O68 Examining the Capability Set of Medical Doctors: Its Relation to Sustainable Employability Indicators and Job Demands and Job Resources
Margot P. van der Doef, Anna van Duijnhoven
Leiden University, Leiden, Netherlands

Oral Session: Teleworking and Well-being I

09:45 – 10:45 Alpujarra

Chair Fiona Frost

- O69 SelfCare When Working From Home: Easier but Also More Important
Annika Krick¹, Miriam Arnold², Jörg Felfe¹
¹Helmut-Schmidt-University, Hamburg, Germany. ²Leibniz Institute for Resilience Research, Mainz, Germany
- O70 Compositional Effects of Tech-related Resources and Demands on Work Engagement and Psychological Stress
Luigi Fusco¹, Cristina Di Tecco², Matteo Ronchetti², Monica Ghelli², Ivan Marzocchi¹, Francesca Spinella¹, Ilaria Olivo¹, Claudio Barbaranelli¹, Valerio Ghezzi¹
¹Sapienza, Roma, Italy. ²INAIL, Monte Porzio Catone, Italy
- O71 Work Intensification During the COVID-19 Pandemic, Unwell-being and Procrastination: Home Office as Risk, Social Support as Buffer?
Lydia Bendixen, Tabea Scheel
Europa-Universität Flensburg, Flensburg, Germany
- O72 The Role of Gender and Telework-life Conflict in the Relationship Between Leader-Member Interaction Quality (LMX) and Job Isolation
Alexandra Puentes^{1,2}, Núria Tordera¹, José María Peiró^{1,3}
¹Universitat de València, Valencia, Spain. ²Universidad Pedagógica y Tecnológica de Colombia, Tunja, Colombia. ³IVIE, Valencia, Spain

Coffee Break

10:45 - 11:30 Terrace

Keynote: Job Insecurity 'After' the Pandemic – Looking Back and Forward

11:30 - 12:15 Marquesado and Poniente

- K2 Keynote: Healthy & Resilient Organizations: What We Know and What We Need to Know?
Marisa Salanova
Universitat Jaume I, Castellón, Spain

Symposium: Acceptance-based Interventions for Improving Psychological Flexibility and Mental Health in the Workplace: Evidence and Practice

12:30 – 13:30 Marquesado and Poniente

Chair Paul Flaxman

- S115 Integrating Acceptance and Commitment Therapy (ACT) and Functional Analytic Psychotherapy (FAP) for Improving Employees' Psychological Health

Juanjo Macías¹, Paul Flaxman², Arianna Prudenzi³, Yass Rad⁴

¹Universidad Católica de Murcia, Murcia, Spain. ²City, University of London, London, United Kingdom. ³University of Sheffield, UK, London, United Kingdom. ⁴City, University of London, UK, London, United Kingdom

- S116 An Early and Joint Employee-Manager-Liaison Worker Programme to Support Employees to Stay Well and Engaged in their Workplace (MENTOR): Results from Two Feasibility Studies

Arianna Prudenzi¹, Olivia Hastings², Libby Grey², Jonathan Stuart³, Naomi Johnston³, Steven Marwaha²

¹Department of Psychology, Sheffield, United Kingdom. ²Institute for Mental Health, School of Psychology, Birmingham, United Kingdom. ³Charity Mind, London, United Kingdom

- S117 Comparison of Workplace Applications of Mindfulness Training and Acceptance and Commitment Therapy: Results From a Three-Armed Randomized Controlled Trial

Paul Flaxman¹, Vasiliki Christodoulou², Eric Morris³, Joe Oliver⁴

¹City, University of London, London, United Kingdom. ²University of Central Lancashire, Cyprus, Cyprus. ³La Trobe University, Melbourne, Australia. ⁴Contextual Consulting, London, United Kingdom

- S118 What Are the Effects of Workplace ACT Interventions on the Subprocesses of Psychological Flexibility? a Systematic Review.

Yass Rad¹, Paul Flaxman¹, Arianna Prudenzi², Jennifer Gerson¹, Lucie Zernerova^{3,1}

¹City, University of London, London, United Kingdom. ²University of Sheffield, Sheffield, United Kingdom. ³The Czech Academy of Sciences, Prague, Czech Republic

Symposium: Digital Transformation and Workload: What Impact on Psychological Health at Work?

12:30 – 13:30 Altiplano

Chair Julie Dextras-Gauthier, Marie-ève Dufour

- S119 Intention to Quit: A Gendered Analysis in the Wake of Technological Transformations

Liliana Adriana Mendoza Saboya¹, Julie Dextras-Gauthier², Marie-ève Dufour², Felix Ballesteros-Leiva², Marie-Hélène Gilbert²

¹Grenada University, Grenada, Spain. ²Laval University, Quebec, Canada

- S120 Feeling Overwhelmed: Factors Affecting the Workload of Healthcare Managers
Pierre-Sebastien Fournier, Marie-Hélène Gilbert, Julie Dextras-Gauthier, Caroline Biron, Kelly Bourgoin-Boucher
Université Laval, Quebec, Canada
- S121 Navigating the Digital Overload: Fostering Psychological Well-being in the Era of Technostress
Marie-Eve Dufour, Julie Dextras-Gauthier, Josianne Marsan, Mathieu Templier, Oussama R'biaa
Université Laval, Québec, Canada
- S122 "Doing More With Less": Understanding Work (Over)Load and its Effects on Psychological Health. Methodological Challenges and Opportunities
France St-Hilaire¹, Marie-Hélène Gilbert², Charles Gouin-Vallerand¹, Julie Dextras-Gauthier², Alexandra Lecours³, Simon Grenier⁴, Armel Quentin Tchanou¹, Patrice Daneau¹, Hugo Girard¹, Sarab Drias², Bomoya Adou², Marika Drouin¹, Justine Dima⁵
¹Université de Sherbrooke, Sherbrooke, Canada. ²Université Laval, Québec, Canada. ³Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ⁴Université de Montréal, Montréal, Canada. ⁵HEIG-VD, Yverdon-les-Bains, Switzerland

Oral Session: Mental Health at Work I

12:30 – 13:30

Costa Tropical

Chair Fiona Frost

- O73 Loneliness as an Ambivalent Experience: Developing a Holistic Understanding of Loneliness in Work
Fiona Frost, Simona Spedale, Aditya Jain
University of Nottingham, Nottingham, United Kingdom
- O74 Emotional Dissonance and Mental Health Among Home-care Workers: A Prospective Study of the Moderating Effect of Leadership Behaviours
Håkon A Johannessen, Morten Birkeland Nielsen, Jan Olav Christensen, Rigmor Haram Knutsen, Øivind Skare
National Institute of Occupational Health, Norway, Oslo, Norway
- O75 Exposure to Multiple Psychologically Straining Working Conditions and Subsequent Risk of Onset of Depressive Disorder
Jonas Christian Lunen^{1,2}, Kathrine Sørensen^{1,3}, Ida E.H. Madsen^{1,4}, Jeppe Karl Sørensen¹, Lars L. Andersen^{1,5}, Thomas Clausen¹, Reiner Rugulies^{1,3}
¹National Research Centre for the Working Environment, Copenhagen, Denmark. ²Holbæk Hospital, Holbæk, Denmark. ³University of Copenhagen, Copenhagen, Denmark. ⁴University of Southern Denmark, Copenhagen, Denmark. ⁵Aalborg University, Aalborg, Denmark
- O76 Exploring Illegitimate Tasks Across the Life Course
Roxane Gervais¹, Prudence Millea²
¹Practical Psychology Consultancy Ltd, Hull, United Kingdom. ²University of the Sunshine Coast, Maroochydore, Australia

Oral Session: Management and Well-being

12:30 – 13:30 Alpujarra

Chair Laura Berkemeyer

- O77 Disentangling Promotion- and Prevention-Focused Job Crafting: A Diary Study on Energetic and Motivational Outcomes
Laura Berkemeyer¹, Carmen Binnewies¹, Micha Hilbert¹, Despoina Xanthopoulou²
¹University Münster, Münster, Germany. ²Aristotle University of Thessaloniki, Thessaloniki, Greece
- O78 Challenge, Hindrance, or Threat? A Systematic Review and Meta-Analysis of Appraisal-Based Approaches in Work Stressor Research
Peikai Li¹, Fangzhou Liu², Maria C. W. Peeters³, Toon W. Taris³
¹University of Leeds, Leeds, United Kingdom. ²Huazhong University of Science and Technology, Wuhan, China. ³Utrecht University, Utrecht, Netherlands
- O79 Are Management Priority of Psychological Health and Safety, Psychological Detachment from Work, and Insomnia Related over Time? A Random Intercept Cross-Lagged Panel Model among Social Workers in Norway
Randi Hovden Borge, Live Bakke Finne, Morten Birkeland Nielsen
National Institute of Occupational Health, Oslo, Norway
- O80 Work Environment Competency: Prospective Results from a Survey-Based Multi-Level Analysis
Thomas Clausen, Simone Vestergaard Christiansen, Birgit Aust
National Research Centre for the Working Environment, Copenhagen, Denmark

Oral Session: Workplace Interventions

12:30 – 13:30 Lecrin

Chair Birgit Aust

- O81 Reduction of Time and Performance Pressure - Preparation and Usability Evaluation of an Action Guide for Companies
Anika Schulz-Dadaczynski, Gisa Junghanns
Federal Institute for Occupational Safety and Health, Berlin, Germany
- O82 What Works in Organizational-level Psychosocial Work Environment Interventions? Results from an Umbrella Review
Birgit Aust¹, Sofie Østergaard Jaspers¹, Jeppe Lykke Møller¹, Karen Bo Frydendall¹, Reiner Ruguiles^{1,2}
¹The National Research Centre for the Working Environment, Copenhagen, Denmark. ²University of Copenhagen, Copenhagen, Denmark
- O83 Pathways to Psychosocial Risk Management in the European Union - Insights from Qualitative Case Studies Comparing Action Orientations of Key OSH Players
Michael Ertef
Federal Institute for Occupational Safety and Health, Berlin, Germany

- O84 A Workplace Intervention to Strengthen Supervisor Support for Employees With Common Mental Health Problems: A Mixed Methods Realist Evaluation
Suzanne van Hees^{1,2}, *Bouwine Carlier*¹, *Margot Joosen*², *Roland Blonk*², *Shirley Oomens*³
¹HAN University of Applied Sciences, Nijmegen, Netherlands. ²Tilburg University, Tilburg, Netherlands. ³HAN University of applied sciences, Nijmegen, Netherlands

Oral Session: Antecedents and Prevention of Workplace Bullying and Violence

12:30 – 13:30 Loja

Chair Kara Ng

- O85 Bullying's Toll : Unveiling the Resource Depletion Epidemic in Indian Nurses
Mridul Mridul, *Aditi Sharma*
Central University of Himachal Pradesh, Kangra, India
- O86 Short and Long-Term Outcomes of a Workplace Civility Intervention in Three Different Organizations
Kristoffer Holm, *Rebecka Cowen Forssell*, *Sandra Jönsson*
Malmö University, Malmö, Sweden
- O87 Managing Workplace Conflict – Understanding System Complexity in Organizations Undergoing a Conflict Intervention
*Trond Løkling*¹, *Kasper Edwards*², *Jonathan Freitas*³, *Karina Nielsen*⁴, *Marit Christensen*¹
¹NTNU, Trondheim, Norway. ²DTU, Copenhagen, Denmark. ³Federal University of Minas Gerais, Belo Horizonte, Brazil. ⁴University of Sheffield, Sheffield, United Kingdom
- O88 Guilt From Organizational Unethical Practices is a Stressor but May Be Partly Buffered by Ethical Leadership and Peers
*Jenna Van Fossen*¹, *Rachael Pyram*²
¹Clemson University, Clemson, USA. ²Michigan State University, East Lansing, USA

Lunch

13:30 - 15:00 Terrace and Hall

Special lunchtime session: Wolves in Sheeps' Clothing: Challenging Misleading Positive Reframings in Occupational Health Psychology

14:00 - 15:00

Costa Tropical

Chair Franziska Kössler

- F3 In this 90-minute special session, we want to stimulate a critical discussion on counterfactual positive framing of stressors and leadership styles. More specifically, we are going to give a brief input on the topic including examples. Then we are going to explore the causes (e.g., concerning methods), consequences (e.g., concerning theory development), and potential solutions (e.g., in the publishing process) in an open plenary discussion. In the end, we are drawing conclusions based on the results of these discussions.

Poster Session: Antecedents of Stress and Well-being II

14:00 - 15:00

Terrace and Hall

EAOHP Executive Committee

- P94 Latent Profiles of Work and Psychological Resources are Associated with Mental and Physical Employee Health
Abbie Bailey, Nina Kupper, Dorien Kooij, Renee de Reuver
Tilburg University, Tilburg, Netherlands
- P95 Appraisal of Job Autonomy: Unveiling the Spectrum of Resources and Stressors
Barbara Stiglbauer, Marlene Penz
Johannes Kepler University, Linz, Austria
- P96 Meeting Input Made Equal - Connections Between Workplace Meeting Equity and Meeting Outcomes
Emilee Eden, Katherine Castro, Joseph Allen
University of Utah, Salt Lake City, USA
- P97 Connecting Sustainability and Well-Being at Work: The Role of Environmental Satisfaction in the Relationship Between Green Human Resources Practices and Work Engagement
Jonathan Peñalver¹, Esther Villajos², Núria Tordera²
¹Valencian International University, Valencia, Spain. ²IDOCAL. Universitat de València, Valencia, Spain
- P98 The Switchoff Project; Supporting Workers' Well-being During Remote Work: The Case of Italy
Fatima Abu Hamam, Evie Michailidis, Andrea Ceschi, Francesco Tommasi, Riccardo Sartori
University of Verona, Verona, Italy
- P99 Too Stressed to be Psychologically Present at Work? Employee Job Stress and Psychological Withdrawal Behaviours in Organizations
Godbless Akaighe¹, Hamid Roodbar², Dennis Pepple¹, Chidiebere Ogbonnaya², Opeyemi Titus³, Ibrahim Orekoya⁴
¹University of Leicester, Leicester, United Kingdom. ²University of Kent, Canterbury, United Kingdom. ³Nottingham Trent University, Nottingham, United Kingdom. ⁴Lancaster University, Lancaster, United Kingdom
- P100 The Relationship Between Job Demand and Emotional Exhaustion Among Emotional Labor Workers: Tests of the Moderated Mediation Effects of Recovery Experience and Emotional Dissonance
Hui Young Suh, Jaeyoon Chang
Sogang University, Seoul, Korea, Republic of
- P101 Physiological and Emotional Stress Responses to Social Exclusion: The Novel 'Social Ball' Paradigm
Jamie Breukel¹, Sanne Nijs¹, Hans Van Dijk², Marloes Van Engen³, Stefanie Duijndam¹
¹Tilburg University, Tilburg, Netherlands. ²TIAS School of Business and Society, Tilburg, Netherlands. ³Radboud University, Nijmegen, Netherlands

- P102 Pay It Forward: A Multi-Source Study on Leaders' Strength Use and Employees' Perceptions of Strength-Based Feedback
Karoline Kopperud¹, Malte Runge²
¹BI Norwegian Business School, Oslo, Norway. ²OsloMet - Oslo Metropolitan University, Oslo, Norway
- P103 Organizational-Level Risk and Health-Promoting Factors within the Healthcare Sector – A Systematic Review
Magnus Akerstrom^{1,2}, Jens Wahlström³, Agneta Lindegård Andersson^{1,2}, Inger Arvidsson⁴, Anna-Carin Fagerlind Ståhl¹
¹Region Västra Götaland, Gothenburg, Sweden. ²University of Gothenburg, Gothenburg, Sweden. ³Umeå University, Umeå, Sweden. ⁴Lund University, Lund, Sweden
- P104 Who Am I at Work? An Analysis of the Importance of Identity at Work in Changing Work Environments and its Interplay with Employee Well-Being
Marlene Wesslau, Kathleen Otto
Philipps-Universität Marburg, Marburg, Germany
- P105 Managing The New Remote Workforce: The Impact of Monitoring Practices on the Psychological Safety of Employees
Monique Andrade¹, Pedro Fialho¹, Mario Martínez-Corcoles², Milena Guimarães¹
¹University of Coimbra, Coimbra, Portugal. ²University of Valencia, Valencia, Spain
- P106 Beneath the Robe: Analyzing the Determinants of Psychological Distress Among Criminal Lawyers from Public and Private Sector in Canada
Nathalie Cadieux, Marie-Louise Pomerleau, Marie-Michelle Gouin, Jean Cadieux
Université de Sherbrooke, Sherbrooke, Canada
- P107 Improving Organizational Health: Toward a Shared Responsibility through Concrete Contribution of Employees
Patrice Daneau¹, France St-Hilaire²
¹École de gestion, Université de Sherbrooke, Sherbrooke, Canada. ²Faculté de médecine et des sciences de la santé, Université de Sherbrooke, Sherbrooke, Canada
- P108 Predicting Manager Training Success with a Situational Judgement Test (SJT) for Effective Safety Leadership
Ryan Cook, Greg Anderson, Mark Fleming, Rebecca Cairns
Saint Mary's University, Halifax, Canada
- P109 What Happens to the Sense of Community and Social Support in the Post-Pandemic World of Work?
Kaisa Pekkala¹, Reetta Oksa², Atte Oksanen²
¹LUT University, Lappeenranta, Finland. ²Tampere University, Tampere, Finland
- P110 Techno-Home Invasion: The Impact of Constant Work Connectivity on the Family Unit
Tago Mharapara¹, James Greenslade-Yeats¹, Katherine Ravenswood¹, Nimbus Staniland², Gill Kirton³
¹Auckland University of Technology, Auckland, New Zealand. ²University of Auckland, Auckland, New Zealand. ³Queen Mary University of London, London, United Kingdom

- P111 Assessing the Relationship Between Occupational Hazards and Mental Health in Firefighters and Law Enforcement Officers
Uchenna Ogbonnaya, Matthew Thiese, Joseph Allen
University of Utah, Salt Lake City, USA
- P112 Is Materialism Detrimental at Work? A Meta-analysis of the Relationships between Employee's Materialism and Individual Work Outcomes
Valentina Reyes¹, Wenceslao Unanue², Anja Van den Broeck³, Patricio Durán⁴
¹Universidad Diego Portales, Santiago, Chile. ²Universidad Adolfo Ibáñez, Santiago, Chile. ³KU Leuven, Leuven, Belgium. ⁴University of Richmond, Richmond, USA
- P113 Achieving a Mentally Healthy Workplace in Singapore Prison Service
Wei Ling Chua
Singapore Prison Service, Singapore, Singapore
- P114 The Role of Gender and Sense of Community in the Relationship Between Work-Family Conflict, Work-Related Conflict, and Well-being: A Study on Finnish School Principals
Yirou Fang, Junlin Yu, Toyama Hiroyuki, Katariina Salmela-Aro
University of Helsinki, Helsinki, Finland
- P115 Addressing the Emerging Hazards of Hybrid Work: New Tools for Assessing and Managing Psychosocial Risks in Italy
Matteo Ronchetti¹, Cristina Di Tecco¹, Monica Ghelli¹, Simone Russo¹, Ivan Marzocchi², Ilaria Olivo², Luigi Fusco², Sara Peluzzi¹, Benedetta Persechino¹
¹INAIL Department of Occupational and Environmental Medicine, Epidemiology and Hygiene, Monte Porzio Catone (Rome), Italy. ²Sapienza University of Rome, Rome, Italy
- P116 Does Cigarette Smoking Hinder Employee Well-Being?: Investigating the Role of Smoking Craving in the Health Impairment Mechanism of the Job Demands-Resources Model
Hiroyuki Toyama¹, Jumpei Yajima², Suguru Iwano³, Katja Upadyaya¹, Lauri Hietajärvi¹, Arnold Bakker⁴, Katariina Salmela-Aro¹
¹University of Helsinki, Helsinki, Finland. ²Beppu University, Beppu, Japan. ³Fukushima Medical University, Fukushima, Japan. ⁴Erasmus University, Rotterdam, Netherlands

Poster Session: Mental Health and the Workplace I

14:00 - 15:00

Terrace and Hall

EAOHP Executive Committee

- P117 Work-Health Management Interference and Work Characteristics in Blue-Collar and Service Workers with Type 2 Diabetes
Alyssa McGonagle, Brent Reed, VGR Gil-Rivas, Faris Khan
University of North Carolina Charlotte, Charlotte, USA

- P118 Being Left on My Own to Manage It All - Experiences of Current Work Situation a Decade After Stress-Induced Exhaustion Disorder
Anncristine Fjellman-Wiklund¹, Ramona Schroderus², Therese Eskilsson^{2,3}
¹Department of Community Medicine and Rehabilitation, Physiotherapy, Umeå University, Umeå, Sweden. ²Department of Public Health and Clinical Medicine, Sustainable Health, Umeå University, Umeå, Sweden. ³Department of Community Medicine and Rehabilitation, Physiotherapy, Umeå, Sweden
- P119 How Does Work Design Affect Human Cognition in Older Workers? Results from a Longitudinal Person-Centered Study.
Arian Kunzelmann¹, Caroline Knight², Fangfang Zhang¹, Sharon K. Parker¹
¹Centre for Transformative Work Design, Future of Work Institute, Curtin University, Perth, Australia. ²University of Queensland Business School, University of Queensland, Brisbane, Australia
- P120 Exploring Job Crafting and Well-Being in the Workplace: A Longitudinal Study on the Representative Czech Working Population
Denisa Semeráková, Martin Máčel, Kristýna Cetkovská, Ivana Šířová
Charles University, Prague, Czech Republic
- P121 Quality of Life in Mental Health- Validation of the MHQoL Questionnaire
Emmanuel Aboagye
Norwegian University of Science and Technology, Trondheim, Norway
- P122 Effects of Cognitive Demands of Flexible Work on Cognitive Flexibility, Detachment, and Exhaustion: A 10-Week Diary Study
Gordon Adam¹, Lina Marie Müller², Uta Bind³, Thomas Rigotti^{4,5}, Jan Dettmers¹
¹FernUniversity Hagen, Hagen, Germany. ²University of Bremen, Bremen, Germany. ³King's College London, London, United Kingdom. ⁴Johannes Gutenberg University Mainz, Mainz, Germany. ⁵Leibniz Institute for Resilience Research, Mainz, Germany
- P123 Psychosocial Demands and Resources related to Algorithmic Management: A Qualitative Study
Heidi Lahti^{1,2}, Virpi Kalakoski¹, Pille Strauss-Raats³, Ruben Lind³, Carin Håkansta³
¹Finnish Institute of Occupational Health, Helsinki, Finland. ²Tampere University, Tampere, Finland. ³Karolinska Institutet, Stockholm, Sweden
- P124 Health Promotion and Inclusion at Work For People With Disabilities Caused by Accidents at Work
Joelma Cristina Santos, Maria Nivalda de Carvalho-Freitas
Universidade Federal de São João del-Rei, São João del-Rei, Brazil
- P125 Occupational Outcomes Along the Menstrual Cycle
Miriam Stocker, Saskia Bauer, Karoline Schubert
Leipzig University, Leipzig, Germany
- P126 The Moderating Role of Hybrid Work and Employee Well-Being in Gain Cycles between Job Crafting, Psychological Capital, and Work Engagement – A Daily Diary Study
Katharina Apenbrink, Rebekka Kuhlmann
Heinrich Heine University, Duesseldorf, Germany

- P127 Organizational Diversity Training Effectiveness: A Systematic Review and Synthesis of Current Evidence
Keisha York¹, Anna-Theresa Jieman², Adhya Gireesan¹, Juliana Onwumere³, Lucia Valmaggia¹, Teresa D'Oliveira⁴
¹King's College London, London, United Kingdom. ²Queen Mary University of London, London, United Kingdom. ³King's College London, London, United Kingdom. ⁴Canterbury Christ Church University, Canterbury, United Kingdom
- P128 Protecting Second-Generation Immigrant Workers' Health at Work
Laura Yang, Tori Crain
 Portland State University, Portland, USA
- P129 A Qualitative Analysis of the Psychosocial Impact of Workers with Intellectual Disabilities in their Work Environment
Ledy Fajardo-Castro¹, Vicente Martínez-Tur¹, Carolina Moliner¹, Aleksandar Plavsic¹, Jorge Arbués²
¹Universitat de València, Valencia, Spain. ²Universidad de Zaragoza, Zaragoza, Spain
- P130 Work, Life and Family: A Literature Review and Component Analysis
Leire Gartzia, Jon Pizarro, Angel Romero, Josune Baniandres, Maria Silvestre
 University of Deusto, Bilbao, Spain
- P131 Crafting a Balance: A Longitudinal Study of Work-Nonwork Balance and Its Gendered Dynamics
Rita Jakštienė, Jurgita Lazauskaitė-Zabielské, Ieva Urbanavičiūtė, Arūnas Žiedelis
 Organizational Psychology Research Centre, Vilnius University, Vilnius, Lithuania
- P132 The Effects of Workplace and Personal Resources on Women's Experiences of Menopause in the Workplace
Anna Van Der Weyer¹, Roxane Gervais², Prudence Millier¹
¹University of the Sunshine Coast, Maroochydore, Australia. ²Practical Psychology Consultancy Ltd, Hull, United Kingdom
- P133 Understanding Infectious Illness Presenteeism in UK Employees in a Post Pandemic World: Application of the COM-B Model and Theoretical Domains Framework
Rebecca Webster¹, Andrew Prestwich², Andrew Lee¹, Tina Kowalski³, Jane Suter³
¹University of Sheffield, Sheffield, United Kingdom. ²University of Leeds, Leeds, United Kingdom. ³University of York, York, United Kingdom
- P134 Exploring the Dynamic Relationship Between Self-Awareness and Daily Well-Being
Vera Hebel, Judith Volmer
 University of Bamberg, Bamberg, Germany
- P135 Individual and Work-Related Psychosocial Correlates of Suicidal Ideation of Paramedics
Laurent Corthésy-Blondin^{1,2,3}, Brian L. Mishara³, Cécile Bardon³
¹Institut de recherche Robert-Sauvé en santé et en sécurité du travail, Montréal, Canada. ²Centre de recherche de l'Institut universitaire en santé mentale de Montréal, Montréal, Canada. ³Center for Research and Intervention on Suicide, Ethical Issues, and End-of-Life Practices, Montreal, Canada

Poster Session: Psychosocial Risk Management II

14:00 - 15:00

Terrace and Hall

EAOHP Executive Committee

- P136 Identification of Health Professionals' Needs for Occupational Clinic Consultations
Céline Leclercq, Isabelle Hansez
University of Liege, Liege, Belgium
- P137 Furthering Implementation Management: A Pragmatic Scoping Review with Emphasis on Practical Recommendations
Christian Dyrland Wåhlin-Jacobsen¹, Mikkel Brandt Petersen², Jeppe Zielinski Nguyen Ajslev²
¹Copenhagen Business School, Frederiksberg, Denmark. ²National Research Centre for the Working Environment, Copenhagen, Denmark
- P138 The influence of Positive and Negative Affect on Creative Performance: The Moderating Role of Perceived Ethical Leadership
Claudia Pergola, Aida Soriano, Esther Villajos
University of Valencia, Valencia, Spain
- P139 Inconsistent Leadership: Scale Development and Validation
Duygu Biricik Gulseren¹, Zhanna Lyubykh², Lanxi Wang³, E. Kevin Kelloway³
¹York University, Toronto, Canada. ²Simon Fraser University, Vancouver, Canada. ³Saint Mary's University, Halifax, Canada
- P140 Mitigating Health Impairment from Emotional Work in the Teacher Profession: Intervening Through Education? The Development of an Occupational Health Psychology Course for Employees in Primary Education
Eva Langvik¹, Ingvild Saksvik-Lehouillier¹, Anne Iversen¹, Sylvi Thun², Marte Buvik²
¹Norwegian University of Science and Technology, Trondheim, Norway. ²SINTEF Digital, Trondheim, Norway
- P141 Decent Work, Life Satisfaction, and Knowledge Sharing in the Portuguese Social Economy Organizations
Heitor Almeida¹, Tânia Ferraro^{2,3}, Leonor Pais^{1,4}
¹University of Coimbra, Faculty of Psychology and Education Sciences, Coimbra, Portugal. ²Portucalense University, Porto, Portugal. ³Research on Economics, Management and Information Technologies (REMIT) - Research Center, Porto, Portugal. ⁴Center for Research in Neuropsychology and Cognitive Behavioural Intervention (CINEICC), Coimbra, Portugal
- P142 Top Management's Transformational Leadership and Nurses' Occupational and Organizational Turnover Intention: The Role of Work Engagement and Autonomous Motivation
Jean-François Gagnon¹, Claude Ferne², Stéphanie Austin², Sophie Drouin-Rousseau³
¹Université de Sherbrooke, Sherbrooke, Canada. ²Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ³Université de Moncton, Moncton, Canada
- P143 Are Work Organization's Systematic Occupational Health and Safety Work Associated with a Better Working Environment?
Jesper Kristiansen¹, Johan Simonsen Abildgaard^{2,1}, Mikala Ernebjerg Jakobsen¹, Pete Kines¹, Jonas Jensen¹
¹The National Research Centre for the Working Environment, Copenhagen, Denmark. ²Copenhagen Business School, Copenhagen, Denmark

- P144 Thriving at Work while Facing Intensive Organizational Change: The Role of Adaptability as Personal Adaptive Resource
Joris Van Ruysseveldt
Open Universiteit, Heerlen, Netherlands
- P145 Promoting Valuable Work: Enabling Personally Valuable Work Goals Among Healthcare Professionals
Kim Janssens¹, Patricia van Casteren^{1,2}, Merijn Westbroek¹, Margot Joosen¹
¹*Tranzo, Tilburg School of Social and Behavioural Sciences, Tilburg University, Tilburg, Netherlands.* ²*Telus Health, Utrecht, Netherlands*
- P146 Service Variation in Institutional Food Systems: The Role of Social Proximity and Information Sharing Across Kitchen- and Health Personnel
Kjersti Evensen¹, Elisabeth Lind Melbye²
¹*BI Norwegian Business School, Stavanger, Norway.* ²*University of Stavanger, Stavanger, Norway*
- P147 Implications of Psychological Safety and Leadership for Organizational Safety – A Case Study in the Context of a High-Reliability Organization
Jin Lee, Moana Sargent, Leah Klos, Ashley Sylvara, Jacob Gallagher, Kutina Cabrera, Molly Goff, Jesica Luna
Kansas State University, Manhattan, USA
- P148 Can Beliefs About Stress Exacerbate the Negative Effects of Boredom at Work? Examining the Role of Stress Mindsets
Lotta Harju, Lauren Keating
Emlyon Business School, Ecully, France
- P149 Perceptions of Cancer Survivors and Oncological Healthcare Professionals on Adequate Supportive Cancer Care for Cancer Survivors: A Qualitative Study
Doris van der Smissen¹, Marjolein Lugtenberg^{2,1}, Yosra Abdeselam Rocdi¹, Laurens Beerepoot³, Floortje Mols^{1,4}, Evelien Brouwers¹, Dareczka Wasowicz³, Margot Joosen¹
¹*Tilburg University, Tilburg, Netherlands.* ²*University Medical Center Rotterdam, Rotterdam, Netherlands.* ³*Elisabeth-TweeSteden Hospital, Tilburg, Netherlands.* ⁴*Department of Research, Netherlands Comprehensive Cancer Organization, Utrecht, Netherlands*
- P150 Enhancing Teachers' Engagement: The Contribution of Quiet Ego and Compassionate Interactions
Martina Pansini, Ilaria Buonomo, Paula Benevene
LUMSA University, Rome, Italy
- P151 Workplace Health Promotion Initiatives for Healthcare Workers Demonstrate an Investment for Workers, the Organization and the Society in the Context of Total Worker Health®.
Guendalina Dalmasso, Alessia Dosi, Reparata Rosa Di Prinzio, Maria Rosaria Vinci, Vincenzo Camisa, Annapaola Santoro, Bianca Ceresi, Massimiliano Raponi, Salvatore Zaffina
Bambino Gesù Children's Hospital, Rome, Italy

- P152 Why Are Managers and Subordinates Disagreeing? a Multi-method Examination of Differences in Perceptions of Managers' Stress Prevention Practices
Sannah Lauritsen¹, Tanja Kirkegaard²
¹Aarhus University, Aarhus, Denmark. ²Aalborg University, Aalborg, Denmark
- P153 Risk Perception, Disinfectant Use, And Symptom Experiences Among Cleaning Workers During The COVID-19 Pandemic
Soo-Jeong Lee¹, Haeun Kim¹, Soohyun Nam²
¹University of California San Francisco, San Francisco, USA. ²Yale University, Orange, USA
- P154 On the Multiple Facets of Authentic Leadership Practices: A Latent Profile Analysis Using a Confirmatory Bi-Factor Model
Julie Levesque-Côté¹, Alexandre, JS Morin², Claude Fernet¹, Stéphanie Austin¹
¹Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ²Concordia University, Montréal, Canada
- P155 Don't Leave the Good Things in the Rearview! A Field Experiment Examining the Influence of Positive Work Reflection Intervention on Taxi Drivers' Work Behaviours
Su Kyung (Irene) Kim¹, Yujie Zhan², Xiaoxiao Hu³, William Jimenez⁴, Xiang Yao⁵
¹University of Manitoba, Winnipeg, Canada. ²Wilfrid Laurier University, Waterloo, Canada. ³West Virginia University, Morgantown, USA. ⁴Old Dominion University, Norfolk, USA. ⁵Peking University, Beijing, China
- P156 Decent Work and Quality Working Life for Higher Education Teachers in Portugal
Tânia Ferraro^{1,2}, Patricia Pacheco¹
¹Portugalense University, Porto, Portugal. ²Research on Economics, Management and Information Technologies (REMIT) - Research Center, Porto, Portugal
- P157 Towards a Socio-ecological Model of Sleep and Circadian Health: A Preliminary Study
Teresa C. D'Oliveira
Canterbury Christ Church University, Canterbury, United Kingdom
- P158 The Impact of Unplanned and Disruptive Events on the Interaction Between Career Self-management and Employability – A Scoping Review
Ton Tol¹, Inge Van Seggelen-Damer², Annet de Lange^{1,3,4}, Jol Stoffers^{1,5,6}
¹Open University, Heerlen, Netherlands. ²Eindhoven University of Technology, Eindhoven, Netherlands. ³Universidad de Coruna, Coruna, Spain. ⁴Norwegian University of Science and Technology, Trondheim, Norway. ⁵Zuyd University of Applied Sciences, Sittard, Netherlands. ⁶Maastricht University, Maastricht, Netherlands
- P159 The Role of Supervisors' Style Profiles on Employees' Psychological Health and Performance
Virginie Paquette¹, Alexandre Morin², Sarah-Geneviève Trépanier¹
¹Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ²Concordia University, Montreal, Canada

Poster Session: Outcomes of Work

14:00 - 15:00

Terrace and Hall

EAOHP Executive Committee

- P160 Impact of Work and Socio-Emotional Demands on the Well-Being of Ecuadorian Teachers
Alejandra Trillo¹, David Ortega-Jiménez², Karina Ocampo², Francisco D. Bretones¹
¹University of Granada, Granada, Spain. ²Universidad Técnica Particular de Loja, Loja, Ecuador
- P161 40 Years of Job Insecurity: A Review of Research Designs and Measures
Margherita Brondino¹, Andrea Bazzoli², Ava Morgan², Jason Phillips², Margherita Pasini¹
¹University of Verona, Verona, Italy. ²The City University of New York, New York, USA
- P162 Building Green Behavioural Intentions Through Green Knowledge Sharing: The Role of the Recipient's Self-Conscious Emotions
Annelie Lorber, Julian Decius
University of Bremen, Bremen, Germany
- P163 Coping Strategies and Psychological Well-being of Italian and Portuguese Young Adults in response to Career Uncertainty
Audrey Ansay Antonio¹, Leonor Pais², Rita Chiesa¹
¹University of Bologna, Bologna, Italy. ²University of Coimbra, Coimbra, Portugal
- P164 Safeguarding Civil Servants: Mapping and Evaluation of Burnout Prevention Interventions in the Belgian Federal Government
Claudia Rooman¹, Cloé Lehaen², Isabelle Hansez², Lutgart Braeckman¹, Eva Deros¹
¹Ghent University, Ghent, Belgium. ²Université de Liège, Liège, Belgium
- P165 Development of a Federal Agencies Burnout Treatment Program
Cloé Lehaen¹, Lutgart Braeckman², Eva Deros², Claudia Rooman², Isabelle Hansez¹
¹Université de Liège, Liège, Belgium. ²Universiteit Gent, Gent, Belgium
- P166 Examining the Incidence of Workplace Bullying: The Relative and Interactive Effects of Leadership and High-Involvement Work Practices
Denise Salin, Anton Beletskiy, Mats Ehrnrooth
Hanken School of Economics, Helsinki, Finland
- P167 The Role of Burnout in Seafarers: A Systematic Review
Francesco Buscema¹, Clarissa Cricenti², Lara Colombo¹, Anna Maria Giannini², Laura Lorente Prieto³
¹University of Turin, Turin, Italy. ²University of Rome Sapienza, Rome, Italy. ³University of Valencia, Valencia, Spain
- P168 Veterans' Experience of Civilian Employment: The Influence of Personality Traits and Job Characteristics
Heather Clarke¹, Matthew Menard²
¹University of Wisconsin - Green Bay, Green Bay, USA. ²Unaffiliated, Green Bay, USA
- P169 Coping Strategies among Norwegian Police Prosecutors Working with Cases of Child Abuse.
Ingrid Steen Rostad¹, Eva Langvik²
¹BI Norwegian Business School, Trondheim, Norway. ²Norwegian University of Science and Technology, Trondheim, Norway

- P170 The Implementation Quality of an Anti-Bullying Policy Has an Impact on the Perceived Occurrence of Workplace Bullying and Harassment
Kari Einarsen¹, Iselin Reknes², Ståle Valvatne Einarsen²
¹*BI Norwegian Business School, Bergen, Norway.* ²*University of Bergen, Bergen, Norway*
- P171 The Internal Mechanism Underlying the Relationship between Leisure Crafting and Job Performance
I-Shuo Chen
Anglia Ruskin University, Cambridge, United Kingdom
- P172 Let's Chat Together - Connections between Pre-Meeting Talk, Entitativity, and Meeting Outcomes
Katherine Castro, Emilee Eden, Joseph Allen
Rocky Mountain Center for Occupational and Environmental Health, University of Utah, Salt Lake City, USA
- P173 Email Agony and Organizational Intrigue: Unveiling Supervisor Influence on Cyber Incivility in the Workplace
Alison Hunt¹, Liu-Qin Yang¹, Vivien Lim²
¹*Portland State University, Portland, USA.* ²*National University of Singapore (NUS) Business School, Singapore, Singapore*
- P174 Alarming Levels of Burnout Among New Jersey Lawyers: Insights from the Well-Being Working Group Survey
Matthew Thiese, Joseph Allen
University of Utah, Salt Lake City, USA
- P175 Is the Variable "Meaningless Work" Adding Value to the Organizational Psychology Research, as a Moderator Between Facets of Meaning in Work and Desired Work Attitudes?
Oliwia Samelak, Agnieszka Springer
Merito University, Poznań, Poland
- P176 Bitten in the Snake Pit: The Venomous Effects of Workplace Bullying on Employees' Moral Stigmatization Identity, Ill-Being, and Work Attitude
Sean Valentine¹, Robert Giacalone², Patricia Meglich³
¹*University of North Dakota, Grand Forks, North Dakota, USA.* ²*Texas State University, San Marcos, Texas, USA.* ³*University of Nebraska Omaha, Omaha, Nebraska, USA*
- P177 Shocked and Burned-Out: A Study on the Effect of Career Shocks on Burn-Out
Paulien D'Huyvetter, Marijke Verbruggen
KU Leuven, Leuven, Belgium
- P178 Influence of Rokeach Moral Values on the Burnout Development Process: The Relationship Between Indolence and Feelings of Guilt
M^a Eugenia López-Andreu¹, Pedro Gil-LaOrden², Marta Llorca-Pellicer², José Luis Llorca-Rubio², Pedro R. Gil-Monte²
¹*Instituto Valenciano de Seguridad y Salud en el Trabajo (INVASSAT). Generalitat Valenciana., Valencia, Spain.* ²*Unidad de Investigación Psicosocial de la Conducta Organizacional (UNIPISCO), Universitat de València, Valencia, Spain*

- P179 Understanding How Self-Monitoring Influences Extra Effort in the Context of Digitization Transformation: From Individual Perspective
Jiexuan Zhang¹, Qing Liu², Hongsong Guo¹
¹Central University of Finance and Economics, Beijing, China. ²Aston University, Birmingham, United Kingdom
- P180 Empowerment Meets Stress: How a Lack of Support Impacts Empowered Nurses' Attitudes and Behaviours
Ron Wolfart, Laura Heron, Valentina Bruk-Lee, Jane Park
Florida International University, Miami, USA
- P181 How To Trust a New Supervisor? The Role of Power Dependence, Value Fit, and Relational Identification.
Sampo Suutala^{1,2}, Jukka Lipponen²
¹Finnish Institute of Occupational Health, Helsinki, Finland. ²University of Helsinki, Helsinki, Finland
- P182 Daily Exposure to Negative Acts at Work and Employee Negative Affect
Sarah-Geneviève Trépanier¹, Guy Notelaers², Clayton Peterson¹, Léandre Chénard-Poirier³
¹Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ²University of Bergen, Bergen, Norway. ³HEC Montréal, Montréal, Canada
- P183 Addressing the Great Resignation: The Crucial Role of Emotional Intelligence in Enhancing Perceived Employability, Work Engagement, and Job Satisfaction Among Young Professionals
Simona Margheritti, Paola Gatti, Massimo Miglioretti
University of Milano-Bicocca, Milan, Italy
- P184 Job Satisfaction in Norwegian Police Employees: Associations with Personality, Basic Psychological Needs, and Health
Torhild Anita Sørengaard¹, Eva Langvik², Ingrid Steen Rostad¹, Ingvild Saksvik-Lehouillier²
¹BI Norwegian Business School, Trondheim, Norway. ²Norwegian University of Science and Technology, Trondheim, Norway

Closed Meeting: Healthy Leaders and Managers: A Consultation Exercise

14:00 - 15:00 Loja

Chair Juliet Hassard, Stavroula Leka

Symposium: Advancing our Understanding of Psychological Safety Climate: Insights from Global Research

15:00 – 16:30

Poniente

Chair Maureen Dollard, Amy Zadow

S123 Can PSC Foster Functional Presenteeism? A Four-Wave Populational Study of Quebec Workers

Caroline Biron¹, Maria Karanika-Murra², Hans Ivers³, Claude Fernet⁴

¹Université Laval, Québec, Canada. ²University of Leicester, Leicester, United Kingdom. ³Université du Québec à Trois-Rivières, Québec, Canada. ⁴VITAM Research Centre on Sustainable Health, Québec, Canada

S124 The Effect of Some Contemporary Leadership Styles on Psychosocial Safety Climate: A Multivariate Study

Eugene Laloo, Robyn Coman, Natalia Hanley
University of Wollongong, Wollongong, Australia

S125 Safety at the Forefront: Exploring Firefighter Safety Behaviour Through the Lens of Organizational and Psychosocial Safety Climate (PSC)

Sharifah N.N Syed-Yahya, Mohd Awang Idris
Universiti Malaya, Malaya, Malaysia

S126 Psychosocial Safety Climate Moderates the Effect of Demands of Hospital Accreditation on Healthcare Professionals: A Longitudinal Study.

Amna I. Alshamsi¹, Angeli Santos², Louise Thomson²

¹Emirates Health Services, Dubai, UAE. ²University of Nottingham, Nottingham, United Kingdom

S127 PSC as an Organizational Level Determinant of Working Time Lost and Expenditure Following Workplace Injuries and Illnesses

Maureen Dollard^{1,2}, May Loh¹, Harry Becher¹, Daniel Nesser¹, Sophie Richter¹, Amy Zadow^{1,3}, Ali Afsharian¹, Rachael Potter¹

¹Psychosocial Safety Climate Global Observatory, Centre for Workplace Excellence University of South Australia, South Australia, Australia. ²University of Nottingham, Nottingham, United Kingdom. ³University of Adelaide, Adelaide, Australia

S128 Managing Psychosocial Hazards at Work by Building Psychosocial Safety Climate from the Bottom-Up

Cherie Crispin¹, Ali Afsharian¹, Tessa Bailey², Maureen Dollard¹, Kevin St Martin², Liam O'Brien³, Kirsty Pepper³

¹Psychosocial Safety Climate Global Observatory, Centre for Workplace Excellence University of South Australia, Adelaide, Australia. ²Opus Centre, South Australia, Australia. ³Australian Council of Trade Unions (ACTU), Victoria, Australia

Symposium: Digital Technology, AI and Smart Phone Apps. Challenges to, and Opportunities for, Occupational Health Psychology

15:00 – 16:30

Altiplano

Chair Johan Simonsen Abildgaard

- S129 Artificially Intimidated: The Role of AI Terminology in Shaping Organizational Resistance
Kasper Edwards¹, Sidsel Lond Grosen²
¹Danmarks Tekniske Universitet, Ballerup, Denmark. ²Roskilde University, Roskilde, Denmark
- S130 When an Algorithm Is Your Boss: AI-Imposed Challenges on the Well-Being of Platform Workers
Kathrin Kirchner
Technical University of Denmark, Ballerup, Denmark
- S131 Why Use Apps in Occupational Health, Safety, and Well-Being? – Exploring Logics Among Occupational Health Professionals
Iben Karlsen¹, Johan Abildgaard²
¹The National Research Centre for the Working Environment, Copenhagen, Denmark. ²Copenhagen Business School, Copenhagen, Denmark
- S132 Qualitative Analysis in the Development of Internet-based Intervention to Reduce Inter-role Conflict in Couples: Co-creation for Improved Implementation
Ewelina Smoktunowicz¹, Magdalena Lesnierowska¹, Justyna Ziolkowska², Jan Maciejewski¹, Marta Roczniowska^{3,4}
¹SWPS University, Warsaw, Poland. ²SWPS University, Wroclaw, Poland. ³SWPS University, Sopot, Poland. ⁴Karolinska Institutet, Stockholm, Sweden
- S133 Recovery at Your Fingertips - Pilot Study of an mHealth Intervention for Work-Related Stress
Leo Kowalski¹, Sabine Koch¹, Anna Finnes^{1,2}, Andreas Stenling^{3,4}, Aleksandra Bujacz⁵
¹Karolinska Institutet, Stockholm, Sweden. ²Academic Primary Healthcare Centre, Stockholm, Sweden. ³Umeå University, Umeå, Sweden. ⁴University of Agder, Agder, Norway. ⁵Karolinska Institutet, Stockholm, Sweden
- S134 Individual or Organizational Implementation? A Quasi-experimental Study on the Impact of Different Forms of Implementation of a Well-being App
Johan Simonsen Abildgaard¹, Iben Karlsen²
¹Copenhagen Business School, Frederiksberg, Denmark. ²The National Research Centre for the Working Environment, Copenhagen, Denmark

Symposium: Sustainable Working Life Through the Promotion of Business, Leader, and Employee Well-being

15:00 - 16:30

Marquesado

Chair Sanna Malinen, Katharina Näswall

- S135 Improving Work-Related Psychosocial Risk Management: A Mixed Methods Evaluation of the Factors Influencing Inspectors' Practice
Emma Steel, Katharina Naswall, Sanna Malinen
University of Canterbury, Christchurch, New Zealand
University College Cork, Cork, Ireland. National Suicide Research Foundation, Cork, Ireland. Australian Institute for Research, Griffith University, Mount Gravatt, Australia
- S136 Business Adaptation and Leader Well-being in the Age of Continuous Disruption
Sanna Malinen, Bernard Walker, Elsamari Botha
University of Canterbury, Christchurch, New Zealand
- S137 With a Little Help From... Myself: Improving Self Care for Leaders
Arla Day^{1,2}, Kara Arnold³, Catherine Loughlin⁴, Eric Damecour¹
¹Saint Mary's University, Halifax, Canada. ²CN Centre for Occupational Health & Safety, Halifax, Canada. ³Memorial University, St. John's, Canada. ⁴Dalhousie University, Halifax, Canada
- S138 Leadership Behaviours to Improve Psychological Safety in Formal Hierarchical Work Environments
Emma Clarke, Sanna Malinen, Katharina Näswall, Annick Masselot
University of Canterbury, Christchurch, New Zealand
- S139 The Role of Less-studied Job and Personal Resources in buffering the effect of Job Demands on Employees' Well-being and Burnout over Time
Katharina Naswall, Renske Grant, Sanna Malinen
University of Canterbury, Christchurch, New Zealand
- S140 Green Is the New Black: A Qualitative Study of How Leaders Influence Employee's Green Outcomes Through a Systems Lens
Jennifer Hoi Ki Wong, Josie Steyn, Joya Kemper
University of Canterbury, Christchurch, New Zealand

Symposium: Work-life Interface and Technologies, Between Risks and Opportunities

15:00 - 16:30

Costa Tropical

Chair Chiara Ghislieri, Vânia Sofia Carvalho

- S141 Working Mode, Work-Family Balance, Performance and Job Satisfaction in the New Normal: Results From a Cluster Analysis Among an Italian Sample
Sara Petrilli^{1,2}, Marianna Giunchi²
¹Catholic University of the Sacred Heart, Milan, Italy. ²Université Paris Nanterre, Nanterre, France

- S142 The Relationship Between Perceived Supervisor Support and Overall Life Satisfaction: A Mediated Moderation Model Using Mastering of New Technologies and Exhaustion at Telework
Vânia Sofia Carvalho¹, Ana Sabino², Anabela Rodrigues³, Paulo Dias³, Sílvia Lopes^{3,1}
¹Universidade de Lisboa, Lisboa, Portugal. ²ISPA Instituto Universitário, Lisboa, Portugal. ³Universidade Católica Portuguesa, Braga, Portugal
- S143 Feeling Productive and Satisfied at Work? the Impact of Technostress on Performance and Job Satisfaction Among Remote Workers.
Afshan Iqbal¹, Matthew Davis², Mark Robinson²
¹University of Manchester, Manchester, United Kingdom. ²University of Leeds, Leeds, United Kingdom
- S144 Hindering and Enabling Organizational Factors in Personal Life Recovery Experiences: The Opposite Role of Micromanagement and Digital Supportive Culture
Domenico Sanseverino, Lara Colombo, Elisa Bianco, Monica Molino, Chiara Ghislieri
University of Turin, Torino, Italy
- S145 Challenges and Recommendations for the New Hybrid Work Arrangements: A French Survey
Juliette Vassallo¹, Emilie Vayre¹, Hélène Batisse¹, Valentina Dolce²
¹Univ. Lumière Lyon 2, Unité INSERM U1296, Lyon, France. ²Univ. Lumière Lyon 2, Research Group in Societal Psychology, Lyon, France
- S146 The Effect of Job Insecurity on Work Engagement: The Moderating Role of Off-Job Work Using Technologies
Vânia Sofia Carvalho, Maria José Chambel, Sílvia Lopes
CICPSI, Faculdade de Psicologia, Universidade de Lisboa, Alameda da Universidade, Lisbon, Portugal

Symposium: Digitalisation and Robotisation in the Workplace: An Employee-Centric Perspective on Implementation and Adaptation to Advanced Technologies

15:00 - 16:30 Alpujarra Chair Vicente González-Romá, Pascale Le Blanc

- S147 Bridging the Skill Gap: Understanding Employee Training Needs and Experiences During Robot Implementation
Raquel Salcedo Gil, Pascale Le Blanc, Anna-Sophie Ulfert, Sonja Rispens
Eindhoven University of Technology, Eindhoven, Netherlands
- S148 The Relationship Between Robotisation and Work Characteristics: A Systematic Literature Review
Nina Jonczyk, Theresa Schweizer, Vicente González-Romá, José Maria Peiró
Research Institute of Personnel Psychology, Organizational Development and Quality of Working Life (IDOCAL), University of València, Valencia, Spain

- S149 Working With Robots and Work Characteristics
Vicente González-Romá, Nina Jonczyk, Theresa Schweizer, Inés Tomás, José Peiró
University of Valencia, Valencia, Spain
- S150 Knowledge Hiding in Human-Robot Collaboration at Work
Merve Alabak, Raquel Salcedo Gil, Anna-Sophie Ulfert-Blank, Sonja Rispens, Pascale Le Blanc
Eindhoven University of Technology, Eindhoven, Netherlands
- S151 Can Organizations Intervene in the Relationship Between Technostress and Secondary Teachers' Satisfaction? the Role of Organizational Strategy for Digitalization.
Donatella Di Marco¹, Vicente Peñarroja², Amparo Ramos³, Ana Zornoza³
¹Universidad de Sevilla, Seville, Spain. ²Universitat Oberta de Catalunya, Barcelona, Spain. ³Research Institute of Personnel Psychology, Organizational Development and Quality of Working Life (IDOCAL), University of Valencia, Valencia, Spain
- S152 Techno-Uncertainty and Techno-Overload in the Dutch Healthcare Sector: What Is Needed for Simultaneous Optimization of Technology Use and Healthcare Professional Well-Being?
Maitta Spronken, Judith Engels, Joris Van Ruysseveldt, Rogier van de Wetering, Jol Stoffers, Annet de Lange
Open Universiteit, Heerlen, Netherlands

Oral Session: Neurodiversity in the Workplace

15:00 – 16:30

Lecrin

Chair Evie Michailidis

- O89 Neurodiversity in Business – Take Two. Insights from Employees and Their Colleagues About Strengths, Challenges, Psychological Safety Well-being
Almuth McDowall, Nancy Doyle
Birkbeck University, London, United Kingdom
- O90 Why Do Some Autistic Adults Have Paid Employment Whereas Others Do Not? A Focus Group Study Comparing Views and Experiences of Autistic Adults With and Without Paid Employment.
Evelien Brouwers¹, Michel Bergijk¹, Jaap Van Weeghel¹, Sarah Detaille², Hanneke Kerkhof³, Jeroen Dewinter^{1,4}
¹Tranzo Scientific Center for Care and Well-being, Tilburg, Netherlands. ²HAN University of Applied Sciences, Nijmegen, Nijmegen, Netherlands. ³HumanCapitalCare, Son, Netherlands. ⁴GGzE Centre for Child and Adolescent Psychiatry, Eindhoven, Netherlands
- O91 Inclusion of People with Disabilities and Job Health: How an Organizational Inclusive Climate can Improve Job Health Levels on Employees with Disabilities and Their Co-workers
Francisco José Sanclemente Ibáñez¹, Nuria Gamero Vázquez², Francisco José Medina Díaz²
¹Universidad Loyola Andalucía, Seville, Spain. ²Universidad de Sevilla, Seville, Spain

- O92 Does Neurodiversity Awareness Training Work? Implications for Future Research and Practice.
Kirsty Lauder
Cornell University, Ithaca, USA
- O93 Development of the Remote4All Scale for Disabled and/or Neurodivergent Remote Workers
Maria Charalampous¹, Christine Grant², Carlo Tramontano², Emma Russell³
¹University of Limassol, Nicosia, Cyprus. ²Coventry University, Coventry, United Kingdom. ³University of Sussex, Brighton, United Kingdom
- O94 Neurodiversity in Business – Take Two. Insights from Employers About Strengths, Challenges, Psychological Safety Well-being.
Nancy Doyle, Almuth McDowall
Birkbeck University, London, United Kingdom

Oral Session: Workplace Violence, Bullying and Harassment

15:00 – 16:30 Loja

Chair Rebecka Holmgren

- O95 Exploring the Interplay of Workplace Bullying and Consideration of Future Consequences (CFC) over time.
Alejandro Díaz-Guerra, Mirko Antino, Alfredo Rodríguez-Muñoz, Gerald Sepúlveda-Páez
Universidad Complutense de Madrid, Madrid, Spain
- O96 Between Right and Wrong: Moral Stress in Academia
Annika Müller¹, Christian Dormann^{1,2}
¹Johannes Gutenberg-University, Mainz, Germany. ²Psychosocial Safety Climate Global Observatory, Adelaide, Australia
- O97 Workplace Bullying in the Restaurant Industry, Psychological Well-Being and the Role of Work Motivation: A Latent Growth Curve Analysis
Flavie Dion-Cliche¹, Sarah-Geneviève Trépanier², Nathalie Houlfort¹, Léandre Chénard-Poirier³
¹Université du Québec à Montréal, Montreal, Canada. ²Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ³HEC Montréal, Montreal, Canada
- O98 Organizational Change and Sexual Violence in the Workplace
Marine Coupaud
ESSCA, Bordeaux, France
- O99 Workplace Bullying, Symptoms of Anxiety and the Interaction with Leadership Quality – a Longitudinal Study Using Dynamic Panel Models with Fixed Effects
Rebecka Holmgren¹, Kathrine Sørensen^{2,3}, Louise Dalsager², Reiner Rugulies^{2,4}, Viveca Östberg⁵, Linda L Magnusson Hanson¹
¹Stress Research Institute, Department of Psychology, Stockholm University, Stockholm, Sweden. ²National Research Centre for the Working Environment, Copenhagen, Denmark. ³Department of Psychology, University of Copenhagen, Copenhagen, Denmark. ⁴Department of Public Health, University of Copenhagen, Copenhagen, Denmark. ⁵Department of Public Health Sciences, Stockholm University, Stockholm, Sweden

- O100 Adverse Social Behaviours Impact Mental Distress and Sick Leave due to Common Mental Disorders: A Prospective Study of Home Care Workers
Rigmor Knutsen, Håkon Johannessen
National Institute of Occupational Health, Oslo, Norway

Coffee Break

16:30 – 16:45 Terrace

Symposium: HealthyHealthcare (Part 2): Interventions Linking Healthcare Worker Well-being, the Organization of Services and Quality of Care

16:45 - 18:00 Poniente Chair Annet de Lange

- S153 The Implementation of Healthy Healthcare in Practice: Targeting Working Conditions and Well-being Among Healthcare Professionals in Innovations for Clinical Treatment and Organization of Services in a Hospital Ward
Lise Lövseth¹, Knut Langsrud¹, Håvard Kallestad^{1,2}
¹St. Olavs University Hospital, Trondheim, Norway. ²NTNU, Trondheim, Norway
- S154 Healthy Healthcare Within the Disability Care? Results of an Intervention-Implementation Process Evaluation Study Including Leaders and HR-Professionals
Annet de Lange^{1,2,3,4,5}, Trude Furunes⁶, Adela Reig-Boteil⁷, Jamie de Wal¹, Joris van Berckel¹
¹Berenschot B. V., Utrecht, Netherlands. ²Open University, Heerlen, Netherlands. ³Corona University, Coruna, Spain. ⁴NTNU, Trondheim, Netherlands. ⁵University of Stavanger, Stavanger, Norway. ⁶University of Stavanger, Stavanger, Norway. ⁷Universidade da Coruña, Coruna, Spain
- S155 A Top-down Bottom-up Approach to Organizational Development in Healthcare
Kasper Edwards
Technical University of Denmark, Ballerup, Denmark
- S156 Joint Training of Healthcare Managers and Health and Safety Representatives in Supporting Occupational Health Interventions: A Feasibility Evaluation of the Co-Pilot Project
Alexander Agrell¹, Johan Simonsen Abildgaard², Susanne Tafvelin¹, Jens Wahlström¹, Robert Lundmark¹
¹Umeå University, Umeå, Sweden. ²Copenhagen Business School, Copenhagen, Denmark

Symposium: Who, When, and Why? Antecedents and Reciprocal Effects of Crafting and their Boundary Conditions

16:45 - 18:00 Marquesado Chair Uta Bindi, Xenia Bolschakow, Melina Posch

- S157 When Are You Willing to Go "An Extra Mile"? the Role of Identity Leadership and Team Identification for Job Crafting Behaviours
Magdalena Marszałek¹, Sylwiusz Retowski¹, Marta Roczniowska^{1,2}
¹SWPS University, Sopot, Poland. ²Karolinska Institutet, Stockholm, Sweden
- S158 Contextual Boundary Conditions of Needs as Motivators for Job Crafting
Xenia Bolschakow¹, Thomas Rigotti^{1,2}
¹Johannes Gutenberg University Mainz, Mainz, Germany. ²Leibniz Institute for Resilience Research, Mainz, Germany
- S159 Do Reciprocal Relations Between Job Crafting and Person-Job Fit Depend on Job Autonomy? A Continuous Time Modelling Approach
Melina Posch¹, Cort W. Rudolph², Nerina L. Jimmieson³, Timothy Ballard⁴, Hannes Zacher¹
¹Leipzig University, Leipzig, Germany. ²Wayne State University, Detroit, USA. ³Queensland University of Technology, Brisbane, Australia. ⁴University of Queensland, Brisbane, Australia
- S160 The Role of Big Five Personality Traits in Needs-based Job and Off-Job Crafting
Martin Tušl¹, Jessica De Bloom², Georg Bauer¹
¹University of Zurich, Zurich, Switzerland. ²University of Groningen, Groningen, Netherlands
- S161 Longitudinal Association Between Needs-Based Off-Job Crafting and Work Engagement Among School Principals: The Four-Year Cross-Lagged Panel Study
Hiroyuki Toyama¹, Lauri Hietajärvi¹, Katja Upadaya¹, Herbert Marsh², Katariina Salmela-Aro¹
¹University of Helsinki, Helsinki, Finland. ²Australian Catholic University, Sydney, Australia

Symposium: BAT-Symposium Part 1: Navigating the Complexity of Burnout

16:45 - 18:00 Altiplano Chair Leon de Beer, Hans de Witte

- S162 Can the Burnout Assessment Tool Prisks For Depression and Exhaustion Disorder in a Swedish Healthcare Sample?
Leon De Beer^{1,2,3}, Emma Brulin², Emina Hadzibajramovic⁴
¹Norwegian University of Science and Technology, Trondheim, Norway. ²Karolinska Institutet, Stockholm, Sweden. ³North-West University, Potchefstroom, South Africa. ⁴Institutet för stressmedicin, Gothenburg, Sweden

- S163 Predictive Validity, Moderators and Cross-Lagged Relations Between Bullying and Burnout: A Longitudinal Work-Life Study in Norway
Espen Olsen, Maria Therese Jensen, Aldijana Bunjak, Yusheng Fu
University of Stavanger, Stavanger, Norway
- S164 Work Overload and Burnout: A Study of Longitudinal Within-Person Dynamics
Lucas Maunz¹, Leon T. De Beer², Jürgen Glaser¹
¹University of Innsbruck, Department of Psychology, Innsbruck, Austria. ²Norwegian University of Science and Technology, Department of Psychology, Trondheim, Norway
- S165 Employee Burnout in Turbulent Times: A Multiple-Group Longitudinal Study of JD-R Theory Under the COVID-19 Pandemic
Ewa Gruszczyńska¹, Beata Basińska²
¹SWPS University, Warsaw, Poland. ²Gdansk University of Technology, Gdansk, Poland
- S166 The Impact of HR Practices on Burnout Core and Secondary Symptoms: The Mediating Roles of Trust, Optimism Role Conflict and Job Insecurity
Jorge Sinval^{1,2,3,4}, Sílvia Silva¹
¹Instituto Universitário de Lisboa (ISCTE-IUL), Lisbon, Portugal. ²Nanyang Technological University, Singapore, Singapore. ³University of São Paulo, Ribeirão Preto — SP, Brazil. ⁴Universidade Federal de São Paulo, São Paulo — SP, Brazil

Symposium: Integrating Research on Workplace Mistreatment, Part 2: Organizational and Individual Interventions

16:45 - 18:00 Costa Tropical Chair Elfi Baillien, Michelle Tuckey

- S167 Transforming the System of Work: Addressing Systemic Risks and Fostering Cohesive Dynamics to Prevent Workplace Bullying
Michelle Tuckey¹, Yiqiong Li², Annabelle Neall^{3,2}, Alice Rose¹
¹University of South Australia, Adelaide, Australia. ²University of Queensland, Brisbane, Australia. ³Flinders University of South Australia, Adelaide, Australia
- S168 Developing a Resource-Based Approach To the De-Escalation of Bullying, Aggression, and Sexual Harassment: A Qualitative Study
Charlotte Franckx¹, Elfi Baillien¹, Guy Notelaers²
¹KU Leuven, Leuven, Belgium. ²University of Bergen, Bergen, Norway
- S169 The Impact of Bodyworn Cameras on Incidents of Violence and Aggression in Civil Enforcement
Sheena Johnson, Kara Ng, Laura Jarvis-King
Alliance Manchester Business School, University of Manchester, United Kingdom
- S170 Effects of a Workplace Sleep Program on Bullying and Employee Well-Being
Alfredo Rodríguez-Muñoz, Mirko Antino, Alejandro Díaz-Guerra Romero, Manuel J. Albaladejo-Sánchez
Universidad Complutense de Madrid, Madrid, Spain

- S171 Enhancing Workplace Bullying Research to Advance Evidence-Based Interventions
Elfi Baillien¹, Michelle Tuckey², Alfredo Rodríguez-Muñoz³, Guy Notelaers⁴, Cristian Balducci⁵
¹KU Leuven, Brussels, Belgium. ²University of South Australia, Adelaide, Australia.
³Universidad Complutense de Madrid, Madrid, Spain. ⁴University of Bergen, Bergen, Norway. ⁵University of Bologna, Bologna, Italy

Symposium: Fostering Employee Well-being in a Modern Working World: Mechanisms, Interventions and Conditions for Boundary Management, Recovery and Well-being

16:45 - 18:00 Alpujarra Chair Kathrin Reinke, Katharina Schneider

- S172 Recover - Be Happy at Work? Relaxation vs. Mastery: Divergent Paths to Morning Recovery and Their Impact on Work Mood
Mascha Goldschmitt¹, Thomas Rigotti^{1,2}
¹Johannes Gutenberg-University Mainz, Mainz, Germany. ²Leibniz Institute for Resilience Research, Mainz, Germany
- S173 The Challenges of Telework: Strategies for an Active, Supporting Boundary Management of the Work and Private Life Domain
Katharina Schneider, Kathrin Reinke, Claudia Schmeink
 University of Applied Sciences Fresenius, Wiesbaden, Germany
- S174 Boundary Management, Recovery and Well-being in a Mobile Working World: Developing and Validating an Online Training
Kathrin Reinke¹, Katharina Schneider¹, Claudia Schmeink¹, Bernhard Schmitz²
¹University of Applied Sciences Fresenius, Wiesbaden, Germany. ²Technical University of Darmstadt, Darmstadt, Germany
- S175 Can Well-being in Home-office Be Improved by Targeted Art-of-Living-Trainings? An Intervention Study
Claudia Schmeink, Chiara Hehner
 University of Applied Sciences Fresenius, Wiesbaden, Germany
- S176 Making it Count: A Practical Approach to Implementing Short Boundary Management Interventions in Organizations
Miriam Rexroth¹, Vera Müller², Sascha Haun³
¹Berufsgenossenschaft Rohstoffe und chemische Industrie, Mainz, Germany.
²Organisationsentwicklung Ryschka, Mainz, Germany. ³Haun-Beratung, Würzburg, Germany

Symposium: Leadership for Well-being: Unveiling the Impact of Mental Health-Specific Behaviours

16:45 - 18:00

Lecrin

Chair Cristian Vasquez

- S177 Mental Health-Specific Leadership, and it's Relation to Burnout, Work Engagement, and Stigmatizing Attitudes: Results from a Cross-Sectional Study
Vince Pelzer¹, Machteld Van Den Heuvel¹, Roy Sijbom², Marit Christensen³, Siw Tone Innstrand³, Edwin Van Hooff¹
¹University of Amsterdam, Amsterdam, Netherlands. ²Vrije Universiteit Amsterdam, Amsterdam, Netherlands. ³Norges Teknisk-Naturvitenskapelige Universitet, Trondheim, Norway
- S178 What Makes Leadership Training Work?
Sofie Breinholt¹, Karina Nielsen², Lars Peter Soenderbo Andersen¹
¹Occupational Medicine, Goedstrup, Denmark. ²Sheffield University Management School, Sheffield, United Kingdom
- S179 Workplace Interventions for Leaders in Times of Uncertainty - Every Cloud Has a Silver Lining
Judith Schmitt¹, Karina Nielsen², Carolyn Axtell², Cristian Vasquez²
¹Prague University of Business and Economics, Prague, Czech Republic. ²University of Sheffield, Sheffield, United Kingdom
- S180 Multilevel Effects of Leader Transfer of Training on Leader and Employee Well-Being
Cristian Vasquez¹, Karina Nielsen¹, Josefina Peláez Zuberbühler², Marisa Salanova³, Marit Christensen², Judith Schmitt⁴, Machteld van den Heuvel⁵, Greta Mazzetti⁶
¹University of Sheffield, Sheffield, United Kingdom. ²Norwegian University of Science and Technology, Trondheim, Norway. ³Universitat Jaume I, Castellón de la Plana, Spain. ⁴Prague University of Economics and Business, Prague, Czech Republic. ⁵University of Amsterdam, Amsterdam, Netherlands. ⁶University of Bologna, Bologna, Italy

Symposium: Employees in Charge: Different Faces of Self-Regulation and Proactivity at Work

16:45 - 18:00

Loja

Chair Jana Kühnel, Ricarda Schleupner

- S181 Achieving More With Less: An Integrative Review on the Role of Habitual Behaviours for Employee Self-Regulation at Work
Tina Armaşu, Anita Keller, Barbara Wisse
University of Groningen, Groningen, Netherlands
- S182 How Decisions to Work From Home Depend on Demands And Resources Available: A Vignette Study
Anna Neumer, Julia Iser-Potempa, Sabine Sonntag
University of Mannheim, Mannheim, Germany

- S183 Do You Care for Your Health? Measurement, Antecedents, and Outcomes of Health-Related Proactivity at Work
Ricarda Schleupner¹, Sarah Landskron¹, Amin Mohammed¹, Kensei Ogawa¹, Jennifer Ziegler¹, Johanna Zils¹, Kühnel Jana²
¹University of Vienna, Vienna, Austria. ²University of Frankfurt, Frankfurt, Germany
- S184 Daily Use of Self-Leadership Strategies and Employee Work Engagement While Working From Home and the Office
Ada Sil Patterer¹, Anita C. Keller², Katharina Woharcik¹, Jana Kühnel^{3,1}
¹University of Vienna, Vienna, Austria. ²University of Groningen, Groningen, Netherlands. ³Goethe University, Frankfurt am Main, Germany
- S185 It's Monday Again: Weekend Sleep Differentially Impacts the Workweek via Reattachment on Monday
Jette Völker, Monika Wiegelmann, Theresa J. S. Koch, Sabine Sonnentag
University of Mannheim, Mannheim, Germany

Conference Dinner (buses leave at 19:00 from Hotel Abades Nevada Palace)

19:00 - 23:00 La Chumbera

Friday, 7 June 2024

Conference registration

08:00 - 8:30 Hotel Reception

Symposium: Work Addiction and Occupational Health: Organizational and Clinical Characterisation of Workaholism

08:30 - 09:30 Poniente Chair Paweł Atroszko, Cristian Balducci

- S186 Exploring the Impact of Anticipated Workload on Day-Level Workaholism: The Moderating Role of Trait-Level Workaholism and Overwork Climate
Cristian Balducci¹, Luca Menghin²
¹University of Bologna, Bologna, Italy. ²University of Trento, Trento, Italy
- S187 Culture and Filial Piety Beliefs in Predicting Work Addiction: A Comparative Study between Poland and Vietnam
Paweł Jurek¹, Klaudia Bochniarz¹, An Nhan Thi Lac², Tram Le Ngoc Bao²
¹University of Gdansk, Gdańsk, Poland. ²University of Social Sciences and Humanities – Vietnam National University Ho Chi Minh City, Ho Chi Minh City, Vietnam
- S188 Gender differences in work addiction across 81 countries from 6 continents
Edyta Charzyńska¹, Paweł Atroszko²
¹University of Silesia in Katowice, Katowice, Poland. ²University of Gdańsk, Gdańsk, Poland
- S189 The Workaholism–Technostress Interplay: Initial Evidence on Their Mutual Relationship
Carmela Buono¹, Maria Luisa Farnese², Danila Molinaro¹, Paola Spagnoli¹
¹University of Campania "Luigi Vanvitelli", Caserta, Italy. ²Sapienza University of Rome, Rome, Italy

Oral Session: Workplace Violence, Bullying and Harassment II

08:30 - 9:30 Marquesado Chair Sara Corlett

- O101 Perceiving and Reporting Harm in Elite Athletes
Esmé Taylor, M. Gloria González-Morales
Claremont Graduate University, Claremont, USA
- O102 The Ripple Effect of Unethical Behaviour in Organizations: A Systematic Review
Hannah Moore, Erdem Meral, Deanne den Hartog, Astrid Homan, Gerben van Kleef
University of Amsterdam, Amsterdam, Netherlands

- O103 A Prospective Twin Study Investigating the Role of Genetics, Early Environment and Neuroticism in the Association Between Exposure to Work-Related Offensive Behaviours and Sickness Absence due to Common Mental Disorders
Maria Wijkander^{1,2}, Pia Svedberg², Jurgita Narusyte², Iman Alaie^{2,3}, Petra Lindfors⁴, Tianwei Xu¹, Linda L Magnusson Hanson^{1,2}
¹Stress Research Institute, Department of Psychology, Stockholm University, Stockholm, Sweden. ²Division of Insurance Medicine, Department of Clinical Neuroscience, Karolinska Institutet, Stockholm, Sweden. ³Department of Medical Sciences, Child and Adolescent Psychiatry, Uppsala University, Uppsala, Sweden. ⁴Department of Psychology, Stockholm University, Stockholm, Sweden
- O104 Third-Party Employee Reactions to Observed Customer Mistreatment
Xiaowen Hu¹, Hongmin Yan², Siran Zhan³, Janet McColl-Kennedy⁴
¹Queensland University of Technology, Brisbane, Australia. ²Griffith University, Brisbane, Australia. ³University of New South Wales, Sydney, Australia. ⁴The University of Queensland, Brisbane, Australia

Oral Session: Intervention Evaluation II

08:30 - 09:30 Altiplano

Chair Jocelyn Brown

- O105 Coding Return to Work Conversations based on Self-Determination Theory and Motivational Interviewing: Evaluation of an Online Training Program
Isha Rymenans¹, Emelien Lauwerier², Marc Du Bois³, Charlotte Vanovenberghe³, Anja Van den Broeck^{1,4}
¹KU Leuven (Work and Organization Studies), Brussels, Belgium. ²Open University of the Netherlands, Heerlen, Netherlands. ³KU Leuven (Public Health and Primary Care), Leuven, Belgium. ⁴Optentia North-West University, Vanderbijlpark, South Africa
- O106 AspireAtlantic: Testing a Comprehensive Relationship-Centered Employment Services Approach to Build System Capacity Through Job Seeker and Sector Empowerment.
Jocelyn Brown
Pier Labs, Halifax, Canada. Saint Mary's University, Halifax, Canada
- O107 The Managing Minds at Work Plus (MMW+) Intervention: Pilot Testing a Blended Learning Intervention for Line Managers on Workplace Mental Well-being
Louise Thomson^{1,2}, Benjamin Vaughan^{2,1}, Juliet Hassard³, Maha Siddiqui², Teixiera Dulal-Arthur¹, Holly Blake¹
¹University of Nottingham, Nottingham, United Kingdom. ²Institute of Mental Health, Nottinghamshire Healthcare NHS Foundation Trust, Nottingham, United Kingdom. ³Queen's University Belfast, Belfast, United Kingdom
- O108 When Work Aligns With Values: An Intervention Study to Strengthen the Well-being, Work Engagement and Employability of Healthcare Professionals
Margot Joosen¹, Kim Janssens¹, Patricia van Casteren^{1,2}, Marjolein Lugtenberg^{1,3}, Sanne van Santen⁴, Evelien Brouwers¹
¹Tilburg University, Tilburg, Netherlands. ²TELUS Health (formerly LifeWorks / Ascender), Maarssen, Netherlands. ³Erasmus Medical Center, Rotterdam, Netherlands. ⁴Elisabeth-TweeSteden Hospital, Tilburg, Netherlands

Oral Session: Antecedents of Stress and Well-being II

08:30 - 09:30

Costa Tropical

Chair Claire Hardy

- O109 Is a Women's Health-friendly Work Culture Associated with Menopausal Women's Symptom Experience and Perceived Job Stress?
Claire Hardy¹, Eleanor Thorne¹, Amanda Griffiths², Myra S. Hunter³
¹Lancaster University, Lancaster, United Kingdom. ²University of Nottingham, Nottingham, United Kingdom. ³King's College London, London, United Kingdom
- O110 The Relationship Between Emotional Demands, Individual Affect, and Psychological Health: The Role of Team Emotional Intelligence
Isabel Guisado Urbano¹, Nuria Gamero¹, Francisco José Sanclemente²
¹University of Seville, Seville, Spain. ²University Loyola Andalusia, Seville, Spain
- O111 How Do Employees with Disabilities Manage Exposure to Coworker and Supervisor Incivility? It Depends
Liu-Qin Yang¹, Morgan Taylor^{1,2}, David Baldrige³, Brent Lyons⁴
¹Portland State University, Portland, USA. ²San Francisco Public Utilities Commission, San Francisco, USA. ³Oregon State University, Corvallis, USA. ⁴York University, Toronto, Canada
- O112 Alone in the Crowd? Loneliness Explains Bus Drivers' Emotional Exhaustion in Response to Customer Mistreatment
Prisca Brosi
Kühne Logistics University (KLU), Hamburg, Germany

Oral Session: Job Satisfaction and Well-being

08:30 - 09:30

Alpujarra

Chair Stephen Kumako

- O113 Engaged, Burned Out, or Bored Out? The State and Changes in Employee Well-Being in Finland in 2019, 2021, and 2023
Janne Keltiainen, Sampo Suutala, Jari J. Hakanen
Finnish Institute of Occupational Health, Helsinki, Finland
- O114 Engaging in Work or Disengaging From Work During Breaks? the Impact of Current and Anticipated Demands on Work Break Behaviours.
Maximiliano Escaffi-Schwarz
Universidad Diego Portales, Santiago, Chile
- O115 Improving Employee Perceptions of their Employer by Increasing Awareness of Workplace Mental Health Support: An Experiment
Patricia Meglich¹, Benjamin Thomas²
¹University of Nebraska, Omaha, Omaha, USA. ²University of Texas, Austin, Austin, USA
- O116 Exploring the Employment and Well-being of Skilled African Migrants in the UK: A Critical Examination
Stephen Kumako
Nottingham Trent University, Nottingham, United Kingdom

Oral Session: Mental Health at Work II

08:30 - 09:30

Lecrin

Chair Shane Hayden-Smyth

- O117 Quality of Working Life, Gender and Role Differences in University Teaching Staff: A Survey of Resources and Demands at Work
*Giuseppina Dell'Aversana*¹, *Carmela Buono*², *Martina Morando*³, *Fulvio Signore*⁴, *Maria Luisa Giancaspro*⁵, *Giulia Paganin*⁶, *Teresa Galanti*⁷, *Margherita Brondino*⁸, *Vincenza Capone*⁹, *Barbara Lucia Loera*¹⁰, *Francesco Pace*¹¹, *Andreina Bruno*¹²
¹University Milan-Bicocca, Milan, Italy. ²University of Campania Luigi Vanvitelli, Caserta, Italy. ³University of Catania, Catania, Italy. ⁴University of Salento, Lecce, Italy. ⁵University of Bari, Bari, Italy. ⁶Alma Mater Studiorum—University of Bologna, Bologna, Italy. ⁷University "G. D'Annunzio" of Chieti, Chieti, Italy. ⁸Univerisity of Verona, Verona, Italy. ⁹University of Naples "Federico II", Naples, Italy. ¹⁰University of Turin, Turin, Italy. ¹¹University of Palermo, Palermo, Italy. ¹²University of Genoa, Genoa, Italy
- O118 Mental Health Issues and Illness (MHI) in the Workplace: Knowledge and Attitudes of Line Managers and their Willingness to Invest Time and Effort in Supporting Employees with MHI
*Iris van Beukering*¹, *Margot Joosen*¹, *Marjan Bakker*¹, *Rebecca Bogaers*¹, *Carolyn Dewa*², *Evelien Brouwers*¹
¹Tilburg University, Tilburg, Netherlands. ²University of California, Davis, USA
- O119 Enhancing Occupational Health Through a Proactive Recovery Intervention: A Randomized Controlled Trial
*Miika Kujanpää*¹, *Claus W. Frølund*¹, *Etty R. Nilsen*², *Anja H. Olafsen*¹
¹School of Business, University of South-Eastern Norway, Hønefoss, Norway. ²Faculty of Health and Social Sciences, University of South-Eastern Norway, Porsgrunn, Norway
- O120 Career Mobility of Cancer Survivors: An Interdisciplinary Review, Synthesis and Future Research Agenda
*Shane Hayden-Smyth*¹, *Wladislaw Rivkin*¹, *Marian Crowley-Henry*², *Amanda Roe*¹
¹Trinity Business School, Trinity College Dublin, Dublin, Ireland. ²MU School of Business, Maynooth University, Co Kildare, Ireland

Oral Session: Workplace Health Promotion II

08:30 - 09:30

Loja

Chair Linda Widar

- O121 Empowerment and Well-being: Job Satisfaction in Nursing Staff in Spain
Alejandra Trillo, *Alejandro González Cánovas*, *Francisco Díaz Bretones*
University of Granada, Granada, Spain
- O122 Qualitative and Quantitative Results from the European platforM to PromOte Well-being and hEalth in the woRkplace (EMPOWER) Project
*Beatriz Olaya*¹, *Christina Van Der Feltz-Cornelis*², *Leona Hakkaart-van Roijen*³, *Dorota Merecz-Kot*⁴, *Marjo Sinokki*⁵, *Päivi Naumanen*⁶, *Jennifer Sweetman*², *Kaja Staszewska*⁷, *Stijn Peeters*³, *Ellen Vorstenbosch*⁸, *Carlota de Miquel*¹, *Jordi Rodeiro*¹,

José Luis Ayuso-Mateos⁹, Luis Salvador-Carulla¹⁰, Oriol Borrega¹¹, Carla Sabariego⁸, Christophe Vanroelen¹², Alberto Raggi¹³, Francesco Seghezzi¹⁴, Josep Maria Haro¹
¹Fundació Sant Joan de Déu, Sant Boi de Llobregat, Spain. ²University of York, York, United Kingdom. ³Erasmus University Rotterdam, Rotterdam, Netherlands. ⁴University of Lodz, Lodz, Poland. ⁵Länsirannikon Työterveys Oy, Turku, Finland. ⁶University of Turku, Turku, Poland. ⁷Nofer Institute of Occupational Medicine, Lodz, Poland. ⁸Swiss Paraplegic Research, Nottwil, Switzerland. ⁹University Autonomous of Madrid, Madrid, Spain. ¹⁰University of Canberra, Canberra, Australia. ¹¹OMADA, Barcelona, Spain. ¹²Vrije Universiteit Brussel, Brussels, Belgium. ¹³Instituto Carlo Besta, Milano, Italy. ¹⁴ADAPT, Bergamo, Italy

- O123 Promoting Mental Health and Well-being Across EC Workplaces: Insights and Innovations from the H-WORK Project
Greta Mazzetti, Marco De Angelis, Giulia Paganin, Dina Guglielmi, Luca Pietranton
 University of Bologna, Bologna, Italy
- O124 Implementing the Workplace Dialogue, a Health Promoting Workplace Method – HR Functions’ Experiences and Influence in the Process
Linda Widar¹, Anita Persson², Anna Sondell¹, Annacristine Fjellman-Wiklund¹, Kjerstin Stigmar³, Therese Eskilsson¹
¹Department of Community Medicine and Rehabilitation, Faculty of Medicine, Umeå university, Umeå, Sweden. ²Department of Public Health and Clinical Medicine, Faculty of Medicine, Umeå University, Umeå, Sweden. ³Department of Health sciences, Faculty of Medicine, Lund University, Lund, Sweden

Symposium: Trials and Triumphs in the Gig Economy: Research on Stressors and Paths to Thriving for App-Based Gig Workers

09:45 - 10:45 Poniente Chair Jenna Van Fossen

- S190 Riding the COVID Wave: Gig and Taxi Drivers’ Experiences Working During COVID-19
Amy Schuster¹, Michael Tidwell², Gwendolyn Paige Watson³, Noah Britt¹, Elizabeth Mack⁴, Shelia Cotten¹
¹Clemson University, Clemson, USA. ²University of Georgia, Athens, USA. ³Auburn University, Auburn, USA. ⁴Michigan State University, East Lansing, USA
- S191 The Role of COVID-19 Fear, Health Goals, and Work Goals on Health-Focused and Work-Focused Behaviours in Gig Workers During the Pandemic
Sergio Marquez¹, Jenna Van Fossen², Jo Alanis³
¹Human Resources Research Organization, Alexandria, USA. ²Clemson University, Clemson, USA. ³Michigan State University, East Lansing, USA
- S192 Light and Dark Paths for Identity Viability in Precarious Work: Basic Need Fulfilment for Gig Drivers
Nathan Baker¹, Jenna Van Fossen², Gwendolyn Paige Watson³, Amy Schuster², Chu-Hsiang Chang¹, Shelia Cotten²
¹Michigan State University, East Lansing, USA. ²Clemson University, Clemson, USA. ³Auburn University, Auburn, USA

S193 Navigating the Gig Economy: Examining the Role of Cognitive Crafting in Gig Driver Well-being

Gwendolyn Paige Watson¹, Robert Sinclair²

¹Auburn University, Auburn, USA. ²Clemson University, Clemson, USA

Oral Session: Job Insecurity and Well-being

09:45 - 10:45 Marquesado

Chair Idasuzana Idris

O125 The Impact of Parents' Job Insecurity and Mental Health Status on Child Symptoms and Well-being: Which Role does Recovery Play?

*Andre Werner Baumann, Christina Pranjic, Simon Thurmwald, Kathleen Otto
University of Marburg, Marburg, Germany*

O126 For Better, for Worse: A Longitudinal Actor-partner Investigation of Job Insecurity Among Romantic Couples

Elissa El Khawli¹, Paraskevas Petrou²

¹Open University, Heerlen, Netherlands. ²Erasmus University, Rotterdam, Netherlands

O127 Longitudinal Effects of Perceived Quantitative Job Insecurity and Qualitative Job Insecurity Climate on Burnout: Buffering Role of Proactive Coping Behaviour, Supervisor Support and PSC as Moderators

Idasuzana Idris^{1,2}, Mohd Awang Idris^{1,3}

¹Universiti Malaya, Kuala Lumpur, Malaysia. ²Ministry of Higher Education, Putrajaya, Malaysia. ³PSC Global Observatory, University of South Australia, Adelaide, Australia

O128 Job Insecurity, Job Autonomy, and Sickness Presenteeism Among Faculty in Swedish Higher Education: Investigating Burnout as a Mediator

Petra Lindfors¹, Emma Medborg¹, Anna Tanimoto¹, Anne Richter²

¹Stockholm University, Stockholm, Sweden. ²Karolinska Institutet, Stockholm, Sweden

Oral Session: Burnout II

09:45 - 10:45 Altiplano

Chair Tim Vantilborgh

O129 Work Unpredictability and Burnout: A Negative Strain Spiral Over Time and the Mitigating Role of Social Support at Work

Julia Schoellbauer^{1,2}, Leon Hoefler², Roman Prem³, Christian Korunka²

¹Ferdinand Porsche FernFH - Distance-Learning University of Applied Sciences, Institute of Economics and Psychology, Wiener Neustadt, Austria. ²University of Vienna, Faculty of Psychology, Department of Work-, Economic-, and Social Psychology, Vienna, Austria. ³University of Graz, Institute of Psychology, Graz, Austria

O130 Burnout as a Network of Symptoms: Examining the Relationship Between Burnout Network Density and Chronic Stress

*Tim Vantilborgh, Eva Mertens, Femke Legroux, Valentina Sagmeister, Sara De Gieter
Vrije Universiteit Brussel, Brussel, Belgium*

- O131 Depressive Symptoms as a Predictor for Subsequent Work Nonparticipation Due to Long-term Sickness Absence, Unemployment and Early Retirement in a Cohort of 2,413 Employees in Germany
Uwe Rose, Hermann Burr
Federal Institute for Occupational Safety and Health (FIOSH), Berlin, Germany
- O132 Psychological and Organizational Welfare Climate and Burnout: A Multilevel Integration between Level and Strength Perspectives
Valerio Ghezzi¹, Ivan Marzocchi¹, Ilaria Olivo¹, Francesca Spinella¹, Luigi Fusco¹, Stefano Isolani¹, Monica Ghelli², Matteo Ronchetti², Cristina Di Tecco², Claudio Barbaranelli¹
¹Department of Psychology, Sapienza - University of Rome, Rome, Italy. ²Department of Occupational and Environmental Medicine, Epidemiology and Hygiene, Italian Workers Compensations Authority (INAIL), Rome, Italy

Oral Session: Resilience and Well-being at Work

09:45 - 10:45

Costa Tropical

Chair Femke Legroux

- O133 The Influences of Self-Care and Resilience on Occupational Fatigue in Airline Pilots
Chian-Fang G. Cherng^{1,2}, Jenn-Sing Sher³, Hsin Chu³
¹Human Sciences Center, National Yang Ming Chiao Tung University, Hsinchu City, Taiwan. ²Mental Health & Counselin Center, National Yang Ming Chiao Tung University, Taipei, Taiwan. ³Civil Medical Center, Civil Aeronautics Administration, Taipei, Taiwan
- O134 Individual Resources at Work: The Role of Psychological Capital
Felix A. Proulx^{1,2}, Sarah-Geneviève Trépanier¹, Clayton Peterson¹
¹Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ²Université du Québec à Chicoutimi, Chicoutimi, Canada
- O135 Understanding a Supervisor's Compassionate Approach When Dealing With a Team Member's Personal Loss or The Death of a Team Member
Femke Legroux, Hanne Geens, Hanne Bakelants, Sarah Dury, Peter Theuns, Sara De Gieter
Vrije Universiteit Brussel, Brussels, Belgium
- O136 An Ecosystem Approach for Managing Occupational Safety and Health Fostering Long-Term Effects
Gaia Vitranò¹, Guido Micheli¹, Ottavio Grande¹, Diego De Merich², Armando Guglielmi², Mauro Pellicci²
¹Politecnico di Milano, Milan, Italy. ²Italian National Institute for Insurance against Accidents at Work (INAIL), Rome, Italy

Oral Session: Organizational Interventions and Outcomes

09:45 - 10:45

Alpujarra

Chair Sofie Jaspers

- O137 Assessing Digital (Administrative) Work: Deriving Targets for Interventions
Anna Steidle¹, Julia Kaesmayr¹, Michael Schorn²
¹University of Applied Sciences Ludwigsburg, Ludwigsburg, Germany. ²Institute for Economic and Political Research, Cologne, Germany
- O138 A Meta-analytic Review of the Effectiveness of Work-related Interventions at Increasing Work Ability
Gemma McCarthy¹, Grant Brady², Donald Truxillo¹, Deirdre O'Shea¹
¹Kemmy Business School, University of Limerick, Limerick, Ireland. ²California State University, East Bay, Hayward, USA
- O139 Application of the RE-AIM Model and Realistic Evaluation in an Intervention to Enhance Workers' Well-being
Lorena Funcasta¹, Cristian Vásquez²
¹Centro de experimentación e Innovación Social, Instituto de Psicología de la Salud, Facultad de Psicología, Universidad de la República, Montevideo, Uruguay.
²University of Sheffield, Sheffield, United Kingdom
- O140 Process Evaluation of a Multilevel Intervention to Manage and Prevent Emotional Demands in the Hospital Care Setting
Sofie Jaspers¹, Reiner Rugulies^{1,2}, Ida E. H. Madsen^{1,2}
¹National Research Centre for the Working Environment, Copenhagen, Denmark.
²University of Copenhagen, Copenhagen, Denmark

Oral Session: Psychometrics in Occupational Health Psychology

09:45 - 10:45

Lecrin

Chair Saurabh Jain

- O141 Work Stress Scale for Employees in Chinese Private Family Businesses: Development and Validation
Qianru Jiang, Hazel Melanie Ramos, Mike James Mustafa
University of Nottingham Malaysia, Semenyih, Malaysia
- O142 The Presenteeism Types Questionnaire
Maria Karanika-Murray¹, Caroline Biron², George Michaelides³
¹University of Leicester, Leicester, United Kingdom. ²Universite Laval, Quebec, Canada. ³University of East Anglia, Norwich, United Kingdom
- O143 Development and Validation of a Scale for Measuring Working Excessively (WES)
Silvia Platania¹, Martina Morando¹, Vittorio Scuder², Anna Paolillo²
¹University of Catania, Department of Educational Science-Section of Psychology, Catania, Italy. ²Department of Management, Kingston Business School, Kingston University London, London, United Kingdom
- O144 Cultural Adaptation and Validation of the Psychosocial Safety Climate Scale 12 (PSC-12) to the Chilean Context.
Viviana Rodríguez¹, Luis Torres², Miguel Munoz², Karla Carvajal¹
¹Universidad de Valparaíso, Valparaíso, Chile. ²University of Nottingham, Nottingham, United Kingdom

Oral Session: Employees' Voice and Well-being

09:45 - 10:45 Loja

Chair Gregor Jenny

- O145 Designing Mini-Interventions for Job Crafting: A Playbook, Many Plays, and a Unifying Mindmap
Gregor Jenny, Georg Bauer
University of Zurich, Zurich, Switzerland
- O146 Safety Voice Climate: Are Different Organizational Roles Associated with Different Climate Perceptions?
Gro Ellen Mathisen, Tore Tjora
University of Stavanger, Stavanger, Norway
- O147 Why Don't YOU Just Take Care of This? Longitudinal Relationships between Voice Penalty, Occupational Status, and Perceived Stress
Mona Weiss¹, Hannes Zacher²
¹Freie Universität Berlin, Berlin, Germany. ²Leipzig University, Leipzig, Germany
- O148 Does it Take Two to Tango? Combined Effects of Relational Job Crafting and Job Design on Energy and Performance
Wiebke Doden¹, Uta Bindl¹, Dana Unger²
¹King's College London, London, United Kingdom. ²UiT The Arctic University of Norway, Tromsø, Norway

Coffee Break

10:45 - 11:15 Terrace

Symposium: New Topics in Workplace Insecurity

11:15 - 12:15 Poniente

Chair Andrea Bazzoli, Eva Selenko

- S194 When Speaking Up is Not an Option: Exploring Voice and Identity in Precarious Jobs
Eva Selenko¹, Paula Mowbray², Sarah Brooks³, Adrian Wilkinson²
¹Loughborough University, Loughborough, United Kingdom. ²Griffith University, Brisbane, Australia. ³The University of Sheffield, Sheffield, United Kingdom
- S195 Occupation Insecurity in the Age of Automation: A Comparative Analysis of Perceptions and Outcomes in Germany, Belgium, the USA, the UK, and China
Lara Roll^{1,2}, Hans De Witte^{1,2}
¹KU Leuven, Leuven, Belgium. ²Optentia Research Unit, North-West University, Vanderbijlpark, South Africa
- S196 The Importance of Occupational Insecurity as a Stressor in the New World of Work: A Comparative Analysis of Younger and Older Workers
Ieva Urbanaviciute¹, Cecilia Toscanelli², Michaël Parmentier³
¹Vilnius University, Vilnius, Lithuania. ²University of Bern, Bern, Switzerland. ³University of Liège, Liège, Belgium

- S197 Technology-Induced Job Insecurity as a Predictor of Accident Under-Reporting
Tahira Probst, Rebecca Lindgren
 Washington State University, Vancouver, USA

Symposium: Leadership in Times of Flexibilisation

11:15 - 12:15 **Marquesado** **Chair Astrid Lacroix, Anja Van den Broeck**

- S198 "I Woke Up To the Fact That He Was a Complete and Utter Bastard": Leadership Conversion Experiences and Employee Well-Being
Ilke Inceoglu
 University of Exeter, Exeter, United Kingdom
- S199 Setting Boundaries or Not? The Importance of Leadership While Structuring Hybrid Work in Teams.
Astrid Lacroix¹, Elfi Baillien², Sophie De Winne³, Marijke Verbruggen⁴, Anja Van den Broeck²
¹KU Leuven, Brussel, Belgium. ²KU Leuven, Brussels, Belgium. ³KU Leuven, Antwerpen, Belgium. ⁴KU Leuven, Leuven, Belgium
- S200 Harmonizing Hybridity: The Impact of Informing and Participative Team Leaders
Hanneke Grutterink¹, Roy Sijbom²
¹University of Amsterdam, Amsterdam, Netherlands. ²Vrije Universiteit Amsterdam, Amsterdam, Netherlands
- S201 Empowering Leadership and Younger and Older Generations' Work Engagement in Hybrid Work Contexts: The Mediating Roles of Office Satisfaction and Basic Psychological Need Satisfaction
Pascale Peters¹, Martine Cour², Jan Morsch¹, Irene Jonkers^{1,3}
¹Nyenrode Business Universiteit, Breukelen, Netherlands. ²Open Universiteit, Heerlen, Netherlands. ³Hogeschool Utrecht, Utrecht, Netherlands

Oral Session: Leadership and Occupational Safety and Health II

11:15 - 12:15 **Altiplano** **Chair Christine Ipsen**

- O149 Congruence in Managers' Perceptions of Employee Well-Being and Organizational Performance Interdependency: A Three-Wave Study of Top, Middle, and Line Managers
Christine Ipsen¹, Maria Karanika-Murray², Kathrin Kirchner¹, Saaransh Kattula¹, Signe Bergmann³
¹Technical University of Denmark, Ballerup, Denmark. ²University of Leicester, Leicester, United Kingdom. ³Association of Managers and Executives in Denmark, Copenhagen, Denmark
- O150 Dualistic Passion Unveiled: Examining its Role in Understanding the Impact of Exploitative Leadership on Employee Well-being
Diep Nguyen^{1,2}, Stephen Teo¹, Nguyen-Vuong Khoi¹
¹Northumbria University, Newcastle, United Kingdom. ²UEH University, Ho Chi Minh City, Vietnam

- O151 Leaders' Dark Traits and Leisure: The Double Edge Sword of Leader Proactivity on Team Well-Being
Galih Sakitri
Alliance Manchester Business School, The University of Manchester, Manchester, United Kingdom
- O152 Navigating the Storm: Unveiling the Impact of Participative and Directive Leadership on Employee Well-being During Crises
Miriam Arnold¹, Miriam Schilbach², Hadar Neshor Shoshan³, Thomas Rigotti^{1,3}
¹*Leibniz Institute for Resilience Research, Mainz, Germany.* ²*Maastricht University, Maastricht, Netherlands.* ³*Johannes Gutenberg University, Mainz, Germany*

Oral Session: Mental Health in the Healthcare Sector II

11:15 - 12:15 **Costa Tropical** **Chair Marit Christensen**

- O153 Social Support Transitioning to the Profession and Family Social Support Decreases Health Issues Among Recently Graduated Social Workers While Exposure to Violence Increases the Risk Over Time
Erica Neuman¹, Ingrid Schéle²
¹*Umeå University, Umeå, Sweden.* ²*Umeå University, Dept. of Psychology, Umeå, Sweden*
- O154 The Association Between Psychological Capital, 'Inward-Facing' and 'Outward-Facing' Work Outcomes Among Medical Practitioners
Kim Quimby¹, Kevin Teoh²
¹*George Alleyne Chronic Disease Research Centre, Caribbean Institute for Health Research, The University of the West Indies, Cave Hill Campus, Bridgetown, Barbados.* ²*Department of Organizational Psychology, Birkbeck, University of London, London, United Kingdom*
- O155 Intent to Leave Among Child Welfare Workers: A Three-way Interaction Between Client-perpetrated Violence, Violence Prevention Behaviour, and Climate For Violence Management
Sana Parveen¹, Morten Birkeland Nielsen¹, Silje Endresen Reme², Live Bakke Finne¹
¹*National Institute of Occupational Health, Oslo, Norway.* ²*University of Oslo, Oslo, Norway*

Oral Session: Prevention of Workplace Bullying and Violence

11:15 - 12:15 **Alpujarra** **Chair Annabelle Neall**

- O156 The Perceived Visibility and Effectiveness of Workplace Bullying and Harassment Management Strategies
Annabelle Neall^{1,2}, Caroline Rampling², Kirsten Way²
¹*Flinders University, Adelaide, Australia.* ²*University of Queensland, Brisbane, Australia*

- O157 The Protective Effect of Good Work Design on Bullying and Sexual Harassment Experiences at Work.
Cheryl Yam, Sharon Parker
Centre for Transformative Work Design, Future of Work Institute, Curtin University, Perth, Australia
- O158 Evaluation of a Nationwide Implementation of a National Guideline to Prevent and Handle Aggressive Behaviour in the Eldercare Sector in Denmark
Iben Karlsen, Sofie Jaspers, Birgit Aust
The National Research Centre for the Working Environment, Copenhagen, Denmark
- O159 The Impact of Bystanders' Perceived Resources on Intervention Behaviour in Bullying Situations
Kari Wik Ågotnes, Mats Glambek, Øystein Løvik Hoprekstad, Lena Zahlquist, Kari Einarsen
BI Norwegian Business School, Bergen, Norway

Oral Session: Antecedents of Stress and Well-being III

11:15 - 12:15

Lecrin

Chair Kirsten Way

- O160 A Pandemic-Informed Framework for Contextual Predictors of Well-Being in Organizations
Duncan Jackson¹, Amanda Jones¹, George Michaelides²
¹King's College London, London, United Kingdom. ²Norwich Business School, Norwich, United Kingdom
- O161 Fraction of Poor Mental Health Attributable to Psychosocial Working Conditions: The Role of the Combined Exposure
Hermann Burr¹, Paul Conway², Ina Schöllgen¹
¹Department of Work and Health, Federal Institute of Occupational Safety and Health (BAuA), Berlin, Germany. ²Department of Psychology, University of Copenhagen, Copenhagen, Denmark
- O162 Is There a 'Big Six' in Psychosocial Hazards Frameworks? Development of a Psychosocial Hazards Nomological Network Using a Large National Dataset in Australia.
Kirsten Way¹, Nerina Jimmieson², Chenjunyan Sun³, Patrick Egan¹
¹The University of Queensland, St Lucia, Australia. ²Queensland University of Technology, Brisbane, Australia. ³Royal Melbourne Institute of Technology, Melbourne, Australia
- O163 A Longitudinal Study of the Influence of Social Capital and Perceptions of Changes on Mental Health Among Hospital Employees and Quality of Health Care Services After a Relocation.
Louise Møller Pedersen^{1,2}, Johan Simonsen Abildgaard^{3,4}
¹Department of Sociology and Social Work, Aalborg University, Aalborg, Denmark. ²Hospital Administrative Unit, Gødstrup Hospital, Gødstrup, Denmark. ³Department of Organization, Copenhagen Business School, Copenhagen, Denmark. ⁴The National Research Centre for the Working Environment, Copenhagen, Denmark

Early Career Researcher Workshop II: Understanding Within-Person Changes in Employee Well-being

11:15 - 12:15 **Loja** **Chair Carmen Binnewies, Despoina Xanthopoulou**

- EC5 Occupational Outcomes Along the Menstrual Cycle
Miriam Stocker, Saskia Bauer, Karoline Schubert
Leipzig University, Leipzig, Germany
- EC6 Exploring the Daily Dynamics of Cognitive Demands of Flexible Work, Role Ambiguity and their Effects on Detachment, Exhaustion and Engagement: A 10-Day Diary Study
Gordon Adam¹, Lina Marie Mülde², Uta Bindl³, Thomas Rigotti^{4,5}, Jan Dettmers¹
¹FernUniversity Hagen, Hagen, Germany. ²University of Bremen, Bremen, Germany. ³King's College London, London, United Kingdom. ⁴Johannes Gutenberg University Mainz, Mainz, Germany. ⁵Leibniz Institute for Resilience Research, Mainz, Germany
- EC7 Emotion Regulation Profiles at Work – Investigating Emotion Regulation Strategies and Affective Well-Being
Sophie-Theres Loose, Carmen Binnewies
University of Münster, Münster, Germany
- EC8 The Interplay of Work and Health Behaviour: Investigating Directionality and the Social Context
Malte Roswag
University of Hildesheim, Hildesheim, Germany. Freie Universität Berlin, Berlin, Germany
- EC9 The Gendered Nuances in the Escalation Process of Workplace Mistreatment and Career Impacts
Miren Chenevert
Università di Trento, Trento, Italy

Symposium: Understanding the Flow Experiences at Work from a Well-being Perspective: Key Predictors and Outcomes at the Task, Individual, and Team-level

12:30 - 13:30 **Poniente** **Chair Jonas De Kerf, Anne Mäkikangas**

- S202 Engaging the Flow: Unravelling the Challenge-Skill Interplay in the Workplace Applying a Within- and Between- Participant Modelling
Daniela Reuteler-Maggio¹, Lucía Ceja², José Navarro¹
¹University of Barcelona, Barcelona, Spain. ²IESE Business School, Barcelona, Spain
- S203 Dealing With Stressors That Can Hinder or Trigger Work-Related Flow: A Day Reconstruction Study
Jonas De Kerf^{1,2}, Rein De Cooman¹, Sara De Gieter²
¹KU Leuven, Leuven, Belgium. ²Vrije Universiteit Brussel, Brussel, Belgium

- S204 Virtually Flowing Together? A Survey on Antecedents and Consequences of Team Flow Experience in Virtual Team Work
Leonie Kloep¹, Olaf Flak², Marcin Grzegorzek¹, Muhammad Tausif Irshad¹, Piotr Klimowicz³, Barbara Kożusznik³, Anita Pollak³, Adrian Pyszka⁴, Corinna Peifer¹
¹University of Lübeck, Lübeck, Germany. ²Jan Kochanowski University Kielce, Kielce, Poland. ³University of Silesia Katowice, Katowice, Poland. ⁴University of Economics Katowice, Katowice, Poland
- S205 Energized by Focus: How Absorption Shapes Trajectories of Daily Energy
Kirsten Handschuch¹, Oliver Weigelt², Corinna Peifer¹
¹Universität zu Lübeck, Lübeck, Germany. ²University of Groningen, Groningen, Netherlands

Symposium: Reality Check or Just Another Myth? Evidence For Maintaining a Healthy Work Experience in the Face of Adversity

12:30 - 13:30 Marquesado Chair Marie-Pier Boivin, Marie Malo

- S206 The Self and Their Leader: The Missing Pieces in Understanding Cognitive Adjustment at Work?
Marie-Pier Boivin¹, Marie Malo²
¹University of Montreal, Montreal, Canada. ²Université de Sherbrooke, Sherbrooke, Canada
- S207 When the Workplace is Driving Home: A Qualitative Study on Psychological Detachment From Work During COVID-19.
Nicolas Hardy, Myriam Harvey, Léa Kherrati-Riscalla, Marie-Pier Boivin
 Université de Montréal, Montréal, Canada
- S208 Canadian Workforce through the Pandemic Era: Interplay of Inclusive Leadership and Socio-Demographic Diversity on Burnout
Ophélie Larocque¹, Irène Samson¹, Robert-Paul Juster²
¹Université de Sherbrooke, Sherbrooke, Canada. ²Université de Montréal, Montréal, Canada
- S209 Psychological Distress: One and the Same Thing, Whatever the Context? A Construct Validation Exercise
Marie Malo¹, Marie-Hélène Gilbert², Marie-Pier Boivin³
¹Université de Sherbrooke, Sherbrooke, Canada. ²Université Laval, Québec, Canada. ³Université de Montréal, Montréal, Canada

Oral Session: Sustainability and Resilience

12:30 - 13:30 Altiplano Chair Sri Kruthi Devarakonda

- O164 Agents of Change? How Those Responsible for Advancing the Workplace Well-being Agenda in Organizations Experience Their Role.
Angela Steel^{1,2}, Gail Kinman¹
¹Birkbeck, London, United Kingdom. ²Gail Kinman, London, United Kingdom

- O165 Exploring the Ripple Effects of Illegitimate Tasks From a Career Perspective
Hannes Van der Linden, Diede Van de Mierop, Rein De cooman
KU Leuven, Antwerp, Belgium
- O166 Discovering Decision-Making Patterns of Presenteeism Behaviour Through a Qualitative Diary Study
Huijun Chen¹, Zara Whysall¹, Maria Karanika-Murray², Michael Hewitt¹
¹Nottingham Trent University, Nottingham, United Kingdom. ²University of Leicester, Leicester, United Kingdom
- O167 Task Troubles, Detour Ahead: Navigating Workplace Interruptions Through Reflection and Proactive Coping
Sri Kruthi Devarakonda, Anita Keller, Antje Schmitt
University of Groningen, Groningen, Netherlands

Oral Session: Work-life Balance and Work-family Conflict II

12:30 - 13:30 Costa Tropical Chair Santiago Renedo Pérez

- O168 The Effect of Social and Task-related Prospective Thoughts during Leisure Time on Well-being
Armelle Vallette d'Osia, Laurenz Meier
Institute of Work and Organizational Psychology, Neuchâtel, Switzerland
- O169 When and Why Employees Who Experience Family-To-Work Conflict are Ostracized at Work?
Małgorzata Gamian-Wilk¹, Paulina Idziak¹, Konrad Smolak¹, Amanda Staniszevska-Celer¹, Cong Liu²
¹SWPS University, Wrocław, Poland. ²Hofstra University, Hempstead, USA
- O170 I-deal's Negotiations and Fairness at Work: Moving Towards a Fairer Work Environment
Santiago Renedo Pérez, Inés Martínez-Corts
University of Seville, Seville, Spain
- O171 Individual, Organizational, Societal and Cultural Influences on Work-Life Balance Among Hong Kong Workers
Winnie WY Lam^{1,2}, Kristin Hildenbrand², Ciara Kelly², Kara Ng³, Dannii Y Yeung⁴
¹University of Leeds, Leeds, United Kingdom. ²University of Sheffield, Sheffield, United Kingdom. ³University of Manchester, Manchester, United Kingdom. ⁴City University of Hong Kong, Hong Kong

Oral Session: Workplace Violence, Bullying and Harassment III

12:30 - 13:30 Alpujarra Chair Samuel Farley

- O172 Perceptions of Bullying Towards North Korean Refugees Working in South Korean Organizations
Dong geon Lee
University of East Anglia, Norwich, United Kingdom

- O173 Bullied in Person and Online: A Person-Based Analysis on the Predictors of Face-to-Face and Cyber Bullying Over Time
Samuel Farley¹, Iain Coyne², Madeline Carter³, Neill Thompson³
¹University of Sheffield, Sheffield, United Kingdom. ²Loughborough University, Loughborough, United Kingdom. ³Northumbria University, Newcastle, United Kingdom
- O174 Workplace Bullying : Capturing Power Imbalance in Relation to Exposure to Negative Acts Using a Latent Class Approach
Sarah-Geneviève Trépanier¹, Morten Birkeland Nielsen², Guy Notelaers², Flavie Dion-Cliche³, Alexandre J. S. Morin⁴
¹Université du Québec à Trois-Rivières, Trois-Rivières, Canada. ²University of Bergen, Bergen, Norway. ³Université du Québec à Montréal, Montréal, Canada. ⁴Concordia University, Montréal, Canada
- O175 Do Poor Sleep and Perceived Stress Mediate the Relationship Between Workplace Bullying, Violence, and Incident Cardiometabolic Diseases?
Tianwei Xu, Linda Magnusson Hanson
 Stockholm University, Stockholm, Sweden

Oral Session: Teleworking and Well-being II

12:30 - 13:30

Lecrin

Chair Karolien Hendriks

- O176 Exploring Hybrid Work Collaboration in Public Departments
Anne Pedersen, Christine Ipsen, Kasper Edwards, Mejse Hasle, Kathrin Kirchner
 Technical University of Denmark, Ballerup, Denmark
- O177 The Double-Edged Sword of Remote Work. The Role of Psychosocial Risks, Self-Efficacy and Integration Climate on Health and Performance. A Multilevel Study.
Ilaria Olivo¹, Ivan Marzocchi¹, Valerio Ghezzi¹, Cristina Di Tecco², Matteo Ronchetti², Monica Ghelli², Luigi Fusco¹, Francesca Spinella¹, Claudio Barbaranelli¹
¹Sapienza University of Rome, Rome, Italy. ²INAIL, Monte Porzio Catone, Italy
- O178 Psychological Safety and Proactive Learning Behaviours: The Moderating Role of Hybrid Work arrangements.
Karolien Hendriks, Miriam Engels
 Open Universiteit, Heerlen, Netherlands
- O179 Unravelling Sensemaking Challenges of Line Managers in Hybrid Work
Mejse Hasle¹, Kasper Edwards², Christine Ipsen¹, Anne Pedersen¹
¹Technical University of Denmark, Ballerup, Denmark. ²Technical University of Denmark, Ballerup, Denmark

Oral Session: Training and Education

12:30 - 13:30 Loja

Chair Vita Ligaya Dalgaard

- O180 Adaptation and Integration of a Workplace Well-being Training Course for Line Managers: Developing the Managing Minds at Work Plus Intervention
Benjamin Vaughan¹, Louise Thomson², Maha Siddiqui¹, Teixeira Dulal-Arthur², Juliet Hassard³, Holly Blake^{2,4}
¹Institute of Mental Health, Nottingham, United Kingdom. ²University of Nottingham, Nottingham, United Kingdom. ³Queen's University Belfast, Belfast, United Kingdom. ⁴NIHR Nottingham Biomedical Research Centre, Nottingham, United Kingdom
- O181 Can a Learning Network Improve Re-Employment for Long-Term Sick-Listed Employees?
Janske van Eersel^{1,2}, Suzanne van Hees^{1,3}, Merel Schuring⁴, Roland Blonk¹
¹Tilburg University, Tilburg, Netherlands. ²Utrecht University, Utrecht, Netherlands. ^{3,4}HAN University of applied sciences, Nijmegen, Netherlands. ⁴Erasmus Medical Centre, Rotterdam, Netherlands
- O182 Effect of Enhanced Stress Resilience Training on Psychosocial and Occupational Well-Being in Critical Care Nurses: A Pilot Study
Soo-Jeong Lee¹, Brian Cunningham², Mya Childers², Maria Yefimova², Haeun Kim¹, Alicia Dorosin¹, Kellie Redmond¹, Sandra Domeracki¹, Carter Lebares¹
¹University of California San Francisco, San Francisco, USA. ²UCSF Health, San Francisco, USA
- O183 The Effect of a Training Program for Frontline Managers on Leading Well-Being and the Psychosocial Work Environment in a Danish Hospital Setting – A Cluster Randomized Waitlist Controlled Trial.
Vita Ligaya Dalgaard¹, Ane-Kathrine Lundberg¹, Karina Nielsen², Aimee Gayed³, Tanja Kirkegaard⁴, Therese Aalborg Grupe⁵, Christian Bøtcher Jacobsen⁶
¹Aarhus University, Aarhus C, Denmark. ²Sheffield University, Sheffield, United Kingdom. ³University of New South Wales, Sydney, Australia. ⁴Aalborg University, Aalborg, Denmark. ⁵Central Denmark Region, Aarhus, Denmark. ⁶Aarhus University, Aarhus, Denmark

Lunch

13:30 - 15:00 Terrace and Hall

Practice Forum

14:00 - 15:00 Lecrin

Chair Daniel Ripa

- F6 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/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.

Special Lunchtime Session: Why Are We Vague? Towards Conceptual Precision in Occupational Health Psychology

14:00 - 15:00 Costa Tropical

Chair Bram Fleuren

- F7 This symposium aims to offer an interactive discussion on conceptual precision in Occupational Health Psychology. Conceptual precision is crucial in science as it facilitates identifying valid operationalizations and promotes the testability of theories. With conceptual precision we refer to providing consistent and specific descriptions that demarcate what the concept is – and what it is not – that suggest how it can be used adequately in research. Accordingly, conceptual precision is a cornerstone of sound research. By discussing these ideas with attendants, we aim to modestly contribute to ongoing (meta-)debates about the state and goals of our discipline.

Poster Session: Mental Health and the Workplace II

14:00 - 15:00 Terrace and Hall

EOHP Executive Committee

- P185 Beyond Diversity: The Relationship Between Inclusive Leadership and Job Satisfaction Through the Mediation of Climate for Inclusion and Work Engagement in an Italian Sample
Domenico Sanseverino, Alessandra Sacchi
University of Turin, Turin, Italy
- P186 Burnout Symptoms and Work Engagement in Dutch Medical Doctors: A Test of the Role of Psychosocial Safety Climate in the Job Demands-Resources Model
Anna van Duijnhoven, Juriëna de Vries, Hanneke Hulst, Margot van der Doef
Leiden University, Leiden, Netherlands
- P187 Trajectories of Well-Being and Burnout Among Canadian Health and Social Services Nonprofit Workers During the COVID-19 Pandemic
Ariane Paquin, Alexandra Giroux, Sophie Meunier
Université du Québec à Montréal, Montréal, Canada
- P188 Profiles of Work Well-being: Does Self-Compassion Play a Role?
Benjamin Walsh, Carly Andrus, MacKenzie Payton
Grand Valley State University, Grand Rapids, USA
- P189 Leaveism: Exploring its Antecedents and Consequences
Chih-Ying Wu
National Taipei University, New Taipei City, Taiwan
- P190 Strengthening Supervisors in Preventing Sick Leave Due to Common Mental Health Problems at Work
Eva Geluk¹, Remco Lenstra²
¹Antwerp Management School, Antwerp, Belgium. ²Antwerp Management School, Antwerp, Belgium
- P191 Follow-up, Debrief and Work-Stressors Among Police Employees Investigating Child Abuse. A Mixed-Method Approach
Lea Loncar¹, Ingrid Rostad², Ingvild Saksvik-Lehouillier¹, Torhild Anita Sørengaard², Eva Oddrun Langvik¹
¹Norwegian University of Science and Technology, Trondheim, Norway. ²BI Norwegian Business School, Trondheim, Norway

- P192 Illegitimate Tasks During the Pandemic – A Longitudinal Study
Hanne Berthelsen¹, Constanze Leineweber², Johanna Stengård²
¹Malmö University, Malmö, Sweden. ²Stockholm University, Stockholm, Sweden
- P193 Why a Good Night's Sleep Matters for Your Employees
Jichul Jang
Kansas State University, Manhattan, USA
- P194 Exploring Mental Health, Employment Factors, and Access to Social and Mental Health Supports in Shaping the Work Experience of Canadians with Mental Health Challenges Using the Canadian Community Health Survey
Jocelyn Brown^{1,2}, Lucie Kocum¹
¹Saint Mary's University, Halifax, Canada. ²Pier Labs, Halifax, Canada
- P195 Firefighters' Well-Being: A Longitudinal Study on Mental and Physical Health Factors Within Estonia's Fire Service
Karin Reinhold, Marina Järvis
Tallinn University of Technology, Tallinn, Estonia
- P196 PTSD in Peacekeepers: A Meta-analysis
Laura Carmona, Maria José Chambel, Vânia Sofia Carvalho
Faculty of Psychology, University of Lisbon, Lisbon, Portugal
- P197 Automatic Monitoring of Affective States in the Daily Lives of PhD-Candidates: Individual- and Population-Based Predictions Based on Longitudinal Multimodal Sensing
Lea Berkemeier^{1,2,3}, Wim Kamphuis¹, Anne-Marie Brouwer^{1,4}, Herman de Vries¹, Maarten Schadd⁵, Jan Ubbo van Baardewijk¹, Hilbrand Oldenhuis², Rudolf Verdaasdonk³, Lisette van Gemert-Pijnen³
¹The Netherlands Organization for Applied Scientific Research (TNO), Soesterberg, Netherlands. ²Hanze University of Applied Sciences, Groningen, Netherlands. ³University of Twente, Enschede, Netherlands. ⁴The Donders Institute for Brain, Cognition and Behaviour, Nijmegen, Netherlands. ⁵The Netherlands Organization for Applied Scientific Research (TNO), The Hague, Netherlands
- P198 BEST : A Canadian Digital Solution for Post-Pandemic Recovery and Workplace Mental Health
Manon Truchon¹, Mahée Gilbert-Ouime², Karine Aubé², Eleonore Lachapelle¹, Jerome Thibault¹, Gabriel Bernard¹, Sara Azzouzi¹, Leonie Matteau², Azita Zahiriharsin²
¹Laval University, Québec, Canada. ²UQAR, Québec, Canada
- P199 Experiences of Healthcare Professionals in the Dutch Acute and Emergency Care During COVID-19, and their Impacts on the Mental Health and Well-Being: A Qualitative Study, Lessons Learned for Future Pandemics.
Marieke Oosterhuis¹, Lilian Vloet^{1,2}, Remco Ebben³, Etty Wielenga-Meijer⁴, Daphne Dols¹, Hester Vermeulen², Sarah Detaille-Peters⁴, Sivera Berben¹
¹University of Applied Sciences Arnhem and Nijmegen (HAN), School of Health Studies, Research Department of Emergency and Critical Care, Nijmegen, Netherlands. ²Radboud University Medical Center, Radboud Institute for Health Sciences, IQ healthcare, Nijmegen, Netherlands. ³Emergency Medical Service Gelderland-Midden, Public Health and Safety Region Gelderland-Midden, Arnhem, Netherlands. ⁴University of Applied Sciences Arnhem and Nijmegen (HAN), School of Health Studies, Research Department of Human Capital Innovation, Nijmegen, Netherlands

- P200 Mental Health Challenges Among Law Professionals: A Cross-Sectional Study Comparison with the General Working Population
Matthew Thiese, Joseph Allen
University of Utah, Salt Lake City, USA
- P201 Psychosocial Factors and Their Impact on Health and Well-Being of Construction Site Workers in Ghana
Samuel Osei-Nimo¹, Wajiha Kazim¹, Emmanuel Aboagye-Nimo²
¹Nottingham Trent University, Nottingham, United Kingdom. ²Birmingham City University, Birmingham, United Kingdom
- P202 Exploring Emotion Regulation Strategies in Response to Positive and Negative Work Events
Sophie-Theres Loose, Carmen Binnewies
University of Münster, Münster, Germany
- P203 Cost of Mental Health Service Use of Employees Participating in a Work-Related Psychotherapeutic Intervention (Friaa Project)
Tamara Waldmann¹, Peter Angerer², Lorena Brenner³, Jolanda Brezinski⁴, Sophia Chrysanthou³, Yesim Erim⁵, Manuel Feißt⁴, Harald Gündel⁶, Nicole Hande⁶, Marieke Hansmann⁷, Regina Herold⁵, Kristin Herrmann⁶, Sinja Hongdong⁵, Volker Köllner³, Fiona Kohl², Regina Krisam⁴, Christoph Kröger⁷, Nadine Mulfinger¹, Eva Rothermund⁶, Anja Sander⁴, Ute Beate Schröder⁸, Rike Seega⁶, Ralf Stegmann⁸, Jeannette Weber², Uta Wegewitz⁸, Reinhold Kilian¹
¹Ulm University and BKH Guenzburg, Department of Psychiatry and Psychotherapy II, Ulm, Germany. ²Institute of Occupational, Social and Environmental Medicine, Centre for Health and Society, Medical Faculty, Heinrich-Heine-University Duesseldorf, Düsseldorf, Germany. ³Research Group Psychosomatic Rehabilitation, Department of Psychosomatic Medicine, Center for Internal Medicine and Dermatology, Charité - Universitätsmedizin Berlin, Berlin, Germany. ⁴Institute of Medical Biometry and Informatics, University Hospital of Heidelberg, Heidelberg, Germany. ⁵Department of Psychosomatic Medicine and Psychotherapy, University Hospital of Erlangen, Friedrich-Alexander University Erlangen-Nürnberg, Erlangen, Germany. ⁶Ulm University Medical Center, Department of Psychosomatic Medicine and Psychotherapy, Ulm, Germany. ⁷Institute of Psychology, University of Hildesheim Foundation, Hildesheim, Germany. ⁸Federal Institute for Occupational Safety and Health (BAuA) Division 3 Work and Health Unit 3.5, Berlin, Germany
- P204 Symptoms, Work Situation and Work Functioning 10 Years after Rehabilitation of Stress-Induced Exhaustion Disorder.
Therese Eskilsson, David Olsson, Anna-Maria Ekbäck, Lisbeth Slunga Järholm
Umeå University, Umeå, Sweden
- P205 Job Content Plateau and Employee Well-Being: The Mediating Role of Job Boredom and the Moderating Role of Age
Wei-Ning Yang¹, Changya Hu²
¹King's College London, London, United Kingdom. ²National Chengchi University, Taipei, Taiwan

- P206 Work Engagement and Work Ability in the Digital Age: The Role of Job Resources and Traditional and Emerging Demands Among Older Workers
Cristina Di Tecco¹, Ivan Marzocchi², Simone Russo¹, Anna Comotti³, Alice Fattori³, Daniele Serra³, Marco Laurino⁴, Pasquale Bufano⁴, Catalina Ciocan⁵, Luca Ferraro⁶, Matteo Bonzini^{3,6}
¹Department of Occupational and Environmental Medicine, Epidemiology and Hygiene, INAIL, Rome, Italy. ²Department of Psychology, Sapienza, University of Rome, Rome, Italy. ³Occupational Medicine Unit, Foundation IRCCS Ca' Granda Ospedale Maggiore Policlinico, Milan, Italy. ⁴Istituto di Fisiologia Clinica, Consiglio Nazionale delle Ricerche (CNR), Pisa, Italy. ⁵Dipartimento di Scienze della Sanità Pubblica e Pediatriche, Università degli Studi di Torino, Turin, Italy. ⁶Dipartimento di Scienze Cliniche e di Comunità, Università degli Studi di Milano, Milan, Italy

Poster Session: Equality, Diversity and Inclusion

14:00 - 15:00 Terrace and Hall EAOHP Executive Committee

- P207 The Interplay of Age and Sickness Absence: Insights from a Systematic Literature Review
Alessia Negrini¹, Simona Margheritti², Samantha Vila Masse¹, Laurent Corthésy-Blondin^{1,3,4}
¹Institut de recherche Robert-Sauvé en santé et en sécurité du travail (IRSST), Montreal, Canada. ²Department of Psychology, University of Milan-Bicocca, Milan, Italy. ³Centre de recherche de l'Institut Universitaire en Santé Mentale de Montréal (CR-IUSMM), Montreal, Canada. ⁴Faculté des sciences infirmières, Université de Montréal, Montreal, Canada
- P208 Bouncing Back to Learn: Unpacking the Role of Resilience From a Conservation of Resources Perspective
Amélia Monteiro, Pedro Neves
 Nova School of Business and Economics, Lisboa, Portugal
- P209 Robots at Work: Nurturing Employee Well-being
Anna Christopoulou, Anna-Sophie Ulfert-Blank, Sonja Rispens, Evangelia Demerouti
 Eindhoven University of Technology, Eindhoven, Netherlands
- P210 Contributing Factors to Sustainable Employability and Work Engagement of Physicians in a Hospital Setting
Anouk Wauthlé¹, Evelien Brouwers¹, Margot Joosen¹, Jolanda Mathijssen¹, Marjolein Lugtenberg²
¹Tranzo Tilburg University, Tilburg, Netherlands. ²Erasmus MC, Rotterdam, Netherlands
- P211 The Impact of Work-Related Conditions on Work Status for People with Multiple Sclerosis
Fioralba Sadja Rama, Heidi Janne Dombestein, Gro Ellen Mathisen
 University of Stavanger, Stavanger, Norway
- P212 Work Ability in a Manufacturing Company: A Follow-Up Study
Giulia Bacci, Ilaria Sottimano, Gloria Guidetti, Daniela Converso, Sara Viotti
 University of Turin, Turin, Italy

- P213 Exploring the Potential of Wearable-Measured Sleep and Resting Heart Rate Variability as Health-Related Indicators of the Impact of Stress and as Predictors for Readiness: A Multiple N-of-1 Observational Study in Police officers
Herman de Vries, Wim Kamphuis
Netherlands Organization for Applied Scientific Research (TNO), Soesterberg, Netherlands
- P214 Applying the Job Demand Resource Model to Workplace Discrimination, Mental Health and Work Engagement Among Pregnant Workers: A Cross-Sectional Study
Juliet Hassard¹, Weiwei Wang², Lana Delic², Ieva Grudyte², Vanessa Dale-Hewitt³, Louise Thomson⁴
¹Queen's University Belfast, Belfast, United Kingdom. ²University of Nottingham, Nottingham, United Kingdom. ³Nottingham Trent University, Nottingham, United Kingdom. ⁴University of Nottingham, Nottingham, United Kingdom
- P215 Transmission of Work Experiences: Do Parental Working Conditions Shape Children's Assumptions about their Own Working Lives?
Kathleen Otto¹, Andre Baumann¹, Christina Pranjic¹, Mauricio Garrido Vásquez²
¹Philipps University of Marburg, Marburg, Germany. ²University of Concepción, Concepción, Chile
- P216 'There's No One Right Way To Get the Job Done'. Understanding the Lived Experiences of Neurodivergent and Disabled Staff at a US Conservation-Based Organization.
Kirsty Lauder
Cornell University, Ithaca, USA
- P217 Energizing and Exhausting Workplace Interactions: Qualitative Insights on the Quality of Connections in a Post-Covid-19 Landscape
M. Gloria Gonzalez-Morales, Alyssa Birnbaum
Claremont Graduate University, Claremont, USA
- P218 Deconstructing Sense of Coherence to Establish Dimension Clusters
Christian Piscopo¹, Mikerobert Joseph¹, Mostafa Dastgheib¹, Robert Henning¹, Vicki Magley¹, Martin Chermiak²
¹University of Connecticut, Storrs, USA. ²University of Connecticut Health, Farmington, USA
- P219 The Return-to-Work Experiences of Mothers Who Gave Birth in the UK During COVID-19: A Qualitative Study
Myanna Duncan¹, Divija Bansal¹, Isabelle DeRoche², Sumerya Yalcintas¹
¹King's College London, London, United Kingdom. ²King's College London, London, United Kingdom
- P220 Who Would You Judge the Most - One Excluded by a Colleague, Or by a Boss?
Paulina Idziak, Małgorzata Gamian-Wilk
SWPS University, Wrocław, Poland
- P221 Do Prospective Associations Between Health Complaints and Physician-Certified Sickness Absence Differ Across Office Concepts? Evidence From a Nationally Representative Sample From Norway
Randi Hovden Borge, Håkon A. Johannessen, Morten Birkeland Nielsen
National Institute of Occupational Health, Oslo, Norway

- P222 Fostering Inclusion in Organizations: The Selective Incivility Network Theory
Rémi Labelle-Deraspe¹, Dana Kabat-Farr²
¹University of Sherbrooke, Sherbrooke, Canada. ²Dalhousie University, Halifax, Canada
- P223 The Impact of Redeployment on Employee Health, Well-Being and Disposition to Stay or Leave: A Longitudinal Study of UK National Health Service Employees
Rachel O'Hara¹, Andrew Weymar², Richard Glendinning², Deborah Roy², Joanne Coster¹
¹University of Sheffield, Sheffield, United Kingdom. ²University of Bath, Bath, United Kingdom
- P224 How to Sustainably Promote Resilience Among Employees
Tatjana Aubram¹, Sandra Vyssok², Veronika Edtbauer², Elisa Zhu¹
¹UAS St. Pölten, Institute for Innovation systems, St. Pölten, Austria. ²UAS St. Pölten, Institute of Health Sciences, St. Pölten, Austria
- P225 "Take a Break!": The Role of Detachment in the Relation Between Sport-Related Demands and Athlete Sustainable Performance and Vigor
Tianchang Ji¹, Jan de Jonge^{2,1}, Maria Peeters^{1,2}, Toon Taris¹
¹Utrecht University, Utrecht, Netherlands. ²Eindhoven University of Technology, Eindhoven, Netherlands
- P226 Assessing the Relationship Between Physical Job Tasks and Musculoskeletal Disorders in Firefighters and Law Enforcement Officers
Uchenna Ogbonnaya, Joseph Allen, Matthew Thiese
University of Utah, Salt Lake City, USA
- P227 Work-Related Fear of Missing Out and Burnout Among Young Dutch Workers: Associations with Perfectionism, Social Comparison Orientation and Need for Approval
Veerle Brenninkmeijer
Utrecht University, Utrecht, Netherlands
- P228 Socio-Psychological Age of Women's Staff in Organizational Cultures of Different Types
Irina Leonova
Lobachevsky University, Nizhny Novgorod, Russian Federation. University of Granada, Granada, Spain

Poster Session: The Organizational Context

14:00 - 15:00 Terrace and Hall

EAOHP Executive Committee

- P229 The Effects of Physiotherapeutic Training on Well-Being, Engagement, Productivity, and Musculoskeletal Ailments Among Employees Working in a Prolonged Sitting Position
Dorota Molek-Winiarska¹, Barbara Chomątowska¹, Beata Bał-Domańska¹, Sławomir Winiarski², Adam Paluszak²
¹Wrocław University of Economics and Business, Wrocław, Poland. ²Wrocław University of Health and Sport Sciences, Wrocław, Poland

- P230 Positive Psychological Interventions With Digital Technologies in Essential Workers on the Frontline, in Times of Covid-19
Ester Gil-Beltrán, Susana Llorens, Marisa Salanova
Universitat Jaume I, Castellón, Spain
- P231 (Mis)Aligned Theorizing and Operationalizing: A Scoping Review of Work on the Social Dynamics of Unethical Behaviours
Erdem O. Meral, Hannah L. Moore, Deanne den Hartog, Astrid C. Homan, Gerben van Kleef
University of Amsterdam, Amsterdam, Netherlands
- P232 The Recovery Experience Questionnaire (REQ): Validation and Psychometric Properties on Czech Normative Sample
Ivana Šipová, Martin Máčel, Kristýna Cetkovská, Denisa Semeráková
Charles University, Prague, Czech Republic
- P233 Does Job Crafting Intervention Reduce Job Stress and Increase Engagement? Case Study of Academic Administrative Staff.
Agnieszka Springer¹, Iwona Werner²
¹WSB Merito University, Poznań, Poland. ²WSB Merito, Poznań, Poland
- P234 Pre-Job Loss Grief Reactions in Sick-Listed Employees: The Down Side of Work Attachment
Janske van Eersel^{1,2}, Miriam Wickham^{3,2}, Geert Smid^{4,5}, Paul Boelen^{2,5}
¹Tilburg University, Tilburg, Netherlands. ²Utrecht University, Utrecht, Netherlands. ³ZINZIZ, Utrecht, Netherlands. ⁴University of Humanistic Studies, Utrecht, Netherlands. ⁵ARQ National Psychotrauma Centre, Diemen, Netherlands
- P235 Community-Targeted and Employee-Targeted CSR Interact in Predicting Employee Attitudes
Jenna Van Fossen, Lizzie Bell, Noelani Lewis
Clemson University, Clemson, USA
- P236 Understanding Remote Workers' Job Characteristics and Their Implications for Well- and Ill-Being: Development and Validation of the Remote Work Job Demands and Resources-Questionnaire (RJDR-Q)
Jérémy Thomas^{1,2}, Tiphaine Huyghebaert-Zouaghi¹, Claude Fernet², Sophie Berjot¹
¹Université de Reims Champagne-Ardenne, Reims, France. ²Université du Québec à Trois-Rivières, Trois-Rivières, Canada
- P237 Mindfully Tackling Procrastination – Exploring the Effects of a Ten-Day Mindfulness and Self-Compassion Intervention on Procrastination in Everyday Contexts
Johannes F. W. Arendt¹, Jana Kühne^{2,3}
¹Ludwig-Maximilians-Universität München, Munich, Germany. ²Goethe University Frankfurt, Frankfurt am Main, Germany. ³University of Vienna, Vienna, Austria
- P238 Problems and Benefits of Teleworking in Staff of a Service Organization, During the Covid-19 Pandemic, in Mexico
Juana Patlan-Perez
National Autonomous University of Mexico, Mexico City, Mexico

- P239 Evaluating the Effect of a Digital Intervention on Teachers' Burnout and Work Engagement in a Norwegian Context
Kaja Lillelien, Maria Jensen
University of Stavanger, Stavanger, Norway
- P240 Bystander Behaviour Intentions on Individual and Organizational Levels and Perceived Bystander Behaviour Control as an Intervention Against Workplace Bullying. Development of an Instrument Assessing Bystander Behaviours
Kjersti Evensen¹, Kari Einarsen², Øystein Hoprekstad², Ståle Valvatne Einarsen³
¹BI Norwegian Business SchoolSc, Stavanger, Norway. ²BI Norwegian Business School, Bergen, Norway. ³University of Bergen, Bergen, Norway
- P241 Psychosocial Work Environment Factors as «Drivers» of Qualitative Job Insecurity – A Latent Profile Analysis of Job Control, Role Clarity and Role Conflict Among Employees in Governmental Agencies in Norway
Live Bakke Finne, Jan Olav Christensen
National Institute of Occupational Health (STAMI), Norway, Oslo, Norway
- P242 Parsing Mistreatment Climates: Is there a Common Climate that Leads to Incivility and Sexual Harassment?
Madison Malcore, Vicki Magley
University of Connecticut, Storrs, USA
- P243 Leadership and Automation: Towards an Understanding of the Leader Role when Implementing Robots and AI in Social Care
Maria Forsgren, Andreas Stenling, Susanne Tafvelin
Department of Psychology, Umeå, Sweden
- P244 Training Leaders' Emotional Competences: A Pilot Study
Miriam Mehler¹, Michael Hölzer², Harald Gündel¹
¹Ulm University Hospital, Department of Psychosomatic Medicine and Psychotherapy, Ulm, Germany. ²Sonnenbergklinik, Stuttgart, Germany
- P245 Saludables Juntos: A Community-Based Participatory Examination of the Implementation of Overtime Legislation for Latinx Farmworkers' Health & Well-Being
Nicholas A. Smith¹, Leslie B. Hammer², Krista J. Brockwood², Faviola Robles-Saenz³, Megan J. Snoeyink³, Larry R. Martinez¹, Jennifer Martinez Medina⁴, Ira Cuello Martinez⁵, Jonath Colon⁶
¹The University of Texas at Arlington, Arlington, TX, USA. ²Oregon Health & Science University, Portland, OR, USA. ³Portland State University, Portland, OR, USA. ⁴Willamette University, Salem, OR, USA. ⁵Pineros y Campesinos Unidos del Noroeste, Woodburn, OR, USA. ⁶Centro Cultural de Washington County, Cornelius, OR, USA
- P246 Measuring the Effects of Wearable Use on Metacognitive Awareness and Self-Efficacy for Behavioural Change
Roos Delahaij, Wim Kamphuis
TNO, Soesterberg, Netherlands
- P247 Developing a Healthy Learning Culture within the Technical Sector. A Study Among Small and Medium Companies in the Netherlands.
Sarah Detaille, Mechteld Lengkeek, Bouwe Smeding, Henk de Jonghe
HAN University of Applied Sciences, Nijmegen, Netherlands

- P248 **Telework and Burnout Among Female Professionals in Malaysia: The Role of Work-family Conflict and Personal Growth**
Siti Khadijah Zainal Badri¹, Hazel Melanie Ramos², Sim Siew Chen², Risky Harisa Haslan², Saleha Abdul Rahman², Chin Chin Hoh²
¹*Semenyih, Semenyih, Malaysia.* ²*University of Nottingham Malaysia Campus, Semenyih, Malaysia*
- P249 **Competencies Identified by Occupational Safety and Health Professionals for Leading Integrative Total Worker Health® Practices**
Suzanne Nobrega, Cesar Morocho, Yuan Zhang
University of Massachusetts Lowell, Lowell, USA
- P250 **Emotional Influences on Work Motivation: A Fruitful Research-Line for Understanding Short-Term Changes in Work Motivation**
José Navarro¹, Rita Rueff-Lopes², Rita Berger¹, David Leiva¹
¹*University of Barcelona, Barcelona, Spain.* ²*ESADE-University Ramon Llull, Barcelona, Spain*

Poster Session: Workplace Health Promotion

14:00 - 15:00

Terrace and Hall

EAOHP Executive Committee

- P251 **Shifting Scales: A Decade of Work-Life-Balance Evolution in the German Workforce.**
Anna Aumüller¹, Barbara Stiglbauer¹, Andreas Winklbauer², Bernad Batinic¹
¹*Johannes Kepler Universität, Linz, Austria.* ²*Johannes Kepler Universität, linz, Austria*
- P252 **Who Benefits from Boundary Adjustments? Interaction Between Work-Nonwork Balance Crafting and Segmentation Preferences when Predicting Work-Nonwork Balance**
Arūnas Žiedelis, Jurgita Lazauskaitė-Zabielskė, Rita Jakštienė, Ieva Urbanavičiūtė
Vilnius University, Vilnius, Lithuania
- P253 **Work-Life Balance among Academic Mothers During Crises: A Case of the COVID-19 Pandemic**
Barbora Procházková
Faculty of Social Sciences, Charles University, Prague, Czech Republic
- P254 **Fit for the Future? Leadership Demands and Competencies in Hybrid Work Settings**
Christiane Stempel, Jan Dettmers
Fern Universität, Hagen, Germany
- P255 **The Apple Does Not Fall Far from the Trunk: A Systematic Review of the Effects of Parental Working Conditions and Socioeconomic Status on Children**
Christina Pranjic, Kathleen Otto
Philipps-University, Marburg, Germany
- P256 **Breaking Bad in The Office – Do Gender and Sexism Moderate the Association between Watching Gender-Stereotypical TV and Helping Behaviour at Work?**
Dana Unger, Hermann M. O. Døsvik, Anett Rago
UiT The Arctic University of Norway, Tromsø, Norway

- P257 Type 2 Diabetes in Rail: Is Behaviour Change Enough?
Deborah Archibald¹, Niamh McMahon¹, Magdalena Wronska²
¹Rail Safety and Standards Board, London, United Kingdom. ²Transport for London, London, United Kingdom
- P258 Middle Managers Innovative Work Behaviour: Antecedents and Consequences
Lucie Pierre¹, Guillaume R. M Déprez¹, Nicola Cangialos²
¹Université de Bordeaux, Bordeaux, France. ²Università degli Studi di Milano, Milan, Italy
- P259 Workaholism and Work-family Conflict: A Daily Diary Examination
Haley R. Cobb¹, Gwendolyn Paige Watson², Lexi E. Strasburg³, Candice L. Thomas⁴
¹Louisiana State University, Baton Rouge, USA. ²Auburn University, Auburn, USA. ³Pacific Research and Evaluation, LLC, Portland, USA. ⁴Saint Louis University, St. Louis, USA
- P260 The Role of ICT Demands/Resources and Job Autonomy in the Work-Life Balance of Hybrid and High-Intensity Teleworkers
Kaire Piirsalu-Kivihall¹, Tiiu Paas², Anne Aidla¹
¹University of Tartu, Tartu, Estonia. ²University of Tartu, Tartu, Ethiopia
- P261 Self-Caring Leaders As Role Models: Factors That Moderate The Impact Of Leaders' Self-Care Behaviour On Subordinates' Self-Care Behaviour And Health Outcomes
Lene Sophie Fröhlich, Annika Krick, Jörg Felfe
Helmut-Schmidt-University, Hamburg, Germany
- P262 Does Number of Children Influence Work-Family Balance?
Lior Oren
Ariel University, Ariel, Israel
- P263 Enhancing Job Satisfaction and Sustainable Employability: Exploring Healthcare Professionals' Perspectives on Interprofessional Collaboration
Geke Snelders^{1,2}, Annemarie de Vos², Yosra Abdeselam Rocdi³, Margot Joosen¹
¹Tilburg University, Tilburg, Netherlands. ²Elisabeth-TweeSteden Hospital, Tilburg, Netherlands. ³Tilburg University, Tilburg, Belgium
- P264 Manager-Impacted Job Resources as Predictors of Employee Self-Efficacy: The JD-R Perspective
Martin Máčel¹, Ivana Šipová¹, Jiří Mudrák^{2,1}, Kateřina Zábrodská^{2,1}
¹Charles University, Prague, Czech Republic. ²Czech Academy of Sciences, Prague, Czech Republic
- P265 How Daily Leader-Follower Relationship Quality Impacts Daily Follower Well-being
Masakatsu Ono¹, Robin Martin¹, Silvia Dello Russo², Alison Legood³, Geoff Thomas¹
¹University of Manchester, Manchester, United Kingdom. ²University of Luiss, Rome, Italy. ³University of Exeter, Exeter, United Kingdom

- P266 Organizational Factors as Antecedents to Passive Leadership Behaviour from a Gender Perspective.
Mats Reinhold^{1,2}, Robert Lundmark¹, Britt-Inger Keisu^{3,2}, Andreas Stenling¹, Susanne Tafvelin¹, Erik Berntson⁴, Linda Corin⁵
¹Department of psychology, Umeå University, Umeå, Sweden. ²Umeå Center for Gender Studies, Umeå University, Umeå, Sweden. ³Department of Sociology, Umeå University, Umeå, Sweden. ⁴Department of Leadership and command & control, Swedish Defence University, Stockholm, Sweden. ⁵Senior developer organizational and social work environment, Institute of Stress Medicine, Västra Götalandsregionen, Göteborg, Sweden
- P267 Does Leader Narcissism Hurt Safety? It is the Nature of the Narcissism that Counts.
Michaela Scanlon, Alyssa Grocutt, Julian Barling
 Queens University, Kingston, Canada
- P268 How Do Leadership Styles Influence Employees' Negative Work-Home Interaction and Recovery? The Role of ICT Demands and Resources.
Paola Andrea Escolar Gutiérrez, Rita Berger
 Universitat de Barcelona, Barcelona, Spain
- P269 Not Just a Story: The Role of Safety Narratives in Improving Safety Knowledge Communication
Rebecca Cairns, E. Kevin Kelloway
 Saint Mary's University, Halifax, Canada
- P270 Flexibility Isn't a One-Size-Fits-All: Examining Usability Perceptions of Remote Work on the Mediated Moderation Model of Perceived Organizational Support, Work Family Interference, and Organizational Commitment
Victoria Udomsirat, Ron Wolfart, Chockalingam Viswesvaran
 Florida International University, Miami, USA
- P271 'Love and Work': A Qualitative Study on Working Couples in the Catering Industry
Valentina Dolce, Elsa Laneyrie
 Université Lumière Lyon 2, Lyon, France
- P272 Is Emotion the Engine? Positive Affect as Mediator Between Mindsets and Performance in a 3-Wave Study
Zselyke Pap¹, Alina Ștefan¹, Delia Virga¹, Sergio Lopez Bohle²
¹Universitatea de Vest din Timișoara, Timișoara, Romania. ²Universidad de Santiago de Chile, Santiago de Chile, Chile
- P273 "The Impact of Public Policies on Occupational and Mental Health of Young Workers."
Álvaro Sánchez López
 University of Granada (UGR), Granada, Spain

ICG-OHP Meeting

14:00 - 15:00 Loja

EOHP Executive Committee

Symposium: Advancing our Understanding of Psychosocial Safety Climate: Global Perspectives (Part 2)

15:00 - 16:15

Poniente

Chair Maureen Dollard, Amy Zadow

- S210 Longitudinal Monitoring of Healthcare Workers' Mental Health and PSC During the COVID-19 Pandemic
Alice Fattori, Anna Comotti, Matteo Bonzini
Foundation IRCCS Ca' Granda Ospedale Maggiore Policlinico, Milan, Italy
- S211 Employee-Driven Innovation: Exploring the Significance of Psychosocial Safety Climate
Rachael Tripney Berglund, Izabelle Bäckström, Peter E Johansson, Adesuwa Omorede
Mälardalens Universitet, Västerås, Sweden
- S212 Psychosocial Safety Climate and Playful Work Design: A Multilevel Study
Kim Clements¹, Amy Zadow^{1,2}, Maureen Dollard^{1,3}, Kurt Lushington⁴, Arnold Bakker^{4,5}, Rachael Potter¹, Silvia Pignata¹, Ali Afsharian¹, Amy Parkin¹, Daniel Nesar¹
¹University of South Australia, Adelaide, Australia. ²School of Psychology, Adelaide, Australia. ³University of Nottingham, Nottingham, United Kingdom. ⁴Erasmus University, Rotterdam, Netherlands. ⁵University of Johannesburg, Johannesburg, South Africa
- S213 Acting Out When Psychosocial Safety Climate Is Low: Understanding Why Middle-Level Managers Experience Upward Mistreatment
May Loh¹, Maureen Dollard²
¹Psychosocial Safety Climate Global Observatory, Adelaide, Australia. ²University of South Australia, Adelaide, Australia
- S214 Moderating Effect of Psychosocial Safety Climate in the Health Erosion Hypothesis: A Cross-Sectional Survey of Long-Distance Drivers in Ghana
Edward Wilson Ansah, Mustapha Amoada, Jacob Owusu Sarfo
University of Cape Coast, Cape Coast, Ghana

Symposium: BAT-Symposium Part 2: New Understandings in the Workplace (and Elsewhere)

15:00 - 16:15

Marquesado

Chair Leon De Beer, Hans De Witte

- S215 The Ultra-Short Version of the Burnout Assessment Tool (BAT4) – Development, Validation, and Measurement Invariance Across Multiple Countries, Age and Gender
Emina Hadzibajramovic^{1,2}, Wilmar Schaufeli^{3,4}, Hans De Witte^{3,5}
¹Institute of Stress Medicine, Region Västra Götaland, Gothenburg, Sweden. ²School of Public Health and Community Medicine, Institute of Medicine, Sahlgrenska Academy at the University of Gothenburg, Gothenburg, Sweden. ³O2L, Research group Work, Organizational and Personnel Psychology (WOPP), KU Leuven, Leuven, Belgium. ⁴Department of Psychology, Utrecht University, Utrecht, Netherlands. ⁵Optentia Research Unit, North-West University, Potchefstroom, South Africa

- S216 Can Burnout Predict Job Demands? the Role of Maladaptive Self-Regulatory Strategies
Una Mikac, Jasmina Tomas, Darja Maslić Seršić
 Department of Psychology Faculty of Humanities and Social Sciences, Zagreb, Croatia
- S217 The Dark Side of Remote Work: Policies Reducing Autonomy While Working From Home and Their Effects on Engagement and Burnout
Jakub Prochazka¹, Luuk van Iperen², Alzbeta Kubova¹
¹Masaryk University, Brno, Czech Republic. ²Maastricht University, Maastricht, Netherlands
- S218 From Powerlessness to Empowerment? The Role of Union Membership and Perceived Control in Protecting against Job Insecurity and its Adverse Well-being Outcomes.
Katharina Naswall, Lijana Kuluz, Jennifer Wong
 University of Canterbury, Christchurch, New Zealand
- S219 Associations Between Personality, Self-Efficacy and Burnout in Norwegian Students
Torhild Anita Sørengaard
 BI Norwegian Business School, Trondheim, Norway

Symposium: Coupled Symposium New Work: Opportunities and Risks for Collaboration, Well-being and Health. Part 1 – Digital Tools and Collaboration

15:00 - 16:15 **Altiplano** **Chair Stephanie Neidlinger, Susan Peters**

- S220 Deep Diving Into a Comparison of Virtual Meetings and MS Teams Meetings – Is 2D Virtual Conferencing Outdated?
Yannick Frontzkowski
 Helmut-Schmidt-University, Hamburg, Germany
- S221 The Medium Matters: Exploring Leaders' Perception of Employees' Psychological Warning Signals in Different Communication Contexts
Katharina Schuebbe, Annika Krick, Jörg Felfe
 Helmut-Schmidt-University, Hamburg, Germany
- S222 Don't Take That Call - How Expectations to Be Always-on Fuel Intimate Partner Violence
Alejandro Hermida Carrillo
 LMU Munich, Munich, Germany
- S223 Two Sides of a Coin – The Impact of Informal Communication in the Context of Remote Work
Annabell Reiner, Jörg Felfe
 Helmut Schmidt University/ University of the Federal Armed Forces, Hamburg, Germany

S224 Informal Communication as Antecedent of Transformational Leadership and Well-Being

*Dorothee Tautz, Felfe Jörg
Helmut Schmidt University, Hamburg, Germany*

Symposium: Management of Workload, Fatigue and Recovery on Individual and Organizational Levels – Implications for Health and Safety

15:00 - 16:15 Costa Tropical Chair Anna Dahlgren, Marie Söderström

S225 Workload Management and Well-Being During External Crises among Nursing Staff – A Synthesis of Research and Experience-Based Evidence

Mikael Sallinen¹, Kati Karhula¹, Satu Mänttär², Irmeli Pehkonen¹, Anne Punakallio¹, Maria Sihvola¹, Pihla Säynäjäkangas²

¹Finnish Institute of Occupational Health, Helsinki, Finland. ²Finnish Institute of Occupational Health, Oulu, Finland

S226 Recovery Under Extraordinary Working Conditions – Organizational- and Individual Level Experiences from the Swedish Healthcare Sector During the COVID-19 Pandemic

Isabelle Hernandez¹, Marie Söderström¹, Ann Rudman^{1,2}, Erebouni Arakelian^{1,3}, Anna Dahlgren¹

¹Karolinska Institute, Solna, Sweden. ²Dalarna University, Falun, Sweden. ³University of Gävle, Gävle, Sweden

S227 How To Support First-Line Healthcare Managers in Promoting both Their Own and Employees' Recovery: A Qualitative Interview Study

Majken Epstein¹, Anna Dahlgren¹, Andrea Eriksson², Marie Söderström¹

¹Karolinska Institute, Solna, Sweden. ²KTH Royal Institute of Technology, Stockholm, Sweden

S228 In the Wake of Falling Asleep in the Cockpit: A Cross-Sectional Latent Profile Analysis of Work Time Control, Mental Health, and Sleep Among European Pilots

Filippa Folke, Kimmo Sorjonen, Marika Melin

Karolinska Institute, Stockholm, Sweden

S229 Factors Facilitating and Hindering the Implementation of Tools to Support Shift Workers' Sleep and Alertness in the Transport Sector

Heli Järnefelt¹, Kati Karhula¹, Julia Anttilainen¹, Irmeli Pehkonen¹, Kia Gluschkoff¹, Christer Hublin¹, Mikael Sallinen^{1,2}

¹Finnish Institute of Occupational Health, Helsinki, Finland. ²Department of Psychology, University of Jyväskylä, Jyväskylä, Finland

Symposium: Occupational Health Psychology in the Healthcare Sector (Part 1): Working Conditions and Healthcare Workers' Well-being

15:00 - 16:15 Alpujarra

Chair Emma Brulin

- S230 Protecting Physicians and Nurses Against Burnout: Overcoming a Fragmented Research Field
Isabel Correia, Andreia Almeida
Iscte-Instituto Universitário de Lisboa, Lisboa, Portugal
- S231 Investigating the Interplay between Psychosocial Work Stressors, Resources, and Burnout among Healthcare Workers in Sweden: A One Year Follow Up
Britta Gynning¹, Filip Christiansen¹, Elin Karlsson², Per Gustavsson¹, Kevin Teoh³, Emma Brulin¹
¹Karolinska Institutet, Solna, Sweden. ²Linköping University, Linköping, Sweden. ³Birkbeck University of London, London, United Kingdom
- S232 Understaffing as a Stressor for Hospital Nurses
Shani Pindek^{1,2}, Paul Spector^{3,4}, Melisa Hayman³, David Howard³, Maryana Arvan⁴
¹University of Haifa, Haifa, Israel. ²York University, Toronto, Canada. ³Florida Health Sciences Center-Tampa General Hospital, Tampa FL, USA. ⁴University of South Florida, Tampa FL, USA
- S233 Lifelong Development in Medicine: A Thematic Analysis of Coaching Goals Throughout Medical Careers
Ana Stojanović^{1,2}, Daan A. H. Fris^{1,2}, Lara Solms², Edwin A. J. van Hooff², Matthijs de Hoog¹, Anne P. J. de Pagter^{1,3}
¹Erasmus Medical Center, Rotterdam, Netherlands. ²University of Amsterdam, Amsterdam, Netherlands. ³Leiden University Medical Center, Leiden, Netherlands
- S234 Supporting Healthcare Worker Well-being through Organizational Interventions
Kevin Teoh
University of London, London, United Kingdom

Symposium: Workplace Coaching and Well-being: How, when, and for Whom Does it Work?

15:00 - 16:15 Lecrin

Chair Daan Fris, Lara Solms

- S235 A Process Evaluation of a Strengths-Based Team Coaching Intervention in a Spanish SME
Josefina Peláez Zuberbuhler^{1,2,3}, Cristian Vazquez⁴, Siw Tone Innstrand¹, Marit Christensen¹, Marisa Salanova²
¹Norwegian University of Science and Technology, Trondheim, Norway. ²Universitat Jaume I, Castellón, Spain. ³Karolinska Institutet, Solna, Sweden. ⁴Sheffield University Management School, University of Sheffield, Sheffield, United Kingdom

- S236 Career Decision-making Stress Amongst Medical Students: Testing the Effectiveness of a Coaching Intervention
Daan Fris^{1,2}, Annelies van Vianen², Edwin van Hooff², Matthijs de Hoog¹, Anne de Pagter^{3,4,5}
¹Erasmus Medical Center - Sophia Children's Hospital, Rotterdam, Netherlands. ²University of Amsterdam, Amsterdam, Netherlands. ³Willem-Alexander Children's Hospital, Leiden University Medical Center, Leiden, Netherlands. ⁴Leiden University Medical Center, Leiden, Netherlands. ⁵Erasmus Medical Center, Rotterdam, Netherlands
- S237 Coach Me If You Can! The Effects of Coach and Coachee Behaviours for Lasting Change
Lara Solms¹, Annelies van Vianen¹, Barbara Nevicka¹, Jessie Koen², Anne de Pagter^{3,4}, Matthijs de Hoog³
¹University of Amsterdam, Amsterdam, Netherlands. ²The Netherlands Organization for Applied Scientific Research, Leiden, Netherlands. ³Erasmus MC-Sophia Children's Hospital, Erasmus Medical Center, Rotterdam, Netherlands. ⁴Willem-Alexander Children's Hospital, Leiden University Medical Center, Leiden, Netherlands
- S238 Chatbot-Supported Coaching in Organizations: A Field Study
Silja Kotte¹, Gil Bozer², Raija Salomaa³
¹University of Applied Sciences Aschaffenburg, Aschaffenburg, Germany. ²Sapir Academic College, Ashkelon, Israel. ³RaiConsulting Ltd., Muurame, Finland
- S239 Coaching in a Neurodiversity Context: Insights from Coaches
Almuth McDowall¹, Nancy Doyle^{1,2}
¹Birkbeck University, London, United Kingdom. ²Genius Within, Plumpton, United Kingdom

Symposium: An Integrated Approach to Workplace Mental Health: Research Translation and Emerging Research Opportunities

15:00 - 16:15 Loja

Chair Angela Martin

- S240 How to Assess Workplace Mental Health Policies and Practices at Scale: A Pilot Study.
Angela Martin, Larissa Bartlett
 University of Tasmania, Hobart, Australia
- S241 The Australian Public Service Mental Health Capability Framework and Tools.
Rachael McMahon, Sam Junor
 Australian Public Service Commission, Canberra, Australia
- S242 Can Workplace Mindfulness Interventions Enhance Psychosocial Safety?
Larissa Bartlett, Angela Martin
 University of Tasmania, Hobart, Australia

- S243 Promoting Positive Mental Health at Work: Research To Practice Translation Using Team Psychological Capital
Sarah Dawkins¹, Angela Martin¹, Vanessa Miles²
¹University of Tasmania, Hobart, Australia. ²Transitioning Well, Melbourne, Australia
- S244 The Long Reach of Leader To Follower Well-being. What Makes Leaders Positively 'Contagious'?
Maree Roche
 University of Auckland, Auckland, New Zealand

Coffee Break

16:15 - 16:30 Terrace

Symposium: Occupational Health Psychology in the Healthcare Sector (Part 2): Interventions to Support Healthcare Worker Well-being

16:30 - 17:45 Poniente Chair Asta Medisaukaite

- S245 Sustainable Work Hours for Nurses and Assistant Nurses: Enablers and Barriers Within Participatory Working Time Scheduling
Majken Epstein¹, Marie Söderström¹, Philip Tucker^{2,3}, Anna Dahlgren¹
¹Karolinska Institute, Solna, Sweden. ²Swansea University, Swansea, United Kingdom. ³Stockholm University, Stockholm, Sweden
- S246 How and Why Information Medium Buffers Aggression in Crowded Hospital Emergency Departments
Dorit Efrat-Treister¹, Jean-Nicolas Reyt², Anat Rafaeli³
¹Ben-Gurion University of the Negev, Beer-Sheva, Israel. ²McGill University, Montreal, Canada. ³Technion-Israel Institute of Technology, Haifa, Israel
- S247 Coaching for Better Physician Well-Being: Results From a Randomized-Controlled Trial
Lara Solms¹, Annelies E.M. van Vianen¹, Jessie Koen^{2,1}, Matthijs de Hoog³, Anne P.J. de Pagter^{4,3}
¹University of Amsterdam, Amsterdam, Netherlands. ²The Netherlands Organization for Applied Scientific Research, Leiden, Netherlands. ³Erasmus MC-Sophia Children's Hospital, Rotterdam, Netherlands. ⁴Willem-Alexander Children's Hospital, Leiden, Netherlands
- S248 The Role of Healthcare Workers' Self-Leadership for Health in the Effectiveness of Vitality Interventions
Pauline van Dorssen-Boog¹, Tinka van Vuuren^{2,3}, Jan Fekke Ybema⁴
¹Intrinzis, Delft, Netherlands. ²ASR Loyalis, Utrecht, Netherlands. ³Open Universiteit, Heerlen, Netherlands. ⁴Universiteit Utrecht, Utrecht, Netherlands

S249 How Swedish General Practitioners Used Job Crafting Strategies During the COVID-19 Pandemic

Helena Månsson Sandberg^{1,2}, Åsa Tjulin³, Emma Brulin², Bodil J. Landstad^{4,5}

¹Department of Health Sciences, Mid Sweden University, Östersund, Sweden. ²Unit of Occupational Medicine, Karolinska Institutet, Stockholm, Sweden. ³Department of Health Sciences, Östersund, Sweden. ⁴Faculty of Human Sciences, Mid Sweden University, Östersund, Sweden. ⁵Unit of Research, Education and Development, Östersund Hospital, Östersund, Sweden

Symposium: Different Approaches to Proactivity at Work – From Silence to Social Courage

16:30 - 17:45

Marquesado

Chair Jari Hakanen

S250 How Career Crafting Improves Employee Well-Being Via Organizational and Professional Identification: A Two-Wave Latent Change Score Approach

Jie Li^{1,2}, Janne Kaltiainen¹, Jari Hakanen¹, Sampo Suutala^{1,3}

¹Finnish Institute of Occupational Health, Helsinki, Finland. ²Tampere University, Tampere, Finland. ³University of Helsinki, Helsinki, Finland

S251 The Resourceful Journey of Digitalization: What is the Role of Self-Steering Strategies?

*Marijn Zeijen*¹, Maria Peeters^{1,2}

¹Department of Social, Health and Organizational Psychology, Utrecht University, Utrecht, Netherlands. ²Human Performance Management Group, Eindhoven University of Technology, Eindhoven, Netherlands

S252 Effects of a Self-Regulation Intervention on German and Irish Employees' Occupational Self-Efficacy, Work-Life-Conflict and Work Performance

Alexandra Michel^{1,2}, Sarah Elena Althammer¹, Sarah Foeller³, Deirdre O'Shea³

¹Federal Institute for Occupational Safety and Health, Dortmund, Germany. ²Heidelberg University, Heidelberg, Germany. ³Kemmy Business School, University of Limerick, Limerick, Ireland

S253 More than Going on Mute: Proactive Responses to Threats Among Narcissists in the Workplace

*Deirdre O'Shea*¹, Melrona Kirrane², Finian Buckley², Breda Fleming¹, Sara Glynn², Harrie Keane¹

¹University of Limerick, Limerick, Ireland. ²Dublin City University, Dublin, Ireland

S254 Reciprocal Relationships Between Social Courage at Work, Work Engagement, and Social Support at Work – A Three-Wave Study in Seven Organizations

Jari Hakanen, Janne Kaltiainen

Finnish Institute of Occupational Health, Helsinki, Finland

Symposium: Coupled Symposium New Work: Opportunities and Risks for Collaboration, Well-being and Health. Part 2 – Remote, Hybrid and Office-based Work

16:30 - 17:45 **Altiplano** **Chair Stephanie Neidlinger, Susan Peters**

- S255 Waking up Motivated: A Daily Diary Study Exploring Hybrid Worker's Thriving and Mental Health
Stephanie Neidlinger^{1,2}, *Susan Peters*², *Jörg Felfe*¹
¹Helmut-Schmidt University, Hamburg, Germany. ²Harvard School of Public Health, Cambridge, USA
- S256 Exploring the Causal Effect of Remote Work on Emotional Exhaustion: Evidence from Three Multi-wave Studies
Tarek Carls, *Stephan Boehm*
University of St.Gallen, St.Gallen, Switzerland
- S257 The Dark Side of Flexibility? The Relationship of Work Scheduling Autonomy With Working Harder and Working Longer
*Anja Baethge*¹, *Nicole Deci*¹, *Tim Vahle-Hinz*²
¹Medical School Hamburg, Hamburg, Germany. ²Psychologische Hochschule Berlin, Berlin, Germany
- S258 Revisit the Consequences of Activity-Based Working: A Meta-Analysis
Ann Sophie Lauterbach
University of Konstanz, Konstanz, Germany
- S259 Discussion – A Global Public Health Perspective on Digital Collaboration and New Ways of Working
Susan Peters
Harvard School of Public Health, Cambridge, USA

Symposium: Dynamic Perspectives on Occupational Health Research – Changing Environments and Agentic Individuals

16:30 - 17:45 **Costa Tropical** **Chair Richard Janzen, Anita Keller**

- S260 Crafting for Health: A Longitudinal Study of Job and Off-Job Crafting Changes during the Pandemic
*Anja Isabel Morstätt*¹, *Georg F. Bauer*², *Jessica de Bloom*^{3,4}, *Martin Tušl*¹, *Zachary J. Roman*^{5,6}, *Philipp Kerksieck*¹
¹Public and Organizational Health / Center of Salutogenesis, Institute of Epidemiology, Biostatistics, and Prevention, University of Zürich, Zürich, Switzerland. ²Public and Organizational Health / Center of Salutogenesis, Institute of Epidemiology, Biostatistics, and Prevention, University of Zürich, Z, Switzerland. ³Faculty of Social Sciences (Psychology), Tampere University, Tampere, Finland. ⁴Department of HRM&OB, Faculty of Economics and Business, University of Groningen, Groningen, Netherlands. ⁵Department of Informatics Social Computing Group, University of Zurich, Zürich, Switzerland. ⁶Department of Psychology, Psychological Methods, Evaluation, and Statistics, Zürich, Switzerland

- S261 The Relations Between Life Satisfaction, Job Satisfaction, and Family Satisfaction Revisited: Investigating Within-Person Dynamics Over Time
Maie Stein¹, Cort W. Rudolph², Hannes Zacher¹
¹Leipzig University, Leipzig, Germany. ²Wayne State University, Detroit, MI, USA
- S262 Towards the Conceptualization of Daily Dynamics in State Workaholism: Evidence From Two Experience Sampling Method Studies
Luca Menghini¹, Francesco Tommas², Cristian Balducci³
¹University of Trento, Trento, Italy. ²University of Verona, Verona, Italy. ³University of Bologna, Bologna, Italy
- S263 Dynamic Temporal Effects of Online Executive Coaching
Karoline Schubert, Judith Volmer
University of Bamberg, Bamberg, Germany
- S264 The Shape of Recovery - Measuring Recovery as a Process
Richard Janzen¹, Timothy Ballard², Oliver Weigelt³, Hannes Zacher¹
¹Leipzig University, Leipzig, Germany. ²The University of Queensland, Brisbane, Australia. ³University of Groningen, Groningen, Netherlands

Symposium: Unlocking Potential: Investigating Work Characteristics as Antecedents for Personal Growth and Mastery

16:30 - 17:45

Alpujarra

Chair Arian Kunzelmann

- S265 Linking Stressors at Work to Mastery at Home: Promotion and Prevention Focus as Antagonistic Explanatory Mechanisms
Svenja Leimbach¹, Miriam Schilbach^{2,3}, Thomas Rigotti^{1,2}
¹Johannes Gutenberg-University Mainz, Mainz, Germany. ²Leibniz Institute for Resilience Research, Mainz, Germany. ³Maastricht University, Maastricht, Netherlands
- S266 "Help me, Please, ChatGPT!" The Role of Time Pressure in Enhancing Work-Related Learning when Using Generative AI
Julian Decius¹, Carolin Graßmann², Michèle Rieth¹, Hannah Krüger¹
¹University of Bremen, Bremen, Germany. ²Victoria International University of Applied Sciences, Berlin, Germany
- S267 Is it My Time to Thrive? The Role of an Employee's Chronotype and Time of Day
Miriam Schilbach¹, Clara Diesing², Jana Kühnel^{3,4}
¹Maastricht University, Maastricht, Netherlands. ²Johannes Gutenberg University, Mainz, Germany. ³Goethe University, Frankfurt, Germany. ⁴University of Vienna, Vienna, Austria
- S268 Helping in the Right Way: How Neglecting Emotional Aspects of Social Support Limits Thriving at Work
Marvin Schroeder
Goethe-Universität, Frankfurt, Germany

- S269 Work Design and Personal Growth: A Person-Centered Perspective on How Work Characteristics Influence Experiences of Thriving at Work
Arian Kunzelmann¹, Mina Askovic², Nate Zettina², Helena Nguyen², Anya Johnson², Sharon K. Parker¹
¹Centre for Transformative Work Design, Future of Work Institute, Curtin University, Perth, Australia. ²University of Sydney Business School, University of Sydney, Sydney, Australia

Symposium: Finding the Right Balance: Insights for Well-being and Satisfaction in Challenging Work and Life Realities

16:30 - 17:45 Lecrin Chair Jessica de Bloom, Kang Leng Ho

- S270 Predicting Longitudinal Trajectories of Passion for Work, Well-being and Burnout During the COVID-19 Pandemic
Alexandra Giroux, Sophie Meunier, Hugues Leduc
 Université du Québec à Montréal, Montréal, Canada
- S271 Temporal Role Integration Matters Among People with Multiple Roles Across Domains of Life
Herman Yosef Paryono, Thomas A. de Vries, Hendrik J. van de Brake, Jessica de Bloom
 University of Groningen, Groningen, Netherlands
- S272 Patterns of Changes in Well-Being During the COVID-19 Pandemic in Germany, Switzerland and Austria: Investigating the Role of Crafting, Demands and Resources in Work and Non-Work Domains
Kang Leng Ho¹, Jessica de Bloom², Philipp Kerksieck¹, Anne Mäkikangas³, Georg Bauer¹
¹University of Zurich, Zurich, Switzerland. ²University of Groningen, Groningen, Netherlands. ³Tampere University, Tampere, Finland
- S273 Boundary Management Strategies and Life Satisfaction in Married Couples Working from Home: An Actor-Partner, Surface Response Polynomial Regression Study
Rad Gavril^{1,2}, Maricutoiu Laurentiu-Paul¹
¹Universitatea de Vest din Timișoara, Timișoara, Romania. ²Universitatea de Vest Vasile Goldiș, Arad, Romania
- S274 Spouse Instrumental Support and Work-Family Guilt Jointly Influence Parents' Life Satisfaction
Julie Ménard¹, Geneviève Lavigne², Annie Foucreault¹
¹Université du Québec à Montréal, Montréal, Canada. ²Université du Québec à Trois-Rivières, Trois-Rivières, Canada

Oral Session: Future of Work and Implications for Health, Safety and Well-being II

16:30 - 17:45 Loja

Chair Alison Collins

- O184 Remote and Hybrid Working to Support Disabled Workers: Designing an Inclusive Approach
Alison Collins¹, Calum Carson², Rebecca Florisson³, Paula Holland², Jacqueline Winstanley²
¹Manchester Metropolitan University, Manchester, United Kingdom. ²Lancaster University, Lancaster, United Kingdom. ³Work Foundation, Lancaster University, Lancaster, United Kingdom
- O185 Unlimited Paid Time Off: Navigating Employee Autonomy and Social Pressure
Christine Syrek¹, Jana Kühne^{2,3}, Tim Vahle-Hinz⁴, Jessica de Bloom⁵
¹University of Applied Sciences Bonn-Rhein-Sieg, Rheinbach, Germany. ²Goethe University Frankfurt, Frankfurt, Germany. ³University of Vienna, Vienna, Austria. ⁴Psychologische Hochschule Berlin, Berlin, Germany. ⁵University of Groningen, Groningen, Netherlands
- O186 The Impact of AI Integration and Cultural Orientation on Job Autonomy and Creative Self-Efficacy
Deeviya Francis Xavier, Christian Korunka
University of Vienna, Vienna, Austria
- O187 The Dual Impact of ICT Use at Work on Employee Well-being: A Moderated Mediation Model
Matias Arriagada-Venegas, Eva Ariño-Mateo, Vicente González-Romá
Universitat de València, Valencia, Spain
- O188 Tech Savvy, Thus Less Likely to Burn Out? A Comparative Longitudinal Study of Office-Based and Hybrid Workers
Rita Jakštienė, Ieva Urbanavičiūtė, Arūnas Žiedelis, Jurgita Lazauskaitė-Zabielské
Organizational Psychology Research Centre, Vilnius University, Vilnius, Lithuania

Closing Ceremony

18:00 - 18:30 Auditoriums Deniges



**KEYNOTE
PRESENTATIONS**

K1 Keynote Address: Perils and Promise: Considering the Impact of NextGen Technology on Precarious Workers

Tahira M. Probst

Washington State University, Washington, USA



Dr Tahira M. Probst is a Professor of Psychology at Washington State University (USA) where she directs the Coalition for Healthy and Equitable Workplaces lab.

Her research focuses on the health, safety, and performance-related outcomes of economic stressors (including job insecurity, financial strain, and underemployment), as well as multilevel contextual variables at the organizational, community, and national levels that influence these relationships. A second stream of research focuses on psychosocial predictors of work-related injury under-reporting, with a recent emphasis on health and safety impacts of the pandemic.

She has published 160+ journal articles and book chapters which have appeared in outlets such as Journal of Applied Psychology, Journal of Occupational Health Psychology, Applied Psychology: An International Review, Work & Stress, and Accident Analysis & Prevention. She co-edited the Wiley Handbook on The Psychology of Occupational Health & Safety. Her research has received international attention from major news outlets and trade magazines, including Harvard Business Review and Fortune magazine. She is past Editor of Stress and Health and sits on the Editorial Boards of the Journal of Occupational Health Psychology, Journal of Business and Psychology, Military Psychology, and Occupational Health Science.

Abstract

The Future of Work is here. Nearly half of all occupations are ripe for automation within the next decade. With the launch of ChatGPT and other generative artificial intelligence apps, organizations are increasingly using these tools to perform work tasks that previously required a human to complete. The growing gig economy relies heavily on platform work managed by computer-driven algorithms that monitor workers, evaluate productivity, and make employment-related decisions, often without the intervention of any human agents. Collectively, these Future of Work trends have been termed STARA (Smart Technologies, Artificial Intelligence, Robotics, and Algorithms). As advancements in these NextGen technologies accelerate, there is a critical need to examine the potential perils and promises they pose, particularly for individuals engaged in precarious employment. This keynote will not only highlight the promising aspects of NextGen Technologies, such as increased workplace safety and innovation, but will also scrutinize the potential perils stemming from differential job displacement, algorithmic insecurity, and increased precarity. Finally, the talk will explore the leadership role that Occupational Health Psychology can play in the development of these technological innovations and collaborative strategies that can help mitigate the negative impacts and enhance the benefits of NextGen Technologies for precarious workers.

K2 Keynote Address: Healthy & Resilient Organizations: What we know and what we need to know?

Marisa Salanova

Universitat Jaume I, Castellón, Spain

Dr Marisa Salanova is a full professor on Positive Organizational Psychology at the Jaume I University (UJI), director of the “WANT Research team” and founding partner and outgoing president of the Spanish Society of Positive Psychology.

She has more than 300 publications in the discipline of occupational health psychology and recently her research has focused on positive psychology applied to work, especially in work engagement, flow, self-efficacy, positive and healthy organizations and organizational resilience. In addition, she actively engages in research projects and consulting associated with psychosocial risk management, learning and development, HRM, and applied positive psychology.



Professor Salanova is also a member of the Scientific Committee from the journals *Applied Psychology: An International Review*, *Journal of Occupational Health Psychology*, *Journal of Occupational and Organizational Behaviour*, *European Journal of Work and Organizational Psychology*, and member of international Scientific Organizations, such as the *European Association on Work and Organizational Psychology (EAWOP)*, the *International Association of Applied Psychology (IAPP)*, *Society for Occupational Health Psychology (SOHP)*, and the *International Positive Psychology Association (IPPA)*.

Abstract

The concept of HEalthy and Resilient Organizations (HERO) has gained significant attention not only in scientific circles but also in professional practice and political spheres, particularly in the context of ongoing global health, social, political, and mental health crises. This keynote explores the integration of the HERO model within the framework of Positive Occupational Health Psychology (POP) over the last decade, addressing its conceptual development, stability, and validity across various contexts. We will discuss the best practices and lessons learned from implementing and evaluating the effectiveness of positive psychological interventions aimed at enhancing organizational health and resilience. Drawing on extensive research, this presentation will detail how organizations can maintain operational effectiveness during adversities, adapt to significant changes, and emerge stronger, thereby fostering environments that support well-being and mental health while remaining innovative and effective. This approach not only aligns with contemporary occupational health paradigms but also actively contributes to the broader social fabric by ensuring that work environments are conduits for diversity, equity and inclusion management in organizations.



**EAOHP FORUMS &
SPECIAL SESSIONS**

F1: Research Forum

14:00 - 15:00 Wednesday, 5th June, 2024

Lecrin

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 designing multi-level, multi-stakeholder interventions in complex OHP projects. This interactive session is open to anyone interested in OHP research.

F2: Special Lunchtime Session: Occupational Health Psychology and Migrant Workers' Network

14:00 - 15:00 Wednesday, 5th June, 2024

Loja

Chair: Francisco Díaz Bretones

The University of Granada invites all researchers interested in occupational health psychology and migrant workers to participate in the constitution of a network of researchers on this topic. It is difficult to estimate the number of workers permanently migrated to another country, but the International Labour Office estimated that there are more than 160 million migrant workers around the world and that this is a global phenomenon that will continue to increase in the coming decades. These workers are not only exposed to the psychosocial risks inherent to the work activity itself, but also that their migrant status often brings with it new and stressful life experiences (absence of support networks, lack of language skills in the host country, among others). In addition, in the field of work, they will have to face certain specific risks due to their status as migrant workers, such as various types of discrimination based on their origin, isolation, lack of recognition of previous experiences or difficulties in the development of professional skills and careers, among others, which will generate employment difficulties (in the sense of job insecurity, insecurity, under-qualification) as well as higher levels of frustration, stress and burnout.

For this reason, we would like to propose the creation of a network of researchers involved in the working group on the psychology of occupational health and migrant workers. The objectives of the network will be to promote collaborative research of interest in this area, to develop research projects and consortiums in this area, to exchange information and research experiences, as well as any others that the members of the network may consider.

F3: Special Lunchtime Session: Wolves in Sheep's Clothing: Challenging Misleading Positive Reframings in Occupational Health Psychology

14:00 - 15:00 Wednesday, 5th June, 2024

Costa Tropical

Chair: Franziska Kössler

Occupational health psychology (OHP) and adjacent disciplines have increasingly theorized and investigated the positive side of stressors, such as interpersonal conflicts, illegitimate tasks, or time pressure. However, stressors take a physical and psychological toll, evoke distress and strain, and, thus, involve a certain degree of negativity. Extreme examples include studies that claim to demonstrate the positive side of job insecurity and interpersonal conflicts, by showing positive correlations with work engagement, or productivity. Less apparent

examples highlight the positive effects of leadership styles, such as servant or authentic leadership. In such framings, these leadership styles are portrayed as uniformly positive or even submissive although they often aim at controlling subordinates. Stressing the positive side of stressors and leadership styles without addressing their negative or exploitative core can be harmful for several reasons: First, framing stressors (e.g., illegitimate tasks) in a positive light without acknowledging their negative characteristics does not undo their negative consequences. Second, a positive relationship between a stressor and well-being might be observed due to other (unmeasured) variables, commonly embedded in the social context, or design features that obscure the real relationship. Third, OHP, as an applied science, has to take into account that highlighting the positive side of stressors and leadership styles might suggest a false innocence of these concepts to practitioners, which may lead well-intending practitioners to implement harmful interventions. Nevertheless, academics may not consider these nuances for a variety of reasons, such as publication pressures or a lack of training and incentives for ethical consideration. In a nutshell, we caution against an academic culture that seems increasingly unwilling and unable to “speak truth to power” regarding the detrimental effects of management and workplace practices. In this 60-minute special session, we want to stimulate a critical discussion on counterfactual positive framing of stressors and leadership styles. More specifically, we are going to give a brief input on the topic including examples. Then we are going to explore the causes (e.g., concerning methods), consequences (e.g., concerning theory development), and potential solutions (e.g., in the publishing process) in an open plenary discussion. In the end, we are drawing conclusions based on the results of these discussions.

F4: Special Policy Session – An International Comparison of the Policy Context on Psychosocial Risks and Mental Health at Work

15:00 - 16:30 Wednesday, 5th June, 2024

Poniente

Chair: Aditya Jain, and Daniel Ripa

The need to manage employment and working conditions has become increasingly important, in recent decades, given the significant changes that have taken place in the world of work, including the nature of work and work organization, contractual arrangements and new forms of employment, use of new technology, and changes in workforce demographics. These changes have been further exasperated by the shift away from traditional forms of occupations with a high exposure to physical risks, towards other occupations with exposure to psychosocial risks on the health and vitality of workers, organizations and communities. Linked to psychosocial risks (PSR), issues such as work-related stress and workplace harassment and violence are now widely recognised as major challenges to occupational health, safety and well-being.

A number of policies and approaches have been developed and implemented by various stakeholders at the international, national, regional/sectoral and enterprise level for the improvement of healthy working and employment conditions. However, despite the progresses that have been made, a lot more needs to be done to protect and promote the mental health of the working population in this ever-changing world of work. Within this context, the objectives of this session are to:

- Discuss specific legislation related to psychosocial risk management across countries to assess their content across the key dimensions and taxonomies.
- Analyse case studies from countries where there has been a long tradition of policy approaches on PSR to evaluate how they have worked out in practice.
- Engage stakeholders in the discussion of development of more specific policies (legislation, standards etc.) on PSR.
- Consider how policies can be aligned to promote a preventive approach on PSR at the macro level.

The session includes the following presentations:

- 1) Conceptualisation of work-related psychosocial risks: Moving forward in policy and practice. Stavroula Leka, *University of Lancaster*, and Aditya Jain, *University of Nottingham*
- 2) Psychosocial risks (PSR) vs Mental health: contrasting approaches between France and Japan. Loïc Lerouge, *CNRS-University of Bordeaux*
- 3) Advancing work-related psychological health via national policy: Innovations and insights from Australia. Maureen Dollard and Rachel Potter, *University of South Australia*
- 4) Prevention of psychosocial risk factors: updates from the National Institute for Occupational Safety and Health. Rene Pana-Cryan, *US National Institute for Occupational Safety and Health (NIOSH)*
- 5) Psychosocial risks and mental health at work – EU-OSHA overview & campaign preview. Lorenzo Munar, *European Agency for Safety and Health at Work (EU-OSHA)*

F5: Closed meeting: Healthy Leaders and Managers: A Consultation Exercise

14:00 - 15:00 Wednesday, 5th June, 2024

Loja

Chair: Juliet Hassard and Stavroula Leka

This closed meeting among invited experts explores the theoretical underpinnings and practical developments targeting the development of healthy leaders in psychologically healthy workplaces.

F6: Practice Forum

14:00 - 15:00 Thursday, 6th June, 2024

Lecrin

Chair: Daniel Ripa

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.

F7: Special Lunchtime Session: Why Are We Vague? Towards Conceptual Precision in Occupational Health Psychology

14:00 - 15:00 Thursday, 6th June, 2024

Costa Tropical

Chair: Bram Fleuren

This symposium aims to offer an interactive discussion on conceptual precision in Occupational Health Psychology. Conceptual precision is crucial in science as it facilitates identifying valid operationalizations and promotes the testability of theories. With conceptual precision we refer to providing consistent and specific descriptions that demarcate what the concept is – and what it is not – that suggest how it can be used adequately in research. Accordingly, conceptual precision is a cornerstone of sound research. However, maintaining conceptual precision can be challenging, as it requires careful thinking and critically considering – sometimes ‘established’ – concepts.

We believe that the field of Occupational Health Psychology exhibits conceptual imprecision to a relevant degree. Thus, we aim to offer a discussion on conceptual imprecision, common field-specific examples and reasons potentially driving it. Moreover, the ultimate aim of the symposium is to develop non-moralistic suggestions for handling and avoiding conceptual imprecision at the individual, research group, and organizational level. This will be done in interaction with the audience to stimulate critical reflections and discussion.

The symposium starts by discussing different manifestations of conceptual imprecision. Specifically, we identify different manifestations that include: i) aspecificity of theories and concepts; ii) sustaining vague but 'established' concepts; iii) presentation of categorizations based on frameworks or opinion as given facts; iv) imprecise naming of constructs; v) disconnects between concept and operationalization; vi) umbrella terming; vii) repackaging; and viii) using overly fancy language to explain simple ideas imprecisely. We highlight several potential reasons for these forms of imprecision, ranging from competition among researchers, suboptimal research practice socialization and peer-pressure in collaborations, to following buzzwords and practices to market a paper effectively. By discussing these aspects interactively, we hope to test our own ideas and to collect perspectives from participants in spoken and/or written format.

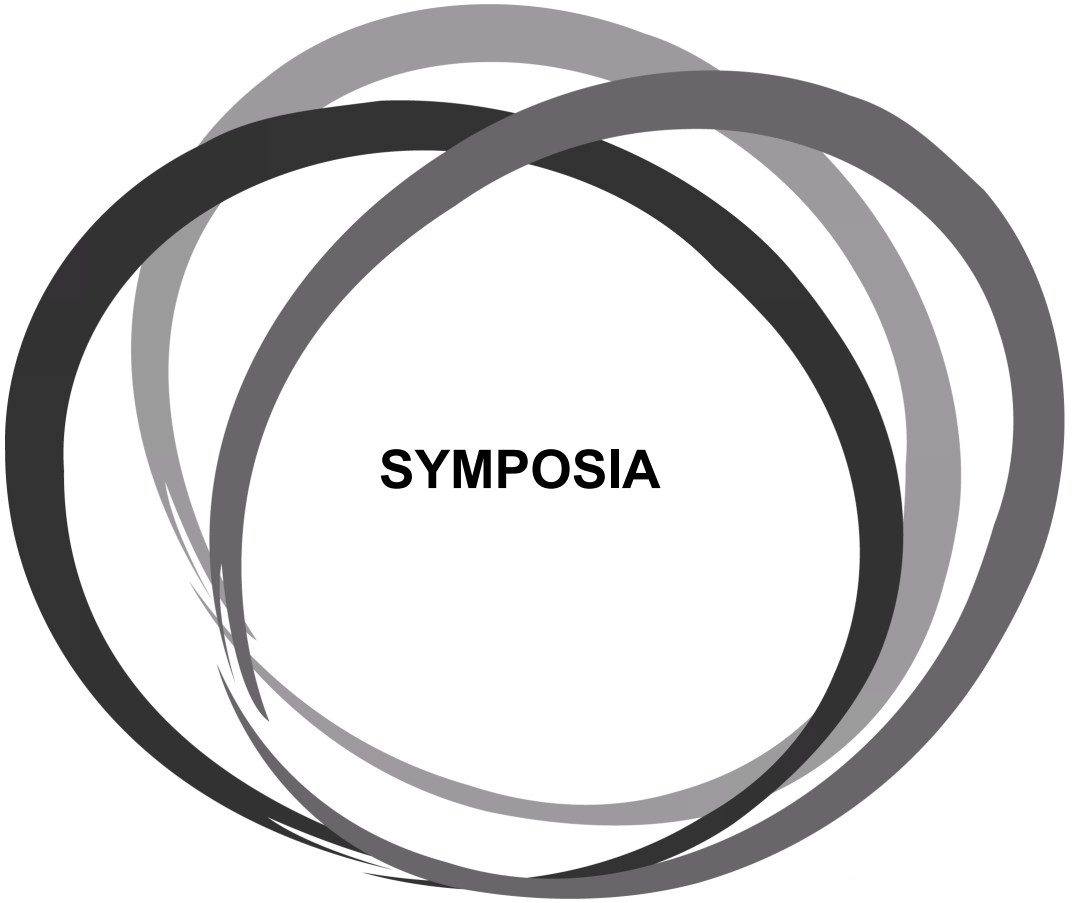
The symposium's second part aims to generate solutions. Specifically, we discuss raising awareness of conceptual precision may foster a conceptually critical culture of debate within Occupational Health Psychology that is more immune against imprecisely defined concepts and inspires constructive exchanges. This may then promote conceptual differentiation and clarification and, consequently, clearer theorizing and empirical testing. To create such a culture, we discuss ways of improving conceptual precision individually, but also in discussions and collaborations with team-members, supervisors, reviewers and editors. By discussing these ideas with attendants, we aim to modestly contribute to ongoing (meta-)debates about the state and goals of our discipline.

F8: ICG-OHP Meeting

14:00 - 15:00 Thursday, 6th June, 2024

Loja

EAOHP Executive Committee



SYMPOSIA

Symposium 1: Job Crafting and Playful Work Design

Chair Arnold Bakker

Discussant: Gavin Slemp

Job crafting refers to the proactive behaviours through which employees actively shape their jobs. Employees can make changes in the form, scope, or number of tasks, or make adjustments in the relational boundaries of work (e.g., collaborate intensively with inspirational colleagues). Employees can also craft their jobs towards their interests by actively seeking job resources, such as social support and feedback. Recently, research has revealed new proactive approaches to job design, including playful work design – a proactive cognitive-behavioural approach to work through which employees make their work activities more fun and more competitive. Both job crafting and playful work design have been shown to have favourable effects on task performance, creativity, and organizational citizenship. Research has also demonstrated strong effects of these proactive work behaviours on experienced meaningfulness and work engagement. Nevertheless, it is important to increase our understanding of how, why, when, and for whom proactive approaches of job design are effective, and to build stronger theories of bottom-up job redesign so that evidence can be translated into more effective real-world applications. Accordingly, the underlying mechanisms and processes that are involved in job crafting and playful work design need to be studied using relevant theories and new paradigms.

In this symposium, we address some of these challenges as we bring together research and experiences from scholars working around the world: Australia, the UK, Greece, and The Netherlands. In the first contribution, Gavin Slemp presents the findings of his qualitative research on job crafting among teachers in Australia. Results indicate that teachers use job crafting in multiple ways, although they experience various hindrances that impede their ability to craft their jobs - which intervention work needs to consider. In the second contribution, Uta Bindl presents the results of a longitudinal study among Church of England (CofE) ministers. Findings show how different forms of goal attainment through job crafting may sustain or inhibit subsequent engagement in crafting one's role at work. The third contribution is by Evangelia Demerouti, who compares the effects of a job crafting intervention versus a Selection, Optimization, and Compensation (SOC) intervention on successful aging among older (45+) Dutch warehouse employees. In the fourth contribution, Yuri Scharp uses a weekly diary study to investigate how leaders influence the playful work design of their followers, including when it is wise to do so. Finally, Arnold Bakker presents the fifth contribution by showing how employees can use playful work design to deal with daily role ambiguity to stay engaged and be creative. Despoina Xanthopoulou (Aristotle University of Thessaloniki) will conclude as the discussant of this symposium.

S1

Job Crafting Among Teachers: A Qualitative Study and Co-Designed Intervention

Gavin Slemp, Jacqui Francis, Dianne Vella-Brodrick

The University of Melbourne, Melbourne, Australia

Introduction: With upwards of 80 million teachers currently employed across all sectors and 68 million new teachers predicted to join the profession by 2030 (UNESCO, 2016), teachers are a critical global workforce. Yet, due to intense job demands, evidence paints a bleak picture of their well-being around the developed world. In Australia, for example, around 76 percent of teachers experience significant stress in a typical work week (NEiTA-ACE, 2021), and 18 percent are likely to meet the criteria for moderate to severe depression (Stapleton et al., 2020). In recent efforts to address this challenge, a promising direction that is beginning to receive attention in both research and practice is job crafting, described as a set of proactive

actions that employees deploy on the job to optimize the fit between their work and their individual needs, interests, and passions (Wrzesniewski & Dutton, 2001). It can also be performed by optimizing the balance between job demands and job resources (Tims & Bakker, 2010). Intervention research suggests job crafting can be effective in facilitating employee engagement, well-being, and performance (Oprea et al., 2019), with early work involving teachers also pointing to beneficial outcomes (e.g., van Wingerden et al., 2017a, 2017b). While this is encouraging, effect sizes are modest and take time to materialize. It is also evident that effects depend on a range of moderating factors, such as the presence or absence of a supportive climate (Zhang & Parker, 2019). We suggest that job crafting interventions for teachers have not yet reached their fullest potential because they do not fully consider the unique challenges, opportunities, and barriers present in the teaching profession. A thorough consideration of these issues can only be achieved by first working *with* teachers to establish their perspective about what makes job crafting feasible or infeasible in the profession. It is also important to identify ways it is applied, and the optimum way to intervene in a profession that is constrained by high workloads, abundant administration, and limited autonomy (Savill-Smith & Scanlon, 2022).

The aim of the present study is to address this gap and to work with teachers to co-design a job crafting intervention that considers these issues. In doing so, we hope that future job crafting interventions with teachers draw on this research to achieve closer alignment with their unique needs and challenges.

Method: Teachers in Australia (N = 26) were invited to participate in an interview to assess a) ways in which they engage in job crafting, b) barriers they face to enacting job crafting, c) enablers they perceive will aid their job crafting efforts, and d) whether they believe it is a viable strategy for intervention in this profession. This was used to develop an initial configuration of a job crafting intervention, from which N = 20 of the initial teachers were re-interviewed to invite feedback.

Results: Teachers job crafted in varied ways that encompassed both promotion- and prevention-oriented behaviours. Perceived barriers to job crafting included limited autonomy and time unavailability, as well as burnout and unsupportive leadership. Perceived enablers were psychological safety, autonomy support, and empowering behaviours from leadership, as well as time to plan job crafting efforts. Teachers believed job crafting interventions would be beneficial if their delivery caters to their needs.

Conclusion: Job crafting is a viable strategy to improve the work experience for teachers, yet interventions need to be sensitive to their distinct needs. Interventions aimed at teachers would benefit from multi-level strategies to concurrently target school leadership, potentially enabling a supportive environment that would allow job crafting to successfully emerge.

S2

Once a Job Crafter, Always a Job Crafter? Investigating Job Crafting in Organizations as a Self-Concordant Process Across Time

Mike Clinton¹, Uta Bindl¹, Keely J. Frasca², Elena Martinescu³

¹King's College London, London, United Kingdom. ²Birkbeck, University of London, London, United Kingdom. ³Vrije Universiteit Amsterdam, Amsterdam, Netherlands

Background: Existing job crafting research offers only limited insights into job crafting's long-term reciprocal relationships, restricting the understanding of ongoing cause and effect. This study offers a dynamic perspective into how the changes that follow periods of job crafting motivate or impede continued crafting of one's role at work and therefore how crafting may be sustained across time. Drawing from self-concordance theorizing, which identifies how goal

pursuit can be maintained over time, we propose a framework of dynamic relationships between job crafting and the attainment of self-concordant work goals and organizational work goals unfolding over time. We argue that job crafting primarily serves self-concordant goals and may only indirectly promote organizational goals through this self-concordant goal mechanism. We also propose that because self-concordant goals entail satisfaction of basic intrinsic needs, attaining them through job crafting may motivate further job crafting and the sustained pursuit of intrinsic need satisfaction. By contrast, we argue the extrinsic nature of organizational goals means their attainment does not satisfy needs in the same way and does not promote further job crafting. In addition, because extrinsic goal outcomes tend to disrupt the regulation of self-concordant goal pursuit, we propose organizational goal attainment may disrupt job crafting behaviour over time.

Method: Data were collected through a longitudinal survey of Church of England (CofE) ministers across six years. The survey investigated factors relating to well-being and effectiveness among a nationally representative sample of ministers across a period in which meaningful change was likely to occur (with time t1-3 spread out across two years, each). The full sample providing usable data included 2670 people (38.1% estimated response rate). Participants were mostly men (63.9%), mean age was 59.8 years (SD = 10.5; range: 25–90 years) and mean tenure as minister was 19.2 years (SD = 12.5; range: 2–65 years).

Results: Hypotheses were tested using manifest variables within cross-lagged panel models. Indirect effects were tested using bias-corrected bootstrapped 95% confidence intervals with 10 000 samples. Interaction effects were probed using ± 1 standard deviations of the moderator. Analyses support a positive reciprocal association between job crafting and self-concordant goal attainment over time, as well as an indirect positive relationship between job crafting and organizational goal attainment via self-concordant goal attainment. However, also in line with our theorizing, organizational goal attainment did not predict subsequent job crafting. Instead, high organizational goal attainment significantly weakened the positive, self-concordant job crafting process over time.

Conclusion: Our framework generates theoretical insights regarding how different forms of goal attainment through job crafting may sustain or inhibit subsequent engagement in crafting one's role at work. Our findings also contribute with clarifying the temporal processes through which employees' engagement in job crafting may benefit organizational goals beyond achieving more worker-centric outcomes. Overall, our research clarifies how job crafting behaviours may change dynamically over time and add to understand what factors can contribute to or impede its longer-term sustainability in organizations.

S3

Successful Aging Through a Job crafting/SOC Intervention: A Field Experiment Among 45+ Blue-Collar Employees

Evangelia Demerouti, Karlijn van den Dungen
Eindhoven University of Technology, Eindhoven, Netherlands

Introduction: Since the nature of work is changing (due to technological advancements) and available opportunities and demands may no longer be suitable for older employees, this group of employees might experience difficulties continuing to work. Due to the aging of the workforce, organizations need to retain older employees and stimulate their sustainable employability, defined as a high work ability (or the degree to which individuals are able to work) and an increased person-job fit (or compatibility between individual's and job characteristics). Based on the Job Demands-Resources theory is suggested that this can be achieved by supporting older employees to use strategies that help them retain manageable job demands and sufficiently high job resources.

The goal of this study is to examine whether employees' overall sustainable employability (measured by person-job fit & work ability), and job performance can be increased through an intervention that trains job crafting (bottom-up adjustment of job characteristics by increasing resources, optimizing demands, seeking challenges, and decreasing demands) and SOC (using Selection, Optimization with Compensation to achieve work goals).

Method: The study was conducted among older (45+) warehouse employees. The intervention employed a pre-post measure including a control group design. The experimental group (N=59) received training. During the training, employees analysed their current job, highlighting strenuous and energizing job characteristics by using their own experiences, and learned about job crafting and the SOC strategies. Then they set one personal goal per week for the five consecutive weeks after the training, namely four job crafting goals (including increasing resources, optimizing demands, seeking challenges, and decreasing demands) and one SOC goal (by selecting a specific work goal, developing an optimized plan, and specifying compensatory strategies to achieve it). The control group (N=29) only completed the questionnaire twice.

Results: The results of repeated measures ANOVAs showed that participation in the intervention was associated with significant increases in job crafting behaviours (i.e., increasing challenges, optimizing demands, and decreasing demands), SOC behaviours (i.e., selection, optimization, and compensation), person-job fit, work ability and task performance for the experimental group compared to the control group. Moreover, multilevel analysis showed that the intervention had an indirect effect on person-job fit as well as current and future work ability through SOC and on task performance through optimizing demands.

Conclusion: It is concluded that supporting older employees to manage their internal (through SOC) and external (through job crafting) demands and resources is a promising intervention strategy to improve their sustainable employability (i.e., person-job fit and work ability) and task performance. Although the study is based on self-reports of sustainable employment and performance, it indicates that job crafting and SOC are valuable tools to combat the problems of the aging workforce.

S4

When is Leading with Playful Work Design Wise? How Subordinates Shape and Attribute Playful Work Design

Yuri S. Scharp¹, Mireia Las Heras², Yasin Rofcanin³

¹Tilburg, Tilburg, Netherlands. ²IESE, Barcelona, Spain. ³Bath University, Bath, United Kingdom

Background: Playful work design (PWD) refers to proactively approaching and performing tasks playfully to attain positively valenced end-states (e.g., amusement, entertainment, drive, achievement). While managers first shunned play as an illicit and subversive act, play has garnered corporate interest in the past decade due to its motivational and transformative potential. Emerging research indicates that self-initiated play during work activities (playful work design) relates positively to employee engagement, performance, and creativity. Therefore, scholars and practitioners have encouraged organizations to signal that playful work design is permissible and actively stimulate playful work design. Yet, the managerial implications remain unclear. Should managers lead with play? Several studies suggest that playful work design can benefit organizations. Yet, the potential drawbacks are seldom studied. Little is known regarding when managers should adopt or avoid play during work. Hence, research from a dynamic and leader-centric perspective is important because adopting playful practices may not be wise for leaders in every situation. Indeed, reviews on leader behaviours have called for

research investigating how the context influences the effectiveness of leader behaviours. Thus, leaders ought to tailor their behaviour to the situation to maximize benefits for the employee and, therefore, the organization. Because play is inherently a dynamic and idiosyncratic phenomenon, we argue that such a tailored approach is essential for playful work design. Our research aims to advance theory and practice by adopting a dynamic and leader-centric approach to play during work. We integrate the wise proactivity framework with social information processing theory to develop a theoretical framework that predicts why and when play initiated by leaders is wise. We predict that the synergy between weekly playful work design by leaders and followers determines leader work engagement (leader-rated) and leader in-role job performance (follower-rated).

Method: Leader-follower dyads from various companies filled out online questionnaires at the end of each work week ($N = 62 \text{ dyads} \times 5.69 \text{ weeks} = 353 \text{ observations}$). At each measurement occasion, we measured playful work design by the leader, playful work design by the follower, leader work engagement (leader-rated), leader in-role job performance (follower-rated).

Results: The results of multilevel and polynomial regression analyses mostly supported our hypotheses. As predicted, the alignment of playful work design by leaders and followers predicted leader work engagement and in-role job performance. In contrast, misalignment undermined leader work engagement and in-role job performance.

Conclusion: Playful work design by leaders is especially wise when they align their behaviours with the playful work design by followers. Namely, while leaders may use playful work design to facilitate their work engagement, their work engagement benefited the most when their playful work design was in harmony with their followers. Similarly, leader in-role job performance as evaluated was highest when playful work design by leaders and followers was aligned (high leader playful work design, high follower playful work design; low leader playful work design, low follower playful work design). Followers gave the lowest performance ratings when they did not initiate play during work activities, but their leaders did.

S5

Turning Ambiguity into Clarity: The Role of Playful Work Design

Arnold Bakker¹, Yuri Scharp², Gavin Slemp³

¹Erasmus University, Rotterdam, Netherlands. ²Tilburg University, Tilburg, Netherlands.

³University of Melbourne, Melbourne, Australia

Role ambiguity refers to a lack of clarity regarding the actions to be taken to achieve work-related goals (Kahn et al., 1964). This stressor may develop when jobs are ill-defined and organizational priorities and objectives are unclear. Employees who are confronted with role ambiguity experience uncertainty and disengagement because they do not know what is expected from them. Meta-analyses have shown that role ambiguity is more likely in jobs that lack important psychological and social resources (e.g., autonomy, feedback from the task, and supportive leadership) (Jackson & Schuler, 1985). In addition, role ambiguity is negatively related to daily work engagement (Tadic et al., 2015) and job performance (Tubre & Collins, 2000).

In the present study, we argue that playful work design can be used to deal with daily experiences of role ambiguity. When employees practice playful work design, they use play and personal initiative to create fun and competition during work activities (Bakker et al., 2020b; Scharp et al., 2023). This involves proactively changing how the work activity is approached and performed to regulate emotions and cognitions. While designing fun focuses on creating light-hearted positive affect such as amusement and entertainment through the use of humour,

imagination, and expressiveness; designing competition aims at fostering pleasure derived from stretching one's skill by segmenting tasks, creating small objectives, and competing with personal performance standards. Playful work design can channel attention towards the task and regulate the personal experience of work (Celestine & Yeo, 2021; Scharp et al., 2023). Recent studies have shown that playful work design is positively related to positive affect, work engagement, and performance (Bakker & Scharp, 2024). In the present study, we propose that playful work design in the form of designing fun can best be used when role ambiguity is low, whereas designing competition can best be used when role ambiguity is high. We hypothesize that daily designing fun has a positive link with daily creativity through work engagement when role ambiguity is low. In addition, we hypothesize that daily designing competition has a positive link with daily creativity through work engagement when role ambiguity is high.

Method: Employees from different occupational backgrounds filled out online questionnaires at the end of each day for one work week (N = 121 persons × 3.75 days = 454 observations). At each measurement occasion, we measured role ambiguity, playful work design, work engagement, and creativity. In the multi-level analyses, we controlled for previous-day work engagement and creativity.

Results: The results of multilevel structural equation analyses indicated that role ambiguity reduced work engagement and creativity. Playfully redesigning work to be more fun and more competitive resulted in increased work engagement and creativity. Importantly, designing fun did not moderate the indirect effect of role ambiguity on creativity, but designing competition did. When role ambiguity was high (vs. low), designing competition facilitated work engagement and creativity.

Conclusion: The present study suggests that playful work design is a strategy that can be used to deal with daily instances of role ambiguity. Particularly designing competition seems to offer employees the goals and clarity needed to effectively deal with role ambiguity, be engaged, and function well. However, our findings tentatively suggest that designing fun may actually undermine work engagement when role ambiguity is high.

Symposium 2: Tailoring Well-being: Examining Transformations of the Healthy Workplace Participatory Program to Address Job Stress in U.S. Workplaces

Chair Suzanne Nobrega

Discussant: Christine Ipsen

Federal public health authorities in the United States have advocated for comprehensive, integrated models for worker health, safety, and well-being program that emphasize worker participation in intervention design and delivery. To facilitate the uptake of participatory program approaches in US workplaces, a practitioner-ready program toolkit, the Healthy Workplace Participatory Program (HWPP), was developed and disseminated. Core features of the HWPP are a two-committee structure to facilitate labour-management collaboration, and a 7-step Intervention, Design, and Analysis Scorecard ("IDEAS") design protocol. The IDEAS protocol engages labour and management to generate integrated interventions that address root causes of job stress or other worker health, safety, or well-being concerns. This symposium includes five presentations to share HWPP evaluation findings and case studies of HWPP implementation in healthcare, non-profit, corrections, and education sectors.

Presentation 1: Development, dissemination, and implementation evaluation of a Healthy Workplace Participatory Program toolkit. This presentation reports on HWPP toolkit uptake, practitioner tools, training needs, and toolkit materials upgrades to support practitioner adoption.

Presentation 2: *We'll try anything: Consultant-facilitated HWPP implementation. What it takes to lead and support a client organization addressing burnout, trauma, and turnover in a youth residential behavioural health treatment setting.* This case study describes the practitioner experience and lessons learned about resource commitment and coaching roles when delivering the HWPP in a client organization.

Presentation 3: *Making it stick: Customizing a Healthy Workplace Participatory Program for scale-up and sustainability in a healthcare workforce.* This case study describes adaptations to team structure to broaden participation, leader training, and creating a self-sustaining protocol for issue identification and intervention planning and implementation.

Presentation 4: *Customizing the Healthy Workplace Participatory Program for a state corrections agency: The HITEC Program.* We share case study findings from a Northeast state corrections agency as they customized HWPP team structures, leader training, and IDEAS protocols in different units to promote internal sustainment of the program.

Presentation 5: *The Educator Well-Being Program: Adapting the Healthy Workplace Participatory Program for use in primary schools within the US.* We will present developmental research to adapt the HWPP terminology, team composition, and participatory design protocol to fit with “flat” management structure and regulatory policies that influence schoolwork organization.

These presentations collectively highlight the diverse challenges and lessons learned in implementing a participatory, worker-centred safety and well-being program across various organizational contexts, emphasizing the importance of strategic customization, adaptability, and tailored approaches to address specific workplace issues.

S6

Development and dissemination of a healthy workplace participatory program: A research-to-practice toolkit for employers and practitioners

Suzanne Nobrega¹, Serena Rice¹, Michelle Robertson^{2,3}, Robert Henning²

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Background: Organizational, participatory interventions have been evaluated as effective for promoting worker well-being while also developing safety, health, and well-being solutions that are relevant and well-accepted by workers. Worker participation in the design and implementation of interventions has positive benefits for workers' self-efficacy and job control. Prior studies have described various European models of organizational interventions and have emphasized the importance of including the participation of employees. In the United States, participatory workplace interventions have received less attention until U.S. public health authorities elevated the importance of worker participation as a defining element of *Total Worker Health*[®] (TWH) programs. In 2014, TWH researchers began disseminating a Healthy Workplace Participatory Program (HWPP) Toolkit developed using participatory action research. The intent was to provide a practitioner-ready suite of materials to facilitate adoption of a participatory, self-sustaining TWH program that centred workers' voices in the design of interventions to advance safety, health and well-being. A key feature of the HWPP is a worker-level design team (DT) and a management steering committee (SC) to facilitate collaboration. The core tool is the *Intervention, Design, and Analysis Scorecard* (IDEAS), a 7-step process for planning interventions that address both work and non-work risks to safety and well-being. The objectives of this paper are to describe the toolkit components, practitioners' usability and training needs, and emerging development needs.

Method: Initial HWPP toolkit components included: program website with pages for organizational readiness preparation; DT and SC team formation protocols; and IDEAS Toolkit quick reference guides. Practitioner usability and program implementation challenges were assessed using training evaluation surveys (n=158) and repeated interviews with five practitioners who were early HWPP implementers. Researchers used evaluation data to upgrade and expand HWPP implementation and training tools, which were evaluated by practitioners for clarity and ease of use. The upgraded materials and protocols were subsequently evaluated in employer-based research settings (healthcare, corrections, transportation, education). Field notes and interview data were collected from occupational health practitioners, organizational leaders, and workers to capture practical knowledge about effective practices and other emerging toolkit needs.

Results: Early program adopters initially expressed challenges knowing how to organize and train a design team; facilitate participatory meetings; and implement the IDEAS meeting steps with confidence. An upgraded HWPP Toolkit website was disseminated in 2019, which provided new implementation manuals with detailed instructions for organizational preparation, team formation and facilitating the IDEAS design steps. Examples of materials upgrades were pre-designed meeting plans with activities, case examples, and facilitation skills training videos. Facilitation skills and leader training and engagement have emerged as critical for supporting successful labour-management participatory design of safety, health, and well-being interventions.

Conclusion: Long-term dissemination and implementation research has enabled development of program tools and training that supports organizational adoption of participatory TWH approaches. Emerging evidence suggests leader-specific materials are needed for organizational implementation of a participatory program toolkit.

S7

We'll Try Anything: Consultant-Facilitated HWPP Implementation. What it Takes To Lead and Support a Client Organization Addressing Burnout, Trauma and Turnover in a Youth Residential Behavioural Health Treatment Setting

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Background: SAIF is a not-for-profit, state-chartered workers' compensation insurance company in the state of Oregon. SAIF insures approximately 55,000 businesses equating to over half a million local workers. Dedicated safety management consultants work with business to improve safety and health within their organizations. SAIF is a *Total Worker Health*® Affiliate. Trillium Family Services is one of Oregon's largest providers of prevention, intensive outpatient, day treatment, psychiatric residential and secure inpatient services. The Healthy Workplace Participatory Program (HWPP) is a toolkit to help employers meaningfully involve front-line workers in identifying root causes and solutions to workplace health, safety, and well-being concerns. Direct care staff at a youth residential behavioural healthcare facility were struggling with client-on-worker violence and burnout, leading to high turnover. Industry standards for violence reduction had been implemented but had little effect on retention and staffs' sense of safety. Organizational leaders recognized the need to try a new approach and agreed to follow their safety management consultant's suggestion to implement a participatory *Total Worker Health* (TWH) approach, using the HWPP process. This case study describes how the safety consultant (a TWH adviser) at a workers compensation provider used the HWPP with their client organization to address these critical issues.

Method: The HWPP two-committee model was adjusted for existing conditions. The Steering Committee role was assigned to an existing executive safety oversight leadership team. A new workplace health and safety team was formed to function as the Design Team and ensure front line workers were involved in the process. This team included direct care workers from the most challenging units, safety and training staff and human resources staff. The consultants served as facilitators and recorders of the IDEAS process. Consultants delivered process training for all participants and just-in-time IDEAS training to the safety and health. Management commitment to the process was evidenced by the permission for team members to meet during work time and funding commitments for proposed interventions.

Results: Proposed interventions focused on increasing a sense of safety and support in the workplace, by improving the training and onboarding program, re-evaluating staff benefits, and offering opportunities for professional development. Some interventions were immediately implemented such as staff wage increases and changes in the structure of the training program. Outcomes such as fewer manual holds and cultural shifts such as more passion, more patience, and less burn-out have been anecdotally identified. Additionally, the entire intervention package has been adopted into the organization's overall strategic planning and recently incorporated into an Organizational Safety Initiative that will be adopted over a three-year period. Consultants wishing to facilitate participatory approaches such as the HWPP should be aware of the time and effort needed to gain expertise in the selected approach. There is additional time cost in delivering training, facilitating meetings and activities and scheduling. Consultants should also be prepared to provide a space wherein workers feel safe to speak about challenging working conditions.

Conclusion: Consultants can be effective facilitators for participatory TWH approaches, particularly if a trusting relationship exists with the organization.

S8

Making it Stick: Customizing a Healthy Workplace Participatory Program for Scale-up and Sustainability in a Healthcare Workforce

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Background: In 2016, researchers from the Center for Promotion of Health in the New England Workplace (CPH-NEW) partnered with a state mental health treatment facility to implement CPH-NEW's Healthy Workplace Participatory Program (HWPP). This program enhances worker participation in designing solutions to safety and well-being issues. The HWPP uses a two-committee structure, the Steering Committee (SC) and the Design Team (DT) to facilitate labour-management dialogue and problem solving. SC members include senior leaders who have budgetary and policy control; DTs include frontline workers and mid-level managers. The DT was trained to utilize the Intervention Design and Analysis Scorecard (IDEAS), a structured 7-step process that involves root cause analysis and intervention design. Two facilitators, representing management and labour, were trained to guide the IDEAS process. These teams used the IDEAS process in several cycles to address specific issues of burnout, poor communication, accountability, and workplace culture change.

Method: Participant interviews and researcher meeting notes were collected during the first IDEAS cycle to assess participant engagement, group dynamics, and collaboration. Program process improvements were needed to strengthen leader engagement, broaden workforce participation, build personnel capacity to sustainably carry on the program. Researchers and program participants worked to adapt protocols in subsequent IDEAS cycles to achieve these improvements.

Results: A first adaptation was made to strengthen leader involvement during the design of workplace culture improvements. Members of the SC and DT independently engaged in identifying the root causes and brainstorming solutions of negative culture. After both teams completed the first two activities independently, members of the DT and SC jointly set selection criteria; prioritized five workplace culture interventions; and created a plan and schedule for implementation. Involving leaders in design activities in more steps of the IDEAS process led to better collaboration and commitment to implementing changes. A second adaptation of the IDEAS process, called the listening session model, has been used to build program sustainability, scale up workforce participation, and address workplace issues such as workplace culture, communication, and accountability. Semi-annually 20-30 members of the workforce are invited to be participants in listening sessions facilitated by DT members to identify root causes and brainstorm solutions for selected safety and well-being concerns. After the listening sessions were completed, the DT members completed a cost-benefit analysis of each activity. Finally, members of the DT and SC together prioritized five interventions for implementation and create a plan and schedule for implementation. The listening session model strengthened DT facilitation and leadership skills, enhanced SC understanding and response to concerns, and increased workforce engagement. This adaptation also streamlined the IDEAS process, allowing for two IDEAS cycles per year, with less staff time required compared to the original protocol.

Conclusion: Long term process evaluation enabled successful customizing of the HWPP protocols to enable adoption as an ongoing organizational well-being program. Core HWPP processes were retained to achieve worker participation, labour-management collaboration, and design of integrated interventions.

S9

Customizing the Healthy Workplace Participatory Program for a state corrections agency: The HITEC Program

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Background: Researchers in the Center for the Promotion of Health in the New England Workplace (CPH-NEW) established a partnership with the Department of Correction (DOC) at the state-level and implemented the Health Improvement Through Employee Control (HITEC) project to engage correctional officers (COs) in the development of health interventions given their known susceptibility to chronic physical and mental health conditions. COs are members of Design Teams (DT) that are guided through a core participatory process known as the Intervention Design and Analysis Scorecard (IDEAS) Tool, a stepwise approach that assists DT members in identifying root causes of safety, health, and well-being issues in the workplace, and later to generate context-specific interventions. Over a 10-year period, DTs were implemented in three prison sites, a supervisor union, a CO union, and most recently, for DOC healthcare personnel. Researchers and DT members recognized the need to adapt the IDEAS process to better fit the culture and characteristics of the correctional workforce, like the lack of access to technology to complete worksheets and presentation materials, difficulty in securing protected meeting time, and the incorporation of the paramilitary language used within DOC (e.g., Warden, Commissioner, etc.). DOC and researchers were interested in building organizational competency to implement and sustain the participatory program as a self-

sustaining agency program. This paper describes how the IDEAS materials and protocols were tailored to fit DOC and the training programs developed to ensure sustainability of the intended program elements.

Methods: Researchers reviewed process evaluation surveys from the years 2018 to 2021 that evaluated the IDEAS Steps and other DT meeting characteristics. Data from these surveys were analysed to guide an IDEAS Tool adaptation process. An organizational training needs assessment was performed within CT DOC to inform the design and development of leadership training on the HITEC process.

Results: Survey analyses revealed the need to generate pre-made materials like surveys and presentation templates for future DT use that are contextualized to DOC culture. Secondary training on later IDEAS steps, guidance on managing communications regarding implementations within DOC, and updating IDEAS worksheets to fit CO's specified preferences were other identified adaptation opportunities.

The organizational needs assessment resulted in the design and development of several workshops that were delivered to executive leadership and top management from January 2022 to November 2022. The original dual committee structure of the HWPP was adapted to introduce multiple new positions, most notably the expansion to a three-committee structure through the addition of an executive steering team that oversees DTs and SCs process across the entire state.

Conclusion: Adaptation efforts focused on tailoring IDEAS Tool materials to match the language and skillset of the DOC workforce to remove barriers to successful completion of each step. The series of workshops delivered throughout 2022 should contribute to a more successful implementation of the HITEC process and increase the support and resources available to DTs. These adaptations are currently being piloted with two new DTs. DT feedback and any further adaptations will also be shared in this presentation.

S10

The Educator Well-Being Program: Adaptation of the Healthy Workplace Participatory Program for use in primary schools within the US

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Background: Primary educator well-being including mental health has been declining in the US. The Center for the Promotion of Health in the New England Workplace's Healthy Workplace Participatory Program (HWPP) uses a participatory approach to improve worker well-being yet has not been fully optimized for educators. The key elements of the HWPP include a facilitated, participatory approach; a two-committee structure including a Steering Committee (SC) of supervisors and a Design Team (DT) of front-line workers; and a 7-step process that involves root causes analysis and intervention design. Schools have a flat organizational structure with few supervisors; the majority are educators. A highly structured school day and numerous staff-led initiatives limit the time that teachers can spend in DT meetings. The Educator Well-Being Program (EWP) was initially created in 2020/2021 as a modified form of the HWPP to address the school-specific context.

Methods: During 2021/2022, the EWP was implemented by the research team in 2 elementary schools. Based on a process evaluation including surveys and interviews, the key difficulties included that the scope of well-being issues and potential interventions identified was beyond

the immediate school span of control; language and procedures were overly complex, the two-committee structure and meeting protocols did not fit well with personnel and time availability. These challenges formed the basis for further adaptations of the EWP.

Results: First, during the problem identification phase, we tailored materials within the root-causes and solution-building steps to prioritize issues and solutions that were in local control, within the school. Next, we simplified and customized the IDEAS terminology to be more relevant to educators. To further address the flat organizational structure of schools with few administrators per building, an Administrator Team (AT) replaced the SC to include only those with resource delegation power. To reduce the time burden of DT members (many of whom felt obliged to participate through all 7 steps) a new Implementation Team (ID) was designated to implement interventions along with the AT. We also encouraged the integration of the EWP with existing committees to optimize energy and time. Scheduled polls were integrated throughout the process to promptly obtain school-wide feedback, support, and prioritization. Lastly, Photovoice, a participatory, qualitative data collection method, was incorporated as an alternative to lengthy needs assessments.

Conclusion: The EWP maintains the core HWPP elements (participatory engagement, multi-team structure, the root causes approach) while meeting the time- and structure-based limitations within primary education.

Symposium 3: Different Stakeholders' Perspectives of Well-being: Antecedents of Affective and Cognitive Resources for Employee, Coworker, and Leader Well-being

Chair Ulrike Fasbender

Discussants: Wladislaw Rivkin, Sharon Clarke

This symposium uncovers different stakeholders' perspectives of well-being. Three studies explore employee well-being, one paper addresses both employee and coworker well-being, and one paper investigates leader well-being. The studies uncover several antecedents of affective and cognitive resources at work and examine their implications for different stakeholders based on self-regulation-, resource-, role-, and further theories. Using the experience sampling method, all studies take the daily dynamics of well-being into account.

First, *Diestel* investigates how emotional labor shapes employee well-being, reflected as resource depletion. Based on self-regulatory theory, the author argues that morning surface acting (the display of emotions that are not genuinely felt) leads to a decline of regulatory resources over the day. This decline is stronger on Mondays because employees have to overcome inner resistance associated with beginning a new workweek.

Second, *Maier, Kühnel, Diestel, and Bledow* investigate the underlying mechanisms linking sleep to employee well-being, as reflected as procrastination and depletion. Integrating resource- and personality-system-interaction theory, they argue that sleep quality leads to affective shift (simultaneous decrease in negative affect and increase in positive affect) because it allows employees to restore their cognitive resources, which reduces procrastination and depletion.

Third, *Ding* and Rivkin explore the contingencies of positive psychology interventions on positive affect as an indicator of well-being. Based on media richness theory, they investigate the effectiveness of different media formats (audio, video, virtual reality) of a micro-intervention assuming that richer media leads to higher positive affect.

Fourth, Fasbender, Rivkin, and *Gerpott* uncover how perspective-taking is linked to both employee and coworker well-being, operationalized as subjective vitality. Based on self-regulation theory, the authors argue that perspective-taking is useful to co-workers as they receive more support and therefore experience higher subjective vitality, while perspective-taking is effortful for employees themselves as it depletes self-regulatory resources, which reduces subjective vitality over the day.

Fifth, *Giannakoudi*, Keller, Scheibe, and de Bloom explore leader well-being, operationalized as meaningfulness and loneliness. Based on role theory, they argue that performance monitoring is linked to higher meaningfulness through role conformity, and to higher longlines through social distance. The authors further argue that these indirect effects are stronger if employees' work locations vary within the team because leaders require more effort to monitor performance in dynamic environments.

Our discussant *Sharon Clarke* will integrate the different perspectives, highlight overarching trends, and provide future research directions to facilitate our understanding of employee, coworker, and leader well-being.

S11

Monday Blues and Emotional Labor: How Morning Surface Acting Shapes Daily Depletion Trajectories on Different Weekdays

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Beginning the workday already depleted can largely impair self-regulatory functioning and well-being (Hülshager, 2016; Lanaj et al., 2014). While most studies centre around daily or person-related antecedents of resource depletion (e.g., Lee et al., 2023; Rivkin et al., 2023), the role of particular weekdays has been scarcely considered, especially when employees must invest resources to exert self-control (Kotabe & Hofmann, 2015; Lian et al., 2017). These resources are commonly referred to as self-control or cognitive resources (Yam et al., 2014) that linearly deplete over the course of a workday (Lee et al., 2023).

On the basis of self-regulatory theories (Lian et al., 2017), I propose that employees have to prepare and adapt themselves to work requirements at the beginning of the week, thereby investing cognitive resources. That is, on Mondays, employees should perceive higher levels of resource depletion as compared to other weekdays as they have to overcome inner resistances after being in a recreation mode. Moreover, if employees engage in surface acting (showing required emotions that are not truly felt, Grandey, 2000) at the beginning of the workday, they tax their limited resources, thereby restricting their self-regulatory functioning during the rest of the workday. In other words, demanding or depleting job situations in the morning shape daily declines in resource availability. Finally, and more importantly, the effect of morning surface acting on daily trajectories in resource depletion should be stronger on Mondays as compared to other weekdays. This is because employees must put disproportionately high effort into self-control when facing both the start of the week and high emotional labour. As a result, surface acting on Monday mornings will lead to experiences of high resource depletion during the whole workday. In conclusion, I predict an interaction of Monday and morning surface acting on daily depletion trajectories (Hypothesis 1): Depletion will be highest throughout the workday, when surface acting is high on Monday mornings. On other workdays, resource depletion increases regardless of morning surface acting.

My hypotheses were tested in a daily diary study with 56 participants who completed four surveys each day over the course of two workweeks. Morning surface acting was assessed at

Time 1 (three items, Brotheridge & Lee, 2003), where cognitive depletion was measured at all Times (five items, Bertrams et al., 2011). Multilevel latent growth curve modelling showed significant linear within-day increases in resource depletion from Time 1 to 4. These increases were significantly predicted by an interaction between surface acting with weekdays (Monday vs. other weekdays) (Hypothesis 1). As predicted, resource depletion was highest and did not increase from Time 1 to 4, when surface acting on Monday mornings was high (in all other cases, the linear slope of depletion was positive and significant).

My findings suggest a stronger scope on the role of weekdays that determine when and how job demands impair daily self-regulatory functioning. Moreover, employees should be prevented from engaging in high emotion control on Monday mornings, thereby allowing them to better conserve their limited resources and stabilize their well-being.

S12

From Restful Nights to Good Days: The Relevance of Sleep Quality and Affective Shift for Work-Related Procrastination and Depletion

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Although the importance of sleep for employees' well-being (e.g., Kühnel et al., 2017) and its links to procrastination and depletion (e.g., Kühnel et al., 2016; Lanaj et al., 2014) have been emphasized in previous research, the mechanisms underlying these relationships have not yet been examined. Drawing on resource-based theories (Hobfoll, 2011; Vohs & Baumeister, 2016) and the PSI Theory (Kuhl, 2001), we propose that affective shift, defined as the simultaneous decrease in negative affect and increase in positive affect (e.g., Bledow et al., 2011), mediates the effect of sleep quality on procrastination and depletion.

Restoring cognitive resources during high-quality sleep at night (Kühnel et al., 2016) enables affect regulation (e.g., Ridder and Wit, 2006) and should thus facilitate affect shifts at work. The upregulation of positive and the downregulation of negative affect bridge the action initiation-gap (Kuhl, 2001) and should prevent the delay of initiating or completing activities (e.g., Howell et al., 2006). Therefore, affective shift should result in lower procrastination. Further, affective shift is expected to prevent or reduce physiological stress response (Baumann et al., 2005) and subsequently inhibits depletion, compared to lingering negative affect seen as unsuccessful affect regulation (Leger et al., 2018). Therefore, we assume that affective shift negatively predicts depletion. In conclusion, we hypothesize that after nights with high-quality sleep compared to nights with low-quality sleep employees more likely induce affective shifts the next day, and therefore experience less procrastination at work and depletion after work.

To test our hypotheses, we conducted a daily diary study with 136 employees. Participants completed three questionnaires each day over the course of two workweeks: the first questionnaire assessed sleep quality (single item from PSQI by Buysse et al., 1989), and positive and negative affect (PANAS by Watson et al., 1988) at the beginning of the workday (t1), the second questionnaire assessed positive and negative affect at lunchtime (t2), and the third questionnaire assessed depletion (five items capturing depletion of cognitive and energetic resources from Bertrams et al., 2011), procrastination (TPS by Tuckman, 1991), and positive and negative affect at the end of work (t3).

Results from multilevel analyses showed that previous night's sleep quality positively predicted affective shift during the workday. Further, on days with more affective shifts participants reported less procrastination throughout the workday and lower depletion at the end of work. Our findings also revealed negative indirect effects of sleep quality on procrastination and depletion via affective shift.

Addressing limitations, we did not examine personal and situational factors that may alter the effects of sleep quality and affective shift on procrastination and depletion. To enhance successful affect regulation and therefore, prevent work-related procrastination and depletion we recommend fostering sleep quality by trainings. Additionally, organizations could take care that employees' sleep is not endangered by e.g. work-related extended availability.

S13

A Tale of Three Media: An Exploration of Media Format on Effectiveness of a Micro-Intervention.

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While the emerging subfield of micro-interventions within Positive Psychology Interventions (PPI) has consistently demonstrated immediate positive effects on various well-being outcomes, what remains unclear is how their temporal effects develop over time. Compounding this knowledge gap is the advent of virtual reality (VR), an increasingly popular medium for delivering PPIs which raises questions about the potential of such technologies in micro-intervention effectiveness. Accordingly, we ask the research questions: a) What are the effects of micro-interventions during the day and b) What is the most effective delivery method of micro-interventions? To examine these inquiries, we attempt to test the following questions: a) How long does the micro-intervention impact positive affect during the day and b) What media format for the micro-intervention will deliver the strongest impact on positive affect during the day?

We collected data drawn from 74 UK employees from Prolific Academic, a high-quality online crowdsourcing platform. The study utilised the Experience Sampling Method where, for ten consecutive workdays from Monday to Friday, participants received surveys at four timepoints: 2 hours (T1), 4 hours (T2), 6 hours (T3) and 8 hours (T4) after their start-of-work times. At T1, participants self-reported pre-intervention levels of positive affect followed by one of four randomly assigned conditions, namely, a control condition or a six-minute well-being micro-intervention incorporating 360° nature videos alongside synchronised audio presented in VR, video or audio-only format. Afterwards, positive affect was assessed promptly at post-intervention and at subsequent timepoints.

Multilevel modelling revealed that both the audio and VR format exhibited inconsistent effects over time at the day-level where significant positive impact was found on positive affect at T1 and T3. By contrast, the video format was the most consistent, with significant positive effects found from T1 through to T3. Additional analyses utilising latent change score modelling revealed that the video condition significantly predicted latent change scores of positive affect during T1 to T2 and T1 to T3 though non-significant during T2 to T3. By contrast, the VR condition exhibited significant effect only during T1 to T3 whereas the audio condition yielded no significant findings.

There were both expected and unexpected findings. According to Media Richness Theory (MRT), "richer" media such as virtual reality (VR) are capable of transmitting higher levels of

information and thus are expected to possess greater effectiveness compared to “leaner” channels. While the findings do indicate inconsistent positive effects in the audio condition, the VR condition likewise exhibited irregularities in its impact on positive affect. The value of these findings is twofold. Theoretically, this contributes to the growing literature on the adverse effects of utilising VRs where high immersion can act as seductive details that entices users’ interests but may ultimately distract them from the intended goals of the micro-intervention. Practically, the findings of this research reveal that opting for leaner channels with moderate levels of immersion, as in the video format, are the most effective for micro-interventions. Furthermore, the impact on positive affect across all formats dissipated within a six-hour timeframe (T4).

S14

The Way You Make Me Feel: How Perspective Taking Shapes Self and Coworker Subjective Vitality

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Perspective taking refers to seeing the world through another’s eyes. Due to its multi-fold benefits, mainly for others, it is generally encouraged by organizations. What has been largely overlooked is that perspective taking is a dynamic phenomenon that takes two to tango, the perspective taker and the target of perspective taking. In this study, we thus adopt a dyadic lens to better understand how a focal employee’s perspective taking may benefit their co-worker’s subjective vitality on a given day, while simultaneously harming the subjective vitality of the focal employee.

To develop our theoretical arguments for perspective taking as a double-edged sword, we draw from self-regulation theory to disentangle the daily dynamic mechanisms through which perspective taking impacts the subjective vitality of the focal employee and their colleagues. In terms of the focal employee, we argue that on days when the focal employee engages in more perspective taking, their self-regulatory resource depletion is increased because they need to invest energy to take the perspective of the other. As a result, we expect that their subjective vitality at the end of that day is lower. For the co-worker, we propose that on days with higher received perspective taking, their perceptions of received support are enhanced, which has positive downstream consequences that manifest in increased daily subjective vitality. We test the proposed research model with data from an experience sampling study with 89 co-worker dyads (N = 178 individuals) who were asked to fill in three daily surveys over the course of two working weeks.

The findings largely support our hypotheses. More specifically, the data indicate a costly process of self-regulation for the focal employee that manifests in the depletion of regulatory resources and a beneficial other-oriented resource process for the target of perspective taking in the form of perceived support. We discuss the broader implications of our findings that challenge the mainly positive view on perspective taking, which has dominated extant research. Moreover, we offer germane practical implications that integrate our findings with extant research on self-regulation theory. Importantly, we are not concluding that employees should engage in less perspective taking at work. Instead, our findings offer relevant starting points for interventions by highlighting the self-regulatory resources that need to be invested by the perspective taker, which entails a risk to their well-being. Supporting the replenishment of such self-regulatory resources is thus a promising endeavour for organizations that want to foster the well-being of everyone.

S15

Leading Hybrid Teams: The Paradoxical Well-being Outcomes of Performance Monitoring for Leaders

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Background: Employees increasingly gain autonomy in choosing their work locations, mostly through hybrid work arrangements. While work location autonomy can benefit employees (e.g., in terms of increased flexibility and task performance), it is unclear how employees' increased work location autonomy impacts their leaders. Specifically, when team members can choose their daily work location, at any given day, some team members may work on-site, while others work remotely. Therefore, leaders of hybrid teams face a dynamic environment in which they oftentimes have to simultaneously attend to team members both in the office and remotely. This likely challenges the implementation of core managerial tasks, such as performance monitoring. However, we lack empirical insights into the underlying processes of how such simultaneous attention to different work locations affects leaders' daily managerial tasks and their subjective experiences at work. Therefore, with this study we aim to understand how performance monitoring affects leaders' daily work experiences and well-being at work in the hybrid work setting. Drawing from role theory, we propose a dual pathway model and introduce perceived role conformity and social distance as two outcomes of performance monitoring that further predict work meaningfulness and leader loneliness, respectively. Performance monitoring is a task that is typically ascribed to the leader role, therefore, when leaders monitor employees' performance, they fulfil the expectations associated with their role. Further, the leader role by definition entails a hierarchical distance between leaders and employees, which leaders may perceive as more pronounced when they engage in behaviours that are prototypical of the leader role, such as performance monitoring. Additionally, we propose that in the hybrid work context where leaders have to simultaneously attend to different work locations, performance monitoring will be more effortful and therefore the effects on leaders' work experiences will be strengthened.

Method: One-hundred twenty leaders of hybrid teams were recruited via a panel company. After completing a baseline questionnaire, leaders received three daily questionnaires for ten consecutive workdays. The constructs of interest were assessed before lunch time (i.e., performance monitoring, employee work locations, effort), in the afternoon (i.e., role conformity, social distance), and at the end of the workday (i.e., work meaningfulness, leader loneliness) using validated self-report scales. Data is analysed using multilevel analyses.

Preliminary results: Preliminary within-person correlations show a positive correlation between performance monitoring and perceived role conformity on the daily level. In turn, role conformity is positively associated with work meaningfulness on the daily level. Surprisingly, no within-person correlation was found between daily employee work locations and daily effort reported by leaders.

Conclusion: This study shifts the focus to the impact of daily leader tasks on leaders' subjective experiences and well-being in the hybrid work context.

Symposium 4: Integrating Research on Workplace Mistreatment, Part One: The Case of Bystanders

Chair Kara Ng

Discussant: Caroline Bastiaensen

Workplace mistreatment covers a variety of negative interpersonal acts harming employees at work, such as bullying, discrimination, and aggression. Research has consistently demonstrated that mistreatment negatively affects not only targets, but also bystanders, teams,

organizations, and societies (e.g., Boudrias et al., 2021; Kline & Lewis, 2019). These far-reaching effects emphasise the importance for researchers and practitioners to develop further insights into understanding, mitigating, and preventing workplace mistreatment.

Despite its popularity in organizational research, the topic of mistreatment has remained fragmented across separate research silos. Nevertheless, studying various forms of workplace mistreatment together is essential for building a comprehensive understanding of common dynamics and root causes, leading to the development of holistic interventions. Such an approach can help address complex issues such as intersectionality, enhance measurement tools, and inform approaches to cultivating a healthier system of work. Accordingly, we present a two-part symposium integrating recent developments in existing knowledge on different types of mistreatment, fostering a more holistic perspective on bystanders (part one) and an integrated discussion towards more effective interventions (part two).

This first part focuses on bystanders, who witness and can affect mistreatment, but are not directly involved in it. It helps researchers and practitioners understand that bystanders are active social agents whose roles need to be acknowledged in most mistreatment interventions. Our session consists of five papers examining different forms of workplace mistreatment using a variety of study designs (i.e., meta-analysis, experiments, field studies, intervention evaluation).

Our first presentation (Holm et al.; Malmö University, Sweden) discusses the simultaneous effects of experiencing and witnessing bullying. Our second presentation (Bredehorst et al.; University of Cologne, Germany) is a meta-analysis of how different parties confront workplace mistreatment. The third presentation (Einarsen et al.; BI Business School, Norway) examines how bystanders' responses are influenced by perceived social identity with victims and perpetrators using field and experimental designs. Despite growing interest in bystander research, there is less research on certain sectors where mistreatment is high and from multiple sources. In our fourth presentation, Størdal et al. (Norwegian Police University College, Norway) address the development, piloting and evaluation of a workplace sexual harassment intervention in Norway. Our last presentation (Vandenhouwe et al.; KU Leuven) builds upon the police context, investigating the relationship between police officers and ordinary citizens, who may become bystanders in police interventions. Specifically, this study examines how officers' procedural fairness influences citizens' appraisals of legitimacy and co-operative behaviours.

S16

Independent and Combined Effects of Experienced and Witnessed Workplace Bullying on Psychological Well-Being: A Person-Centred Analysis in the Swedish Healthcare Sector

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Background: Workplace bullying is a severe workplace stressor, with detrimental consequences for individuals and organizations (Nielsen & Einarsen, 2018). The negative relationship between experiencing workplace bullying and psychological well-being is well documented (for a meta-analysis, see Hershcovis, 2011). Over the recent years, research has increasingly come to focus on workplace bullying bystanders (e.g., Ng et al., 2020), and the possible psychological outcomes of witnessing bullying in the workplace as well. In recent studies, witnessing workplace bullying has been found to be associated with lower levels of well-being, indicating that bullying also may result in strain for bystanders (Sprigg et al., 2019). Although the literature on outcomes of both experienced and witnessed workplace bullying is expanding, few studies have investigated the combined effects of both experienced and witnessed workplace bullying on psychological well-being. There is also limited knowledge

about change in exposure over time (i.e., when an employee shifts from being a bystander to a target, or vice versa). Consequently, this study aims to explore the independent, as well as combined, effects of experienced and witnessed workplace bullying on psychological well-being. By taking a person-centred approach, the study aims to identify different clusters of workplace bullying exposure (such as being a target or bystander, both target and bystander, or neither), and investigate whether, and how, levels of well-being vary over clusters. A final aim is to explore if, and how, employees shift between clusters over time.

Method: An online questionnaire was completed by Swedish healthcare professionals (predominately physicians, nurses, and assistant nurses) at two time points (t1 and t2), over the course of six months. This resulted in a sample of N = 1590 respondents at time 1, as well as N = 1616 respondents at time 2. Of the sample, 1144 respondents provided data at both measurement occasions, which could be used for longitudinal analysis. The survey included items measuring experienced workplace bullying, witnessed workplace bullying, and psychological well-being, in addition to demographic variables.

Results: The respondents were classified into four clusters at t1. The clusters were comprised of (1) respondents that reported neither experiencing nor witnessing workplace bullying (N = 1295), (2) respondents that reported having witnessed, but not experienced workplace bullying (N = 171), (3) respondents that reported having experienced, but not witnessed workplace bullying (N = 36), as well as (4), respondents that had both experienced and witnessed workplace bullying (N = 86). The results showed that levels of psychological well-being differed significantly across the clusters. The study also explored shifts between clusters across the two measurement points.

Conclusion: The present study explored different combinations of workplace bullying exposure, and subsequent relationships to psychological well-being. The results add to the literature by demonstrating how varying types of workplace bullying exposure relates to psychological well-being, highlighting both independent and additive effects of experienced and witnessed workplace bullying on psychological well-being. The study also provides insights into change in bullying exposure over time.

S17

How to Effectively Confront Discrimination: A Meta-Analysis.

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Background: Discrimination continues to be a widespread problem with deeply ingrained effects on those targeted especially in the workplace. The literature extensively documents these negative impacts of discrimination, underscoring significant issues such as stress and decreased well-being. Against the backdrop of these severe outcomes, addressing discrimination through direct confrontations by the targets themselves or by bystanders has become increasingly important. Bystander intervention allows those not directly affected to actively support targeted individuals or groups. This is essential because the burden of addressing discrimination should not rest solely on the shoulders of minority groups, and bystander involvement can protect these groups from the damage caused by discrimination. Confronting discrimination requires a complex weighing of risks and benefits for all parties involved. Research on strategies for combating discrimination is inconsistent and not holistic, often focusing on one party rather than including perpetrators, bystanders, targets, and observers. Existing syntheses of confrontation strategies are narrative, lacking quantitative or meta-analytic estimates of effectiveness. This meta-analysis is designed to fill the existing research gap by systematically assessing the advantages and disadvantages of various styles

of confrontation, whether initiated by the targets or bystanders, across different contexts. In addition, our meta-analytic approach expands upon previous research by not focusing solely on one group affected by the act of confronting discrimination but taking a multifocal view that considers all involved parties (i.e., targets, perpetrators, bystanders, and observers).

Method: In our meta-analysis, we systematically review all experimental studies ($k = >100$ studies; $n = >10,000$ participants) that have manipulated confrontation styles within the context of discrimination and systematically assess the impact of these styles. We review the breadth of theories used in existing literature for each affected party and develop a multifocal framework for confronting discrimination. In addition, we calculate average effect sizes for different confrontation styles on key outcome variables for all parties and run moderator analysis to explain the heterogeneity in results.

Results: From our meta-analytic review, we present three key results: We demonstrate that the act of confronting discrimination results in positive outcomes for perpetrators, confronters, and targets, as well as observers, as opposed to not confronting at all. Moreover, we offer guidance on which style of confrontation (e.g., hostile vs. calm; direct vs. indirect) is most beneficial for each party. Finally, we consider how context factors such as the nature of the discriminatory act, the context in which discrimination takes place, and the identity of the person confronting it affect the outcomes, to provide tailored recommendations depending on the situation.

Conclusion: Confronting discrimination is an effective way to encourage perpetrators to reconsider their attitudes and behaviours, motivate other observers to stand-up in future, strengthen the well-being of targets, and to be positively evaluated as a confronter. We present concrete implications for future research and practical recommendations for designing effective interventions that encourage individuals to become proactive advocates against discrimination, fostering an inclusive environment for all employees.

S18

Bystander Behaviour, Shared Identity, and Workplace Bullying.

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Introduction: This study investigates social identity processes involved in bystander responses to bullying. It aims to explore whether bystanders' likelihood of intervening in bullying incidents is influenced by (a) their shared social identity with the perpetrator and victim, and b) the perceived shared social identity between the perpetrator and victim. Workplace bullying impacts victims, bystanders, and the organizational environment (Nielsen & Einarsen, 2018). Therefore, understanding the dynamics of bullying, including its antecedents and effects on victims, is crucial for prevention (Nielsen & Einarsen, 2018). However, less attention has been given to bystanders' reactions in such situations. Bystanders, typically colleagues, can mitigate or intensify bullying through actions or inactions (Lutgen-Sandvik, 2006). Coyne and colleagues (2019) noted that bystanders with a closer social identity to the victim, such as friends, are more likely to intervene and express sympathy, contrasted with those aligned with the perpetrator.

Shared social identity, defined as the perception of belonging to a common social group (Neville et al., 2022), combines group unity (Lickel et al., 2000) and individual membership perspectives (Tajfel, 1979). Previous research has demonstrated that shared identity between bystanders and victims can facilitate intervention (Levine et al., 2005, 2008), and that perceived

shared identity between perpetrators and victims can hinder it (Levine, 1999; Reicher et al., 2006). However, comparatively little research has examined the relationship between bystanders and perpetrators, and the social identity approach to bystander intervention has not yet been applied to workplace bullying. Our study seeks to explore these dynamics in the context of workplace bullying. We aim to examine whether similar trends observed in violent incidents (e.g., social identity alignment with victim or perpetrator) are associated with bystander behaviour in bullying scenarios within similar and different identity groups (e.g., academic background, department, or workplace).

Method: We will first conduct a correlational study with participants who have witnessed workplace bullying. Participants are asked to reflect on specific bullying incidents they have observed at their workplace to provide their responses. We assess factors such as identification with their organization, shared identity with the perpetrator and the victim, responsibility to protect the organization's reputation, emphasis on achieving organizational goals, and intervention actions. An experimental study will then provide participants with a vignette of workplace bullying in which we manipulate shared social identities. Participants' social identities are aligned in various ways: exclusively with the victim, exclusively with the perpetrator, with both, or with neither. We measure the same variables as in Study 1 to evaluate how changes in perceived social identity influence bystander reactions to bullying.

Results: We hypothesize that in both studies shared identification between the bystander (participant) with the victim will be positively associated with intervention, but that perceived shared identity between the perpetrator and victim will be negatively associated with intervention. We also expect indirect effects between the participant's relationship with the perpetrator and intervention through perceived organizational goals and responsibility to protect the group's reputation.

S19

One Size Fits All? The Development and Evaluation of a Bystander Intervention on Sexual Harassment in the Police

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Background. Sexual harassment (SH) is a severe workplace issue that threatens employees' health and well-being. Despite increasing Nordic research on SH, specific knowledge gaps remain such as the intersectional dimensions of SH, marginalised groups' particular vulnerability to SH, and the role of bystanders and perpetrators in SH intervention work. As a part of the NordForsk funded research project UISH and drawing on national and international research efforts on SH, organizational culture, the police as well as gender and intersecting inequalities, this PhD project employs mixed methods to explore how SH may be successfully prevented.

The project particularly addresses the bystander perspective, and the presentation introduces the planned content of the first paper of the PhD. In this paper we describe the development, piloting, and evaluation of a Norwegian version of the bystander intervention "Intervene-Sexual Harassment (Intervene-SH)". Based on "Intervene", another Danish bystander intervention targeting bullying at work (Mikkelsen & Høgh, 2019), Intervene-SH (Nielsen et al., 2023), employs vignettes portraying real life situations, characters, and dynamics, to enable dialogues among employees on bystander behaviour and risk situations for SH. The Norwegian version of the Intervene-SH follows the same structure while specifically targeting the police and with

an increased focus on intersectionality. The main research question of the present study is: What are the perceived effects of the bystander intervention Intervene-SH on sexual harassment in the police?

Method and procedure. Using group interviews distributed to leaders, employees, employee- and union representatives, this pilot study explores potential effects of the elaborated version of “Intervene-SH” as well as perceived barriers in relation to the implementation of the intervention.

Expected results. A qualitative study of the effects of the original “Intervene” intervention, directed at bullying at work, showed that the intervention increased awareness of constructive bystander behaviour and of risk situations for bullying (Mikkelsen & Høgh, 2019). Hence, we expect changes in attitudes towards SH, increases awareness of constructive bystander behaviour and of risk situations as well as increased prosocial bystander behaviour from baseline to follow-up.

Conclusion. The results from this current study contributes to research and practice on the effect of bystander interventions with a specific focus on preventing SH at work in general, and in the police in particular. Limitations and practical implications will be presented.

S20

Understanding Bystander Attitudes and Behaviour During Police Interventions: A Test of the Procedural Justice Effect Under Different Bystander-Target Relations

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Background: While the responsibilities of police officers (PO) in society are well-defined, their relationship with the public is complex. This makes research aimed at understanding police-citizen interactions important. A well-established line of police research states that procedural justice (PJ) treatment by POs enhances public acceptance of their legitimacy, further ensuring general cooperation, obedience, and satisfaction from citizens. However, one citizen role that seems generally underexplored in this context is the role of bystanders. Previous research already acknowledged the role of bystanders in the police context, as conflict initiated by bystanders may create a lot of added stressors. Further, vignette research found that respondents with a third-person perspective on interventions are also influenced by the PJ behaviour of POs. This study adds to this by examining whether the PJ effect replicates to citizens specifically put in a bystander role. We further explore a boundary condition to this PJ effect for bystanders: bystanders might react to observing negative decision outcomes, regardless of whether they are delivered in a (un)fair manner, when they have a close social relation towards the recipient. Drawing on the bystander effect and organizational justice literature, we propose that the closer bystanders are to the intervention target, the more they see the negative outcome of the target as relevant to themselves, rendering the PJ effect weaker.

Method: A between-subjects vignette study presents respondents with a situation in which they are bystander to a minor traffic incident between a PO and a target, resulting in a negative outcome for the target. The design crosses two factors: PJ enactment and bystander-target relation. PJ enactment was manipulated by letting the PO treat the target in a way consistent with (voice for target; neutrality in decision-making; respect; trustworthy motives) or opposite to (no voice for target; personal bias; rude; no trustworthy motives) the four components of PJ. Social relation was manipulated by representing the target as a stranger or as the friend of the respondent. The outcome variables of interest are 1) reported helping behaviour towards the

PO and target; 2) the encounter-specific legitimacy attitudes of trust in the PO, obligation to obey, and willingness to cooperate; and 3) distributive justice perception.

Expected Results: We expect a main effect of PJ: legitimacy attitudes and helping behaviour towards the PO are higher in the just vs. unjust condition. We expect a main effect of relation on helping behaviour: respondents indicate to exert less helping behaviour towards the PO and more towards the target in the friend vs. stranger condition. Lastly, we expect an interaction effect: the PJ effect is weaker for the friend vs. stranger condition.

Conclusion: This research may inform POs, who oftentimes based on the scientific police literature get the advice to act as procedurally fair as possible, that bystander cooperation is not always a given and might be influenced by more than the fair behaviour of the officer.

Symposium 5: Well-Being in Academia: How to Create, Boost and Measure it

Chair Luisa Solms

Discussant: Machteld van den Heuvel

Worldwide, academics report high levels of work pressure, distress and burnout. This lack of well-being is alarming because it threatens the health and employability of individual academics and the success of universities and higher education in general. While traditionally, academics reported to suffer from high workloads, including the pressure to publish, recently, additional demands associated with the use of communication technologies have emerged (Parkin et al., 2023). Furthermore, academics often lack resources, such as job security, which adds to academics' ill-being. Notably, academics in temporary positions, including PhD candidates, reportedly struggle most, and as such warrant special attention in research and practice (Levecque et al., 2017). Taken together, there is a strong need for intervention strategies that promote academics' well-being effectively and sustainably.

This symposium aims to contribute to our understanding of the topics outlined above with five presentations. Specifically, the first contribution by Braakman and colleagues focuses on the development and validation of a new scale to measure work pressure. While it is common to operationalize well-being in terms of burnout and work engagement, this paper makes an important contribution by offering a more proximal measure of workplace well-being. The second presentation by Tanimoto and colleagues explores how job insecurity affects academics in Sweden. By using a qualitative approach, this study provides a nuanced understanding of how the structural lack of job resources affects the experiences and perceptions of academics. Next, the presentation by Zadow and colleagues focuses on "new" types of technology-related job demands and resources. Specifically, by introducing a novel scale to assess digital job demands and resources, Zadow et al.'s research sheds light on how to measure the challenges and opportunities that academics face in the digital age. The fourth contribution focuses on a vulnerable group of academics, namely PhD candidates. Using a network approach, Solms and colleagues explore how different job demands, and job and personal resources jointly promote or impede PhD candidates' well-being. Finally, Christensen and colleagues present a four-wave study on the effectiveness of the ARK program, where they studied how meaning at work and work-to-home conflict were impacted through a participatory organizational health intervention. The study makes a unique contribution by showcasing how universities can improve academics' well-being in a systematic, and evidence-based way.

The symposium ends with an interactive discussion led by Machteld van den Heuvel who will integrate the presented research findings and address practical implications and future research needs.

S21

Work Pressure in Academia: Development and Validation of a Work Pressure Scale

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Work pressure is often mentioned as a pressing issue among university employees. For example, estimates suggest that about 70% of university employees in the Netherlands experience high work pressure. However, there is limited understanding of what work pressure exactly refers to, and if and how it differs from more widely studied constructs such as workload and work stress. In three studies, the present research aimed to conceptualize work pressure, develop and validate a scale to measure work pressure, and examine the distinction between work pressure and the theoretically related constructs workload and work stress.

Work pressure was defined as the subjective experience of pressure due to more or higher demands than the individual's capacity to cope with those demands. We theorize that work pressure is conceptually different from workload (i.e., the amount and pace of work) and work stress (i.e., the affective state of worry and anxiety caused by work). Guided by the conceptual definitions, we selected items from previous research to measure work pressure, workload, and work stress. In Study 1 (N = 159; scientific staff from the Department of Psychology) we explored the factor structure of the three scales. Exploratory factor analyses identified two items with high cross-loadings. After deletion of these items, support was found for a three-factor structure distinguishing between work pressure, workload, and work stress. In Study 2 (N = 164; support staff from the Faculty of Social and Behavioural Sciences) we aimed to cross-validate the item selection and three-factor structure from Study 1 and explore the relationships of work pressure (6 items; $\alpha = .924$), workload (3 items; $\alpha = .732$), and work stress (4 items; $\alpha = .935$) with various job demands, job resources, and other well-being outcomes. Confirmatory factor analyses showed that a three-factor model fitted better than two-factor models that combined two of the three concepts, and than a one-factor model combining all concepts. Work pressure related positively to several job demands (e.g., overtime work, overtime culture, having not enough hours) and exhaustion. Lastly, in Study 3 (N = 374; scientific staff from the Faculty of Social and Behavioural Sciences) we used the psychological network approach to examine the nomological net of work pressure and explore whether work pressure, workload, and work stress have unique patterns of connections with job demands, job resources, and well-being outcomes. Results of an edge-weight differences test indicated that work pressure related less strongly to exhaustion and more strongly to having not enough hours than work stress. Furthermore, work pressure related more strongly to exhaustion and less strongly to multiplicity than workload.

In conclusion, our research contributes to the literature by conceptualizing work pressure and validating a scale to measure work pressure. Our findings further suggest that high work pressure among university employees is problematic as it links to exhaustion (an indicator of burnout). Lastly, our findings have practical implications as we identified job demands (e.g., overtime work, overtime culture, having not enough hours, unpredictability) and job resources (e.g., supervisor support) that relate to work pressure.

S22

To Do Research or Not: Qualities and Characteristics of Job Insecurity Among Faculty in Swedish Academia

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Background: In recent years, higher education has become increasingly characterized by issues concerning insecure employment arrangements and working conditions. Among those who report high job insecurity in Swedish academia, little is known regarding the individual's experience of their work situation and of insecurity. The current study strives to address this knowledge gap by investigating how insecurity and concerns about one's work situation and working conditions are experienced by faculty in Swedish academia. Specifically, this study seeks to answer the following research question: How can insecurity and concerns regarding one's work situation and conditions be understood based on individuals' experiences of their work and employment situation in Swedish academia?

Method: This study forms part of a research project and includes a qualitative follow-up to a questionnaire study which revealed that some faculty in Swedish academia belong to profiles of high job insecurity. To identify the current participant group, faculty belonging to these high insecurity profiles who had previously indicated a willingness to participate in an interview study were contacted and screened for eligibility. Individuals were considered eligible if they still worked in Swedish academia and reported moderate to high job insecurity. The participant group consisted of 11 faculty (five women, six men) from five public Swedish higher education institutions. Interviews were semi-structured and conducted digitally. Subsequently, the interviews were transcribed verbatim and de-identified to protect participant integrity. The material was analysed using reflexive thematic analysis.

Results: Two overall themes were identified. The first theme, '*Where is the grass greener?*' describes the ambiguity as to where, in academia, the best *place* to be is: where faculty are able to do the work they desire; where in the work situation insecurity exists; and what insecurity actually means in the academic context. The second theme, '*Doing research in headwinds*' explains how faculty who have a great passion for, interest in, and motivation to do research, face obstacles and challenges, which often impede possibilities to make time for, and actually conduct, quality research. Not only do the demands of the job affect the work itself, but there are also consequences for the well-being and private lives of faculty. The risk is an existence of constant worry for the changing content of one's work, with various related consequences.

Conclusion: This study reveals how the experience of insecurity among faculty in Swedish academia is a result of a number of intermingling factors characterizing academic work. These include the desired percentage of one's position dedicated to research and teaching, and beliefs about future successes with grant applications, for instance. Among those who wish to focus predominantly on research, concerns arise about research quality and whether one is able to spend the desired amount of time on research. Importantly, these factors evoke the qualitative aspects of job insecurity. To address these issues, Swedish higher education institutions should strive to ensure that faculty are entitled to and can make use of research time, funded by the institution. This would contribute to both quality and continuity of research and higher education.

S23

Development and Validation of the Workplace Digital Demands and Resources (WDDR) Measure

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Digital communication has become embedded in contemporary work practices, creating both unprecedented risks and benefits to worker well-being. However, there is a theoretical gap arising from limited measures to differentiate work factors relevant to digital communication that have the potential to affect worker well-being (emotional exhaustion, work engagement). In the current study, we address these limitations developing a new scale assessing digital work conditions grounded in the Job Demands-Resources (JD-R) theory through multi-methods (literature review, qualitative interviews, an online pilot survey, Delphi technique). Exploratory factor analysis of responses from 1589 academics, revealed a 12-item Workplace Digital Demands and Resources (WDDR) measure, encompassing the constructs of workplace digital demands (pressure and complexity) and digital resources (autonomy and support). The factor structure was confirmed with confirmatory factor analysis and invariance testing involving an additional 702 academic staff. In a sample of 371 professional university staff, WDDR at Time 1 predicted emotional exhaustion and work engagement at Time 2 consistent with JD-R theory which warrants expansion of the theory to encompass digital characteristics. In sum, the WDDR measure demonstrates reasonable reliability, construct, convergent, predictive and criterion validity.

S24

Understanding PhD Candidates' Well-Being: A Network Study

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Background: PhD candidates' well-being is at stake. Across the globe, PhD candidates report increasing levels of burnout, anxiety and depression. For example, research among PhD candidates across 26 countries, showed that the prevalence of anxiety and depression was six times higher in PhD candidates compared to the general population (Evans et al., 2018). These numbers are disconcerting, not only because of the individual suffering involved but also because universities, and higher education in general, miss out when PhD candidates become sick or drop out. Despite increasing knowledge about important influencing factors of well-being (see for a review, Schmidt & Hansson, 2018), research into PhD candidates' well-being is often focused on single influencing variables (e.g., Corn er et al., 2018). As such, we currently lack a comprehensive understanding of how different factors interrelate with each other in promoting or impeding PhD candidates' well-being. The current research aims to address this limitation by exploring how job demands, job resources, and personal resources jointly impact the well-being of PhD candidates.

Method: We applied regression analyses and network analysis to two waves of cross-sectional data from 644 PhD candidates in the Netherlands. Data for this study was collected at two time points, between July and August 2020 and between July and August 2022. At both time points, surveys were used to assess PhD candidates' job demands (i.e., publication pressure, work-home interference), job resources (i.e., autonomy, role clarity, learning opportunities, career control, supervisor support, and psychological safety) and one personal resource (i.e., psychological capital). PhD candidates' well-being was assessed using two subjective indicators of well-being (i.e., work engagement and burnout) and one objective indicator of well-being (i.e., sickness absenteeism).

Results: Results showed that job demands, and job and personal resources influence PhD candidates' well-being directly, and indirectly, via associations with other factors. Among job demands, publication pressure and work-home conflict predicted higher burnout and sickness absenteeism, respectively. Importantly, among the resources, psychological capital stood out as the most central resource within the network, predicting lower burnout, higher work engagement and lower sickness absenteeism. Furthermore, using network analysis we compared PhD candidates with 'higher PsyCap' against PhD candidates with 'lower PsyCap' and found that job resources were less strongly connected among PhD candidates with higher levels of PsyCap. This reduced interdependency of job resources suggests that PsyCap may have a buffering effect: PhD candidates with higher PsyCap may be less dependent on job resources by creating a resourceful work environment for themselves.

Conclusion: This study improves our understanding of how job demands, and job and personal resources interrelate with each other in promoting the well-being of PhD candidates. Such knowledge can guide the development of interventions that aim to address PhD candidates' well-being comprehensively.

S25

The Change of Meaning and Work-To-Home Conflict Through a Participatory Organizational Health Intervention. A Longitudinal Study Among Norwegian Academics Marit Christensen¹, Silje Fladmark¹, Josefina Peláez Zuberbühler¹, Siw Tone Innstrand¹, Karina Nielsen²

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Background: Previous research has shown that academics around the world report adverse working conditions. Academics report low levels of well-being and poor mental health including a decrease in the experience of meaning and increases in work-to-home conflict. Even though institutions are aware of the increasing challenges regarding mental health issues at work, according to EU-OSHA less than 30 percent of workplaces in Europe have programs, procedures, and practices in place to deal with them systematically. Tailored and efficient prevention and action programs that promotes resources in the psychosocial work environment can moderate the negative effect of the increased demands and stimulate the experience of meaning at work. Thus, to address well-being and mental health in academia, we need to know more about how systematic work with organizational interventions can contribute to improvement the essential factors like work-to-home conflict and meaning of work. This study aims to explore change in the experience of Meaning at Work and Work-to-Home Conflict across four-time lags/waves using the ARK-program. By studying both temporary and tenured scientific employees at a Norwegian university we aim to explore potential difference in the development.

Method: The ARK intervention program 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, mental health, and performance in higher education in Norway. The sample consisted of 9493 responses collected in 2014 (N=1737), 2017 (N=2273), 2019 (N=2593), and 2021 (N=2890) at one of the largest universities in Norway. Growth analyses were conducted to explore the trajectories of change in Meaning at Work and Work-to-Home Conflict for tenured and temporary employees that participated in this participatory organizational health intervention over the last decade.

Results: The results show reduction over time in work-to-home conflict and increase in the experience of meaning at work for both tenured and temporary employees. There was no significant difference between these two groups.

Conclusion: Our results suggest that the ARK-program may promote meaningful work and minimize work-to-home conflict among both tenured and temporary employees. These promising results from a Norwegian university using the ARK- program suggest that the deteriorating working conditions in academia may be circumvented through the introduction of participatory intervention programmes.

Symposium 6: Digital Well-being Part One: Challenges Versus Benefits to ICT Usage by Employees

Chair Lina Siegl

Discussant: Alice Verlinden

During the last decades, Information and Communication Technologies (ICTs) have deeply infiltrated the workplace, transforming organizational and interpersonal dynamics at work (Cascio & Montealegre, 2016). While digitalisation enhances autonomy, social connections, and efficiency, it paradoxically also poses challenges in these very same areas (Day et al., 2018). For example, ICTs offer flexibility and efficiency, yet the “always-on” culture they foster compels employees to remain connected, impacting their work-life balance, overwhelming them with communication, and interrupting their workflow. Consequently, there is a growing need for further research disentangling the intricate relationships between ICT use and well-being. This symposium on Digital Well-being, containing two parts, addresses this need. This first part gathers innovative studies delving into more nuanced explanations of how workplace connectivity influences well-being through specific processes (e.g., frustration, rumination, and basic need satisfaction) or within specific contexts (e.g., remote work).

First, Day (Saint Mary’s University, Canada) presents a valid and practical measure comprising ICT stressors and resources pivotal to progress the field. Next, Derks (Erasmus University Rotterdam, the Netherlands) and colleagues study the impact of personal smartphone interruptions on frustration and work-related rumination. Third, Iqbal (University of Manchester, UK) and colleagues investigate interruptions in virtual meetings for remote workers, studying their impact on technostress and work-family conflict. Then, Van de Wiele (KU Leuven, Belgium) and colleagues delve into how different features of connectivity, including interruptions and availability, have varied effects on basic need satisfaction and subsequent team performance. Finally, Darouei (Virije Universiteit Amsterdam), Delanoeije and Verbruggen (KU Leuven, Belgium), explore if technology-facilitated boundary transitions at work and at home create a spiral loss, reinforcing each other through home-to-work conflict and work-to-home conflict.

Using various methodological approaches, these studies provide deeper insights into the multifaceted aspects of work-related connectivity at home and personal connectivity at work, exploring both the advantages and drawbacks. With this, we gain further insights in employees’ Digital Well-being, balancing how these pros and cons (Vanden Abeele, 2020) manifest for employees. In “Digital Well-being Part 2”, we extend the insights of part one and offer solutions for individuals and organizations to address these challenges.

S26

From ICT Demands to Resources: Validating the Expanded Information Communication Technology Stressor and Resources Scales

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Background: Information Communication Technology (ICT) use has become ubiquitous across workplaces: The trend toward working remotely work was accelerated during the Covid pandemic when much of the working world was on lockdown. As noted by Statistics Canada (2022), “the pandemic has emphasized the need to use digital technologies to adapt to new realities” with 74% of large companies allowing their employees to work remotely in 2021. ICT has allowed us the ability to have increased flexibility in how, where, and when workers can communicate both synchronously and asynchronously, which –in theory—can provide opportunities for greater worker autonomy, social connectivity, and productivity (Day et al., 2018).

Although ICT use, in and of itself, does not necessarily negatively affect worker health (for example, Borle et al., 2021), it can create worker demands and stressors, such as increased workload (Zinke, 2023) and work intensification (Borle, 2021), which then can result in increased negative worker outcomes, such as exhaustion (Zinke et al. 2023). In their 2012 validation study of the ICT Stressor and Resource Scales, Day et al., (2012) found that ICT demands were related to worker stress and strain, even after controlling for general job demands. However, there have been new theoretical and practical developments in thinking about ICT usage (e.g., Hu et al, 2021). Moreover, with the increased types and use of ICT use across multiple aspects of one’s job, and the increased calls to clear up multiple ICT constructs (e.g., Hu et al., 2021) and to reduce heterogeneity in measures of technostress (Borle et al., 2021), it is important to have an updated, valid, and practical measure of ICT stressors and resources.

Method: In Phase 1, the original ICT Stressor and Resource Scales (Day et al., 2012) were reviewed by a panel of subject matter experts. The aim of Phase 2 was to validate the updated scales: Using a sample of workers recruited through Prolific, we assessed the factor structure, reliability, and construct/criterion-related validity of these scales with measures of worker well-being and functioning.

Results: Initial reviews of the ICT scales identified several items that seemed dated. Some items were revised to reflect more current ICTs. Moreover, related constructs that had been explored since this 2012 were also reviewed for relevance. Initial analyses kept the same structure for the stressor scale and identified an additional resource scale. A new scale was developed to assess the degree to which ICT met the individual’s need for autonomy, connectivity, and productivity. Phase 2 study to validate these scales is ongoing.

Conclusion: This study provides a practical and validated update for the 2012 ICT Stressor and Resources Scales, incorporating Hu et al.’s (2021) ICT taxonomy. Initial qualitative reviews have been helpful in identifying/confirming the key facets of the stressors and resources that can help researchers and organizations better understand how ICT use can affect worker health.

S27

Not Now, I'm Busy! Diary Study on Smartphone Interruptions, Frustration and Rumination

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Background: There is ample evidence that interruptions at work can undermine the workflow, create additional workload, time pressure and strain (Lin et al., 2013), and negatively affect task accomplishment (e.g., Baethge et al., 2013; Bailey et al., 2006; Hacker, 2005). In addition, interruptions to the workflow are associated with feelings of irritation and frustration (Konradt et al., 2003). Building on this, in the current study, we integrate these perspectives on personal smartphone use interruptions, proposing it is by undermining the workflow and task accomplishment that the interruptions contribute to feelings of frustration. In other words, being interrupted by personal smartphone during work time makes it harder to complete daily tasks as planned, leaving the employee feeling frustrated at the end of the workday. In the current study, we focus on the subjective experience of being interrupted by personal smartphone use during work time and potential implications for performance and well-being. In particular, the current quantitative diary study examined the impact of interruptions by personal smartphone use during the workday on frustration at the end of the workday, and work-related rumination (affective rumination, psychological detachment and problem-solving pondering) in the evening. We expected that interruptions were only related to feelings of frustration when task accomplishment was compromised. Additionally, we predicted that feelings of frustration could be the explaining mechanism of the relation between (lack of) task accomplishment during the day and work-related rumination in the evening.

Method: Overall, 91 employees participated in the study. However, since we are interested in daily fluctuations, we excluded participants that participated only once. This resulted in our final sample of 86 participants. Approximately 91% of the participants participated 4 or 5 days resulting in 354-399 observations at the within-person level. Participants were predominantly female (58%), and the mean age was 31.6 years (SD = 13.09). The sample was mainly highly educated: 69.7% completed applied sciences successfully or had a university degree. The sample was very diverse in terms of the industries participants worked in.

Results: The results of multi-level analyses showed that interruptions were indirectly related to frustration via compromised task accomplishment. The relation between task accomplishment and affective rumination and psychological detachment was fully mediated by frustration. Additionally, task accomplishment was only indirectly related to problem solving pondering, via frustration.

Conclusion. The current study showed that interruptions by private smartphone use can promote feelings of frustration by undermining task accomplishment. This adds to the work of Baethge and colleagues (2013) who already examined the cumulative effect of interruptions in the context of work performance and negative affect. Furthermore, we showed that feelings of frustration at the end of the workday increased the likelihood of (all three types of) work-related rumination during off-job hours. In all, employees should be aware of the implications associated with smartphone interruptions in terms of task accomplishment, frustration, and work-related rumination in the evening.

S28

Working From Home or Living at Work? A Clash of Boundaries

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Background: The COVID-19 pandemic accelerated major changes in the way we work - including a huge rise in the proportion of workers working remotely (often from home). Many remote workers report finding this way of working more flexible than traditional office-based work (Wang et al, 2021). However, we also know that it can also bring challenges, particularly the number and intensity of virtual meetings (Bailenson, 2021).

We used the explosion in home working during the pandemic as an opportunity to research how virtual meetings may affect remote workers' experiences of work-family conflict, job satisfaction and performance. We focussed on how virtual meetings may increase the technostress that remote workers felt - i.e., a sense that they were becoming overloaded by the amount of online interaction, that it was encroaching on personal time or that it was making work more complex.

Method: This study utilizes a mixed methods approach, with the convergence of quantitative and qualitative methods simultaneously. Data were gathered through self-report questionnaires consisting of quantitative and qualitative questions. Structural equation modelling (SEM) was utilized the quantitative data analysis. The Braun and Clarke (2006) thematic analysis approach was applied to the qualitative data, coding and categorizing the data into emergent themes. Data was obtained from 223 participants across two organizations from the UK Legal and Construction sectors. All participants were full-time remote workers at the time of data collection.

Results: Overall, the study found an acceptable model fit for SEM overall ($\chi^2/df = 1.99$, SRMR = .09, RMSEA = .07, CFI = .90, IFI = .90, TLI = .90). The results showed meeting interruptions positively related to techno-overload ($\beta = .30$, $p < .001$), techno-invasion ($\beta = .22$, $p < .05$) and techno-complexity ($\beta = .18$, $p < .05$). Technostress significantly mediated the relationship between meeting interruptions and work-family conflict ($\beta = .09$, $p < .05$).

The qualitative data was coded and grouped into two main themes: 1) spatial and temporal boundaries, and 2) connections and support. Theme one revealed that there was a perceived blurring of boundaries between personal and professional lives for participants. Participants found it difficult to detach from work as there was no clear separation between the two spaces. Theme two highlighted the absence of meaningful connections and support when working remotely. Participants reported how they missed the interactions with their colleagues and the opportunities to build stronger connections. Which was perceived as being more difficult to emulate on virtual platforms.

Conclusion: This research helps advance our conceptual understanding of technostress and what this means for work-family conflict and well-being when working from home. The findings can help inform academic research by posing new questions about employee experiences of working from home as well as adapting to a new hybrid work model. It should also encourage further academic discussions around work design, well-being, and productivity.

S29

Digital Team Connectivity: the Dichotomy Between Being Available and Being Interrupted for Team Needs and its Implications for Team Performance.

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Background: ICTs have revolutionized how and where employees can perform their job (Cascio & Monteleagre, 2016). They facilitate working at alternative locations – such as a satellite office or at home (i.e., teleworking) – by enabling employees to carry out their jobs and stay connected without physical proximity (Vleeshouwers et al., 2022). Research has demonstrated the role of digital connectivity in the employee's well-being by enhancing engagement, yet also contributes to exhaustion by bringing along interruptions (Ten Brummelhuis et al., 2012). Overall, digital connectivity has been established as a double-edge sword for the employee. However, employees seldomly work in a vacuum; they are part of a social network within organizations (Barak-Ventura et al., 2020). Consequently, connectivity is crucial for performance (Sarigianni et al., 2017). Given the dual nature of digital connectivity for the employee, the question then arises how team digital connectivity manifests itself in team performance. To address this void, we focus on two crucial facets of digital connectivity — availability and interruptions — to comprehend their influence on team performance. Grounded in Self-Determination Theory (SDT), emphasizing the fulfilment of basic psychological needs for optimal performance (Ryan & Deci, 2000; Van den Broeck et al., 2016; Szulawski et al., 2021), we investigate how team availability and interruptions shape team performance through the satisfaction of these fundamental needs within the team. We hypothesize a positive relationship between team availability and team performance, mediated by the satisfaction of basic psychological needs within the team. Conversely, we hypothesize a negative relationship between team interruptions by hampering basic need satisfaction.

Method and Results: To test our hypotheses, we collected multilevel data in March 2023 from 316 knowledge workers in 66 teams operating in a range of sectors (M = 4,78; SD = 1,50). Most of the participants are female (63%) and hold higher degrees (43.2% bachelor's degree; 32.2% master's degree). Preliminary results, using the MLMed Macro in IBM SPSS Statistics 28.0 for multilevel linear model analysis, showed a positive relationship between team availability (.47^{***}) and team performance, and a negative relationship between team interruptions (-.21^{***}) and team performance, mediated by basic needs satisfaction. The conclusive results will be presented at the symposium.

Conclusion: This study advances existing literature by shedding light on how digital connectivity within a team context relates to team performance. We expand the literature on connectivity to a team level as is the social context in organizations. By strategically managing team availability and mitigating interruptions, organizations can foster an environment that maximizes the benefits of connectivity while minimizing its potential drawbacks.

S30

Switching Back and Forth: The Relationship Between Daily Technology-Facilitated Work-Home Boundary Transitions and Daily Work-Home Conflict

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Background: Employees are increasingly facilitated by information and communication technologies (ICT) to switch between their work and home boundaries, such as using their phones at work for private concerns and engaging in ICT use at home for work purposes. We

describe these as technology-facilitated boundary transitions (TFT) and examine whether TFT at work and at home reinforce each other via home-to-home conflict (HWC) and work-to-work conflict (WHC), causing a vicious cycle of harmful effects, that is, a loss spiral. While TFT can be considered as a boundary work tactic which individuals may utilise to help create their ideal level and style of work-home segmentation or integration, we hypothesize that a loss spiral may hinder desired effects of TFT. Drawing on boundary role theory, we hypothesize that daily TFT at work for private purposes trigger employees to engage in daily TFT at home for work purposes and that this, in turn, relates to increased TFT at work for private purposes the next day. Specifically, we expect that TFT at work is related to home-to-work conflict (HWC), which in turn triggers TFT at home, resulting in work-to-home conflict (WHC) that day and increased TFT at work the next day.

Method: A sample of 252 Belgian employees completed daily surveys during five working days ($N_{\text{datapoints}} = 1077$). Daily measures included TFT during the workday, HWC during the workday, TFT during home time and WHC during home time. We assessed the following relationships at between-person and within-person level using mixed coefficient modelling: TFT at work predicting HWC, HWC predicting TFT at home, TFT at home predicting WHC, and WHC predicting TFT at work the next day.

Results: Consistent with our hypotheses, results showed that on days that employees engage in TFT at work, they experienced higher HWC ($\beta_{\text{within}} = 0.12, p < .001$; $\beta_{\text{between}} = 0.23, p < .001$), which resulted in more TFT at home at the between-level but not the within level ($\beta_{\text{within}} = 0.03, p > .10$; $\beta_{\text{between}} = 0.50, p < .05$). More TFT at home was, in turn, related with higher WHC that day ($\beta_{\text{within}} = 0.20, p < .001$; $\beta_{\text{between}} = 0.25, p < .001$) confirming a loss spiral of TFT and work-home conflict. Yet, WHC did not predict TFT at work the next day ($\beta_{\text{within}} = 0.07, p > .10$; $\beta_{\text{between}} = -0.03, p > .10$), not evidencing a time-lagged effect.

Conclusion: Our findings are the first to show reinforcing but no time-lagged effects of TFT and work-home conflicts and show the risk of the use of ICT at work for private purposes (i.e., TFT at work) for work-home conflicts. These results nuance the usefulness of TFT as an effective boundary work tactic to manage their work-home boundaries.

Symposium 7: The Bright Side of Psychological Health: The Contribution of Individual and Organizational Resources

Chair Marie-Hélène Gilbert
Discussant: Marie Malo

In recent years, our ability to adapt and rebound in the face of adversity has been significantly tested. Now, more than ever, we need to shift our focus to the positive to counterbalance the adverse effects of this challenging period. To achieve this, directing our attention towards available resources can effectively fulfil this need. These resources serve as substantial catalysts for fostering improved psychological health and have the potential to act as buffers against obstacles. The current symposium aligns with this optimistic approach, aiming to highlight resources that contribute to promoting occupational health.

This symposium brings together five studies which shed light on the role of individual and organizational resources to improve the subjective experience of people. The first paper focus on the mechanisms by which transformational leadership explains performance through psychological well-being at work and affective organizational commitment. The second paper examines the psychological well-being at work of teachers, in online environment, as well as the sense of community and social support as relevant resources to be considered. The third

paper consists of a scoping review of the literature on the impacts of artificial intelligence, as a resource or a constraint to psychological health at work. The fourth paper extends upon research on organizational psychology, delving into its application and relevance within the context of sports. This study focuses on the effects of the sport environment, in terms of organizational resources and constraints, on different profiles of young athletes based on their psychological health and performance. Finally, the fifth paper examines the credibility as an individual resource for coaches to optimize workplace interventions that are likely to support occupational health.

Based on different methods (e.g., quantitative, scoping review), analytical strategies (e.g., latent profiles, mediation) and sectors (e.g., sport, retail industry, education), this symposium provides a better understanding of the importance of resources in individuals' environments to maintain their psychological health when they need to perform in their activities, whether it be in work or sports. This symposium also identifies various intervention strategies, in addition to discussing different ways to better promote occupational health.

S31

Unveiling the Dynamics of Transformational Leadership: Bridging Attitudinal Outcomes to Task Performance

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Theoretical Background: While past research has mainly examined the individual relationships between transformational leadership and job attitudes, as well as transformational leadership and job performance, more is needed to know about how all three constructs interrelate with one another (Park et al., 2022). Our understanding of the mechanisms underlying the associations between leadership, attitudinal outcomes, and performance remains fragmented. Building on transformational leadership theory with job demands-resources (JD-R) theory (Bakker & Demerouti, 2018, Bakker & Van Woerkom, 2017) along with recent work (e.g., Bakker, Hetland, Kjellevoid Olsen, & Espevik, 2023), our study aims to shed light on the complex relationships between these key concepts of organizational behaviour. To this end, we examined the mediating effects of psychological well-being at work and affective organizational commitment on the relationship between managers' transformational leadership and employees' task performance.

Method: We conducted a three-wave time-lagged study at two-week (i.e., between Waves 1 and 2) and six-month intervals (i.e., between Waves 2 and 3). Through our research partnership, we collected data from people employed by an organization in the retail sector in Quebec, a Canadian province where French is the official language. The matched sample consisted of 127 usable and complete responses (a response rate of 57.5%). Hosted on a secure online survey platform, all measures used have been previously validated. At Time 1, participants completed a measure of transformational leadership (Carless et al., 2000) while they responded to questions related to psychological well-being at work (Gilbert & Malo, 2017) and affective commitment (Bentein et al., 2005) at Time 2, and task performance (Williams & Anderson, 1991) at Time 3.

Results: Based on structural equation modelling conducted in Mplus 8.9, preliminary results show that the model fits the data well, $\chi^2(33) = 60.920$, $p < 0.01$, $\chi^2/df = 1.846$, CFI = .973, TLI = .964, RMSEA = .082, 90% CI = .048, .113. Findings indicate that transformational leadership is indirectly positively related to task performance through psychological well-being at work (.324, 95% CI = .189, .429), beyond and above social desirability. Contrary to initial expectations, affective commitment is no longer linked to task performance when all the previous relationships are considered simultaneously. Overall, the general model explained

46.4% of the variance in psychological well-being at work (i.e., moderate effect) and 22.6% in task performance (i.e., moderate effect).

Conclusion: By testing a comprehensive model linking leadership, attitudinal outcomes, and performance over time, our study further clarifies the mechanisms by which transformational leadership explains performance. These findings enhance our theoretical understanding of the mediating pathways involved, highlighting the distinctive effect of psychological well-being at work over a broader-studied attitude (i.e., affective commitment). Furthermore, the results have important practical implications highlighting the role of leader behaviours in shaping employee experiences and contributions.

S32

What if the Sense of Community Had its Role To Play? Teachers' Psychological Well-Being at Work in an Online Environment.

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Background : Pre-pandemic, only a few teachers from elementary school to university would have thought of working remotely for their entire task. Since 2020, these teachers had no choice but to rely on technology to do their work, while having to deal with the stress caused by this adaptation. Thus, they have needed support from their management team to cope with many changes imposed by public health organizations. Two years later, several authors underscore that a strong sense of community and a good managerial support lead to a better remote work experience for teaching professionals. Based on the Leader-Member Exchange (LMX) theory, this study focuses on these variables' influence on the work experience of teachers who had to learn the basics of online teaching in a short period of time. Moreover, it aims to test the mediation effect of the sense of community on the relationship between the support offered by management teams and the teachers' psychological well-being at work in an online environment. *Method :* To do so, 211 teachers completed an electronic questionnaire composed of three validated scales: the SCV questionnaire, the Psychological Well-being at Work (PWBW) Index, and the Social Support Scale to assess support by their supervisors. *Mediation analyses* were performed with SPSS software and macro-PROCESS to investigate the impact of the sense of community on the relationship between PWBW and social support. *Results :* The results reveal a complete mediation between the sense of community and the relationship between supervisors' support and teachers' psychological well-being at work ($R^2 = 19.49\%$; $p < 0.001$). Participants who perceive a higher level of managerial support tend to perceive a higher level of sense of community and participants who perceive a higher level of sense of community tend to report a higher level of psychological well-being at work. This raises the importance of establishing a climate of cooperation within the schoolwork team, even if the work is done remotely. *Conclusion :* In conclusion, to overcome the challenges that accompany the advent of the digital age, it is relevant to know that by promoting a greater sense of community within a group of teachers, as well as good support offered by the supervisor, the teachers' PWBW will be stronger.

S33

AI and Occupational Health: Review of the Current State of Scientific Knowledge

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Background: In the modern workplace, Artificial Intelligence (AI) has emerged as a transformative force, reshaping the dynamics of industries across the globe. This paradigm shift is not without its implications, particularly concerning the health and well-being of the

workforce. As AI technologies become integral components of daily operations, it becomes imperative to comprehend the interactions between AI and Occupational Health (OH). The objective of this study is to provide a review of the current state of scientific knowledge regarding this topic. This review aims to synthesize existing literature, identify key trends, and highlight gaps to guide future research.

Method: We conducted a scoping review of the AI-OH literature. To be included into the review, articles had to be an empirical study, in English and to be published in an academic peer-reviewed journal up to November 30, 2023. The search strategy focused on identifying studies that explored AI in relation with OH.

Results: In total, 11,405 articles were originally retrieved from databases for potential eligibility. A first selection was made after reading the titles and abstracts of 9,413 articles to remove studies that do not meet the inclusion criteria. A second selection was made after reading the full text of the remaining articles. Only 3 studies meet our inclusion criteria, so we decided to use the snowballing method to ensure that all empirical studies on the subject were included. Our final sample was 6 articles. Some articles focus specifically on AI and issues of physical health. More precisely, AI can provide a basis for tools which could prove very useful in the analysis and prevention of accidents, notably in classifying and predicting occupational injuries, as well as the severity of these injuries (Kakhki et al., 2019). AI can also be used to collect physical data (e.g., on the level of activity or fatigue) (Metler & Wulf, 2019). At the same time, the use of physiolytics in organizations can lead employees' concern about respect for their private lives (Metler & Wulf, 2019). The other half of the articles focus specifically on AI and psychological health at work. For example, Stamate et al. (2021) examined the impact of perceived AI usefulness on psychological health through resources and job demands (challenges or obstacles). In their empirical study, Jetha et al. (2023) identify the impacts of AI on workers' health. On their part, Xu et al. (2023a) measured the relationship between the perception of AI opportunities and employee well-being in the workplace. In a second study, Xu et al. (2023b) examined the association between AI awareness and employee depression.

Conclusion: This scoping review provide valuable insights into the evolving relationship between AI and OH. This review also highlights the critical lack of empirical studies on this topic. Consolidating existing knowledge, we aim to guide future research into gaps and topics that merit further scientific investigation. Ultimately, this review aims to foster a dialogue among stakeholders, promoting the responsible use of AI to enhance OH outcomes in the ever-evolving landscape of the modern workplace.

S34

Beyond the Game: A Latent Profiles Analysis Perspective on Young Athletes' Psychological Health and Performance

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Theoretical background and purpose: Athlete's mental health is currently a hot topic in the literature, as several studies have reported a high prevalence of symptoms associated with mental health disorders among athletes (e.g., Åkesdotter et al., 2020; Z. Poucher et al., 2021; Reardon et al., 2019). Athletes evolve in environments where many psychosocial risk factors are present. The growing concern for the mental health of athletes has extended to young athletes, who often face the same performance demands as professional and Olympic athletes (Purcell et al., 2023). Recently, researchers have been encouraged to focus on the sports organizations involved in athlete development to address issues related to athletes' mental health (Poucher et al., 2023; Z. Poucher et al., 2021). By doing so, our study aims to better

understand the association between psychological health and performance among young athletes, (a) to identify latent profiles among athletes based on their psychological health and their performance, and (b) examine whether different profiles distinguish themselves based on the resources and constraint present in their sports environment.

Design/methodology: Our sample consists of 617 young athletes ($n = 426$ male athletes, $M_{\text{age}} = 15.21$, $SD = 0.88$; $n = 191$ female athletes, $M_{\text{age}} = 15.29$, $SD = 0.86$) from 14 different sports evolving in a sport-study program recognized by the Ministry of Education. To achieve our objectives, we conducted Latent Profile Analysis to identify latent classes in relation to psychological health and performance using Mplus software (Muthén & Muthén, 1998-2017). Analyses of variance (ANOVA) were conducted with SPSS 29.0 to assess differences between profiles in terms of resources and constraints perceived in the sports environment.

Results: Our results allowed us to identify five distinct profiles: Profile 1: (11 athletes, $M_{\text{Well-being}} = 4.69$, $SD = 0.37$, $M_{\text{Distress}} = 4.47$, $SD = 0.49$, $M_{\text{Performance}} = 34.98$, $SD = 4.03$); Profile 2: (26 athletes, $M_{\text{Well-being}} = 5.66$, $SD = 0.36$, $M_{\text{Distress}} = 2.70$, $SD = 0.43$, $M_{\text{Performance}} = 61.80$, $SD = 5.50$); Profile 3: (98 athletes, $M_{\text{Well-being}} = 4.50$, $SD = 0.13$, $M_{\text{Distress}} = 3.50$, $SD = 0.24$, $M_{\text{Performance}} = 78.49$, $SD = 0.95$); Profile 4: (467 athletes, $M_{\text{Well-being}} = 5.97$, $SD = 0.05$, $M_{\text{Distress}} = 2.39$, $SD = 0.08$, $M_{\text{Performance}} = 82.61$, $SD = 0.52$); and Profile 5: (18 athletes, $M_{\text{Well-being}} = 6.14$, $SD = 0.16$, $M_{\text{Distress}} = 5.84$, $SD = 0.26$, $M_{\text{Performance}} = 83.67$, $SD = 2.25$). We were also able to make a clear distinction between profiles regarding the perception of resources and constraints within athletes' environment.

Conclusion: Our study contributes to the literature on the examination of the relationships between psychological health and performance. It sheds light on specific postulates associated with the happy-productive worker thesis adapted to the sport context. From a practical standpoint, identifying athlete profiles helps better understand their reality and target more relevant interventions based on each profile. With this study, we are able to identify specific resources and constraints from the athletes' environment that can serve as intervention leverage points to promote more optimal functioning among athletes.

S35

Is Credibility in the Eye Of The Beholder? A Latent Growth Model of Coach Credibility in Organizational Coaching

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Background: Workplace coaching interventions show promising potential to support occupational health. In recent years, several high-quality studies have demonstrated the positive impacts of coaching on health outcomes (e.g., well-being, de Haan, & Nilsson, 2023; resilience, Nicolau et al., 2023). Despite recent evidence, there remains a lack of research into the antecedents of coaching effectiveness. Given the importance of individual characteristics and working alliance (Pandolfi, 2020), exploring coach attributes and resources that may influence coaching engagements appears worthwhile. Among the possible variables is coach credibility from the practitioner and recipient's view. In line with social influence theory (Strong, 2000), such mutually perceived credibility may be key to enabling coach-client interactions that drive healthy changes. Given advancements elucidating coaching outcomes and the current gap regarding coaching antecedents, this paper proposes an empirical study to advance understanding of how credibility evolves throughout the coaching process by comparing the coaches' and coachees' perspectives.

Method: To address the research objectives, we used a three-wave longitudinal design. The sample comprised 211 coach-coachee dyads enlisted from a multinational manufacturer, undergoing seven bimonthly one-hour coaching sessions with novice psychologist practitioners. Participants completed Corrigan and Schmidt's (1983) perceived credibility scale thrice – subsequent to the first session, at the midpoint, and upon coaching conclusion. Latent growth modelling of longitudinal structural equation analyses will facilitate mapping trajectories of credibility evolution over the coaching timeline. Supplementary examinations will parse coach-specific effects and assess the influence of bidirectional perspectives throughout the process.

Expected results: Based on social influence theory (Strong, 2000), the first meeting is expected to play an important role in determining the coach's credibility. Nevertheless, we expect to observe an increase in credibility as the coaching process goes on. Additionally, while the coach-client dynamic may differ across dyads, discernible patterns should emerge in client perspectives of a given coach over time, allowing generalizable inferences despite idiosyncrasies.

Conclusion: The proposed study will take an in-depth look at perceived credibility throughout the coaching process. The longitudinal design tracking changes across three-time points will provide novel insights into credibility trajectories for both members of dyads. Parsing bidirectional perceptions between coaches and clients can unveil subtle influential dynamics. Specifically, mapping patterns can inform best practices for coaching professionals regarding ideal credibility cultivation approaches throughout a coaching curriculum. Overall, emerging results promise theoretical advancements and practical applications for optimizing workplace coaching programs to foster employee health and wellness through positive coach-client alliances.

Symposium 8: Unravelling Workplace Mental Health Interventions: Insights From Syntheses, Effect, and Process Evaluation

Chair Vince Pelzer

With the growing recognition of mental health as an urgent concern in organizations (Rosado-Solomon et al., 2023), organizations are actively seeking ways to enhance the mental well-being of individuals through various interventions. In this symposium, we aim to contribute to a nuanced understanding of mental health interventions in the workplace, by highlighting the role of digital strategies, compassion-based approaches, mechanisms influencing well-being outcomes in healthcare staff interventions, and multi-level intervention strategies in the public sector and SMEs. This comprehensive exploration provides valuable insights for researchers, practitioners, and policymakers aiming to foster mental health and well-being in diverse organizational contexts.

The first study presents the outcomes of multi-level organizational health interventions that were implemented as part of European project H-WORK. While some positive shifts were observed in mental health quality of life for the intervention group, job satisfaction, vigor, and dedication showed no significant changes. Interestingly, the interventions provided a protective effect against burnout. This study highlights the complexity of mental health interventions, emphasizing the need for holistic assessments and recommending the integration of process evaluations to comprehensively understand their impact.

The second study performed a systematic review and meta-analysis of nine workplace compassion-based interventions, revealing non-significant decreases in stress and depression

levels. Consequently, the study proposes the "Framework for Evaluating the Effectiveness of Compassion-based Interventions in the Workplace," offering guidelines for designing, implementing, and evaluating such interventions. These findings lay a foundation for future research in the field of workplace compassion-based interventions.

The third study focuses on the effectiveness of health worker well-being interventions by examining how process and content mechanisms affect intervention outcomes. By integrating findings into Initial Middle Range Theories (iRMTs) - theories derived from the Realist Evaluation approach - the research aims to improve understanding of the contextual factors that trigger the working mechanisms of interventions. The study combines literature analysis with qualitative data from the National Health Service leaders, providing valuable insights into contextual factors triggering intervention mechanisms.

The fourth study uses realist synthesis to analyze 44 studies on digital interventions (DIs) for workplace mental health. Identifying context factors (employee roles, organizational culture) and mechanisms (DI usage, training transfer) influencing effectiveness, the research formulates five realist program theories. This enhances understanding of intervention success or failure in diverse contexts, providing valuable guidance for researchers and practitioners in designing, implementing, and evaluating DIs (Roodbari et al., 2022).

S36

Mental Health and Well-being in the Public Sector and SMEs: Evaluating Multi-Level Intervention Strategies

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Background: The current global landscape is confronting an escalation in mental health issues, both in frequency and intensity. This disturbing escalation has catalysed a widespread acknowledgment of the imperative to prioritise mental health and well-being, especially in the workplace. The H-WORK project adopted a comprehensive approach—multi-level organizational health interventions to tackle this issue effectively. These interventions were implemented at the individual, group, and leader levels, acknowledging the synergy of these levels in shaping overall mental health. The aim extends beyond merely attenuating stress and adverse health determinants; it also involves bolstering the factors that nurture mental health and well-being. The crux of this presentation lies in evaluating the distal outcomes of these interventions, reflecting on their indirect and causally far-reaching impacts. It is vital to underscore the importance of balance in implementing these initiatives as an exclusive concentration on interventions at the individual level can lead to a skewed understanding, attributing obstacles solely to the individual without addressing broader systemic challenges.

Method: Data collection occurred from December 2020 to March 2023, aligning with the implementation phase informed by insights from extensive needs analyses. This phase involved an assessment conducted before, during, and after the interventions. We utilised linear mixed-effects modelling to scrutinise the within- and between-group differences in distal measures (e.g., mental health quality of life [MHQoL], work engagement, and burnout) over time and added age and gender as covariates. The study included two groups: a no-intervention group (n = 114) and an intervention group (n = 108). The participants hailed from four European countries—the Czech Republic, Germany, Italy, and Spain. The study encompassed the public (i.e., health care and higher education) and private sectors (three small businesses).

Results: The multi-level H-WORK interventions did not bring about meaningful changes in some of the positive components of mental health and well-being (i.e., job satisfaction, vigour, and dedication). Interestingly, both the intervention and no-intervention groups eventually reached similar levels in terms of MHQoL and absorption. However, a divergence emerged in the trajectories. The intervention group experienced an increase in MHQoL, indicating a positive shift in their overall mental health perception. Conversely, the no-intervention group saw a decline in absorption levels, suggesting a potential vulnerability to disengagement. On the flip side, the interventions demonstrated a protective effect against negative mental health and well-being components, notably burnout. However, it's crucial to note a nuanced finding related to perceived stress. While the interventions did not worsen overall mental health, there was a slight uptick in perceived stress levels among the intervention group post-interventions.

Conclusion: The multi-level interventions showcased mixed results, with improvements in certain aspects of mental health and well-being, a neutral impact on others, and a slight elevation in perceived stress. These findings underscore the intricate nature of mental health interventions (especially during a pandemic) and the importance of considering diverse outcomes for a holistic assessment. In the future, we recommend that any effect evaluation be interpreted together with a process evaluation to understand what works, for whom, and under which circumstances.

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A Systematic Review of Mechanisms That Affect Work-Well-being Outcomes in Healthcare Staff Interventions, and Implications for Developing Initial Middle Range Theories

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Though adverse healthcare staff well-being is reportedly high (National Health Service, 2023), the effectiveness of healthcare staff well-being interventions is reportedly inconsistent (Shiri et al., 2023), with studies sparsely detailing reasons for this (Fox et al., 2022). Realist evaluation is an appropriate evaluation method for understanding this, as it considers contextual factors and relevant mechanisms to answer, 'what works for whom, in which circumstances?' (Nielsen & Miraglia, 2017). Mechanisms can be differentiated as content mechanisms that focus the intervention itself, such as what action plans entail, and process mechanisms that concern the design and implementation of interventions (Nielsen & Miraglia, 2017). Understanding how these affect work-well-being within healthcare staff well-being interventions, allows understanding of the conditions required for them.

Initial Middle Range Theories (iMRTs) are programme theories formed at the beginning of realist evaluation, as they elaborate on the contextual factors that trigger such process and content mechanisms as well as the outcomes that they produce, that can be tested as part of the interventions. Previous iMRTs have been constructed for organizational well-being interventions that have focused on process mechanisms (Roodbari et al., 2021), limiting understanding of iMRTs that also consider content mechanisms. The consideration of existing literature is key for their development, and identifying relevant mechanisms first is suggested to be instrumental in developing iMRTs (Roodbari et al., 2021).

This symposium will outline results of a systematic review that addresses the research question 'How are process and content mechanisms reported to affect well-being in workplace interventions for healthcare staff?'. The authors have searched for empirical papers using

PsycINFO and MEDLINE databases through the Ovid platform, as well as CINAHL through the EBSCOhost platform, and will include studies that; focus on an organizational intervention for the well-being of healthcare staff at the individual, leader, group, organizational or overarching level but not a countervailing well-being intervention; report process and content mechanisms and how they affect well-being outcomes; and published in peer-reviewed journals. Following extraction and synthesis of mechanisms that impact work-well-being in such interventions, this symposium will outline the application of these to template analysis of qualitative data collected from semi-structured interviews with individuals leading on organizational-level well-being interventions for healthcare staff within the National Health Service in the United Kingdom, to construct iRMTs.

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Effectiveness of Compassion-Based Interventions at Work: A Systematic Literature Review and Meta-Analysis Considering Process Evaluation and Training Transfer.

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The aim of this study was to conduct a systematic review and meta-analysis on compassion-based interventions in the workplace. The study examined the mechanisms of the evaluation process and the elements that promote training transfer and its effects on well-being. A total of nine studies that met the inclusion criteria were analysed. The results of the random effect model indicate a standardised mean difference of -0.24, 95% CI [-0.62, 0.14], suggesting a non-significant decrease in stress levels between pre- and post-compassion training. Similarly, the standardised mean difference of -0.096, 95% CI [-0.50, 0.31] suggests a non-significant decrease in depression levels between pre- and post-compassion training. These findings indicate that there were no significant differences in the effects of the interventions. Even more, 6 studies met the key components of the process evaluation, and none measured training transfer. According to these results, we proposed in the current study a "Framework for Evaluating the Effectiveness of Compassion-based Interventions in the Workplace," which provides guidelines for quality designing, implementing, and evaluating compassion-based interventions in the workplace. This study highlights the importance of improving the methodology of studies, conducting larger-scale trials, and focusing on the key components of compassion-based interventions. Additionally, exploring training transfer and its impact on well-being is suggested. These findings provide a foundation for future research in the field of compassion-based interventions in the workplace.

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Digital Interventions for Mental Health at Work: A Multilevel Realist Review with an Agenda for Future Research

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Introduction: Theoretical background and research question: Nowadays, there is an increased availability of workplace mental health interventions exploiting digital technologies. Digital Interventions (DIs) for mental health at work have proven effective in many instances, but knowledge is still scarce regarding their working mechanisms and the contextual conditions under which these interventions are most effective. Consistent with the realist approach (Nielsen & Miraglia, 2017), this study aimed to review the current literature to explore how, why

and under which circumstances DIs may promote good mental health or prevent/reduce ill-health at work. This study is part of a more extensive European research and innovation project (H-2020 funded H-WORK) that aimed to design, implement and evaluate multilevel interventions to promote mental health at work.

Method: The current systematic review was conducted in line with the realist synthesis approach, following the steps suggested by the Realist And Meta-narrative Evidence Syntheses: Evolving Standards (RAMESES; Wong et al., 2013). An electronic search was conducted, and three selection criteria were adopted for targeting the studies provided in the review: 1) a clear focus on mental health promotion, 2) studies conducted in work settings, and 3) the availability of empirical support. Forty-four studies were gathered, from which the following information was extracted: 1) Context factors; 2) Mechanisms; and 3) Outcomes. This data was then used for the development of CMO configurations, which were expressed in the form of realist programme theories.

Results: Findings suggest relevant context factors that may impact the effectiveness of DIs for mental health at work (e.g., employees' roles/job positions, health and well-being baseline levels, previous knowledge, and personal resources/skills, social interaction, organizational culture, economic incentives, organizational changes), and working mechanisms (e.g., usage, frequency of practice, implementation adherence, modality, duration, training transfer, external support) that can trigger intervention outcomes. On this basis, five realist programme theories were formulated, which were related to the most frequently mentioned mechanisms, namely DI usage, frequency of practice, implementation adherence, training transfer, and modality.

Conclusion: This study enhances the knowledge and provides practical directions to organizations, enabling a deeper understanding of the working mechanisms of effective interventions, their success or failure in specific contexts, and the circumstances in which they are particularly effective, acknowledging the intricate and context-dependent nature of real-world workplace settings. Realist programme theories are highly beneficial for researchers and practitioners in designing, implementing, and evaluating DIs for mental health at work, as they facilitate the understanding of how, why and under what circumstances DIs may improve employee mental health (Roodbari et al., 2022).

Symposium 9: Employee Physical Activity: Complementary Perspectives on the Relationship Between Job Characteristics, Physical Activity, and Well-being

Chair Sascha Abdel Hadi

Discussant: Evangelia Demerouti

Leisure-time physical activity is widely recognized for its positive impact on physical and mental health. However, despite these acknowledged benefits, there is an increasing trend of physical inactivity among individuals, particularly in industrialized societies, and this trend is partly attributable to factors associated with work. Based on these observations, this symposium presents research on the dynamic relationship between job characteristics, physical activity and work-related outcomes. Our goal is to bring together research with different perspectives that examine work-related antecedents and consequences of employees' physical activity. The symposium is structured around two main objectives: First, the presentations will address work-related factors that can influence employee physical activity. Second, it seeks to shed light on the (positive) effects of physical activity by examining how physical activity can affect work-related well-being and/or perceptions of work.

In the first presentation, Abdel Hadi et al. aim to integrate previous theorizing on job control and physical activity, which suggest a positive relationship between job control and physical activity after work, with research on self-regulation. The authors found that day-specific decision-making control is positively indirectly related to accelerometry-measured physical activity after work through self-control capabilities. The second presentation by van As et al. examines the reciprocal associations between cognitive job demands and sports participation, focusing on the timing of measurements. Using Continuous Time Modelling as a novel approach to investigate longitudinal data, the authors analyse how these relationships unfold over different time spans, ranging from one month to 14 years between measurements. Next, de Vries et al. focus on reciprocal relationships between employees' appraisals of job demands, specifically workload, and their physical activity levels. The authors found evidence for a self-reinforcing process, as on the one hand, threat appraisals of high workload had a negative impact on subsequent physical activity levels. On the other hand, physical activity also had a negative impact on subsequent threat appraisals of high workload. Finally, Roswag et al. present a longitudinal study on the relationship of physical activity and burnout and investigate positive affect, threat appraisal of the work environment, and self-efficacy as competing mediators of this relationship. Further, they considered the social context of physical activities as a moderator. They found that physical activity had an indirect negative effect on burnout via decreases in threat appraisal and a conditional negative indirect effect on burnout via increases in positive affect for employees who do more social physical activities.

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Relationships Between Job Control, Self-regulation, and Physical Activity: A Day-level Accelerometry Study

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Background: There is increasing evidence that job factors can influence employees' physical activity conducted outside work. For instance, previous theorizing suggests that job control, as an important work-related resource, can positively affect physical activity. However, to date, there is still a lack of knowledge about the mechanisms that can explain such effects. The present study addresses this gap by proposing that the positive relationship between job control and physical activity after work can be explained through the conservation of personal resources. Drawing on self-regulation research, we hypothesize that job control should help to protect employees' personal resources in the form of self-control capabilities, which in turn are needed to engage in physical activity after work.

Method: We conducted an ambulatory assessment study with 134 participants wearing accelerometers (Actigraph wGT3X-BT) for seven consecutive days. During this time, participants also responded to daily after-work questionnaires on their smartphones. We captured day-specific decision-making control and timing control, as well as state self-regulatory capacities. In addition, workload was assessed as a control variable. We focused on moderate-to-vigorous physical activity and calculated it based on accelerometer data. A multilevel path model was used to analyse the data.

Results: Preliminary analyses revealed that decision-making control was positively indirectly related to moderate-to-vigorous physical activity through self-regulatory capacities on the day-level, while there was no such effect for timing control. In addition, workload was negatively indirectly related to physical activity through self-control capabilities on the day-level. We found no direct relationships of decision-making control and timing control with physical activity on the day-level, and no relationships were found on the person-level.

Conclusion: Our initial analyses support the proposition that day-specific job control (i.e., decision-making control) is positively related to physical activity through self-control capabilities. These findings help to explain how the positive effects of job control can spill-over on (physical activity) behaviours that are performed outside work.

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The Reciprocal Associations between Cognitive Job Demands and Sports Participation.

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Background: Many people have trouble being sufficiently active. This is alarming, as participation in sufficient physical activity is crucial for health and well-being, especially for employees in sedentary jobs. Multiple theoretical accounts suggest that the cognitive demands of work predict participation in LTPA, while at the same time, LTPA is considered a potential means to cope with high cognitive job demands. The current evidence for these assumed reciprocal associations is inconsistent, however. A possible explanation for this inconsistency is the timeframe at which the reciprocal associations between cognitive job demands and LTPA have been investigated. The time lags in between measurement moments in previous research range from a single day up to 9 years. It is possible that the associations between cognitive job demands and LTPA emerge at some time lags, but not at others. This potential effect of time has not been explicitly addressed before. The current study therefore aims to shed new light on the reciprocal associations between cognitive job demands and sports participation by explicitly taking the timing of measurements into account.

Method: We will use existing data from the Longitudinal Internet Studies for the Social Sciences (LISS). This dataset entails self-report data from a 15-wave full-panel design. The sample consists of approximately 7500 employees who reported on their cognitive job demands and sports participation over time. Sports participation refers to a particular type of LTPA and comprises of purposeful active participation in sports-related physical activity performed during leisure-time. The time lags in between the measurement moments vary from 1 month up to 14 years. This great variety in time lags enables us to assess both if and when the assumed reciprocal associations between cognitive job demands and sports participation emerge. Specifically, we will apply Continuous Time Modelling (CTM) to assess our hypotheses. CTM is a novel, statistical approach, capable to deal with complex datasets of panel-studies in which the time lags vary. Moreover, including the bi-directional associations between cognitive job demands and sports participation within a single model will provide more valid results about the direction and strengths of the associations. Finally, CTM allows to assess more dynamic associations between variables and is therefore highly suited for the current study design. In order to prevent inflated Type-I errors, the hypotheses and analyses have been registered online prior to accessing any of the data (osf.io/u9r3c/).

Results and Conclusion: Since the data have not been analysed yet, no results or conclusions are available. We expect, however, that the current approach will provide thorough and new insights into the intriguing reciprocal association between cognitive job demands and LTPA.

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Reciprocal associations between threat appraisals of job demands and employees' physical activity level: A three-wave weekly longitudinal study.

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Background: Scholars have postulated that employees' job demands, and their physical activity level mutually influence each other. That is, on the one hand, high job demands may negatively impact employees' physical activity level because of their negative effects on self-regulation and strain, an idea that has received some empirical support. On the other hand, engagement in physical activity may help to experience work tasks as less demanding due to self-efficacy and coping capacity increments, an idea that received scarce empirical investigation. Research also shows that the same job demands may be appraised differently, and that negative effects of high job demands particularly occur when they are perceived as threatening (i.e., having the potential to cause personal harm or loss). Following this line of reasoning, it may well be the case that particularly job demands that are perceived as threatening are related to lower engagement in physical activity. This would be unfortunate as it may be especially threatening job demands that can be positively impacted by physical activity. Hence, this study aims to advance our understanding of the relationships between job demands and physical activity by studying the reciprocal relationships between threat appraisals of a common job demand (i.e., workload) and physical activity (i.e., frequency and intensity).

Method: Participants included employees from various occupations who worked at least 32 hours a week (N = 289) and . A cross-lagged panel design including three time points (T1-T3) with a weekly time interval was used. At the end of each week, participants were asked to indicate the intensity of the physical activity session they engaged in that week and the extent to which their workload was experienced as threatening.

Results: Preliminary analyses show cross-lagged negative trends from physical activity frequency and intensity at T1 to threat appraisals of workload at T2 ($p = .06$ and $p = .09$ respectively), and from threat appraisals of workload at T2 to physical activity intensity at T3 ($p = .09$). Final results will be presented during the conference.

Conclusion: Preliminary evidence was found for the idea that threat appraisals of high job demands impede employees' physical activity level, while – at the same time – physical activity help to perceive job demands as less threatening. This study sheds more light on the potential reciprocal relationship between job demands and physical activity.

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Physical Activity and Burnout: A Longitudinal Investigation of Cognitive and Affective Processes

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Background: Several longitudinal studies show that leisure-time physical activity is beneficial for burnout prevention. To explain this relationship, there are a few theoretical approaches with limited empirical evidence which we aim to integrate in our research. On the one hand, it has been argued that physical activity is beneficial for employee well-being due to a "feel-good-effect". This essentially means that physical activity should be related to burnout because it increases positive affect. On the other hand, it has been proposed that the beneficial effect of

physical activity can be explained via the increase of employees' sense of self-efficacy or a favourable cognitive appraisal of their work environment. Integrating these approaches, we propose a cognitive-affective model on how physical activity relates to burnout. We hypothesized that physical activity has indirect effects on burnout through both higher positive affect (affective process), and through higher self-efficacy and lower threat appraisal of the work environment (cognitive processes). Furthermore, we aimed to shed light on contextual factors of leisure-time physical activity. As a relevant contextual factor of physical activity, we investigate the sociality of employees' physical activities, because physical activities are often performed in groups. Given our theoretical knowledge on beneficial effects of social activities in general (e.g., need for relatedness in the self-determination theory; group identification in the social identity approach) we hypothesized that physical activity is especially beneficial for employee well-being when performed together with other people. Specifically, we expected that engaging in more social physical activities increases the beneficial associations of physical activity and positive affect, self-efficacy, and threat appraisal which, in turn, amplify the indirect effects of physical activity on burnout.

Method: We conducted a longitudinal study with 814 employees over three measurement points (two months in total; time lag = 1 month each). All variables were measured using self-reports. We used longitudinal path models while controlling for autoregressive pathways of all variables to test our hypotheses.

Results: Physical activity was negatively related to burnout two months later. This effect was mediated by employees' threat appraisal of their work environment. By contrast, there was no indirect effect of physical activity on burnout through positive affect or self-efficacy. Regarding the moderating effects of the sociality of physical activity, results showed that being physically active together with other people amplified the indirect effect of physical activity on burnout through positive affect, but not through threat appraisal or self-efficacy.

Conclusion: Our results show that especially decreases in employees' threat appraisal of their work environment (i.e., a cognitive process) transmitted the beneficial effect of physical activity on burnout. In addition, we found evidence that the sociality of physical activity moderated the affective pathway (i.e., through positive affect) but not the cognitive pathway (i.e., through threat appraisal and through self-efficacy).

Symposium 10: Workplace Well-being Promotion through Positive Psychological Interventions

Chair Marisa Salanova

Approaching from a Positive Occupational Health Psychology perspective, the current symposium tries to unravel the intricacies of "Workplace well-being promotion through Positive Psychological Interventions" with six presentations that delve into the heart of fostering flourishing and fulfilling work environments.

Our first presentation conducted by Israel Cardona (Kennesaw State University, USA), "Is Work Meaning a Good Thing? A Latent Profile Analysis of Meaning and Well-Being at Work and its Application to Workplace Promotion," propels us into an exploration of the profound connection between the meaningfulness of work and overall employee well-being. Through sophisticated latent profile analysis, this presentation seeks to identify distinct profiles of individuals based on their perceptions of meaning at work and includes some recommendations for future Positive Psychological Interventions. Moving on, Presentation 2, by Ari Wilson Gómez (Universitat

Jaume I, Spain), "Positive and Inclusive Psychological Intervention in Emotional Styles: Adaptation to Intellectual Disability Workers," pioneers inclusivity in positive psychological interventions adapting emotional styles interventions for workers with intellectual disabilities, ensuring that every individual, regardless of ability, can benefit from interventions that foster emotional workplace well-being. In our third presentation, "Effectiveness of an Intervention in Positive Social Interaction and its Differences between Industry and Healthcare Sectors," Luna Sinisterra (Universitat Jaume I, Spain) dissects the effectiveness of interventions across industry and healthcare sectors and unveils sector-specific insights that are essential for tailoring workplace promotion strategies to the distinct social dynamics of each setting. Presentation 4, "Career Development, Job Crafting, and Well-being: An Evidence-Based Positive Psychological Intervention," conducted by Alberto Ortega-Maldonado (Universidad Internacional de La Rioja (UNIR), Spain), bridges the gap between career development, job crafting, and overall well-being, showing how intentional job crafting and career development interventions can act as powerful tools for enhancing employee psychological well-being. Shifting our focus to leadership, Presentation 5, "Enhancing Industrial Leadership through a Positive Psychological Intervention on Coaching-Based Leadership Development," by Antonio Ortiz (Ford Company, Almussafes, Spain and Universitat Jaume I, Spain) delves into the transformative impact of coaching-based leadership development, integrating positive psychology principles into industrial leadership practices. Results show that positive psychological coaching can become a catalyst for positive change, fostering leadership styles that prioritize employee well-being and organizational success. Closing our symposium is Presentation 6, "Nurturing Psychological Well-being during the Covid-19 Pandemic: An Online Positive Psychological Intervention" by Isabella Meneghel (Universitat Internacional de Catalunya, Barcelona, Spain). It addresses the unique challenges posed by the ongoing pandemic, exploring how online positive psychological interventions can serve as a beacon of support during these unprecedented times.

Conclusions from the symposium will let us forge a path towards workplaces that not only prioritize productivity but also champion the holistic well-being of every individual within their workplace context.

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Is Work Meaning a Good Thing? a Latent Profile Analysis of Meaning and Well-Being at Work and Its Application to Workplace Promotion

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Meaningful work is defined as the significance an individual ascribes to the job and the perception that the work seems to make a difference in the world. Abundant research associates meaning with positive work-related outcomes such as work engagement, job satisfaction, and well-being. However, a small, but supportive, amount of research has shown that meaningful work may act as a "double-edged sword" leading to negative well-being consequences. In this study, we aim to identify distinct profiles of workers' well-being (i.e., subjective well-being, engagement, and burnout) based on their perceived meaningful work. Data from 380 nursing staff working in the US was collected through an online survey using a Qualtrics Panel. Latent Profile Analysis (LPA) was employed as the methodological framework to identify distinct profiles within our sample based on selected continuous variables. LPA is a mixture modelling technique that classifies individuals into latent subgroups or profiles based on their responses to multiple observed variables. Results showed four profiles of which two present a distinct pattern of emotional exhaustion regardless of their well-being scores. Profile

1 shows workers with high meaningful work, work engagement, subjective health, and low levels of emotional exhaustion. Profile 2 also shows workers with high meaningful work, work engagement, and subjective well-being, but high levels of emotional exhaustion. One-way analysis of variance (ANOVA) post hoc test showed non-significant differences in meaning, work engagement, and subjective well-being between both profiles, however, Profile 1 showed significantly lower emotional exhaustion ($M=2.20$, $SD= .814$) compared to Profile 2 ($M= 5.50$, $SD= .769$). Profiles 3 and 4 showed below-average meaningful work scores and lower levels of work engagement, subjective well-being, and above-average emotional exhaustion. These findings indicate that workers with high meaningful work can experience emotional exhaustion. Additional research to explain the mechanisms that explain this pattern is needed, even using other occupational groups. Identifying these patterns of meaningful work increases understanding of the individual differences to design and implement Positive Psychological Interventions to improve the well-being of workers.

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Positive and Inclusive Psychological Intervention in Emotional Styles: Adaptation to Intellectual Disability Workers

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Over decades a wide array of psychological constructs and their interconnections have been deeply scrutinized. Nevertheless, the domain of psychological interventions within the workplace remains relatively uncharted. This study explores the effects of adapting and implementing a positive psychological intervention based on the development of emotional styles on psychological well-being and stress among workers with functional diversity. It also assesses the intervention's outcomes, considering both the group with intellectual disabilities (ID) and the group without intellectual disabilities (NoID). This positive and inclusive psychological intervention is founded on the Emotional Styles model, derived from affective neuroscience (Davidson & Begley, 2012), which identifies six key dimensions or emotional profiles (i.e., attention, self-awareness, resilience, outlook, social intuition and context sensibility). A total of 45 individuals participated in the study, with 12 individuals representing diverse functional abilities (26.66%). Among the participants, 64.4% were women, and their ages ranged from 19 to 61 years.

The first section of this study, describes the process of adapting the intervention on "Emotional Styles" for its application in heterogeneous groups of workers, including those with ID. The adaptation stages are detailed, taking into consideration the specific needs and characteristics of this group of workers, as well as the incorporation of Easy Read strategies to ensure comprehension and full participation. The second section is the positive intervention that was designed longitudinally and applied for six weeks, with a weekly session of two-hour sessions. Analysing the data at different time points pre-intervention, post-intervention and follow up (six months after the intervention ends). Repeated-measure ANOVA for each variable revealed statistically and positive significant differences in Outlook, Resilience, and happiness indicators (i.e., Engagement, Relationship and Negative Emotions).

In conclusion, the results of this intervention provide evidence that positive psychological interventions, suitably tailored for diverse functional contexts, positively contribute to enhancing well-being and alleviating stress. The study's limitations are also discussed.

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Effectiveness of an Intervention in "Positive Social Interaction" and Its Differences Between Industry and Healthcare Sectors

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This study investigates the interaction between the different phases of a group-level Positive Social Interaction intervention conducted in two organizations of Spain: a hospital and an automobile company. The intervention focuses on the following psychosocial concepts: Emotional regulation, Compassion and self-compassion, Communication, and Gratitude. The study will present the preliminary findings of a longitudinal study focused on the impact of a Positive Psychological Intervention based on Positive Social Interaction on well-being and will examine the similarities and differences of the results of both companies.

One cohort of employees in a Spanish hospital (N=30) and one cohort of employees in a Spanish automobile company (N=20) participated in the online intervention called "Positive social interaction" that aims to strengthen intra- and interpersonal skills related to a positive social interaction culture in order to optimize psychosocial well-being and relationships between employees. There was also one control group from the hospital (N=30) and another from the automobile company (N=15) in order to test the hypotheses. The intervention was conducted through a digital platform and between modules were conducted two face-to-face follow-up sessions. To evaluate its efficacy, quantitative measures at different time points (T1: pre-intervention; T2: post-intervention; T3: follow-up 3 months after the intervention) have been collected. Currently, T3 data from one of the companies is still being collected and will be available by the congress date. Data will be analysed using student's t-tests and ANOVAs, with SPSS software.

We expect improvements within the experimental groups in all four dimensions of the Positive Social Interaction intervention (Emotional regulation, Compassion and self-compassion, Non-violent and assertive communication, and Gratitude) at Time 2 and 3 compared to Time 1 scores. We also expect differences between organizations in relation to their results, since they belong to very different industries.

This study will provide knowledge about the importance of developing a positive social interaction culture within organizations, especially in dynamic and uncertain environments. Moreover, conducting interventions in positive social interaction will strengthen and develop skills in employees with the aim of promoting the development of positive relationships employee-employee and supervisor-employee, within the groups and with other groups into the organizations, and in their private life. Finally, this study may provide practitioners with recommendations on how to implement group-interventions based on positive social interaction, depending on the type of industry.

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Career Development, Job Crafting, and Well-being: An Evidence-Based Positive Psychological Intervention

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This study tests how worker characteristics influence the effectiveness of a Career Development Intervention program. For this purpose, a Positive Psychological Intervention (PPI) has been conducted among a heterogeneous sample of 71 individuals from Brazil. The

sample consists of 50.71% men, with ages ranging from 20 to 60. Professional roles within the sample include directors (38.03%), middle managers (16.91%), technical staff (19.72%), trainees (1.41%), and freelancers (14.08%). Additionally, participants come from both industrial and service sectors. The PPI aimed to design a professional development framework empowering employees and organizations to cooperatively construct meaningful career trajectories that facilitate personal growth while addressing organizational challenges. It focused on aligning personal aspirations with broader organizational goals, fostering individual development within the company's framework. This comprehensive intervention introduced a structured toolkit, equipping individuals with agility, self-leadership, and autonomy. It embraced methodologies derived from Positive Psychology, Appreciative Inquiry, and Design Thinking, presented in a coherent, step-by-step, and user-friendly format. After the intervention, a collection of both quantitative and qualitative data was conducted. The results not only indicate the overall high levels of job crafting demonstrated by participants after the intervention, linking their work to personal well-being, but also highlight how individual characteristics impact the intervention's outcomes. Variations were observed across various dimensions of job crafting—cognitive, task, and relational. Furthermore, the study meticulously addresses the limitations inherent in its design and execution.

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Enhancing Industrial Leadership through a Positive Psychological Intervention on Coaching Based Leadership Development

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Leadership plays a pivotal role in the success of organizations, particularly, in the industrial sector. One innovative approach to leadership development is Coaching-Based Leadership (CBL), which combines leadership principles with coaching techniques to enhance leadership effectiveness. This study presents the preliminary findings of a longitudinal study focused on the impact of a Positive Psychological Intervention (PPI) based on Coaching-Based Leadership in the automotive sector. The study spans three time points (pre-intervention, post-intervention, and follow-up) and includes two groups: a quasi-experimental group and a control group on a "waiting list" format. At Time 1 (pre-intervention), participants from both groups completed assessments measuring their leadership skills within the CBL framework. The quasi-experimental group then underwent a PPI program, while the control group remained on a waiting list. Time 2 (post-intervention) assessments were conducted immediately after the PPI program for both groups. The results at Time 2 revealed significant improvements in all four dimensions of Coaching-Based Leadership within the experimental group when compared to their Time 1 scores and between groups (experimental and control). These dimensions include: (1) Working Alliance, (2) Open Communication, (3) Learning and Development, and (4) Progress and Results. While the Time 2 results are promising, the study is ongoing, and the follow-up assessments at Time 3 will provide essential insights into the long-term sustainability of these improvements. The follow-up measurements aim to assess whether the gains made in leadership skills through the PPI-based CBL program are maintained over time. This study contributes to the field of occupational health psychology by highlighting the potential of Positive Psychological Interventions within the context of Coaching-Based Leadership in the industrial sector. The results underscore the effectiveness of this approach in enhancing leadership skills across multiple dimensions, with implications for leadership development programs and practices in industrial settings. These findings are particularly relevant for organizations seeking to foster a more positive and effective leadership culture, ultimately benefiting employee engagement, performance, and overall organizational success.

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Nurturing Psychological Well-Being During the COVID-19 pandemic: An Online Positive Psychological Intervention

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This study tested the effects of an online positive psychological intervention (OPPI) on the psychological well-being, stress, and burnout levels of an international Spanish-speaker group of participants during the COVID-19 pandemic. It also analysed the additive role of initial resilience level on the impact of the OPPI. 97 subjects participated in the intervention group and 84 subjects in control group. After participating during a six-week period in a OPPI based on the multidimensional PERMA model of well-being (Seligman, 2011), participants' levels of psychological well-being significantly increased, and their levels of burnout decreased, compared to the control group. The impact of the OPPI was still significant three months after the program for stress, two dimensions of burnout (i.e., cognitive and emotional impairment), and some dimensions of psychological well-being (i.e., positive emotions, meaning, accomplishment and happiness). Participants' initial level of resilience was a significant covariate only for the relationship, meaning and accomplishment dimensions of PERMA indicators of well-being. Practical implications suggest that the intervention could be a complement to therapeutic and coaching processes, given that it increases well-being and decreases stress and burnout. In a broader sense, it gives evidence that positive psychological interventions can be delivered successfully online to large groups. Limitations of the study are discussed.

Symposium 11: Playful Work Design: Across Domains and People

Chair Yuri Scharp

Literature is emerging that self-started play during work benefits employees and organizations. The proactive integration of play with work by employees is called playful work design. Examples include retail employees creating amusing stories and using wit during customer interactions, guides using humour during guiding, ride-hailing drivers creating games for their interactions, and operators approaching the railway control room activities as puzzles. These individuals exemplify how initiating play during work activities has the potential to transform their experience. They may experience joy and challenge when others feel stressed or bored.

Recent studies demonstrate that self-initiated play during work activities benefits well-being, creativity, and performance. Yet, little is known regarding the role of other people. Moreover, self-initiated play during activities (i.e., playful design; PD) is not a phenomenon that is unique to work. How do other individuals influence the benefits of self-initiated play? Can others stimulate self-initiated play? What are the implications of self-initiated play in other domains? In the present symposium, we answer these questions by bringing together six scholars from four different countries (United Kingdom, Italy, Norway, and The Netherlands). The studies show how fluctuations in self-initiated play across activities, days, and weeks, as well as domains, has implications for well-being and other important outcomes.

In the first presentation, Scharp shows that PD has important implications for well-being across activities and domains— being especially important for extrinsically motivated activities. In the second presentation, Junker demonstrates that the implications of agile work practices for

engagement, creativity, and performance are attenuated by PD. Namely, in the absence of the structure provided by agile work practices, PD is particularly important. In the third presentation, Caracuzzo shows that when employees have transformational and ebullient leaders, they perform better and flourish because they use PD. In the fourth presentation, Hetland shows that PD operates similarly in the work and study domains. That is, in both domains, designing fun attenuated the association between boredom and engagement. The final two presentations focus on the private domain. In the fifth presentation, Juriena shows that PD promotes engagement and goal progression during sports and that the exercise setting attenuates this association. Finally, Wang demonstrates that PD in leisure activities promotes work-family outcomes, and that the prevalence of PD is contingent on work demands and home demands.

The symposium is relevant for scholars in occupational and healthy psychology who are interested in proactive strategies that benefit well-being, flourishing, and performance.

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Juggling Platform Work, Employment, and Personal Life: The Role of Motivation and Playful Work Design

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Background: Every day, digital technologies are further integrated into various facets of society – including the economy. This has created new opportunities and challenges for organizations, such as the ability to connect with a global audience, an abundance of data, the automation of various operations, and telework. However, this trend does not only have important implications for how digital labour platforms operate; it also provides opportunities and challenges for individual workers. For individual workers, the level of potential connectivity to organizations and customers has increased to anywhere, anytime. This connectivity has enabled individuals to be contracted and compensated on a short-term basis for their labour on digital labour platforms. This novel working arrangement is referred to as “microwork,” which represents a specific form of platform work.

Microwork concerns services that are performed digitally, which may include clerical tasks, data annotation, transcription, image tagging, Captcha solving, and content moderation. Because microwork is offered and performed online, users can perform tasks throughout the day, at work, and also at home. This has important implications for individuals, and by extension, organizations. Namely, most individuals perform microwork in conjunction with their main occupation and leisure activities. Research on microworkers has predominantly adopted cross-sectional, and with exception longitudinal methodologies. These studies have provided valuable insights into the overall experience of individuals at digital labour platforms. Yet, several questions regarding the daily dynamics of individuals who juggle microwork, employment, and leisure remain unanswered. A daily approach is important because microwork does not reflect a stable phenomenon: People fluctuate throughout the week in the degree of microwork. How does performing microwork influence daily well-being? Does the motivation for entering the platform economy matter? When does platform work enrich (or undermine) daily functioning?

To answer these questions, we draw on the principles of self-determination and conservation of resources theory. In particular, we build on the principle of autonomous regulation. When individuals perform activities with autonomous regulation, they expend less energy, and their

enthusiasm and vigour is sustained. We propose that individual differences in motivation to work as microworker attenuates to what extent such tasks promote or undermine daily well-being and detachment. In addition, we argue that playful work design during activities will promote well-being and may help workers sustain their well-being. Playful work design represents a proactive self-determination strategy. Playful work design refers to the proactive cognitive-behavioural orientation that superimposes positively valenced experiential qualities on activities through ludic (e.g., humour, fantasy) and agonistic play (e.g., micro-challenges, achievements). The study aims to make significant contributions to the literature on platform work, multiple job holders, playful work design, self-determination theory, and conservation resources theory.

Method and Analyses: We measured stable individual differences in motivation for platform work, daily indicators of well-being, daily activities (platform, job, household, social, physical, and low-effort activities), and playful work design. Data has been collected (N ≈ 125; N ≈ 600 days; N ≈ 4000 activities). Data will be analysed using multilevel SEM.

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Daily Agile Work Practices and Playful Work Design: A Social Capital Perspective

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Introduction: There is a growing concern about loneliness and social isolation in contemporary workplaces. This trend has been exacerbated during the COVID-19 pandemic when a large part of the workforce had only limited opportunities to stay emotionally (and physically) connected to their work. Hence, there is a pressing need to investigate (a) how organizations can provide access to social resources (i.e., top-down or organization-focused strategy) and (b) how employees themselves can mobilize their socio-emotional resources when access to them is limited (i.e., bottom-up or employee-focused strategy) on a daily basis.

The present study investigates two novel strategies that may help mobilize socio-emotional resources at work on a daily basis, namely (1) agile stand-up meetings and (2) playful work design (PWD). During stand-up meetings, colleagues inform each other of their daily accomplishments, set daily goals, and get the opportunity to exchange social support. Theoretically, stand-up meetings may be seen as a routine that creates access to various social job resources (e.g., advice, emotional support, etc.). Existing research suggests that the implementation of stand-up meetings is associated with improved team feedback and social cohesion. However, agile meetings may not be sufficient to mobilize socio-emotional resources continuously. Even when organizations adopt such meeting practices, there may be situations or days when access to socio-emotional resources is limited. For instance, in project-based work, there may be days when employees work individually on specialized tasks or periods when interactions with colleagues are limited.

PWD represents a novel proactive work strategy employees may use to sustain their enthusiasm and performance when working under adverse social conditions. PWD is a cognitive-behavioural strategy that employees use to design fun and challenge during their work activities. Scharp et al. (2022) show that individuals who initiate play during work activities are perceived as more work-engaged, creative, and productive by their colleagues. Furthermore, one of their studies showed that 'designing fun' is a particularly relevant strategy for work that is interpersonally frustrating (e.g., when one feels isolated). Building on the idea that the proactive mobilization of socio-emotional resources is most important when access to such resources is limited, we predict that PWD is most beneficial on days when employees have less frequent (agile) meetings than usual.

Results: We analysed daily diary data of 65 employees who completed measures of agile stand-up meetings, PWD, work engagement, creativity, and job performance over five days (n = 261 observations). Results of multilevel regression analyses indicate that employees were more engaged, creative, and productive on days when they approached their work in a playful way by “designing fun” (i.e., using humour and fantasy). The frequency of agile stand-up meetings did not influence these outcomes directly neither in a positive nor a negative manner. However, we found a significant interaction effect of stand-up meetings and designing fun. The results indicate that designing fun is most important on days when access to social resources is limited. On days when participants had less frequent agile meetings than usual, they profited the most from engaging in PWD.

S52

Playful Leaders, Playful Employees: A Diary Study on Ebullient Leadership and Playful Work Design

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Background: Organizations are called on every day to respond to innovation and the needs of their employees in order to achieve their objectives, promoting individual proactive strategies. Among these, we focus on Playful Work Design (PWD), i.e. the process through which employees proactively create conditions within work activities that foster enjoyment and challenge. Recent literature showing that leaders can motivate followers to be more proactive (e.g., Bakker, Hetland et al., 2023; Thun & Bakker, 2018). In this study, we investigate the extent to which leaders can encourage PWD. More specifically, we investigate the impact of: (1) daily ebullient leadership, defined as a positive style that intentionally, through a leader's actions, creates a fun work environment; (2) daily transformational leadership, defined as a positive style through which a leader provides inspiration toward constant change through idealized influence, inspiring motivation, intellectual stimulation, and individual consideration. In the present study, we integrate leadership theory and proactive work behaviour theory to investigate more precisely what it is in their followers that effective leaders transform, in order to explain the positive effects of leadership styles on playful work design. Within this theoretical framework, proactive employees should use PWD strategies and, consequently, reach more levels of performance and flourishing. Therefore, the present study hypothesizes that daily PWD mediates the positive effects between daily transformational and ebullient leadership on daily task performance and daily flourishing.

Method: We used Prolific to conduct a five-day daily diary study. A total of 147 employees (54.3% female and 45.7% male) completed at least three out of five daily questionnaires (689 observations). Regarding employment status, 19.2% are temporaries, while 80.8% are permanents (72.2% full-time and 8.6% part-time contracts).

Results: Firstly, results of multilevel structural equation modelling suggest that daily ebullient and transformational leadership have significant and positive relationships with employees' daily PWD, daily task performance, and daily flourishing; the more employees perceived to be ebullient on a specific day, the more playfully they designed their work. Furthermore, daily PWD significantly and positively contributes to daily task performance and daily flourishing. Finally, PWD mediates the effects of both leadership styles on two outcomes, as hypothesized.

Conclusion: We are the first to examine how leadership is connected to employees' PWD. Results reveal that exuberant and transformational leaders increase levels of playfulness

among employees. Also, the results suggest that PWD has important consequences, as it positively affects employees' work engagement, performance, and flourishing. This study has several limitations. First, the study relied solely on self-report measures. Although it is important to study how employees perceive their leaders' behaviour, future research may include leaders to rate their employees' performance levels. Second, we did not measure other personality traits that may influence the PWD levels. Despite these limitations, this study provides practical implication for organizations. They could facilitate ebullient leadership and PWD through both leadership and employee training interventions. We hope that this research will stimulate future studies on leadership with PWD in the specific context of work or team.

S53

Playful Work Design on Boring Days

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Background: Drawing on proactive work behaviour theory, we propose that both adolescents in schools and naval cadets in a military operative work setting by actively creating conditions of fun and competition in their work situation can better maintain their engagement during boring and monotonous days. Specifically, we hypothesise that the negative relationship between daily boredom in school and school engagement is weaker on days pupils design their work situation by (a) designing fun and (b) designing competition. Likewise, we expect that the negative relationship between daily monotony and work engagement is weaker on days cadets design their work situation by (a) designing fun and (b) designing competition.

Method: The present study applies data from two quantitative diary studies in two different domains. In the first study, 100 Norwegian pupils (age 13) in lower secondary school participated. The sample consisted of 43 boys and 57 girls (57%), and daily diaries were filled out on 10 consecutive schooldays. The second study applies data collected among naval cadets (N = 27) during a 28-day long voyage on a sailing-ship from Northern Europe to North America. We requested the cadets to fill out the questionnaire at 5 PM on each day. The sample consisted of 22 male participants and 5 female participants (18.5%). The mean age of the participants was 20.3 years (SD = 2.2). To capture the multilevel structure of the data we applied multilevel analyses by the use of Mplus 7 and MLwiN 3.05.

Results: Preliminary multilevel analysis supported the hypothesised negative relationship between being bored in school and school engagement ($B = -.124, p < .001$) among the lower secondary school pupils. Analysis also supported the expected corresponding negative relationship between daily monotony and work engagement ($B = -.291, p < .001$) among the cadets in a military operational context. Moreover, the analysis supported the hypothesised positive moderating effect of daily study design in the form of designing fun ($B = .157, p < .05$) in the sample of pupils, while the hypothesised moderating effect of designing competition ($B = -.056, p = .452$) was not supported. Similarly, multilevel analysis revealed a significant positive interaction effect of daily playful work design by fun ($B = .155, p < .05$) in the operational sample, while the hypothesised moderating effect of daily work design by competition did not yield support.

Conclusion: The results from the present study suggest that proactively designing your work situation by creating conditions of fun is particularly important to maintain engagement on days characterised by boredom and monotony across the domains of school and a military work context. Practical implications will be discussed.

S54

Playful Sport Design and Sport Engagement: A Diary Study among Amateur Athletes

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Background: Playful sport design (PSD) refers to the proactive incorporation of play elements into sports training. PSD consists of designing fun (DF) and designing competition (DC). When athletes design fun, they involve amusement, imagination, creativity, and fantasy in their sports training. When athletes design competition, they challenge themselves and try to extend their abilities, for example, by trying to outperform themselves. Athletes who use PSD during their sports training perform better. Yet, little is known about why and when PSD results in better performance. Moreover, while previous findings indicate that athletes use PSD in different training contexts, such as social contexts, the extent to which training contexts influence the association between PSD and favourable outcomes is unknown.

This research aims to advance theory and practice by studying if PSD optimizes the training experience, and whether this relates to better sports performance. Further, we investigate in which context PSD is most likely to result in an optimal training experience and better sports performance. We develop a dynamic, moderated-mediation model, and suggest that athletes who use DF and DC show higher levels of sports engagement (i.e., being immersed in and enthusiastic about the training), which enables them to progress to their goals (i.e., the perception of reaching important sports goals). Further, we test two competing hypotheses. Based on the idea that the effects of play are stronger when shared with others or is extra needed in context in which others are not present, we suggest that PSD boosts in a context in which a trainer or training partners are present or buffers sports engagement when these are not present.

Method: Participants included athletes who engaged in at least two sports sessions a week. A weekly reconstruction method was used, covering three weeks. At the end of each week, participants were asked to reconstruct each sports session they engaged in (N = 99 individuals, n = 616 activities).

Results: Multilevel regression analyses showed a mediating effect from both DF and DC to higher sport engagement and increased goal progression. Supporting the idea of a boosting effect, the effect of DF on sports engagement was stronger in a context with other training partners, and the effect of DC on sports engagement was stronger when a trainer was present. Consistent with the idea of a buffering effect, the positive relation between DF and sport engagement was stronger when no trainer was present and the positive relation between DC and sports engagement was stronger when no other training partners were present.

Conclusion: Our results suggest that when athletes use DF and DC, they are more engaged in their sports training and are more likely to reach their sports goal(s). This supports the idea that PSD contributes to sports performance through a more optimal training experience. The results also indicate that PSD may act both as a boost or buffer, depending on the training context.

S55

Unravelling the Playful Solution: Exploring the Role of Playful Leisure Design as a Coping Strategy in the Work-Home Interface

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Introduction: Playful leisure design (PLD) is defined as “a process through which individuals proactively create playful conditions (fun and competition) during their leisure activities. In the current literature, we have limited knowledge regarding what factors will trigger playful leisure design; under what conditions people are more likely to employ playful leisure design; and how playful leisure design relates to work-family outcomes. This study aims to investigate the role of playful leisure design as a coping strategy to address work demands. Specifically, our investigation centres on understanding the role of playful leisure design as a coping strategy in response to work demands. In order to have a better understanding of the intricate dynamics among work demands, coping mechanisms, and work-family outcomes, we seek to unravel the relationship between playful leisure design, work engagement, and home crafting. Through this exploration, we aim to contribute nuanced insights into how playful leisure design serves as a proactive coping strategy within the complex interplay of work and family dynamics.

Method: We adopt a weekly diary design approach to explore our proposed model. Our study's participants were full-time working employees from the United States who were recruited through ROI Rocket, a provider of high-quality research services. In total, we have 84 employees who have completed 660 weekly surveys over 7 weeks. We distributed all questionnaires online. First, the baseline survey was sent to the participants a couple of days before the weekly survey. The baseline survey contained measures of demographics. The weekly survey includes the measurement of work demands, playful leisure design, home demands, work engagement, and home crafting. Multilevel modelling was employed to analyse the data using Mplus 8.3 (Muthén and Muthén, 1998-2019) software.

Results: Our results reveal that individuals are more likely to incorporate playful leisure design as a coping strategy during weeks characterized by high work demands. Notably, this positive relationship is contingent on the level of home demands, with high home demands hindering the effectiveness of playful leisure design in coping with work demands. Interestingly, we found that leisure crafting, another coping strategy, remains unaffected by home demands. Furthermore, our analysis demonstrates that playful leisure design mediates the association between work demands and work-family outcomes at the weekly level.

Conclusion: This study contributes valuable insights to the literature by highlighting the positive relationship between a nonwork-related coping strategy, namely playful leisure design, and key outcomes such as work engagement and home crafting. Importantly, the findings underscore the nuanced conditions under which playful leisure design is effective, emphasizing the intricate interplay between work demands, home demands, and the adoption of playful leisure design as a coping mechanism.

Symposium 12: Work Transformations and Psychological Health at Work: What Role for Organizational Culture and Human Resource Management Practices?

Chair Julie Dextras-Gauthier Discussant: Marie-Hélène Gilbert

Background: Organizational culture has always been an important element of the organizational context for sustaining an organization's performance (Newton, 2022). The same could be said of human resources management practices (Jiang & Li, 2019). Given that many changes and transformations have taken place in the world of work in recent years (e.g. introduction of massive telework, hybrid work modes, massive use of ICTs, etc.), have organizational culture and human resources management practices become even more important for organization and the psychological health of their employees? Does adapting to all these changes require organizations to reflect on the role of their organizational culture and human resource management practices? Knowing that these transformations have a major impact not only on employee performance, but also on their psychological health (Boulet & Parent-Lamarche, 2022), should organizations start thinking now about the type of organizational culture and human resources management practices they wish to promote within their organization to ensure their employees' well-being ?

Contributions: This symposium brings together six studies on the role of organizational culture and human resources management in a changing world of work. The first study explores the relation between public administration organizational culture, human resources management practices and the quality of working life. The second study investigates the impacts of the always-on culture on work-family conflict and psychological health at work. This study relates subjective norms of connectivity, workplace telepressure, work-family conflict and employees' psychological health. The third study specifically examines managers as ambassadors of organizational culture, playing a significant role in psychological health at work. This study focuses on the psychological health of managers within the relationship of organizational culture and their leadership. The fourth study discusses organizational and individual resources related to employee psychological health at work. This study explores the relationship between human resource management practices, humility and employee's psychological health. Finally, the fifth study examines the long-term consequences of teleworking as human resources management practices, on workers' psychological health. The sixth study discuss teleworking stress levers management.

Practical implications: It is increasingly important for organizations to put forward an organizational culture and human resource management practices with strong human values to ensure an optimal employee experience (Dextras-Gauthier et al., 2023; Sackmann, 2022). The studies presented in this symposium will enable organizations and human resource management specialist to start thinking about the evolution of organizational cultures and the human resource management practices associated with it, in a context of work transformations, that puts people first!

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Public Organizational Culture Profiles Impact on Quality of Working Life: The Mediating Role of Satisfaction with HRM Practices

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Background: Public organizations are increasingly struggling to attract and retain qualified workers in the current context of labour scarcity (Keppeler & Papenfuß, 2022). In this context, offering a high quality of working life (QWL) to employees becomes a strategy to win this war for talent (Chan, 2015; Gupta & Hyde, 2016; Knies, Borst, Leisink & Farndale, 2022; Sharma & Gupta, 2017; Smith, Gregory & Cannon, 1996). Past literature has shown that certain types of organizational culture are more favourable to QWL and employee well-being (Gifford, Zammuto, Goodman & Hill, 2002; Goodman, Zammuto & Gifford, 2001; Kim & Lee, 2022; Lund, 2003; Marchand, Haines & Dextras-Gauthier, 2013). These studies relied mainly on the Competing Value Framework (CVF), in which values are central to the organizational culture. However, the values targeted in this framework are not specific to the public sector and academic research in public administration has indicated that the values of private and public organizations differ (Van Der Wal, de Graaf & Lasthuizen, 2008; Van der Wal & Huberts 2008; Weske, Ritz, Schott & Neumann, 2020).

Objectives: The first objective of this study is to create profiles of public organizational culture based on organizational values displayed in public administrations. Based on the Culture-Work-Health model of Peterson and Wilson (2002) which conceptualizes management practices as a mediating variable in the relationship between organizational culture and QWL, our second objective is to verify whether these cultural profiles influence satisfaction with HRM practices and the QWL of employees. In this regard, Knies et al. (2022) indicated that although the differences between the HRM practices of private and public organizations have dissolved with the emergence of NPM, some distinctions persist. Given the specificities of organizational values and HRM practices in public administrations, it becomes relevant to examine the relationship between the organizational culture of public administrations, employee's satisfaction with HRM practices and QWL.

Method: To achieve the first objective, we collected the organizational values displayed in 26 public organizations in Quebec (a Canadian province) from administrative documentation and websites. These values were grouped into categories and profiles of public organizational culture were established from a cluster analysis. Five organizational culture profiles were distinguished from the cluster analysis: agile excellence; ethical benevolence; New Public Management (NPM); public interest protector; and sustainable benevolence. To achieve the second objective, the effect of organizational culture profiles on satisfaction with HRM practices and QWL was examined using a sample of 784 public servants collected with an online survey. The study is therefore based on a mixed method.

Results: The results of the structural equation models (SEM) show that certain types of public culture lead to better QWL. In addition, certain types of public culture promote satisfaction with HRM practices, which also translates into higher QWL. These findings indicate that the public organizational culture profile affects both the satisfaction with HRM practices and the QWL of civil servants. Public administrators should therefore formulate their value statement with great interest since it has significant implications for the well-being of public servants.

S57

Exploring the Impact of Social Norms of Connectivity on Work-Family Conflict: The Role of Workplace Telepressure

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Working in the digital economy involves constant connectivity and immediacy (Hu et al., 2021; Tams et al., 2020). Hence, new working conditions, as well as new interaction conditions and digital ways of collaboration (e.g., through tools such as Zoom or Slack), have led to an increased use of information and communication technology (ICT) (Waizenegger et al., 2020). The use of ICTs in an organizational context can lead to a new form of stress called workplace telepressure, which is defined as: “the combination of preoccupation and urge to immediately respond to work-related information and communication technologies (ICTs) messages” (Barber and Santuzzi, 2015: 172). Some authors found that workplace telepressure harms the well-being of workers; it reduces psychological detachment, and it increases the risks of physical and cognitive exhaustion (Day et al., 2019; Santuzzi and Barber, 2018). Moreover, ICTs use on private hours to manage work-related issues contributes to the blurring of boundaries between personal and professional lives; increasing the risk of work-home interference (Dragano and Lunau, 2020; Stadin et al., 2021). In addition, Mazmanian et al. (2013) showed that the use of ICTs can also lead to the emergence of a social norm according to which constant connectivity to work is required. This strong incentive to be constantly connected, which can lead to logging in outside of working hours, can have detrimental effects on employees’ psychological health and work-family conflict (Kao et al., 2020). The studies on ICTs use also show contrasting results on workers’ well-being and work-life balance (Day et al., 2019; Hu et al. (2021)). These results highlight the relevance of examining the factors maximizing the positive effects as well as those minimizing the negative effects of using ICTs. In this study, we propose to test the mediation role of workplace telepressure in the relationship between social norms of connectivity and work-family conflict. We also propose to test the moderation effect of preference for segmentation of roles in the relationship between social norms of connectivity and work-family conflict.

Methods: Data were drawn from a 2021 survey conducted with the Leger Opinion Online Panel (LEO). The sample of 1,036 respondents comprised 54.9% of women, with an average age of 43 and 55.3% of respondents having a university degree. The moderated mediation model was assessed using Hayes PROCESS add-on (version 4.2) for IBM SPSS Statistics (version 29) (Hayes, 2018).

Results: For the mediation analysis, our preliminary results show social norms of connectivity significantly affect work-family conflict indirectly through the mediation of workplace telepressure (indirect effect = 0,0394, 95% CI [0.005, 0.086]. The moderation results show that the interaction effect of social norms of connectivity with preference for segmentation of roles was significant in predicting work-family conflict ($b = 0.19$, $p = 0.00$).

Conclusion: This study highlights that although one of the primary objectives of technological advances is to increase productivity, they can be detrimental to employees, hence the need for organizations to properly manage the use of technologies to limit their adverse effects on human resources.

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Managers' Psychological Health: Bridging the Gap in Organizational Culture and Leadership Behaviours

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Introduction: Managers play a key role in psychological health at work. Through their daily leadership behaviours, managers can either reduce or accentuate the impact of risk factors on subordinates' psychological health. For several years, researchers have been interested in leadership as a lever to promote better psychological health among employees (e.g., Kelloway & Barling, 2010). Many studies focus on the consequences of leadership on employees (e.g., Montano et al., 2023), but only a few focuses into their antecedents (e.g. Tafvelin et al., 2019). While studies emphasize the importance of considering the organizational context, such as organizational culture, as an antecedent to leadership behaviours (e.g. Hartnell et al., 2019), other studies highlight the relevance of examining the managers' psychological health as a necessary resource for adopting positive leadership behaviours (e.g., Kaluza et al., 2020). This presentation explores the relationship between organizational culture, managers' psychological health, and their leadership behaviours.

Method: A sample of 522 managers from three Canadian health centre was used to conduct path analyses using the CALIS procedure in SAS software. Managers completed a questionnaire on a secure web platform. Managers spent approximately 40 minutes answering various questions that measured their perception of organizational culture, psychological health indicators (psychological well-being and distress at work), and their perception of their leadership behaviours.

Results: Results show that group culture is associated with both psychological well-being and distress at work. Managers experiencing psychological distress at work tend to exhibit more transactional and laissez-faire leadership styles. On the other hand, managers experiencing psychological well-being at work are more inclined to adopt transformational and transactional leadership styles. Indirect relationships were also examined.

Conclusion: The results highlight the importance of cultivating a group culture within organizations, considering its benefits on managers' psychological health and positive leadership behaviours.

S59

The Effect of Teleworking on Mental Health and Work Performance Depends on Gender and Crisis Context: A 5-Wave Population Study of Quebec Workers

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Context. With this study, we aim to address the need for a better understanding of the changes in mental health among teleworkers. Most of the research was carried out during stable conditions and a constant of teleworking arrangements. However, the pandemic brought an opportunity to examine changes in mental health and performance during sudden and dramatic change caused by periods of strict confinement. Even if the upheavals caused by the pandemic were unique, there are still periods of crisis that disrupt normality (on-going strikes, school

closures, etc.). Some studies show that the pandemic has exacerbated mental health problems in the population during lockdown periods. Lockdown measures can accentuate or modify the impact of the work location on mental health and on work performance. It is therefore relevant to better understand how the reality of onsite and telework workers is affected during these periods of crisis compared with periods of 'normality'. Also, considering the effect of gender is relevant given that there are known differences in mental health between men and women. In this paper, we investigate the effect of work location (teleworking vs working onsite) on mental health and on performance. We then explore the interaction effects between work location, the presence of strict lockdown measures, and gender on psychological distress and work performance.

Methods. This was a longitudinal cohort study that used data collected between April 2020 and November 2021. The web panel included 60000 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. We carried out longitudinal study with a five-wave online survey (N at T1 = 1450, N at T2 = 893, N at T3 = 518, N at T4 = 625) collected between April 2020 and November 2021. Strict lockdown measures were in place (school closures, curfew, only essential stores opened) at T1 and T4, whereas T2, T3 and T5 correspond to less turbulent periods, even though officially this was a pandemic period since the end of the pandemic was declared in May 2023.

Findings. Although levels of distress were comparable at first for all workers, these groups diverged significantly over time. For women, teleworking had a protective effect and significantly reduced psychological distress compared to women working onsite. However, this effect was reversed during lockdown period as women teleworking reported increased levels of psychological distress compared to women working onsite. For men, distress increased during lockdown, but telework had a very small negative effect on distress. In terms of work performance, teleworkers reported slightly poorer performance than onsite workers. Men who teleworked during lockdown periods suffered the greatest loss of performance, while women who teleworked during lockdown periods reported only a slight drop in performance.

Implications: Female workers who can work remotely seem to benefit from it psychologically. However, during a period of crisis such as strict confinement periods, teleworking increases women's distress, perhaps due to the women's family burden and mental workload during school closures. The protective effect of telework must be seen in the light of its slightly negative effect on performance. Also, periods of crisis modify trends and must therefore be taken into account both in research and in public policies and organizational practices. For employers, teleworking remains a widespread practice, but one that can be complex to manage. The study calls for top management to make mental health issues a priority during extreme working conditions, through proactive planning and accommodation measured for those most likely to be affected.

S60

“Bend So You Don’t Break!”: A Longitudinal Study on Human Resources Management Practices, Humility, Psychological Well-Being, and Job Performance.

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Introduction: This study aimed to identify the role human resources management (HRM) practices (e.g., indirect compensation, performance compensation, flexibility, dotation, formation) could play on employees' psychological well-being and job performance. This study

also aimed to determine if psychological well-being was playing a mediation role in the relationship between HRM practices and job performance. Finally, this study aimed to verify the moderating role of humility on the relationship between HRM practices and employees' well-being and performance. According to the Job Demands-Resources model, organizational resources (e.g., favourable HRM practices) expand an individual's mental capacities leading to higher psychological well-being and job performance. Inversely, a lack of resources could impair these capacities. Beyond organizational resources, humility, an individual resource, could also play an important role in expanding their mental capacities leading to higher psychological well-being and job performance when in combination with HRM practices.

Method: Moderated path, mediation, and moderation analyses were conducted with MPlus software on a sample 569 Canadian workers (same workers at both T1 and T2 - two months interval).

Results and Conclusion: Our results indicated that psychological well-being did not play a mediating role between HRM practices and job performance, which was not expected. We found instead that indirect compensation and flexibility at T1 were both directly associated with higher psychological well-being at T1, while performance compensation predicted higher job performance at T2. Interestingly, our results also indicated that humility did not moderate the association between HRM practices and well-being but did significantly moderate the relationship between HRM practices at T1 (e.g., indirect compensation, flexibility, dotation, formation) and job performance at T2. In terms of limitations, this study was relied on self-reported questionnaires, and not specific to a particular professional activity sector. Practitioners should consider training programs aimed at enhancing humility in combination with the implementation of favourable HRM practices for employees' good functioning.

S61

Fostering Teleworkers Engagement Through Teleworking Stress Levers Management

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Employee engagement is a central topic for organizations. Highly engaged employees demonstrate better job performance (Ayub & Islam, 2018; Inamizu & Makishima, 2018), more organizational citizenship behaviours (Saks, 2006), and fewer withdrawal behaviours (Yuan et al., 2021). Engagement also fosters employee retention (Harter et al., 2002; Saks, 2006) and organizational benefit (Baumruk et al., 2006; Harter et al., 2002). However, many organizations expressed fears about telework, believing that being away from the traditional workplace would lead to lower employee engagement (Allen et al., 2003; Golden, 2009). The psychological engagement of teleworking employees has been questioned, mainly due to their physical distance and lesser visibility. The engagement of teleworking employees is therefore a growing concern for organizations, since the enthusiasm for teleworking during the COVID-19 and the strong interest in continuing to work remotely (Saba et al., 2021).

Saks (2006) defined the three-dimensional concept of employee job engagement as "a distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance" (p. 602). Saks (2006) conceptualized engagement as absorption of a person's resources into the work he or she performs, suggesting that for absorption to occur, employees must readily have the cognitive, emotional, and behavioural resources to complete their work.

However, stress while teleworking has been identified as one of the main barriers for teleworkers adjustment (Carillo et al., 2020), performance (Registre et al., 2022) or well-being. Teleworkers have to face unique stressors due to this work organization, such as professional isolation (Cooper & Kurland, 2002; Registre et al., 2022) or loss of control on those out of sight (Beauregard et al., 2019). They represent specific telework demands in the lens of the job demands-resources theory (Bakker & Demerouti, 2014). On the other hand, telework allows to benefit from specific work resources that would encounter the telework demands, such as work schedule autonomy and interpersonal trust working remotely.

We hypothesize in this paper that when teleworkers feel a higher level of stress due to teleworking specific demands, they will be less able to mobilize their resources into their remote work, so their cognitive, emotional, and behavioural resources would be hindered. In other words, telework demands tend to increase the stress of teleworkers, what may concur to reduce employee's health and energy (Demerouti & Bakker, 2011), and result in a lower psychological engagement (Saks, 2019). On the contrary, the particular resources provided by teleworking could actually reduce stress, leading to a higher ability to psychologically engage in work.

Results based on the analysis of data collected in 2021 from 357 Canadian teleworkers confirm our assumptions. Isolation has the most detrimental effect on stress, followed by the loss of control. While both work schedule autonomy and interpersonal trust allow to reduce the perceived stress. The results also show that teleworkers higher stress decrease engagement, mainly by reducing cognitive resources, following by behavioural and emotional one. These results highlight the importance of managing teleworking stress levers for fostering teleworkers engagement.

Symposium 13: A Typical Day in the Life of a Well-Recovered Employee – How Recovery Experiences at Different Times and Settings Relate to Employees' Behaviours

Chair Sebastian Seibel
Discussant: Johanna Perzl

Dealing with demanding situations at work consumes employees' resources and can have negative consequences on their health, well-being, and job performance. Because successful recovery can reduce these negative effects, one main interest of occupational health psychology is investigating how employees' recovery can be fostered. Several meta-analyses have demonstrated the crucial role of recovery experiences (i.e., detachment, mastery, relaxation, and control) in restoring resources which can occur in different settings (e.g., office, home, nature) and at different times (e.g., night, before work, lunch break, after work). In this symposium, we sketch a typical workday considering different opportunities to experience recovery.

We start in the morning when employees wake up after a good or a bad night's sleep. First, Mackenbach and colleagues present whether poor sleep quality is associated with self-control demands during the workday considering employees' beliefs about sleep. Even before starting the workday, employees might think about their upcoming workday. Seibel and Haun provide first evidence that last evening's recovery experiences shape how the upcoming workday is anticipated, which, in turn, relates to the perceived stress during the workday. After the first part of their workday, employees will take a lunch break. One might assume that there is a difference in the quality of lunch breaks depending on whether employees work from home or the office. Therefore, Sinner and Haun focus on employees' lunch break setting (office vs.

home) and investigate variations in recovery activities and experiences. Before the end of their workday, employees might ask themselves about positive and negative events they experienced during the workday, for example, harmful interactions with their supervisors. Iser-Potempa and colleagues explain the mechanism of why abusive supervision is related to impaired recovery experiences. At the end of their workday, employees must decide in which setting (urban vs. natural) to spend the evening to recover from work stress. Hilbert and colleagues demonstrate that recovery experiences benefit from natural settings and appreciative contact with nature. As recovery experiences can vary throughout the evening, the last presentation considers hourly assessments between the end of the workday and bedtime. Perzl and Haun present how recovery experiences affect well-being (subjective recovery) and cognitive performance (objective recovery). In sum, the presentations of this symposium show that employees can experience recovery at different times and in different settings throughout the workday, offering new approaches for research and practical implications.

S62

Beyond Rest: How Beliefs About Sleep Shape the Effect of Sleep Quality on the Perception of Self-Control Demands At Work

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Background: Numerous studies have demonstrated that sleep is an important and essential period of recovery (e.g., Banks & Dinges, 2007). It restores employees' energetic and self-regulatory resources and is vital for optimal functioning during the day (e.g., Henderson & Horan, 2021). With the current daily diary study, we examine whether poor sleep quality is related to employees perceiving their work as more demanding the following day, mediated through higher levels of depletion in the morning. Further, we explore whether some people are more affected by poor sleep quality than others. Specifically, we explore whether beliefs about sleep (BAS) play a moderating role. People may rather believe that good sleep quality is essential for maintaining high levels of cognitive functioning (dysfunctional BAS), or they may believe that they remain unaffected in their functioning even after a night (or several nights) of poor sleep (functional BAS). We hypothesize that people with functional BAS are less affected by poor sleep quality because they (i) experience less morning depletion after a poor night's sleep compared to those with dysfunctional BAS (i.e., BAS moderates the link between sleep quality and morning depletion), and/or (ii) they perceive their work as less demanding, even when feeling depleted in the morning (i.e., BAS moderates the link between morning depletion and the perception of self-control demands at work).

Method: To test our hypotheses, we conducted a daily diary study with 192 employees. Participants first completed a general questionnaire that contained self-developed items intended to assess their beliefs about sleep. Over the course of two work weeks, we then surveyed participants each morning and afternoon about their sleep quality, morning depletion, and self-control demands at work.

Results: Multilevel analyses revealed a significant indirect effect linking lower sleep quality to the perception of more self-control demands the following workday via higher levels of morning depletion. Beliefs about sleep did not moderate the link between sleep quality and morning depletion. The link between morning depletion and the perception of self-control demands was however moderated by beliefs about sleep: The relationship was not observed for people with dysfunctional BAS, meaning that people with dysfunctional BAS did not benefit from better sleep quality and, in turn, lower morning depletion in terms of perceiving less self-control

demands at work. People with functional BAS, however, benefitted from high sleep quality, such that they perceived less self-control demands in response to lower depletion.

Conclusion: The current study is the first study introducing beliefs about sleep and shows that beliefs about sleep influence how sleep quality affects how demanding people perceive their work the following day. Our results suggest that addressing beliefs about sleep may be a promising strategy for interventions aimed at improving workplace well-being.

S63

Master and Control Your Evening To Expect a Happy Workday – The Relationship Between Recovery Experiences in the Evening, Workload and Stress Anticipation in the Morning, and Experienced Workload and Stress During the Workday

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Background: Previous studies on workload and stress anticipation have demonstrated that employees evaluate their upcoming workday. However, these studies do not match the employees' expectations with their workload or stress actually experienced during the workday. Thus, the main goal of our study is to connect workload and stress anticipation with experienced workload and stress. Because employees' evaluation of the upcoming workday depends on their current available resources (e.g., state of being recovered), we assume that recovery experiences (detachment, mastery, control, relaxation) in the previous evening are related to next morning workload and stress anticipation. When employees recovered successfully in the evening, they might evaluate the upcoming workday as less work intensive and stressful. Moreover, employees might experience in fact less workload and stress throughout the workday. Therefore, we assume that the relationship between recovery experiences in the evening and experienced workload and stress during the workday is partly mediated by workload and stress anticipation in the morning.

Method: We conducted a diary study with 77 employees across two weeks with three daily measurements. Recovery experiences in the previous evening and workload and stress anticipation were measured in the morning. We asked participants to indicate workload and stress at noon and the end of the workday to avoid hindsight bias (i.e., employees indicate high stress/workload because they assumed high stress/workload in the morning). The noon and evening measurements were combined into one score.

Results: We used multilevel modelling to analyse the data and modelled all relationships at level 1 and level 2. The results indicated a positive relationship between anticipated workload and stress and experienced workload and stress. We found a significant negative relationship between mastery experiences and experienced workload, fully mediated by anticipated workload. Furthermore, we found a negative relationship between control and experienced stress, fully mediated by anticipated stress. For detachment and relaxation, we did not find significant relationships at the within-person level.

Conclusion: Our results expand previous findings on workload and stress anticipation by demonstrating that employees' expectations align with their experienced workload and stress. While mastery related to anticipated and experienced workload, control related to anticipated and experienced stress. Thus, both recovery experiences might affect workday anticipation through different mechanisms, which should be investigated in future research. We demonstrated that workload/stress anticipation can be reduced through mastery/control, which, in turn, might diminish experienced workload/stress. Therefore, our study underpins the important role of recovery (experiences) for staying healthy.

S64

"No Place Like Home?" A Diary Study on the Effects of Telework on Lunch Break Recovery

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Background: Lunch break activities and recovery experiences during breaks play an important role in recovery during the workday. Drawing on the social ecological perspective on stress and recuperation, we argue that the lunch break setting influences employees' lunch break activities and experiences. Specifically, we propose that lunch break recovery differs on days when working from home or in the office. We hypothesise that employees engage in more relaxing and more household activities when working from home and in more social activities when working in the office. Further, we assume that employees should experience more detachment, relaxation, and control during lunch breaks when working from home than when working in the office. Lunch break recovery experiences should in turn be associated with increased positive affect at the end of the workday.

Method: A total of 76 employees in hybrid work arrangements (i.e., who typically work from home at least one day a week) took part in a diary study over two working weeks and completed short questionnaires before and after work ($N = 389$ days). The data were analysed using multilevel analyses.

Results: The results of multilevel analyses showed that employees engaged more in relaxing and household activities and less in social activities during the lunch break when working from home. In addition, they reported more detachment and relaxation, but not more control during lunch breaks when working from home. On days with more control and detachment during the lunch break, employees reported higher positive affect at the end of the workday. Overall, we found that work location was indirectly related to positive affect at the end of the workday via relaxation and household activities increasing detachment, as well as relaxation and household activities increasing control.

Conclusions: Our study supports the view that lunch break recovery is dependent on the setting where the lunch break takes place (home vs. office). Our findings suggest that working from home may provide better recovery opportunities which become apparent in more positive affect at the end of the workday. As the variables were measured at the same time, causal conclusions are not possible due to the cross-sectional design. Future research should consider the variables at different time points and possible moderators such as the person break fit.

S65

A Diary Study on Abusive Supervision and Subordinates' Recovery Experiences

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Background: Recovery from work is highly relevant for employees, yet knowledge about the interpersonal antecedents of impaired recovery experiences remains limited. Specifically, because former research neglected particularly the role of supervisor behaviours, we examine daily abusive supervision as a predictor of subordinates' recovery experiences (i.e., psychological detachment and relaxation). Abusive supervision refers to subordinates' perception of hostile behaviours displayed by the supervisor and is a strong interpersonal

stressor at work that has been linked to various detrimental outcomes. We draw on research on the recovery paradox (Sonnentag, 2018) and propose that psychological detachment and relaxation will be impaired on days with high abusive supervision, although recovery would be highly important on those days. We suggest a cognitive mechanism (via rumination) and an affective mechanism (via anger) to explain this paradox. We test co-worker reappraisal support (i.e., co-workers supporting cognitive reappraisal of negative work experiences) as a moderator that buffers adverse effects of abusive supervision on rumination and anger. Co-worker reappraisal support could help subordinates to re-evaluate the supervisor's abusive behaviour and, thus, abusive supervision might have less severe consequences for subordinates' recovery.

Method: We conducted a daily diary study with employees (171 subordinates, 786 days). After filling in an entry survey, participants completed daily surveys after work and before going to bed. We only included days in our analysis when employees had (virtual or face-to-face) contact with their supervisor.

Results: We found an indirect effect of abusive supervision on psychological detachment via rumination and indirect effects of abusive supervision on psychological detachment and relaxation via anger. Co-worker reappraisal support moderated the association of abusive supervision and rumination, such that the relationship was weaker when co-worker support was high.

Conclusion: Our results suggest that including negative supervisor behaviours such as abusive supervision in recovery research is very important. We identified two mechanisms (i.e., rumination and anger) that explain the associations of abusive supervision with detachment and relaxation. Moreover, co-workers can help cognitively process abusive supervision by providing reappraisal support. In contrast to former studies that examined more negatively framed types of support and that found adverse effects of talking about abusive supervision (e.g., co-rumination, i.e., long and excessive conversations about negative situations; Haggard et al., 2011), we showed that constructive support of co-workers can be beneficial.

S66

Look How Beautiful! The Role of Natural Environments for Employees' Recovery and Affective Well-Being

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Background: Recovery from work is important for promoting employees' long-term well-being (e.g., high positive affect, low negative affect), but little is known about which environments are most beneficial for recovery. Previous studies from environmental psychology indicate that nature exposure is associated with a broad range of beneficial physical and psychological health outcomes (e.g., high well-being, low psycho-physiological stress marker), but the association between nature exposure and recovery is underexamined. In this study we link research on recovery and environmental psychology and examine the relationship between employees' recovery and experience of nature. In two studies, we drew on Stress Reduction Theory to propose that increased contact with nature is associated with increased recovery experiences and affective well-being via nature's aesthetic value.

Method and Results: In Study 1, we theorized that appraising nature as aesthetic is an underlying mechanism in the relationship between being in nature and recovery. Using an experience sampling approach with multisource data based on self-reports and smartphone

pictures ($N = 50$, measurements = 411), we found that the momentary naturalness of one's environment was indirectly related to recovery experiences (i.e., relaxation, detachment) and affective well-being (i.e., positive activation, serenity, low negative activation, low fatigue) via perceived attractiveness. In Study 2, we theorized that appreciative contact with nature (i.e., nature savouring) is linked to enhanced recovery and well-being. Using a randomized controlled trial ($N = 66$), we found that a nature-savouring intervention, compared to a waiting-list control group, had beneficial effects on recovery experiences and positive affective states (i.e., positive activation, serenity), but not on negative affective states (i.e., negative activation, fatigue).

Discussion: In line with Stress Reduction Theory, our results suggest that contact with nature is a positive predictor of employees' recovery via aesthetic appraisal. Further we discuss practical implications of these findings for organizations (e.g., spatial design at the workspace) and their employees (e.g., planning restorative leisure). Nevertheless, methodological limitations like common method variance and a WEIRD-sample have to be considered.

S67

Can Recovery be Objectively Measured by Heart Rate Variability and Cognitive Performance? Two Ambulatory Assessment Studies on Daily Recovery from Job Stress after Work

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Background: Recovery from job stress is essential to sustain well-being and job performance. According to the Effort-Recovery Model, energetic and cognitive resources are depleted during work hours and can be restored during non-work time. Recovery experiences, namely psychological detachment, relaxation, mastery, and control during leisure time, facilitate the restoration of depleted resources. As the predominant use of self-report measures to assess recovery in previous research raises concerns about common method variance, we combine self-report measures with objective attention measures and physiological measures of daily recovery.

Method: We conducted two diary studies in the evenings after three workdays comprising hourly self-report assessments of recovery experiences, serenity, fatigue, and attention. In Study 1, after each survey, 67 employees additionally responded to short versions of either the Digit Symbol Substitution Task (DSST) or the Sustained Attention to Response Task (SART) to measure cognitive performance as objective recovery indicator. In Study 2, all 65 employees responded to the SART and additionally wore a chest belt with continuously recording electrocardiogram sensors for 75 hours to assess heart rate variability (HRV).

Results: In Study 1, multilevel models revealed significant correlations among the subjective recovery indicators while no correlations between subjective and objective recovery indicators were found. While mastery, control, and relaxation in the last hour correlated with momentary subjective recovery, detachment in the last hour was associated with momentary SART performance. No effects were found for DSST performance. Data collection in Study 2 is completed and data preparation and analysis are ongoing. Results will be available at the conference.

Conclusion: Our results extend previous findings on recovery experiences by combining both objective and subjective recovery measures. The low correlation of subjective with objective recovery indicators emphasizes the added value that objective measures can provide. The different result patterns for the recovery experiences further suggest that the objective SART

reveals effects that cannot be captured by pure self-report. The analysis of the physiological data can provide further insights into profitable alternative recovery indicators that reduce the risk of common method variance. Furthermore, correlations of SART performance with HRV can provide evidence for the validity of ambulatory attention measurements. Overall, our studies test the feasibility and added value of using objective measures in ambulatory recovery research.

Symposium 14: HealthyHealthcare (Part 1): Conceptual Frameworks Linking Healthcare Worker Well-being, the Organization of Services and Quality of Care

Chair Kevin Teoh

The concept of HealthyHealthcare draws on the complexity within the healthcare sector where key concerns around challenging working conditions, healthcare staff well-being, 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 and its subsequent impact on patient care. This symposium looks to unpack the relationships between these key constructs.

In the first presentation by Medisauskaite and colleagues, they draw on a longitudinal survey of 403 medical students from the United Kingdom on how medical students well-being (that is mental ill-health symptoms) contribute to their intentions to drop out of medical school, with ramifications for the sustainability of the healthcare workforce. Next, Bauer et al. presents a transdisciplinary project consisting of two work packages from Switzerland on the concept of Co-Creation (CC) has the potential to overcome the passive role of patients in traditional HC delivery and the lack of considering staff's work-related well-being. Fourth, Brulin and Teoh present longitudinal data from a Swedish national dataset to direct and indirect effects of performance-based reimbursement systems on the quality of care in primary care facilities in Sweden, and the role of illegitimate tasks and moral distress within this. Next, Peláez-Zuberbuhler et al. use the Swedish Longitudinal Occupational Health survey in Healthcare to report on the prevalence of harmful use of alcohol among physicians, nurses, and assistant nurses in Sweden before analysing the extent to which harmful use impacts HCWs ability to perform quality of patient care. Finally, Munar reflects on HealthHealthcare from the perspective of EU-OSHA, providing an overview of our research projects to illustrate how EU-OSHA is contributing to develop the Healthy Healthcare paradigm (by increasing knowledge and "feeding" each pillar with data, information, etc). Following on from this symposium, we continue our learnings in a follow up symposium looking at HealthyHealthcare interventions which seek to make an impact upon on Healthcare Worker Well-being, the Organization of Services and Quality of Care.

S68

How Does Medical Students' Well-being Link to Their Intentions to Drop Out? Longitudinal Exploration

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Background: There is a global shortage of healthcare staff. Medical students are our future doctors and play a pivotal role in the creation of a sustainable healthcare workforce. However, medical students learn in a competitive and demanding environment which might lead to reduced students' well-being and impact their career decisions. Indeed, studies report that, for

example, 28% of UK medical students are emotionally exhausted and their learning environment contribute to their well-being. This study aims to investigate if (and how) medical students well-being (that is mental ill-health symptoms) contribute to their intentions to drop out of medical school.

Method: 407 medical students from nine geographically spread medical schools from the UK completed an online survey at baseline and three months later. The survey asked students about their demographic characteristics (e.g., gender, ethnicity), well-being (nine different mental ill-symptoms, e.g., depression/anxiety, insomnia, paranoia), and intentions to drop out of medical school. Reliable and previously validated questionnaires were used to measure well-being. Generalized Linear Mixed Models were performed to analyse the link between students' mental ill-health symptoms and intentions to drop out while controlling for demographic characteristics.

Results: 19.4% (79) of medical students reported intending to drop out of medical school. The analysis is in progress, but initial findings show that those students' who experienced mental ill-health symptoms were more likely to consider dropping out of medical school.

Conclusion: Mental health among healthcare professionals is crucial to consider in order to build a sustainable workforce. Moreover, it is important to make these considerations early on, already in medical school. This study revealed that nearly 1 in 5 UK medical students consider leaving their medical school. Importantly, their well-being contributed to their career decisions, such as choosing to stay or leave medical school. Interventions supporting students and their mental well-being can prevent against various issues escalating and help to create a stronger future workforce.

S69

A Model for Understanding and Promoting Co-Creation of Care by Patients and Health Care Professionals Generating Mutual Benefits: Towards Human-Centered Healthcare

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Background: Challenges in the healthcare (HC) system, such as rising demand, pressure for cost containment, and staff shortage led to a serious, dual human crisis in HC: too little patient-centeredness and too little staff-centeredness. The concept of Co-Creation (CC) has the potential to overcome the passive role of patients in traditional HC delivery and the lack of consideration for staff's work-related well-being. However, existing CC models specify determinants and outcomes of CC, missing the CC process itself. Or they focus on selective dimensions of the CC process on either the patient or staff side. Thus, we aim to develop and test a model of CC of care as a joint process by patients and HC professionals generating mutual benefits for both groups.

Methods: Our transdisciplinary project brings together expertise from occupational health psychology, patient-oriented health services research, HC management research, nursing sciences, design research, Swiss hospitals as well as patient and nursing organizations. We focus on CC in hospital wards with all nurses directly involved in patient interactions as well as the served patients. For developing a 3.5-year grant proposal, we reviewed the literature in the above disciplines regarding CC concepts and co-designed a preliminary CC model during a series of workshops. To advance and test the model, we defined a series of qualitative and quantitative work packages (WP):

WP 1: To develop an empirically testable, conceptual model of CC of care, we will conduct a further literature review of existing CC concepts and of related scales. A quantitative survey will identify current CC-related practices in Swiss HC organizations.

WP 2: this will inform the scope of the qualitative analysis of existing datasets and newly conducted in-depth interviews with patients and nurses on the CC process, determinants, experiences and outcomes.

WP 3: WP1-2 will inform the selection and new development of survey scales to quantitatively measure these aspects of CC in HC wards. Wards with positive vs. negative patient and nurse experiences / outcomes will be selected for in-depth, on-site observation of the CC process.

WP 4: our scientific insights will refine the CC model and scales. Also, it will inform patients and nurses in co-designing applicable, evidence- and practice-based interventions to improve CC in HC.

Results: We will share the preliminary model of CC of care which captures the key elements of the CC process, its key, multi-level determinants and its key proximate/distal value experiences and outcomes for both HC staff and patients. Further, we will show how the model guides the implementation of the above work packages, and how these will help refining the model.

Conclusion: The project will produce an empirically tested model of CC in HC which adds two innovations: care is considered as a joint process where both HC professionals and patients take an active role for their mutual benefit. The model will facilitate future interdisciplinary empirical and intervention-related research on facilitators and synergistic effects of co-created care equally for patients and HC professionals.

S70

Performance-Based Reimbursement, Illegitimate Tasks, Moral Distress and Quality Care in Primary Care: A Mediation Model of Longitudinal Data

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Introduction: To test the direct and indirect effect that PBR within primary care has on perceived individual and organizational quality of care, and the role of illegitimate tasks (working conditions) and moral distress (work-related well-being) as potential mediators.

Method: We used the Longitudinal Occupational Health survey in Healthcare Sweden with data collected in 2021, 2022, and 2023, including 454 Swedish primary care physicians. PBR was measured using a single item. The Bern Illegitimate Tasks Scale measured illegitimate tasks, and moral distress was measured with a 10-item scale. Six items from the English National Health Staff Survey were used to measure the quality of individual and organizational care.

Result: Of the 454 participants, 70.2% reported that PBR negatively impacted their work. PBR was negatively associated with illegitimate tasks and moral distress which in turn was associated with individual and organizational quality of care. Using mediation models, we found an indirect but no direct effect between PBR on the quality of individual care.

Conclusion: PBR systems should account for the experience of individual primary care physicians to ensure effective, safe, and quality care, as this study shows how the level of illegitimate tasks and moral distress due to a PBR system can undermine care delivery. Consequently, it is imperative for stakeholders to consider how healthcare systems relate to the healthcare workforce's work experience, well-being, and the care being provided.

S71

Harmful Use of Alcohol Among Healthcare Workers and its Impact on the Quality of Patient Care: A One-year Follow-up Study

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Background: Harmful use of alcohol among healthcare workers (HCWs) is an important health problem that can impact not only their well-being but also their availability and capacity to deliver health services. Specifically, a drinking habit can compromise their clinical practice, both decreasing their performance and influencing their behaviours in the care and safety of patients. This study aims to: 1) report on the prevalence of harmful use of alcohol among physicians, nurses, and assistant nurses in Sweden, and 2) analyse the extent to which harmful use impacts HCWs ability to perform quality of patient care.

Method: The study is based on data from the Swedish Longitudinal Occupational Health survey in Healthcare Sweden (LOHHCS) from 2022 (Time 1) and 2023 (Time 2). The sample from 2022 consisted of 7.658 HCWs (2.712 physicians, 2.903 nurses, and 2.043 assistant nurses). The data for 2023 is still being collected. Measures include frequent user of alcohol (with two or more times a week as cut-off), harmful use of alcohol, assessed by the CAGE questionnaire to detect alcohol abuse and dependence (with a cut-off of 2 or more points), and HCW's self-perception of the delivery of his/her quality of care. Descriptive statistics will be used to identify the prevalence of harmful use and quality care, and t-test and chi-square tests for identifying differences among professions and demographics (i.e., gender, managerial position, working hours, years of working experience, etc.). Linear regressions and generalized estimating equations will be used to test predictive associations between harmful use at Time1 and quality of care at Time 2.

Results: Results from 2022 indicated that 25% of HCWs in Sweden are frequent users of alcohol (70% women) and 4.6% reported having a harmful use of alcohol (72% women), with variations across professions. Specifically, an increased likelihood for using alcohol with frequency was found among physicians (OR = 3.58, $p < .001$). On the other hand, assistant nurses (OR = 2.71, $p < .001$) and nurses (OR = 1.88, $p < .001$) are more likely to have drinking problems (harmful use) than physicians. Data collection for 2023 time point is in progress and results will be available at the beginning of 2024. We expect that those HCWs that have harmful use at Time 1, will result in a reduced quality of patient care at Time 2.

Conclusion: Results from this study will contribute to new knowledge about the prevalence of harmful use of alcohol among different HCWs in Sweden and how it might affect the quality of patient care. Findings could be useful for employers in implementing alcohol treatment and interventions aimed at preserving and optimizing the health and well-being of HCWs. In addition, this can be crucial for maintaining quality standards of patient care. From a healthy healthcare perspective, this paper fills an important gap in knowledge linking harmful use and patient safety. However, in future research, it is necessary to also explore the link between work factors, harmful use, and patient safety.

S72

“Healthy Healthcare” From the Perspective of the EU-OSHA

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Introduction: The European Agency for Safety and Health at work (EU-OSHA) is currently carrying out a multiannual (2022 – 2026) research activity on the topic ‘Health and social care sector and occupational safety and health (OSH)’. It aims to provide evidence-based knowledge on the diverse challenges faced by the sector when it comes to the safety and health of its workers in order to increase awareness and guide the policy-making process. The conceptual framework behind this research project is based on the paradigm known as “Healthy Healthcare”^[1] (paradigm distinguishing three pillars: (i) the organization of healthcare; (ii) workers’ health and well-being; and (iii) the quality of care provided). The findings from the first four research projects carried out under this research activity will be used to illustrate how EU-OSHA is contributing to develop the Healthy Healthcare paradigm (by increasing knowledge and “feeding” each pillar with data, information, etc).

Method: The research projects on which EU-OSHA’s presentation will be based are: an in-depth comparative (statistical) research study exploiting EU surveys (ESENER, EWCS, OSH PULSE and LFS) focusing on the OSH of health and social care workers; a systematic literature review on “COVID-19, psychosocial risks and mental health in the human health and social work activities sector”, and; two literature reviews on the topic of “digitalisation” (one related to platform work and a second one related to automatization of tasks in the health and social care sector) All these research projects will be finalised by April 2024.

Results: The results will include – among others, (i) an overview in statistical (and comparative) terms of OSH in the health and social care sector in Europe (main risk factors, OSH outputs, OSH management related issues, etc.) (ii) data / new knowledge on the impact of COVID-19 on the mental health of health and social care workers (in terms of stress, anxiety, burn-out, etc.). This will be complemented with workplace examples of interventions tackling psychosocial risks and providing support to the workers of the sector. (iii) information and knowledge on the positive and negative impact of digitalisation (platform work, automatization of physical and cognitive tasks) on the health and safety of health and social care workers.

Conclusion: By contributing to develop the “Healthy Healthcare” paradigm, EU-OSHA is helping to bridge understanding across the three Healthy Healthcare pillars and the different sectors and policy areas behind them: health and safety at work; public health; employment; rights of patients, equal opportunities, etc. The presentation of current findings (and forthcoming ones) will show how “Healthy Healthcare” is developed from EU-OSHA’s perspective.

Symposium 15: Digital Well-being Part 2: Solutions for Establishing Digital Well-being

Chair Elfi Baillien

Discussant: Alice Verlinden

During the last decades, Information and Communication Technologies (ICTs) have deeply infiltrated the workplace, transforming organizational and interpersonal dynamics at work (Cascio & Montealegre, 2016). While digitalisation enhances autonomy, social connections, and efficiency, it paradoxically also poses challenges in these very same areas (Day et al., 2018). For example, ICTs offer flexibility and efficiency, yet the “always-on” culture they foster compels employees to remain connected, impacting their work-life balance, overwhelming them with communication, and interrupting their workflow.

After the part one symposium on Digital Well-being – presenting valuable and innovative insights into the intricate relationships between ICT use and well-being – part two delves into how employees and organizations can tackle these challenges. Addressing this question necessitates understanding the processes that fuel constant connectivity, and how these can be interrupted. The symposium's contributions focus on investigating the conceptual nature of digital well-being, its antecedents, organizational interventions, and individual coping strategies. Encompassing various theoretical and methodological approaches, including qualitative, quasi-experimental, and diary designs, the studies offer diverse insights into the necessities and tactics for fostering digital well-being.

First, Verlinden (KU Leuven, Belgium) and colleagues develop a novel and comprehensive model of digital well-being based on in-depth interviews with employees. Second, Russell (University of Sussex, UK) and colleagues advance the question 'where this all comes from' in their study on problematic email use as a predictor of constancy connectivity and ICT's paradoxical nature. Third, in an innovative intervention study, Siegl (University of Manchester, UK) and colleagues examine the impact of new email guidelines on employee well-being and performance. Fourth, Op de Beeck (KU Leuven, Belgium) and colleagues look at what happens when ICTs penetrate workers' private lives by studying on how dual-earner couples cope with technology-assisted supplementary work. Finally, Baillien (KU Leuven, Belgium) – together with Verlinden and Siegl – combine insights from a narrative review and the symposium's presentations and identify the main research themes, approaches, and designs to aid scholars in addressing upcoming questions related to ICTs in the workplace. These findings serve as a foundation for deeper reflection and advancement within the field.

S73

Finding Balance in the Digital Age: Employees' Perspectives on Self-Regulating Connectivity to Work-Related ICTs

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Background: Work-related information and communication technologies (ICTs) can be considered a mixed blessing for employees given their paradoxical implications for well-being and performance (Day et al., 2019). In the post-Covid era, where these digital technologies are even more profoundly integrated in people's professional lives, research on how employees can navigate the increased exposure to work-related ICTs is crucial. Drawing upon the principles of boundary theory (Ashforth et al., 2000), we aim to gain in-depth information on how employees establish a meaningful and balanced use of work-related ICTs, with the aid of 'digital disconnection' strategies. We build on the concept of digital well-being, which refers to the perceived equilibrium between drawbacks and benefits of ICT use, and we examine its nature and dynamics in the context of work. More specifically, we investigate (1) the dimensions shaping employees' experiences of digital well-being, (2) which digital disconnection strategies employees apply and how these contribute to digital well-being, and (3) the social and contextual elements that either facilitate or obstruct digital disconnection.

Method: We conducted 27 semi-structured interviews with employees who extensively use ICTs for work. The interviews followed a topic guide to maintain consistency and covered their experiences with work-related ICTs, both during and outside working hours, including their practices of digital disconnection and connection. Interviews were recorded, transcribed, and analysed using thematic analysis in Nvivo (Corbin & Strauss, 1990).

Results: Our findings are integrated in a comprehensive model reflecting the dynamics of digital well-being. The model contains the following parts:

(1) *Dimensions of balance*: Employees' sense of balance using work-related ICTs encompasses individual aspects, such as the flexibility and efficiency ICTs offer, as well as social/relational aspects, such as social support or networking opportunities provided by ICTs. This balance is dynamic, with positive and negative experiences often coexisting.

(2) *Regulating (Dis)connection*: Employees use various strategies to disconnect, relying on (a combination of) technological restrictions, communication, and time management. These strategies enable them to distance themselves from the sources of work-related digital stress (detachment), and to redirect their attention to meaningful activities or interactions (focus).

(3) *Factors Influencing Boundaries*: Various internal and external factors facilitate or challenge the establishment of boundaries through digital disconnection. External factors include social norms, workload, and job organization. Internal factors include beliefs about expected behaviours, self-control, and habits.

Conclusion: Delving into the dynamics of digital well-being, this qualitative study highlights that employees' experience of balance is highly individual and tied to the control they have over when and where they digitally (dis)connect. Maximising meaning derived from ICT use requires the alignment of one's connectivity with personal goals and values. Our findings suggest that promoting a healthy balance between digital engagement and disconnection requires interventions targeted at both the individual as well as the organizational level. Besides fostering good technological habits, companies need a culture that values employees' downtime while respecting individual choices, avoiding overly controlling disconnection policies.

S74

Feeling Enslaved by your Email? Problematic Work-Email Use (PWEU) as a Stable Individual Difference Factor that Predicts Constant Connectivity and its Outcomes

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Background: With increased digitalisation and boundary flexibility at work, workers find it more and more difficult to resist being constantly connected to their digital communication tools. This has paradoxical effects for whether people feel 'enslaved' or empowered by their work and has knock-on effects for work performance and well-being. Whilst we know that situational and job-related factors can create conditions for constant connectivity, we understand less about endogenous person factors and their role in predicting propensity to be always on and its different repercussions. Using self-regulation theory (Baumeister, 2003) to frame our research, we examined the role of an email-specific stable low self-control construct in explaining constant connectivity (as a proxy for self-regulation failure) and its outcomes.

Method: Following 3-phases of scale development, we used a new 5-item scale – Problematic Work-Email Use (PWEU) - as a stable measure of low self-control to predict daily constant connectivity (DCC), and its different effects. We ran a 10-day diary study (pre-registered) with N=341 workers. Three separate models were tested using multilevel path analysis with Bayesian estimators. Mediation was tested in each model, by examining whether predictors impacted work-performance and well-being outcomes via DCC and feelings of enslavement/empowerment. Model 1 examined if PWEU moderated the relationship between situational job demands and DCC; Model 2 examined if PWEU directly impacted DCC, separately to situational job demands; Model 3 examined if PWEU moderated the relationship between DCC and feelings of enslavement/empowerment.

Results: Model 1 and Model 2 were most strongly supported, but there was no support for Model 3. An omnibus model (combining Model 1 and Model 2) rendered the moderating effect

of PWEU on the job demands-DCC relationship (as per Model 1) non-significant. The omnibus model revealed that higher levels of PWEU significantly predicted greater feelings of enslavement via higher levels of DCC, and this then predicted lower levels of work-performance and well-being. This effect was separate to the effect of situational job demands on DCC. Therefore, Model 2 received the strongest support, with all effects significant.

Conclusion: Research has shown that momentary lapses in self-control (e.g. as a result of situational job demands) can lead to self-regulation failure, e.g. higher levels of constant connectivity. However, situational factors have not delineated why some people then experience positive outcomes, whilst others do not. This study revealed the importance of examining context-specific stable propensity to low self-control as having a mechanically separate role within the self-regulation process. By measuring PWEU, it was revealed that this stable endogenous factor predicts higher levels of constant connectivity (beyond situational job demands), which then predicts greater feelings of enslavement, and consequently negative well-being and work-performance. Thus, paradoxical effects of constant connectivity can be differentiated by measuring PWEU, with higher levels associated with more negative implications and lower levels associated with more positive implications. Theoretical and practical contributions are discussed.

S75

Evaluating the Effectiveness of a Team-based Email Stress Intervention on Employee Well-being and Performance Outcomes: A Quasi-Experimental Study and Conceptual Replication.

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Background: Managing the double-edged nature of information communication technology (ICT), presents a challenge for many workplaces. On the one hand, ICT provides the flexibility to work from anywhere at any time making it much easier to collaborate with colleagues, clients and partners all over the world. On the other hand, it can facilitate overload and pressures to constantly be connected to work, which places significant strain on workers' health and well-being (Day et al., 2012; Dettmers, 2017). As technological dependence and hyperconnectivity increases globally, understanding and mitigating the negative impact of work-related ICT on employee well-being is becoming an increasingly important task. The European 'right-to-disconnect' legislation suggests minimising out-of-hours email use as an intervention strategy to combat the dark side of ICT however, little is known about the effectiveness of such organizational changes, particularly in international work-environments where 24/7 email traffic may be the norm.

In this study we examined the effectiveness of an organizational intervention targeting email-related technostress and constant connectivity to work. Additionally, we explored the mediating role of six ICT-stressors in facilitating the beneficial intervention effects on work-home conflict, psychological detachment, burnout, and performance. We compare the results to the identical intervention conducted by the authors in a UK-based public sector firm to evaluate the generalisability of effects across different contexts.

Method: A set of new email guidelines was introduced in 16 international teams (N=113) of a large private sector organization during a 6-week quasi-experimental intervention. Data were collected two-weeks prior- and four weeks after the intervention in the experimental and the waitlist control group (N= 75, 8 teams), and analysed using multi-level regression.

Results: The results revealed significant reductions in ICT-stressors (techno-invasion and email monitoring frequency during non-worktime) and burnout (physical and emotional exhaustion) in the experimental group, while no significant change was found in the control group. The

intervention effects on physical exhaustion were mediated by reductions in techno-invasion. The effects on emotional exhaustion were mediated by both techno-invasion and email monitoring frequency. In comparison to public sector findings, we did not replicate the intervention effects on techno-overload, time-spent-on-emails out-of-hours, work-home conflict, psychological detachment, cognitive exhaustion, and performance.

Conclusion: This study shows that introducing rules around email communication in-and-outside of working hours can reduce constant connectivity stressors and burnout symptoms. This demonstrates that the intervention can have beneficial effects even in contexts where a stronger 'on culture' and more excessive demands for employee's availability and responsiveness through email exist. Nevertheless, the number of relationships replicated from the public to private sector context was small (three direct effect and one mediated effect). This highlights the role of boundary conditions in the effectiveness of the intervention, meaning that generalisability of effects might be complex. Considering the recent replication crisis, the results not only strengthen knowledge in this field, but also shine light on who may benefit from this intervention and in what context. Ultimately, contributing to the reliable evidence base needed to develop effective guidance for the improved management of workplace ICT as well as worker well-being.

S76

The Systems-psychodynamic Underpinnings of the Continuous Engagement in Technology-assisted Supplemental Work in Dual-earner Couples

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Background: The omnipresence of information and communication technologies (ICTs; Statbel, 2023) has blurred the boundaries between work and private life (Delanoëje et al., 2019). One prevalent behaviour that has emerged due to this evolution, is technology-assisted supplemental work, or shortly TASW. TASW refers to the engagement in work-related tasks or communication outside work hours via ICTs (Fenner & Renn, 2010). TASW has been shown to bring along several drawbacks for both employees themselves (e.g., increased stress, lower detachment, more work-home conflict; Kühner et al., 2023) and their partner (e.g., more relationship tensions, more exhaustion and lower well-being; Carlson et al., 2018; Ma et al., 2016; Zhang et al., 2021).

Given the tensions TASW brings along for both employees and their partner, it is intriguing that employees continue to engage in this behaviour (Acerta, 2022; Securex, 2023). Especially in a romantic relationship, it could be expected that partners discuss their tensions and irritations with each other and strive to address them (Theiss & Solomon, 2006). Nevertheless, employees continue to engage in TASW, suggesting that there might be mechanisms at play that strengthen – or at least not interfere with – people's engagement in TASW within couples. To our knowledge, no previous study has sought to understand how the home context and couple dynamics affect and contribute to partners' engagement in TASW. The current paper aims to address this lacuna in the literature by drawing on the systems-psychodynamic theory (Padavic et al., 2020; Petriglieri & Petriglieri, 2022). This theoretical framework is particularly appropriate since it aims to understand how suboptimal behaviours continue to persist, despite the tensions they bring along. Building on this framework, our orienting research question is: How do dual-earner couples create, join, and accept discourses and practices to justify technology-assisted supplemental work and ease the tensions that this behaviour brings along?

Method: We interviewed 44 dual-earners (22 couples) with an average duration of one hour. Within these couples, at least one partner engaged moderately too high in WICT. To analyse our interviews, we applied a thematic analysis.

Results: The findings of our study show that both partners in a dual-earner couple experience conscious and unconscious tensions around TASW. Yet, despite these tensions, dual earners justify their own and/or their partner's TASW by relying on the 'Narrative of unavailability', i.e., the belief that TASW is necessary and unavoidable for their job. This 'Narrative of unavailability' was a shared discourse in almost all couples, and it remained unquestioned, despite evidence that this behaviour was not always necessary. The narrative further informed communicative (silencing and casually mentioning) and behavioural practices (adapting and compensating) that helped to ease the TASW-tensions in the couple. However, these practices simultaneously normalized and reinforced the 'Narrative of unavailability', and, in that way, reproduced TASW-behaviours and TASW-tensions.

Conclusion: Our findings suggest that the 'Narrative of unavailability' is a crucial factor in understanding continuous engagement in TASW within dual-earner couples. Consequently, today's society requires a more systematic solution to address TASW, wherein underlying beliefs about TASW must be collectively addressed.

S77

Towards a Positive Digital Future at Work: A Case for Digital Well-being Research.

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Background: Organizations have swiftly embraced ICTs to bolster their productivity, effectiveness, and efficiency (Bharadwaj, 2000). The integration of ICTs has transformed work structures, enabling networked organization, customizable workflows, and expedited information exchange. Furthermore, it liberates organizations and their workforce from temporal and spatial limitations. This digitization of the work landscape has introduced resources, following the 'Job Demands Resources Model' (Bakker & Demerouti, 2007), yielding advantageous outcomes for both organizations and employees. However, beyond resource generation, the extensive proliferation of ICTs in the workplace presents a notable challenge. Organizations grapple with effective staff monitoring while employees endure physical and mental tolls due to excessive connectivity. As we step into the initial phases of Industry 4.0, the looming question pertains to the future: What lies ahead for the workforce? And more specifically, how can occupational health psychology scientists take up a pivotal role in guiding society, organizations, and employees towards cultivating a positive digital future? This contribution delves deeper into the crucial aspects of digitalization concerning employee well-being, aiming to pinpoint pivotal areas for our future research endeavours.

Method: Combining insights from current research (i.e., narrative review) and the papers presented during the symposium, we advocate for prioritising research on digital well-being as a key avenue to support a positive digital future for employees. We identify the main research themes, approaches, and designs to aid scholars in addressing upcoming questions related to ICTs in the workplace.

Results and Conclusion: Our initial literature review highlights critical themes in future digital well-being research. These encompass: (1) assessing cognitive load against coping resources offered by ICTs and computer-mediated communication, (2) managing boundaries in ICT usage within and beyond work hours, (3) exploring self-regulation versus contextual regulation in pursuit of well-being, and (4) adopting person-environment fit strategies in digital well-being, encompassing work design and broader contexts such as the experiences of employees, like digital nomads, engaging extensively with new technologies. At the symposium, we will share our conclusive insights derived from the review, aligning them with the studies presented.

These findings will serve as a foundation for deeper reflection and advancement within the field.

Symposium 16: Between Office and Bed: Sleep Research Trends in Occupational Health Psychology

Chair Luca Menghini

Discussant: Alfredo Rodríguez-Muñoz

Sleep is a fundamental aspect of human health and functioning. Unsurprisingly, it is a key outcome in occupational health psychology (OHP) research and professional practice, with later sleep onset, disrupted sleep, and poor sleep quality being among the most common complaints associated with work stress. In turn, sleep quality is a proximal predictor of everyday experiences, moods, and behaviours both inside and outside work. Sleep is a highly complex phenomenon manifesting at multiple levels (physiological, behavioural, subjective) whose fluctuations over time are critical to capture its correlates. Based on contributions from five independent research groups, this symposium aims to provide an overview of the most recent avenues and directions in OHP sleep research, from both a substantive/explanatory and a methodological perspective.

First, Päivi Vanttola and her colleagues present a two-week mobile-based study where 38 Finnish knowledge workers were surveyed daily on their work stress, sleep quality, energy, and productivity. By integrating self-reports with salivary cortisol measurements, the authors provide a multimethod perspective on the day-to-day interplay between work stress and sleep. Second, Jan Häusser and colleagues present an in-depth analysis of the mechanisms through which specific job stressors (hindrance vs. challenge demands) can impact on self-reported sleep quality. Based on a 14-day diary protocol with 175 German employees, the authors highlight work-related rumination as a key mediator of the stressor-to-sleep relationship, but only for hindrance demands. Third, Alfredo Rodríguez-Muñoz and colleagues present a longitudinal study coupling subjective and actigraphy-based sleep measures to investigate sleep as a function of workplace bullying. Based on data from 139 Spanish workers and their spouses, the authors provide new multi-source evidence on the sleep implications of exposure to bullying at work, highlighting rumination, again, as a key mediator.

The symposium ends with two methodological contributions on the advantages and pitfalls of integrating wearable sleep trackers into the OHP toolbox. In the fourth contribution, Luca Menghini and colleagues review recent technological developments in ambulatory sleep assessment by highlighting the increasing accessibility, usability, and suitability of objective sleep monitoring for long-term and extensive data collection in OHP. Finally, Robert Hickman and colleagues focus on the opportunities provided by consumer-grade sleep trackers and their integration with mobile-based experience sampling methods. Based on two ongoing studies with UK employees and NHS patients, they highlight the types of measures and main technical pitfalls in using such methods for OHP scholars and practitioners.

S78

Stress, Sleep and Productivity in Hybrid Knowledge Workers

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Background. Sleep and recovery have a major impact on work performance and stress reduction, and work-related stress can have a significant impact on sleep. We investigated the

associations between self-rated stress, energy level, productivity, sleep duration, and cortisol in knowledge workers who can influence their daily hybrid working hours.

Method. 38 knowledge workers (mean age 44.5 years, SD 9.9 years, 31 females, 7 males) filled in a 2-week mobile app diary of their bed, wake-up, work start, work end, and work break times. They evaluated sleep latency, how stressful (dichotomized from a 9-point scale), energetic (dichotomized from a 9-point scale), and productive (3-point scale) they felt during the day. Salivary cortisol concentrations were analysed from three consecutive days at awakening, 30 minutes after awakening, and at bedtime. The cortisol awakening response and the diurnal cortisol slope were calculated from these variables. Generalized estimating equations models adjusted for sex and age were used for statistical analyses.

Results. The occurrence of a stressful day predicted shorter total sleep time during the following night ($p = 0.004$). In addition, a stressful day was significantly associated with a greater cortisol awakening response ($p = 0.005$), cortisol concentration 30 minutes after awakening ($p = 0.027$), cortisol concentration at bedtime ($p = 0.012$), and diurnal cortisol slope ($p = 0.016$). A productive working day and a high energy level predicted a greater cortisol concentration at bedtime ($p = 0.004$ and 0.016 , respectively), but were not related to total sleep time ($p > 0.050$). Interestingly, greater cortisol levels at awakening predicted high productivity ($p = 0.016$) and longer total sleep time the following night ($p < 0.001$). A greater cortisol awakening response was positively associated with high energy level ($p < 0.001$) and negatively associated with productivity ($p = 0.027$).

Conclusion. As expected, stress was associated with higher cortisol levels and shorter sleep. However, higher cortisol levels at awakening predicted longer sleep the next night among the knowledge workers. Higher cortisol at awakening was also associated with high productivity during the working day. The results suggest that higher cortisol at awakening may have beneficial effects on performance and recovery, perhaps related to anticipation of positive aspects of upcoming tasks.

S79

Sorrow till Tomorrow: Work-related Rumination as a Mediator Between Hindrance Demands and Sleep Quality

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Background: A substantial share of the adult population worldwide struggles with sleep problems. Previous research in occupational health psychology has begun to examine when and why high job demands compromise sleep. In particular, work-related rumination (perseverative cognitions cycling around work) has been brought into focus as a potential mediator. According to this perspective, high job demands are maintained into non-work time in the form of cognitive representations of work-related stressors during non-work time. Following *prolonged activation theory*, such perseverative representations are psychologically aversive and produce stress, even in the aftermath of the actual stressor. This, in turn, has the potential to impair sleep quality and to reduce sleep duration.

However, previous studies have provided inconclusive results regarding the mediating role of work-related rumination regarding the relationship between job demands and sleep. To solve this inconsistency, we integrate *prolonged activation theory* with the *challenge-hindrance framework*. In particular, we argue that hindrance demands (e.g., conflicts, bureaucracy) versus challenge demands (e.g., task complexity) have differential implications for work-related

rumination and, therefore, sleep. Specifically, we predict that hindrance demands should produce stronger work-related rumination compared to challenge demands because hindrance demands often imply interruptions in the workflow by shifting attention to contextual demands. Such workflow interruptions are associated with increased work-related rumination. Moreover, workflow interruptions often lead to unfinished tasks with persisting cognitive representations of these tasks in non-work time.

Method: Because job demands, rumination, sleep quality, and sleep quantity show considerable variation on a day-to-day basis, we propose that the relationships between these variables are highly dynamic and most likely to unfold within a short time frame, especially on the day level. Thus, we examined the proposed indirect effects of challenge and hindrance demands on sleep quality and sleep quantity via work-related rumination in a 14-day ambulatory assessment study with a sample of employees ($N = 175$, 52% women, average age = 43.95, average working hours per week = 39.82).

Results: As predicted, we found that only hindrance but not challenge demands were related to sleep quality via work-related rumination: higher hindrance demands were associated with more work-related rumination, which in turn was associated with lower sleep quality. Although – as predicted – such indirect effect was not evident for challenge demands, we found a negative direct effect of challenge demands on subjective sleep quality. No relationships with sleep quantity were found for any type of job demands.

Conclusion: Our findings highlight the merits of differentiating between challenge and hindrance demands when examining consequences of job demands for sleep quality. Moreover, examining both quality and quantity aspects of sleep is important to fully understand the relationship between work and sleep.

S80

Workplace Bullying is Making Us Lose Sleep: The Effect of Exposure to Workplace Bullying on Our Own and Our Partner's Sleep Patterns.

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Background: Bullying at work refers to persistent unpleasant negative acts directed towards one or more targets from superiors and/or colleagues (Einarsen et al., 2020). Exposure to bullying behaviours has been associated with a variety of negative health outcomes, such as sleep complaints. However, the current state of the knowledge is limited regarding the short-term bullying processes. This is especially important considering that sleep problems are often immediate or short-term responses to stressful situations. Thus, we conducted research with two different time frames, to analyse short (diary) and medium-term (monthly) associations of workplace bullying with sleep outcomes.

Method: In the first study, we used a daily diary research design, with a sample of 44 participants. In the second study, we used a longitudinal design with four waves and two months of time lag, with a sample of 139 heterosexual couples ($N=278$ employees). In the first study, we assessed sleep information through both actigraphy and self-report, whereas in the second study, we used self-report measures exclusively.

Results: Multilevel analyses showed that exposure to workplace bullying was directly associated with objective sleep measures. In the second study, rumination transmitted the indirect effect of bullying on sleep satisfaction and sleep impact. In addition, we found a partial mediation effect of rumination between bullying and sleep severity. Furthermore, we also found

a marital contagion of employees' and spouses' insomnia symptoms (i.e., severity and sleep impact).

Conclusion: The results of this study provide some insight into the mechanisms underlying workplace bullying's effects on sleep and identify a differential effect based on time lag. Additionally, we demonstrated that bullying not only affects the target's sleep but also influences their partner's sleep outcomes.

S81

Wearable Sleep Trackers in Occupational Health Psychology: A Critical Review and Illustrative case Studies (Part 1)

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Background: For decades, occupational health psychologists have investigated sleep quality and quantity by largely relying on retrospective self-reports and – more recently – daily diary questionnaires. In contrast, the use of methods capable of objectively tracking sleep is still uncommon in the field. This might be due to several reasons, including the cost and expertise required by traditional objective methods (e.g., polysomnography) and their poor suitability for long-term longitudinal monitoring of worker sleep. However, recent advancements in the wearable industry are progressively removing these barriers, enabling large-scale longitudinal passive tracking of sleep biobehavioural processes in free-living conditions. Here, we aimed to provide a summary of such advancements and some guidance on how such devices might be effectively integrated into the occupational health psychologist's toolbox.

Method: We conducted a critical review of the state-of-the-art of using wearable sleep-tracking technology in occupational health psychology research and professional practice. Specifically, we reviewed key ambulatory method profiles (i.e., portable polysomnography, actigraphy, and multi-sensor devices) by characterizing their capabilities (e.g., features, costs, and output) and limitations (e.g., accuracy, reproducibility, and privacy issues). Moreover, we provide basic guidance on how to evaluate and compare device features (e.g., measurement error, battery life and memory, interactions required to the user) depending on researcher and practitioner needs (e.g., sample size, length of assessment, occupational sector), and acknowledging the research/clinical vs. consumer nature of these tools.

Results: Among the different objective tools, wearable sleep trackers are increasingly accessible and user-friendly and allow for passive sleep monitoring over longer periods and larger samples than what can be achieved with sleep diaries. On the other hand, specifically referring to consumer-grade devices, the uncertain accuracy of undisclosed algorithms and the potential privacy threats (actual or perceived) of using these devices in organizational contexts are among the main challenges to be handled. As better focused by the following talk (Part 2), the combination of wearable monitoring and experience sampling methods has the most promising potential to uncover within-individual processes linking sleep to work-related experiences and behaviours.

Conclusion: Although far from perfect, wearable sleep technologies can substantially improve the quantity and quality of the collected information on worker sleep health, an opportunity that should not be missed by occupational health psychologists. However, a rigorous and informed approach to the use of these devices is deemed necessary.

S82

Wearable Sleep Trackers in Occupational Health Psychology: A Critical Review and Illustrative Case Studies (Part 2)

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Background: Wearable sleep trackers and digital sampling tools (e.g. ecological momentary assessment 'EMA' or experience sampling 'ESM') are increasingly used concomitantly. These remote ambulatory technologies, when combined, allow researchers to monitor the dynamic associations between multiple health and well-being dimensions in real-world conditions. This symposium presentation (Part 2) follows a review of current sleep-tracking wearables (Part 1) and their usability across occupational health psychology research.

Method: This presentation reports on findings from two ongoing projects utilising commercial sleep trackers (Fitbit Charge 4), multimodal data collection, and experience sampling (ESM). Project one is UK employees with standard work schedules: A sample of UK employees wore a Fitbit device (consecutively) for one week and completed a battery of online measures including sleep, mood, chronotype and job characteristics. The main aim was to assess employee chronotype, sleep, and circadian preference as part of a larger validation study. Project two is a pilot study with NHS patients recovering from Intensive Care (ICU). This pilot study incorporates Fitbit trackers and smartphone-based experience sampling (ESM) to track core post-intensive care syndrome (PICS) symptoms. The main aim is to monitor how discharged Intensive Care (ICU) patients are recovering and aid clinicians in identifying patients that require early rehabilitation. Fitbits are worn daily to assess sleep and monitor motor activity. A range of physical, psychological, and cognitive outcomes are then recorded across a 3-month post-discharge period.

Results: Data collection is ongoing and preliminary results will be presented at the EAOHP Conference in June (5th-7th, 2024).

Conclusion: Recent advances in consumer-grade wearables provide clinicians and researchers the opportunity to remotely monitor sleep-circadian markers and capture the interplay between broad cross-domain health and well-being. These (relatively) low-cost devices also have the potential to empower individuals (employees, patients, and general consumers) to make informed lifestyle decisions and behavioural change via long-term health data monitoring and feedback.

Symposium 17: Navigating Complexity: The Role of Configurational Comparative Methods for Evaluating and Organizational Intervention

Chair Marta Roczniowska

Discussant: Ulrica von Thiele Schwarz

Organizational interventions are notoriously difficult to evaluate because of the challenges involved in disentangling the complex web of interrelated factors affecting the outcome. Over 40 potentially influential factors have been identified, and they combine in various ways to bring about (or hinder) the outcome, such as some factors only being influential in combination with others, and the existence of multiple alternative paths to an outcome. The current evaluation

designs and analytic approaches are insufficient to address this complexity. This symposium outlines the challenges that the field is facing and how these can be addressed using Configurational Comparative approaches, providing six empirical examples of how the approach can be used in evaluations of organizational interventions, allowing cross-case comparisons to identify patterns of causal relationship using Boolean algebra.

The first empirical example by Sørensen and Rasmussen explores how employee-rated implementation factors, particularly involvement, influence manager-assessed implementation results in a health intervention across 16 childcare institutions. The second empirical example is provided by Tafvelin and Stenling. They examined the combination of individual factors (such as motivation and utility reactions) and organizational preconditions (such as the size of the workgroup and how often leaders meet their employees) to better understand the different pathways that may lead to transfer of leadership training. Åkerström and colleagues provide a third empirical example from an organizational intervention designed to decrease sickness absence by providing support from process facilitators. The intervention was implemented at eight healthcare workplaces in Sweden. Over 30 contextual and processual factors were analysed and showed that participation on multiple levels was a difference-maker for a successful intervention. Fourth, Roczniowska and colleagues re-analysed data from a participatory occupational health intervention conducted in Danish kindergartens to investigate which combinations of context and process factors increased the perceived relevance of this intervention among the staff, as well as what led to failure in achieving it. Fifth, Jaspers and colleagues discuss the possibilities and challenges of using configurational comparative methods in working life research through a worked example of an evaluation of the Danish work environment authorities' new method for work inspections. Finally, Swiatczak will elucidate the practical implications regarding the selection of factors for configurational methods. In her contribution, she will systematically explore the key considerations for factor selection and provide practical insights through illustrated examples from intervention studies.

S83

The Role of Participation in Achieving Implementation Results

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Introduction: There exists a scarcity of research examining the intricate interplay among intervention factors, such as intervention fit, participation, and management support, and their impact on the implementation of occupational health and safety interventions at the organizational level. This study aims to investigate how factors, as perceived by employees, influence the implementation outcomes as assessed by both employees and managers. The research utilizes data derived from an occupational health and safety intervention conducted among 190 employees in 16 childcare institutions, designed to mitigate pain and reduce sickness absence. While prior evaluations of the wait-list cluster Randomized Controlled Trial (RCT) intervention have demonstrated positive effects on sickness absence, no analyses to date have specifically delved into the relationship between implementation mechanisms and implementation outcomes.

Method: We employ coincidence analysis (CNA) to scrutinize process and contextual factors, aiming to discern the combinations of factors that serve as pathways to either successful or unsuccessful implementation. Our chosen outcomes are participants' evaluations of tangible alterations to daily procedures and their perceived significance of the implementation, serving as proxies for implementation success or failure. We posit that participants would only perceive the intervention as relevant if the intended changes have been effectively implemented. The analyses delve into and juxtapose models derived from two distinct outcome assessments:

those provided by 1) managers and 2) employees. Process factors under consideration include participation, and consultancy and management support, while contextual factors encompass workplace size. The analyses will be conducted at the organizational level (N=16), utilizing both manager and aggregated employee ratings of implementation factors.

Results: The findings elucidate the implementation factors that are necessary and/or sufficient for achieving success in implementation. They provide insight into potential divergent pathways leading to successful implementation. Moreover, the results will shed light on whether distinct trajectories exist for the same implementation outcomes as rated by either employees or management. The significance of participation will be explored in relation to other process and contextual factors.

Conclusion: The conclusion will delineate the relative roles of various process and context factors, elucidating their interactions. This will provide a deeper understanding of the intricate interplay among different factors in intervention research.

S84

What Conditions are Necessary or Sufficient for Transfer of Leadership Training? A Coincidence Analysis

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Background and Aim: A lot of time, money, and resources are put into leadership training in organizations. The transfer of training literature has been developed in an effort to identify how training in organizations best can be designed and supported to ensure that new knowledge and skills are transferred back at work after attending training. Today, we have knowledge of which individual, training design, and organizational factors that positively affect the development of new constructive leadership behaviours after attending training. However, little is known about how these factors interact, and if they are all necessary, or if it is sufficient with only a few of these factors to achieve transfer. Building on Baldwin and Fords model of transfer, the aim of the current study is therefore to identify which factors that are sufficient and necessary to transfer new knowledge and skills after attending leadership training.

Method: The present study is based on data from a leadership training program in a midsized municipality in northern Sweden. The leadership training was conducted as a part of the municipality's annual leadership development program and the content and design of the leadership training were based on previous recommendations for SDT-based leadership interventions. The participants were newly employed managers enrolled in this program. Thirty-eight first-line managers employed in various sectors (e.g., childcare, culture, education, elderly care, and leisure) were invited to participate and all agreed to take part. Of these, 21 managers were assigned to an experimental group, and 17 were assigned to a wait-list control group. Given the focus on pretraining motivation, only managers in the experimental group were included in this study. The participating managers' employees were all invited to be part of the study. In total, 398 employees were invited to participate, and 323 employees accepted the invitation and responded to questionnaires at least once, rendering a response rate of 81%. Managers rated both individual factors affecting transfer such as motivation and utility reactions as well as contextual factors such as span of control and how often they interact with their employees. Employees rated transfer in terms of changes in need supportive behaviours before and after their manager attended training.

Results and Conclusions: Preliminary analysis using coincidence analysis suggest that manager autonomous motivation may be sufficient for transfer. However, there are also other paths to transfer, such as the combination of positive utility reactions (e.g., perceiving that the

training is useful) and small work groups. The data analyses will continue to shed light on the different pathways that may lead to transfer. The use of coincidence analyses contributes with a new understanding of which factors that may be sufficient or necessary for transfer, which will help to further our understanding of transfer. This knowledge is also imperative to organizations, as a way to optimize limited resources to make sure that lessons learned in leadership training has a chance to transfer back at work.

S85

Reducing Sickness-Absence Among Public-Sector Healthcare Employees: The Difference-Making Roles of Managerial and Employee Participation

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Background: Sickness absence is a major concern within the public sector, both in Sweden and in other countries. Many workplaces, especially those within the healthcare sector, experience high rates of mental health problems such as burnout, anxiety, and depression, and the work environment has been shown to be an important contributing factor to this. Organizational-level workplace interventions, i.e., interventions that target how the work is designed, organized, and managed, are recommended to prevent work-related illness, as they target the causes of the cause. Evaluations of such interventions have identified enabling factors in the implementation, but knowledge of necessary and sufficient conditions for intervention success are needed. The aim was to identify difference-making factors that distinguish intervention groups with and without a positive intervention effect on sickness absence.

Method: An organizational-level intervention designed to decrease sickness absence by providing support from process facilitators was implemented at eight healthcare workplaces in Sweden between 2017–2018. Enabling and hindering factors for the implementation were identified in a qualitative process evaluation using process- and contextual information provided from the process facilitators and/or administrative personnel systems within the healthcare organization. The intervention effect was estimated using a mixed effects model on sickness absence data from the administrative personnel system. We applied coincidence analysis (CNA) to analyse 34 factors and determine which factors were necessary and sufficient for a successful implementation of tailored interventional measures on an organizational level (dichotomous, yes or no) and reduced sickness absence (trichotomous, none, medium or high effect on sickness absence).

Results: Two factors explained both the presence and absence of a successful implementation: “a high sense of urgency” and “good anchoring and participation from the strategic management”. The presence of either of these factors alone was sufficient for successful implementation, whereas the joint absence of both conditions was necessary and sufficient for the absence of successful implementation and an intervention effect. In addition, high employee participation was both necessary and sufficient for a high intervention effect. For organizations without high employee participation, successful implementation led to a medium effect size. All models had coverage and consistency scores of 100%.

Conclusion: This study identified participation as a difference-maker in the implementation process. Participation from different stakeholders turned out to be important in different phases of the implementation process. When implementing organizational-level interventions, high participation from both strategic management and employees appears to be crucial in terms of the intervention’s effect on sickness absence.

Beyond Simple Roads: Conditions Explaining Perceived Fit of an Organizational Occupational Health Intervention

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Background: Intervention fit is an important factor explaining sustained impact of the intervention beyond project timeframe. It refers to the extent to which employees in the organization perceive the intervention's objective and design as relevant to meeting the needs of the workplace. Employee perceptions of intervention fit has been shown to predict psychosocial outcomes beyond the exposure to the intervention. While past research has identified various factors that may facilitate perceiving intervention as relevant, it remains unclear which aspects of the implementation make the intervention more versus less relevant for the employees. Here, we aim to investigate potential combinations of context and process factors that lead to high perceptions of intervention fit among the staff members.

Method: Data from a participatory occupational health and safety intervention project in 64 Danish pre-schools were analysed. The program emphasized relevance of the intervention, employing a participatory approach with an implementation team, educational seminars, and financial incentives. Intervention fit was measured through employee ratings of intervention relevance, while implementation and context factors were assessed by the implementation team at five timepoints. A coincidence analysis (CNA) with multi-value set calibration was employed to explore potential paths to high or low perceptions of intervention relevance.

Results: The CNA revealed two paths to high perceptions of intervention relevance: strong leadership support and a combination of role clarity, employee involvement, and experience exchange from seminars between different kindergartens. Conversely, low relevance was associated with the presence of other changes, lack of leadership support, or low role clarity among implementation team members. Notably, assessments by shop stewards were most strongly linked to employee perceptions, emphasizing their crucial role in shaping the psychosocial work environment.

Conclusion: This study contributes to the understanding of factors influencing employee perceptions of intervention fit. The CNA approach allowed for simultaneous exploration of multiple factors, revealing distinct paths to success and failure. The significance of shop stewards in shaping perceptions highlights the importance of involving those with direct knowledge of the work environment in implementation teams. These findings offer practical insights for tailoring interventions to enhance employee engagement and intervention success. Our findings underline the complexity involved in implementing organizational interventions and offer insights into reasons they may fail.

S87

Configurational Comparative Methods in Working Life Research – Illustrating Possibilities and Challenges through a Worked Example

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Background: Work environment issues arise within a complex system of organizational and labour market related conditions. This makes it challenging to carry out and evaluate preventive initiatives, not least because the relations examined are multi-causal and interacting. Consequently, there is a need for research that can inform practitioners and decision-makers on when and why such initiatives work and how they can be improved to bring about the desired effects. Configurational comparative methods represent an approach that can contribute to accommodating these needs. The objective of this paper is to introduce configurational comparative methods into working life research and to discuss their possibilities and challenges. This is done through an example, in which these methods have been applied.

Method: We used qualitative comparative methods to evaluate a new intervention method developed by the Danish work environment authorities to support large public organizations in improving their psychosocial work environment. The novelty of the intervention called for a method, such as the qualitative comparative method, that could accommodate the need for a more explorative approach, but still offer some generalizable learning to improve the intervention method. The intervention consisted of three meetings over a period of six months with local and central stakeholders in larger public organizations. The aim was to identify and spread common solutions to work environment issues that were often identified in the work units such as violence and threats, and emotional demands. We collected qualitative data (observations and interviews) from five cases during and post intervention. We aggregated and calibrated data and conducted a qualitative comparative analysis using the QCA-library for the R software.

Results: The qualitative comparative analyses indicate that the new intervention method could improve the quality of the work environment practices in larger public organizations under certain circumstances. The qualitative comparative analysis offered possible explanations for these variations that would have been impossible to identify using standard “hand held” comparative method. There is, however, a need to improve the guidelines for a reasonable ratio between conditions examined and cases needed to detect possible variations in the conditions.

Conclusion: We conclude that configurational comparative methods are useful to investigate the effects of work environment initiatives in working life research, and that some of the advantages of the methods are that they can identify likely causal relations across several conditions and outcomes and that they are applicable on few cases. It is, however, still important to design studies for causal inference and to inform causal attributions by relevant subject matter theories. We hope that our contribution will spark interest in the methods from practitioners and researchers who want to contribute to continued development in qualitative and quantitative evaluation methods within working life studies.

Symposium 18: Challenging the Traditional View: Causal and Reverse-Causal Relationships in the Job-Stress Process

Chair Anne Casper & Marcel Kern
Dicussant: Laurenz L. Meier

Employee well-being is at the core of scholarly interest in occupational health psychology, with numerous studies examining work-related antecedents of employee well-being. Despite the amassed empirical knowledge, between 50% and 70% of employees in European countries report high stress levels from their work. This demonstrates the crucial need for a better understanding of the stress process. Traditionally, research has been based on the assumption that adverse job conditions such as high time pressure lead to impaired employee well-being and poorer job performance, for instance by forcing employees to work long hours or impairing recovery processes outside of work. Beyond the well-documented consequences of stressors, increasing evidence points to a more complex interplay between job characteristics and employee well-being. Researchers are therefore turning their attention to reverse and reciprocal relationships between job stressors and outcomes of the stress process. This shift is propelled by meta-analytic evidence suggesting well-being as a stronger predictor of prospective job stressors than vice versa, challenging the traditional view of the stress process. In this symposium, we present six empirical studies that align with this trend and systematically investigate bidirectional effects of stressors and well-being using various methodological approaches such as longitudinal studies and experience sampling methods.

The first study by Pindek and Neshor-Shoshan conceptualizes insufficient job performance as a stressor predicting well-being and examine its daily consequences utilizing an experience sampling approach. In the second study, Vahle-Hinz and colleagues examine reciprocal relationships between time pressure and self-endangering work behaviour in the form of longer and more intensive work with data from two multilevel studies. In the third study, Kern and colleagues introduce distinct types of time pressure and examine reciprocal relationships with employee exhaustion and professional efficacy in a two-wave study. In the fourth study, Casper et al. examine how employee exhaustion predicts the evaluation and appraisal of various job stressors, using a scenario-based approach. In the fifth study, Hülshager addresses reciprocal relationships between daily fatigue and mindfulness using an experience sampling approach. Finally, in the sixth study, Alameer and colleagues examine reciprocal relationships between well-being and recovery activities in a longitudinal study.

S88

Daily Underperformance: A Stressor That Affects the Home Domain

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Background: Most of the literature linking job stress with performance has modelled job stressors as antecedents, impaired job performance as an outcome, and job strain as the mechanism. However, task underperformance can itself be considered a stressor for the employee (Pindek, 2020). Episodic task underperformance can be defined as carrying out tasks in a way that does not meet the standards for performance. Thus, according to the stressor-strain framework, episodic task underperformance can be conceptualized as a stressor, leading to strain, which can spill over to the home domain in the form of work-family conflict (WFC).

Accordingly, we had two goals for this study. First, we examined whether the direction of effect is indeed from task underperformance to the strain response rather than from strain to underperformance. Next, we examined the strain-based process by which task underperformance leads to WFC. According to the model of underperformance as a stressor (Pindek, 2020), the immediate response to underperformance is a decrease in self-efficacy and a resulting increase in negative emotions. We therefore tested this mediation chain, leading to WFC, assuming that end-of-work negative emotions will spill over into the home domain.

Methods: Using a random-effects, full information Maximum Likelihood modelling approach, we tested our predictions in a heterogeneous sample of employees ($N = 100$) who completed 3 daily surveys for one workweek. We used validated measures to measure our variables of interest (underperformance, self-efficacy, negative emotions, and WFC).

Results: First, we examined the direction of effects using the measures of underperformance and self-efficacy from the first half and second half of the workday in a cross-lagged panel model. As predicted, morning underperformance had a negative effect on afternoon self-efficacy. There was no effect in the opposite direction.

We also found support for our sequential mediation model, indicating that task underperformance during the first half of the workday was associated with lower self-efficacy during the second half of the workday, which was then associated with negative emotions at the end of the workday, and subsequently associated with higher levels of WFC.

Conclusion: This study challenges the traditional view of performance as an outcome of job stress, and shows a reversed-causal effect, leading from underperformance earlier in the day to strain and WFC later in the day. Implications of this study suggest that helping employees reduce and cope with their underperformance is important for both employees and organizations.

S89

Is Self-Endangerment Effective? Reciprocal Relationship of Time Pressure With Working Longer and More Intensive

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Background: Data spanning various developed countries indicate an increasing propensity among employees to extend their daily working hours or intensify their work efforts to meet their demands (Eurofound, 2017; Gallup, 2014; Iwasaki et al., 2006). While these coping behaviours might be considered effective in achieving immediate work-related goals (Carver & Scheier, 1998, p. 214), they have demonstrated adverse effects on employee well-being (Hoppe et al., 2023). It is therefore hardly surprising that they have been labelled as self-endangering work behaviours (Dettmers et al., 2016; Krause et al., 2015).

While previous research has focused on the consequences of self-endangering work behaviour in terms of employee health and well-being (for an overview, see Dettmers et al., 2016; Ganster et al., 2018), there is hardly any study that has investigated whether extending work hours or intensifying work efforts is actually functional in addressing quantitative stressors. In order to investigate whether the self-endangering behaviours working longer and more intensive are effective in targeting the stressful situation, they need to reduce the stressors they are intent to cope with. Thus, in the present study, we are investigating not only the already established relationship between time pressure with self-endangering work behaviours, but

also the so far neglected relationship between self-endangering work behaviours with time pressure (Idris et al., 2023). Additionally, we test variability vs. stability of self-endangerment work behaviours as a possible boundary condition for the reverse causation effect.

Method: We conducted a daily diary study over five consecutive workdays (N = 117), and a weekly diary study over five consecutive work weeks (N = 314) and preformed structural equation modelling to investigate the relationship between time pressure and self-endangering work behaviours the same day or week (causal effect), and between self-endangering work behaviours and next day or week time pressure (reverse effect). The standard deviation of the aggregated self-endangering work behaviours per person, was used as a moderator for the reverse effect.

Results: In both studies time pressure was positively related to self-endangering work behaviours. Interestingly, the reverse relationship was also positive, indicating that working longer and more intensive related to *higher* time pressure next day and next week. Thus, seemingly paradoxical, self-endangering work behaviours were not only not effective, but instead increased time pressure over time. The moderation analysis showed that this reverse relationship was significant for employees showing stable (low SD) self-endangerment.

Conclusion: The use of self-endangering work behaviours to cope with time pressure during one day or week is a resource intensive coping strategy that possible undermines recovery processes. Thus, using self-endangering work behaviours may lead to less resources available to cope with next days or weeks work demands as the resource investment itself threatened resource restoration. What follows is a vicious circle in which the coping behaviours that are used to target work demands, create these demands. However, this cycle is only evident for employees showing a stable, rather than a variable use of these coping behaviours.

S90

Analysing Reciprocal Effects Between Different Types of Time Pressure and Employee Well-Being: Introducing a Multidimensional Concept of Time Pressure

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Background: Time pressure has emerged as a pervasive phenomenon of modern work, with up to 50% of employees reporting frequent time pressure (Eurostat, 2019). Previous research identifies both adverse and beneficial consequences of time pressure for employees. This ambivalence is addressed by the challenge-hindrance stressor framework, which categorizes stressors into two different groups, namely challenge and hindrance stressors. Achieving performance goals despite time constraints appears to be the quintessential challenge, leading to positive outcomes such as pride and self-esteem when successfully navigated (Pekrun & Perry, 2014), albeit accompanied by strain. However, these positive effects have not been consistently supported. While some studies report positive findings (e.g., Kern & Zapf, 2021), others reveal negative (Baethge et al., 2018), curvilinear (Sheng et al., 2019), or non-significant (Kronenwett & Rigotti, 2019) effects on variables like work engagement. The objective of this study is to address these inconsistencies by delineating five distinct types of time pressure and by examining causal and reverse causal relationships with well-being, as highlighted in Guthrie et al.'s meta-analysis (2020). Derived from action regulation theory and a review by Szollos (2009), five types of time pressure were defined: Time shortage on primary tasks (i.e., core tasks take longer than anticipated, requiring an extension of work time, deferral of deadlines, or resulting in missed deadlines), time shortage due to secondary tasks (i.e., inadequate time for core tasks due to time-sensitive non-core tasks), being rushed by others (i.e., time to complete

a task is set, limited or shortened by others), being rushed by situations (i.e., situational events unexpectedly limit the time still available), and being rushed by oneself (i.e., employees exhibit inaction/ procrastination that hinders task completion within the expected timeframe).

Method: We conducted a two-wave shortitudinal study with a time lag of two weeks. At T1, 234 individuals provided complete survey responses, while at T2, 147 participants responded, yielding a response rate of 62.8%. Attrition analysis revealed no significant differences between responders and non-responders for the T1 variables. To examine causal and reverse causal relationships between the time pressure types, emotional exhaustion, and professional efficacy, we employed structural equation modelling.

Results: Confirmatory factor analysis substantiated a five-factor model of time pressure, with intercorrelations spanning from .13 to .69. Cross-lagged panel analysis disclosed a negative lagged effect of time shortage due to secondary tasks and a positive lagged effect of being rushed by oneself on emotional exhaustion. No lagged effects were observed on professional efficacy. Concerning reverse causation, a positive reverse effect of emotional exhaustion on being rushed by others was identified. For professional efficacy, negative reverse effects were noted on being rushed by others and by oneself.

Conclusion: Distinguishing between different types of time pressure seems to be a promising avenue for a better understanding of causal and reverse causal relationships with employee well-being. The presence of numerous insignificant causal effects underscores the importance of moderators in future investigations. However, the observation that only the “being rushed” scales were associated with reverse effects could be an important clue for improving theory.

S91

How Employee Exhaustion Predicts Stressor Perception and Appraisal: A Scenario-Based Approach

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Background: The core idea behind job-stress research is that job stressors cause strain reactions in employees, thus impairing well-being. For instance, high workload is thought to increase employee exhaustion because employees need to invest energy to manage it. However, recent meta-analytic research points towards reversed-causal or reciprocal relationships between job stressors and employee well-being such that decreases in well-being predict increases in job stressors over time. These results suggest that employee well-being may influence how they perceive job stressors. In the current study, we explicitly test whether employee exhaustion predicts how employees perceive job stressors, using written job-stressor scenarios. We expected employees with higher exhaustion to rate job stressors as more intense, less challenging, more threatening, and more hindering. Moreover, we expected employees with higher exhaustion to rate their ability to deal with the stressors (i.e., secondary appraisal) as lower, and the degree to which they expected the described situations to cause strain (i.e., expected strain) as higher than less exhausted employees.

Method & Results: We first validated four sets of written job stressor scenarios (workload, job complexity, situational constraints, social conflicts). We then tested our hypotheses in a sample of 200 German-speaking employees. Results of Bayesian multivariate cross-classified multilevel models confirmed that employee exhaustion was associated with higher intensity ratings, higher threat and hindrance appraisal, and higher expected strain. Exhaustion neither predicted challenge nor secondary appraisal. Separate additional analyses for the four different stressors largely mirrored the results of the overall analysis but also revealed some distinct associations for different stressors.

Conclusion: Our results suggest that employee exhaustion influences how employees perceive and appraise job stressors. Specifically, exhaustion seemed particularly important for negatively-valenced outcomes such as hindrance and threat appraisal but not for more positively-valenced outcomes like challenge and secondary appraisal. Future research should examine whether positive well-being indicators predict challenge and secondary appraisal. Moreover, each of the used vignettes displayed one stressor in isolation. Future research should examine how employees appraise more complex situations characterized by multiple stressors. The main limitation of our study is that the use of written scenarios raises the question of external validity. For practice, our results suggest that employee exhaustion plays a key role for how employees perceive job stressors. Thus, organizations should make sure that employees' have enough time to restore impaired energy levels, for instance by reducing intrusions during off-job hours and by providing time and space for breaks during the workday.

S92

Energy Preservation or Energy Consumption? Unravelling Directions of Effects Between State Mindfulness and Fatigue

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An increasing body of evidence suggests that mindfulness -- a state of consciousness characterized by an open and receptive present-moment orientation -- has benefits for employees' well-being. To explain such benefits, the mindfulness stress buffering account is commonly used. It maintains that by promoting a way of information processing that is characterized by openness and acceptance of experiences, mindfulness enables individuals to better deal with potentially stress-inducing events. Accordingly, research has documented that mindfulness helps employees preserve and replenish mental and energetic resources. Notably, this dominant perspective considers mindfulness leads to the preservation of energetic resources. Albeit less prevalent, recently mindfulness scholars have argued that being mindful involves self-regulation of attention and therefore requires energetic resources. This perspective thus suggests that availability of energetic resources leads to higher levels of mindfulness. Taken together, these two perspectives thus suggest different directions of effects between employees' momentary levels of mindfulness and their energetic resources (typically measured as level of momentary fatigue): energy preservation vs. energy consumption. While individual studies have provided empirical evidence on the relation between mindfulness and fatigue and related states, study set-ups in combination with the analytical methods used did not allow drawing conclusions about directions of effects. The goal of the present study is therefore to address the question of directions of effects and test to which extent the energy preservation vs. energy consumption effects explain the relation between state mindfulness and fatigue. Furthermore, I investigated the extent to which trait neuroticism shapes directional relationships between mindfulness and fatigue.

Using a sample of working adults (N = 133), we collected data using experience-sampling methodology measuring state mindfulness and fatigue four times per day over a period of five workdays. Data was collected electronically, and daily surveys were sent out in the morning, around the lunch break, at the end of work and before going to bed. Four to five hours elapsed between receipt of the individual daily surveys. Data was analysed with two-level dynamic structural equation modelling (DSEM) in Mplus 8.4 which integrates time-series analysis with multilevel modelling and structural equation modelling. It thereby allows modelling reciprocal relationships between variables at the within-person level using data from multiple individuals. Specifically, I modelled autoregressive effects for fatigue and mindfulness and lagged effects of mindfulness on fatigue and fatigue on mindfulness.

Results revealed a significant negative fatigue to mindfulness effect but no evidence for a mindfulness to fatigue effect. Furthermore, trait neuroticism moderated the lagged relationships such that it enhanced the negative fatigue to mindfulness effect and weakened the mindfulness to fatigue effect.

Taken together, results provide stronger evidence for the energy consumption hypothesis than for the energy preservation effect. Both directions of effects were influenced by trait neuroticism, highlighting the need to consider interindividual differences in lagged within-person relations.

S93

Recovery Activities and Their Reciprocal Relationship with Emotional Exhaustion and Work Engagement: A Longitudinal Study Using a Random Intercept Cross-Lagged Model

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Background: Recovery activities play a crucial role in the process of recovering from work stress. Research in this area has shown that engaging in specific types of recovery activities can lead to several positive well-being and organizational outcomes. While most recovery research has relied on diary designs to capture daily fluctuations in recovery processes, longitudinal studies have also played a vital role in exploring how recovery unfolds over extended periods of time. However, inconsistent findings in longitudinal studies may be due to the time intervals between data collection points. Dormann and Griffin (2015) suggested that shorter time lags can enhance the precision of findings and provide a more comprehensive understanding of recovery dynamics.

Furthermore, it's essential to recognize the interplay between work outcomes and recovery activities. The relationship between these two aspects of life is not unidirectional; they likely influence each other (Sonnentag, 2018). This perspective calls for a closer examination of reverse causation and reciprocal relationships in understanding the recovery process. Therefore, our study aims to investigate the cross-lagged reciprocal relationship between weekly recovery activities and employee well-being. We use the Recovery Activity Characteristics (RAC) approach, which assesses recovery activities across seven dimensions, providing a holistic view of recovery activities (Alameer et al., 2023). Employee well-being will be measured using two key indicators: work engagement and emotional exhaustion, allowing us to capture both positive and negative affective states.

Method: Our study is a short-term longitudinal study spanning eight consecutive weeks, involving one measurement moment per week. The study has been preregistered on <https://osf.io/7b5dz> and is conducted online using Qualtrics. Data collection started in February 2023 and is still in progress, aiming to reach 500 participants before February 2024. So far, we have more than 300 participants who have completed more than 1500 weekly surveys.

Results: A Random Intercept Cross-Lagged Model (RI-CLPM) is utilized to capture the reciprocal relationships between recovery activities and well-being outcomes (Hamaker et al. 2015). It allows analysing how changes in one construct (i.e., virtual engagement) affect changes in another construct at subsequent time points (i.e., emotional exhaustion) (Hamaker et al. 2015). The RI-CLPM accounts for within-person variability in the lagged effects and reflects reciprocal relations among pure within-person variables at each time point (Henderson et al., 2023). Analyses will be completed by the conference date.

Conclusion: Our study contributes to the field of recovery research by shedding light on the dynamic interplay between recovery activities and well-being. It recognizes that well-being can influence engagement in recovery activities, while these activities, in turn, can impact well-being. By adopting a mid-term assessment framework with weekly assessments, we bridge the gap between day-level studies and longitudinal research, offering a more detailed perspective on the evolving dynamics of recovery activities and their impact on well-being outcomes and vice versa.

Symposium 19: Time for Work and Time for Rest: Working Hours and Employees' Work-Life Balance, Recovery and Health

Chair Nils Backhaus

Discussant: Kati Karhula

Working hours not only determine the time during which employees are exposed to stress; they also limit the time available for family, leisure, and recovery. "Normal working hours," such as the typical 9-to-5 on weekdays, are not the norm for a growing proportion of workers. Employers often demand more flexibility, such as night shifts, overtime, and being on call during free time, which can lead to shorter rest breaks and disrupted recovery. On the other hand, there is an active debate on working time reduction and the 4-day-week, justified in particular by the need to improve well-being at work and recovery from work.

Research has shown a connection between how work hours are organized and employees' well-being. However, there's a lack of studies focusing on specific aspects such as shift characteristics. This leaves a gap in our understanding of how to organize work hours to improve both work-life balance and health, especially for those who work nights or different shifts. In addition, more and more employees want to reduce their working hours and have more control over their working time. Little is known about how these impact work-life balance, recovery, and health of employees in different countries and industries. The aim of this symposium is therefore to present and discuss about findings on the effects of different aspects of working hours and rest periods on employees' work-life balance, recovery, and health. Through different types of studies (surveys, objective working time data, literature review), we describe how working hours organization impacts employees' work-life balance, recovery, and health. The results underline the importance of working hour arrangements and help to understand the effects of changes in working time arrangements for organizations. Some contradictory findings provide relevant aspects for future research.

First, Kati Karhula presents a literature review of workplace-level interventions and experiments aimed at working time reduction from an occupational health perspective. Anna Dahlgren and her colleagues describe the immediate effects of quick returns (short rest periods) on sleep, sleepiness, and performance based on an experimental field study. Laura Vieten supplements findings regarding short rest periods from the representative BAuA-Working Time Survey. She focuses on the connection between short rest periods, well-being, and recovery. In addition, Majken Epstein and her colleagues explore the relationship between factors in self-rostering models (such as leadership ratings and level of influence) and indicators of sustainable work hours and work hour satisfaction within participatory working time scheduling in healthcare. Finally, Nils Backhaus investigates the role of working time recording for recovery and well-being in Germany, using the BAuA-Working Time Survey data.

S94

Workplace-Level Interventions and Trials of Reduced Working Time: What Are the Well-Being Implications?

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Background: Reduced working time can be a good solution for voluntary part-time workers and workers with reduced work ability, for example, and in these cases, the reduction is often agreed at individual level in the workplaces. Lately, the effects of reducing working hours on company level on well-being and productivity have been the subject of debate in Europe. High-quality scientific publications on workplace-level interventions in this area are still scarce. The aim of this scoping review was to sum up the current knowledge on the effects of workplace-level interventions and trials of shorter working hours on health, well-being, and productivity.

Method: We identified a total of 109 references using four databases and a supplementary literature search. For the results section, references that met the inclusion criteria (original publication in English/Finnish/Swedish/German, working time reduction intervention/trial at the workplace/organization level, weekly working time <35 h/week after reduction and full-text available) were included. Ten of the papers were peer-reviewed quantitative studies, and four qualitative studies on working time reduction. We also included nine publications which reported non-peer-reviewed experiments on working time reduction. The results were summarised and tabulated narratively.

Results: Reduced working hours were generally associated with greater job satisfaction, but also with experiences of work intensification. A 20–25% reduction in working hours with full pay improved perceived sleep quality, and in some cases, sleep duration, as well as improved work-life balance and increased time for social relationships. There was some evidence of a reduction in working hours on the decrease of work-related musculoskeletal symptoms. Evidence on the effect on sickness absence was scarce and mixed. Only few studies focused on the effects of reduced working hours on productivity. Gender and age effects were rarely investigated.

Conclusion: The well-being implications of working hour reduction trials are limited due to the methodological limitations of the interventions and trials. It seems that the well-being effects of shorter working hours often outweighed the negative effects on work intensity and decreased social interaction at the workplace. However, reliable assessment of well-being, health, and especially the economic effects of reduced working time would require more controlled follow-up studies with sufficiently large and representative samples.

S95

Quick Returns, Sleep, Sleepiness and Stress – An Intra-Individual Field Study

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Introduction: Quick returns (<11h of rest between shifts) have been associated with shortened sleep duration and increased sleepiness, but previous efforts have failed to find effects on sleep quality or stress. A shortcoming of most previous research has been the reliance on subjective measures of sleep. The aim of this study was to combine diary and actigraphy data

to investigate intra-individual differences in sleep duration, sleep quality, sleepiness and stress during quick returns compared to day-day transitions, in a sample of nurses and assistant nurses.

Method: Data was retrieved from the baseline survey of two independent intervention studies, where nurses and assistant nurses provided diary data and wore actigraphy watches during sleep for seven consecutive days. Each participant acted as their own control, where data from a quick return and a day-day transition was compared for every individual. Out of 225 nurses who provided data, a subsample of 90 individuals with one observation of both a quick return and a control condition (day-day transition) was extracted. Sleep quality was assessed with objective data (sleep fragmentation index) and subjective ratings (Karolinska sleep diary, 1 = poor, 5 = good). Stress and sleepiness (Karolinska sleepiness scale) levels were rated every third hour (07AM-22PM). Quick returns and control conditions (day-day transitions) were identified from the reported working hours. Data were analysed in multilevel regression models.

Results and conclusions: Quick returns were associated with shortened sleep length (95% CI -1.23– -0.81), reduced subjective sleep quality (-0.49, 95% CI -0.69– -0.31), increased anxiety at bedtime (-0.38, 95% CI -0.69– -0.08) and increased worktime sleepiness (0.45, 95%CI 0.22– 0.71) compared to day-day transitions. Sleep fragmentation and stress ratings did not differ between conditions, The difference in sleepiness between conditions did not vary across time points. The findings of impaired sleep and increased sleepiness highlight the need for caution when scheduling shift combinations with quick returns.

S96

The Remains of the Day – Changes in Short Rest Periods and Employees' Recovery, Health, and Work-Life Balance

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Introduction: The lives of most employees are characterised by a constant alternation between periods of work and periods of rest. Daily rest periods are defined as the time between the end of one day's work and the start of the next day's work. They allow employees to recover from work-related strain, such as mental or physical fatigue, and are therefore crucial for maintaining employee health (Meijman & Mulder, 1998; Steed et al., 2021). However, short rest periods carry the risk of insufficient recovery, which may lead to health complaints in the long term. Some studies have already shown relationships between short rest periods (< 11 hours), also known as "quick returns", and health problems (Vedaa et al., 2016). Most of these studies used data from samples of shift workers, particularly in the healthcare sector, where short rest periods are relatively common due to legal derogations. However, against the background of an increasingly digitalised world of work, including the possibility to work almost anytime and anywhere, the duration of rest periods is also being discussed in the context of knowledge workers. Therefore, the aim of this study is to further investigate the relationship between short rest periods and employees' recovery, health, and work-life balance using longitudinal data from a representative German survey including employees from various sectors and occupations.

Method: We used data from the BAuA-Working Time Survey 2019 and 2021, a large representative panel study of the German workforce. The sample was restricted to full-time employees aged between 18 and 65. Employees were considered to have short rest periods ("yes") when the reported experiencing at least one short rest period (< 11 hours) per month. Four groups of short rest periods were formed over the two years: "stable no" (70%, reference

category), “change to no” (11%), “change to yes” (7%), and “stable yes” (11%). We conducted linear regression analyses to investigate the relationships between changes in short rest periods after two years and employees’ state of recovery, general health status, psychosomatic health complaints, and satisfaction with work-life balance (2,908 ≤ n ≤ 2,928), controlling for these dependent variables at baseline.

Results: A change from having no short rest period at baseline to having at least one short rest period per month two years later was significantly associated with more psychosomatic complaints and less satisfaction with work-life balance, compared to employees who experienced no short rest period. Besides, there was a significant relationship with work-life balance for employees in the “stable yes” group.

Conclusion: The findings indicate that short rest periods can pose a risk to employees’ health and work-life balance. Sufficiently long rest periods can therefore be seen as an important instrument for occupational safety and health, not only in the context of shift work, but also for employees from other sectors and occupations, including knowledge workers.

S97

The Roles Played by Employees and by Organizational Factors in the Promotion of Sustainable Work Hours and Work Hour Satisfaction Within Participatory Working Time Scheduling in Healthcare

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Introduction: In participatory working time scheduling models (hereafter participatory scheduling), the responsibility for planning sustainable work hours, i.e. work hours that promote both employee health and patient safety, is shared between employees, staffing assistants and ward managers. Employee influence over scheduling has been associated with positive outcomes among healthcare shift workers, such as reduced fatigue after work, improved work-life balance and higher job satisfaction. One explanation might be the possibilities to create a schedule that optimises personal fit, i.e. meets the employee’s personal preferences or needs. However, concerns have been raised that employee influence over scheduling could result in unsustainable work hours, e.g. through down-prioritising recovery during work periods in favour of longer cohesive time off, although research has yielded mixed results in this regard. Moreover, the way in which organizations implement participatory scheduling varies. A recent qualitative study showed that factors such as unclear responsibilities, inconsistencies between employee requests and sustainable scheduling, and lack of clear guidelines are potential barriers to achieving sustainable work hours. In addition, staffing shortage was described as a major barrier, while proactive leadership in relation to work scheduling was suggested as a potential enabler. Research is lacking on how various approaches to participatory scheduling implementation, as well as wider organizational factors and the approach taken by the individual employee, might influence realised work hours and work hours satisfaction. The primary aim of this study was to explore associations between individual approaches, organizational characteristics (as rated by employees) and realised work hours in a participatory scheduling setting, and to ascertain whether these associations were contingent upon staffing level sufficiency (as rated by employees). The second aim was to explore associations between realised work hours and self-rated well-being, cognitive functioning and satisfaction with work hours, and the moderating role of schedule personal fit. The third aim was to explore associations between organizational characteristics related to scheduling (as rated by employees) and work hour satisfaction.

Method: A total of 248 (response rate 29 %) nurses and assistant nurses from 12 units in 2 hospitals answered a survey during November 2022 – September 2023. The survey included questions about well-being, the respondent's approach to scheduling, their priorities when scheduling, and their experiences of the organization's management of work hours. Work hour records were derived from the hospitals' administrative systems for a 3 month period before individuals answered the survey. Logistic regressions will be used to examine 1) associations between employee approaches, organizational factors and prevalence of unsustainable work hour characteristics, and the moderating role of staffing levels, 2) associations between realised work hours, well-being and cognitive functioning, and the moderating role of schedule personal fit, and 3) associations between organizational factors and satisfaction with work hours.

Results: Data preparation is currently ongoing, and analyses have not yet been initiated. The results will be ready to be presented at the 16th EAOHP Conference.

Conclusion: No conclusions can yet be drawn. The conclusions will highlight important factors while implementing participatory scheduling to ensure sustainable work hours and work hour satisfaction among employees.

S98

Punching In and Punching Out? Understanding Working Time Recording's Role in Temporal Boundarylessness, Working Time Control and Work-Life Balance

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Introduction: Since the ruling of the European Court of Justice in 2019, the recording of working hours has been the subject of controversial debate in Germany. On the one hand, it is emphasized that temporal boundarylessness can be reduced by recording working hours. On the other hand, it is argued that employees will have less flexibility and discretion over their working hours if they have to record them (a step backwards to the "punch clock"). In the context of working time recording, the Effort-Recovery Model (Meijman & Mulder, 1998) suggests that accurately measuring and understanding the amount of effort employees invest in their work and the subsequent need for recovery can be crucial for managing stress, preventing burnout, and promoting overall well-being. However, this assumption has not yet been empirically tested. This contribution analyses how working time recording is related to temporal boundarylessness, recovery, working time control, and work-life balance.

Method: The analyses are based on a representative sample of employees aged 15-65 years from the BAuA-Working Time Survey 2019 (n = 8,622) and 2021 (n = 17,761). The BAuA-Working Time Survey is conducted as a computer-assisted telephone interview (CATI), and all items are measured by self-report. Employees were asked if their working time is a) recorded by their company, b) documented by themselves, or c) not recorded at all. Temporal boundarylessness is measured by several demanding working time characteristics (long working hours, overtime, short rest periods, weekend work, atypical work hours (outside 7 am-7 pm), availability outside regular working hours). Satisfaction with work-life balance is measured with a single item and working time control by the scale of Valcour (2007). The analyses examine the prevalence of working time recording in the two samples and in different groups (e.g., knowledge workers, remote workers) based on OLS regression analysis and marginal effects.

Results: Not recording working hours is significantly associated with a number of facets of temporal boundaryless work. Long working hours and short rest periods (< 11 hours) occur more frequently, working at weekends is also more common, and employees are more frequently contacted in their private life outside regular working hours. Overall, satisfaction with work-life balance is correlated to working time recording. When working time is not recorded, employees are less often satisfied with their work-life balance. Surprisingly, employees recording working hours report more working time control compared to employees without working time recording.

Conclusion: The results point to the importance of the recording of working hours for a healthy organization of working time and recovery. Contrary to the expectations of many employers, employees without working time recording do not have more working time control. On the contrary, in some cases they even have more influence over their working hours. Limitations of the analyses are common method bias of subjective ratings and the cross-sectional nature of the study.

Symposium 20: Developing and Applying Theory-based Participatory Workplace Interventions to Improve Employee Well-being

Chair Annette Meng

In this symposium, we will discuss the experiences from developing and implementing theory-based participatory workplace interventions to improve employee well-being by creating a better balance between demands and resources. The focus will be on advantages and limitations associated with workplace interventions addressing the individual, group, and organizational levels respectively as well as the challenges and solutions during the implementation process. The first three presentations are about interventions based on the SOC theory, which describes the use of selection, optimisation, and compensation strategies that can help reach a better balance between job demands and resources. First, research about applying a participatory intervention approach based on the SOC-theory on the individual level are presented: Participants developed and implemented personal projects to help balance job demands and individual resources. Although generating positive results, working conditions challenged the application of the personal projects. The next presentation reports the development of a participatory intervention that aimed to overcome the challenges of an exclusively individual approach by addressing the collective use of SOC-strategies in work teams rather than the development of personal projects. The experiences from a feasibility study exploring the practical applicability of the intervention presented in the second presentation are the topic of the third presentation. In close cooperation between researchers, participants, and a facilitator, the intervention approach was adjusted and improved. The result is a simple and easy to use tool to address small practical workday problems. However, it is not suitable for addressing larger and more complex challenges at the workplace. Finally, the last presentation reports experiences with implementing a participatory intervention targeting the organizational level. It involves both management and employee representatives in a series of corresponding meetings. The approach was successful in identifying primary prevention methods for reducing work overload and stress. However, barriers to the process included large time consumption and challenges in communication.

The symposium includes the following presentations:

1. Resource Utilization and Mental Well-being of Employees: Findings on the Effectiveness of Occupational Interventions Based on the SOC Theory. Andreas Müller.

2. The Development of a Participatory Intervention to Create Better Balance Between Job Demands and Resources. Annette Meng.
3. Feasibility of a New Intervention Approach to Increase the Collective Use of SOC Strategies. Birgit Aust.
4. Using the Healthy Workplace Participatory Program to Improve Elementary Educators' Well-being in the United States. Jennifer M. Cavallari.

S99

Resource Utilization and Mental Well-Being of Employees: Findings on the Effectiveness of Occupational Interventions Based on the SOC Theory

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Introduction: Selective optimization with compensation (SOC) is regarded as a powerful action strategy to cope with changes in health-relevant resources. Occupational interventions based on the SOC theory might therefore make an important contribution to workplace interventions to improve employee well-being. However, interventions at work that are based on the SOC theory are still scarce. This contribution summarizes the findings from three randomized interventions that are based on SOC. The studies addressed the following research questions: Can SOC interventions improve the mental well-being of employees? Are the intervention-effects on mental well-being mediated by improvements of SOC strategies? Are the intervention effects moderated by job resources, job demands, as well as individual resources, and chronological age.

Method: We conducted three randomized controlled interventions among more than two hundred-fifty health care workers (chronological age 22–64 years). During the interventions, health care workers were familiarized with the SOC theory and developed and implemented a personal project that was based on SOC: Each participant selected a goal to cope more effectively with a personally important job demand or to activate a job resource. They developed an action plan to achieve the selected goal in an optimal way. In case of problems, compensatory measures were developed together with the trainer.

Results: The interventions showed an overall positive effect on mental well-being of health care workers. The intervention effects were mediated by improvements of SOC behaviours. High job demands reduced the effectiveness of the intervention, whereas available job resources had no effect on intervention success. Health care workers with more individual resources (self-efficacy) benefited more from the interventions.

Conclusion: Our findings indicate that health care workers can be trained to use SOC-strategies at work, and that this can assist them to maintain their mental well-being. However, stressful working conditions and low individual resources may reduce the effectiveness of the intervention. Opportunities for making SOC-intervention more effective under these unfavourable conditions are discussed.

S100

The Development of a Participatory Intervention to Create Better Balance Between Job Demands and Resources

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Introduction: Balance between an individual's job demands and available resources is central to the individual's work ability and important for the occupational well-being of employees (e.g. job satisfaction, work engagement and well-being). The SOC-model describes three strategies that people can adapt to use their resources more efficiently: selection, optimisation, and compensation, thereby potentially enhancing their ability to meet the job demands. Selection is the setting and prioritisation of goals, optimisation is the allocation of resources and investment of means to reach the goal, compensation is the use of alternative means or external resources to reach the goal. While the individual use of these SOC strategies has been found to be positively associated with occupational well-being, a collective approach might be better suited to many workplaces that rely on teams that collaborate to solve tasks. Recently, research exploring the use of SOC in teams has emerged and indicates that the collective use of SOC is associated with the occupational well-being of employees. However, so far, no interventions addressing the collective use of SOC have been developed. The aim of our study was therefore to develop an intervention to enhance the collective use of SOC strategies.

Method: The Sigtuna Principles guided the development of the intervention especially with regard to the following aspects: The approach was based on theory and empirical evidence; input from experienced practitioners to support the practical feasibility of the intervention; a clear structure for the intervention so that participating workplaces would know how much time they would need to invest to participate in the intervention; a participative approach to ensure the development of solutions that are relevant for the employees; encourage and support that the intervention is integrated into existing practices, processes, and mindset. Furthermore, we developed a programme theory to illustrate which effects we expected the intervention elements to have on short-term, intermediate and long-term.

Results: We developed the following intervention approach: To prepare for the intervention, we planned to conduct a pre-meeting with the manager and an employee representative at each workplace. Next, we planned to conduct a series of four workshops with the manager and all employees to introduce them to the SOC-model and how to use it to help find collective SOC strategies to reduce the strain in challenging work situations. The participants would be encouraged to use these strategies in between workshops and exchange experiences at the next workshop. The last workshop was planned to also include a discussion about how to ensure the continued use of collective SOC at the workplace. The workshops were planned to be facilitated by a professional workplace consultant. Lastly, an evaluation meeting was planned with the manager and an employee representative to evaluate the intervention process.

Conclusions: This intervention was developed based on an existing model, supporting empirical research as well as principals for effective workplace interventions. The next step in our research was to evaluate the feasibility of this approach, i.e. to test if this intervention can work and how it works.

S101

Feasibility of a New Intervention Approach to Increase the Collective Use of SOC Strategies

Birgit Aust, Annette Meng

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Introduction: Preschool teachers are faced with high levels of both physical and mental job demands, posing a risk of imbalance between job demands and resources. It might be possible to lower this risk through a new intervention approach that introduces work teams to the use of collective SOC strategies, however, this approach has not been tested before.

Feasibility studies help discover obstacles for the implementation of interventions before conducting large-scale studies. Feasibility studies can help us answer questions like “is it possible to use the intervention?” and “what does it take to make it work?”. The purpose of the study was to evaluate the feasibility of a participatory intervention to increase the collective use of selection, optimisation, and compensation (SOC) strategies in work teams in preschools.

Method: Employees and their managers participated in workshops followed by periods where employees used the SOC-model to analyse work situations and develop and try out solutions. The 1-1.5-hour workshops were facilitated by a professional workplace consultant. Data was collected through observations, interviews, and evaluation workshops. Because not all interventions could be conducted simultaneously, three workplaces conducted the intervention in Round 1 and two workplaces in Round 2.

Results: The observations of the workshops in Round 1 revealed that the SOC-model posed a challenge for the participants. Especially the terminology of the SOC-model was difficult to understand and caused many clarifying discussions. The feasibility design allowed for making adjustments in close cooperation with the participants. This resulted in the PEX-tool: Prioritise tasks, Exploit resources, eXternal resources, which has more intuitively understandable terms and questions to guide what aspects of the work situation should be considered.

The participants provided input to which supporting materials could be helpful when using the PEX-tool. This resulted in a series of illustrated examples of the application of PEX. In Round 2, we evaluated the feasibility of the PEX-tool and the participants reported that the tool was suitable for their job group; it fitted well with their way of thinking; it helped them structuring the problem solving process making it more efficient; they appreciated that the tool focussed on their well-being, while many other tools exclusively focus on the children's well-being; it was easy, flexible, and simple to use; the changes developed when using the tool, made stressful situations less challenging.

Conclusion: The results illustrate the value of a feasibility study that allows for making substantial changes before conducting a study in a larger sample. Although we had developed an intervention approach based on research evidence and practice experience, we identified challenges during the implementation. The feasibility design allowed us to adjust and improve the intervention in close cooperation with the participants. This process resulted in a tool that appears to be feasible to use in preschools and shows potential to have positive effects on the well-being of employees.

S102

Using the Healthy Workplace Participatory Program to Improve Elementary Educators' Well-Being in the United States

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Introduction: Educators' high levels of chronic stress contribute to health problems, poor job performance, substandard student outcomes, and teacher turnover. Interventions to reduce educator stress typically focus on individual behaviour change with an emphasis on secondary prevention (modifying an individual's response to stressors) rather than primary prevention (reducing exposure to stressors). Participatory workplace interventions can be employed to reduce educators' exposure to stressors by leveraging educators' knowledge and by focusing on workplace changes. We engaged educators in identifying well-being concerns and designing workplace interventions to improve well-being using the Center for the Promotion of Health in the New England Workplace's Healthy Workplace Participatory Program (HWPP) adapted for educators (HWPP-E).

Method: Two U.S.-based elementary schools were recruited to participate in the implementation of the HWPP-E in the Fall of 2022. Core elements of the HWPP-E were implemented at each school including: a workforce health assessment; two teams (a worker-based Design Team and a leader-based Steering Committee); and the root causes, multi-step, intervention design and assessment process. The workforce health assessment was customized for educators, using the job-demands-resources model to guide the choice of survey items including work and non-work demands and resources. Design Teams and Steering Committees met over 12 or 14 1-hour weekly meetings using the HWPP-E processes and worksheets facilitated by a researcher. A process evaluation was conducted using a mixed-methods approach including surveys and interviews. We conducted a qualitative review of meeting notes, HWPP-E worksheets, and educator interviews. We summarized process evaluation surveys.

Results: Each Design Team included 5-6 members and Steering Committees included 4 members. After reviewing the workforce health assessment results, each team identified numerous well-being concerns (e.g., high emotional and mental exhaustion, lack of support for mental health 'sick' days). Both teams prioritized work overload as a topic for intervention and completed a root causes analysis. Next, each school identified intervention activities based on these root causes. Similar (e.g. staff coverage, training) and unique (e.g. work organization, communication) workplace interventions were identified. Design Teams collaborated with the Steering Committees to implement school-based interventions including increased preparation time, updates to the employee handbook and employee onboarding. Process evaluations indicated increased collaboration and communication with both colleagues and administrators, amplifying educator voices, and real changes being seen. Barriers to the process included taking more time than expected to complete the process, keeping the focus on school-level changes, uncertainty with committee structures, and communication.

Conclusion: The HWPP-E is an effective tool for selecting workplace well-being issues and designing workplace-level interventions among elementary school teachers. Both schools identified numerous workplace-level changes yet very few individual-level behaviour changes to reduce stress indicating the participatory HWPP-E program was successful in identifying primary prevention methods for reducing educator work overload and stress. While numerous areas for improving the HWPP-E process were identified, members felt heard and empowered in identifying and developing solutions to improve their health, safety, and well-being.

Symposium 21: Broadening the Understanding on Interpersonal Emotion Regulation at the Workplace

Chair Hadar Neshet Shoshan
Discussant: Karen Niven

Interpersonal emotion regulation (IER) refers to the process in which people attempt to sustain or change the emotions of interaction partners. In organizations, this process substantially influences work-related outcomes, including psychological well-being. The latter is because positive and negative emotions are essential components embedded in experiences such as job satisfaction, distress, and burnout. In this regard, Niven et al. (2009) proposed a framework that outlines two primary strategies of IER in which employees and leaders attempt to improve or worsen the affective states among them, influencing, therefore, psychological well-being in the workplace.

In this symposium, we will present four empirical papers designed to broaden the knowledge of IER in the workplace. The papers are based theoretically on Niven's framework (2009) and social models of emotions (van Kleef, 2009). They apply different methodological designs including multisource field studies and experimental studies, with leaders, followers, and team members participants. Participants from different countries are represented, contributing to the generalization of the results.

Three papers focus on leader-oriented IER. One paper builds a finely-grained model of the outcomes of leader IER, with two samples of leaders and employees from Chile and the UK. The project identifies nuanced outcomes of leader IER, including followers' discrete emotions and different arousal states. Notably, high-activated and low-activated positive affect (e.g., enthusiasm and tranquillity), and high-activated and low-activated negative affect (e.g., anxiety and dejection) are identified as outcomes of IER. Two other papers detect meaningful mediators and moderators using experimental vignette designs and including participants from the UK and Germany. The second paper highlights trust in the leader as a pivotal explanatory factor in the relationship between affect improving IER and two behavioural intentions: goal adjustment and turnover intentions. The third paper shows that when leader IER is perceived as inauthentic, the benefits of affect-improving for both positive affect and perceived leader effectiveness are weaker. The fourth paper focuses on team-level IER and shows its benefits in terms of reduced team negative affect, enhanced team member quality of relationships, and team organizational citizenship behaviours.

Overall, the papers provide rich empirical support underscoring the significance of IER in the workplace. They identify leader-follower and team-level processes, elucidating important outcomes, moderators, and mediators while employing international samples and multi-method designs. Our discussant, Karen Niven, will discuss the theoretical and practical implications of the findings and emphasize how they advance the IER literature.

S103

Influencing Reactions to Goal Failure: Investigating the role of Managers' Interpersonal Emotion Regulation on Employees' Behavioural Intentions via Trust and Affect

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Background: Failure to attain important work-related goals is a frequent source of negative affect in employees' lives that can cause further negative affect, goal adjustment difficulties and drive turnover intentions. However, there is a dearth of research examining specific relational

behaviours that managers can use in response to employees' negative reactions to failure. To this end, we draw on previous theory and research on interpersonal emotion regulation (IER; Madrid et al., 2016; Niven et al., 2009) to consider the impact of managers' relational strategies on employees' goal adjustment and turnover intention.

Methods: We conducted two experimental studies to examine how a manager's use of specific IER strategies related to two behavioural intentions (goal adjustment and turnover intentions) in employees. We investigated two parallel mediation pathways: employees' negative affect and trust in the manager, while also seeking to examine whether discrete emotions (Study 1) and regulatory foci (Study 2) functioned as emotional and motivational boundary conditions respectively on the indirect effects of IER.

Results: Across two experimental vignette studies (n=1180), our findings demonstrated that trust evaluations mediated the relationship between affect-improving strategies and the two behavioural intentions. The indirect relationship via negative affect was less clear. In study 1, exposure to discrete emotions weakened the indirect relationship (via negative affect) between the affect-improving cognitive engagement strategy and goal adjustment (for the sadness manipulation) and turnover intentions (for the anger manipulation). In the second study, the employee's regulatory foci did not moderate the indirect effects of negative affect or trust on IER. Although affect-worsening strategies were positively associated with turnover intentions and negatively associated with goal adjustment, this relationship was not mediated by negative affect or trust in either study.

Limitations: Future research should study real-world contexts to replicate our experimental findings.

Practical Implications: Our studies provide a key step forward in understanding when and how IER works, and for whom. Our findings underscore the importance of the interpersonal regulatory process that occurs between the manager and the employee in shaping key organizational outcomes.

S104

Leader Interpersonal Emotion Regulation and Employee Outcomes: The Role of Perceived Inauthenticity and the Need for Affect Improving

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Background: Leader interpersonal emotion regulation (IER) has a meaningful effect on employees' well-being and attitudes (Madrid et al., 2019). Specifically, when the leader attempts to improve the feelings of the employee ("affect improving"; Niven et al., 2009) positive consequences are expected. Nonetheless, it is not only the leader's behaviour, but also how employees perceive it, that determines the consequences of IER. For example, if the leader enacting affect improving is perceived as inauthentic, the positive consequences of affect improving may be weaker. In addition, if employees do not feel in need of affect improving (for example, because they already feel high in positive affect), affect improving may not lead to the expected positive consequences. Overall, uncovering moderators that may determine the consequences of receiving affect improving is an important step in advancing IER research.

Method: In a between-person vignette study (N = 204) receiving IER (i.e., affect improving or affect worsening) from one's leader during one episode was manipulated (Niven et al., 2019).

The need for affect improving was assessed by baseline levels of positive affect before reading the vignette. The perceived inauthenticity of the leader's IER was assessed right after reading the vignette. The outcomes, positive affect as a manifest of well-being, and perceived leader effectiveness were assessed with short surveys afterward.

Results: We found that affect improving indeed improved affect, as it was related to a change in positive affect after reading vignettes with affect improving manipulation, compared to vignettes with affect worsening manipulation. Affect improving also positively affected perceived leader effectiveness. When the leader's behaviour was perceived as inauthentic, the effects of affect improving on both positive affect and perceived leader effectiveness were significantly weaker. However, baseline levels of positive affect did not moderate the relationships between affect improving and positive affect or perceived leader effectiveness.

Limitations: The experimental context of the vignettes limits the understanding regarding the role of perception of the inauthenticity of leader affect improving in real life.

Conclusion: We promote the IER literature by introducing perceived inauthenticity as an important moderator that plays a role in the effects of leader IER on employees. Practically, our results suggest that leaders should be careful of faking affect improving, because it may reduce the positive consequences of it.

S105

Team Well-being: Exploring the Interplay of Interpersonal Emotion Regulation, TMX, and OCB

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Background: Interpersonal emotion regulation (IER) involves influencing others' affect (Niven et al., 2017), impacting employee well-being and task performance (Troth et al., 2017). As such, in this research, we aim to examine the effects of team IER on team-level well-being in the form of decreasing team Negative Affect (NA), fostering Team Member Quality of Relationships (TMX) and team Organizational Citizenship Behaviours (OCB). Studies have shown the detrimental impact of team members' negative affect on team members' social integration (Collins et al., 2013). Thus, adopting emotion-as-social-information theory (EASI; Van Kleef, 2019), we propose that team IER buffer the negative effect of team level negative affect on team member quality of social exchanges. Specifically, when team members use IER strategies (e.g. modifying others' situations, deploying their attention or their appraisals to alter its emotional impact), their team colleagues could infer that other members are concerned about their well-being, which should reduce their negative affect and improve social relationships. We also propose that the interaction between team negative affect and team IER will influence team OCB through TMX. Based on Social Exchange Theory (SET), research has shown how groups with high-quality relationships are likely to exchange information and resources (Hoegl & Wagner, 2005). This allows team members to take a personal interest in helping other members at work (Banks et al., 2014). Therefore, we propose a moderated mediation process: Team IER strategies will moderate the negative mediation between team negative affect, TMX, and team OCB, such that this mediation is weaker when team IER strategies are high.

Method: Using a multisource survey study in a Chilean organization, involving 856 employees sitting in 186 teams. Data were collected using two independent surveys: Firstly, team members responded to a survey measuring their affective states (Warr et al., 2014), IER

strategies (adapted version of Little et al., 2012), and TMX (Seers, 1989). Secondly, team leaders completed a survey measuring team-level OCB (Williams & Anderson, 1991).

Results: SEM results supported our hypotheses by showing that the interaction term between team IER and team NA was positively related to TMX, $b = .21$, $SE = .08$, $p < .01$, such that this relationship was non-significant when team IER was high (+1 SD), with a positive indirect effect on team OCB, $b = .06$, $p < .05$, Bootstrap (10,000) CI95% [.01, .15].

Conclusion: This research contributes conceptually and empirically to the current literature on teamwork and emotion regulation by showing that interpersonal emotion regulation represents a specific team process through which team members can influence their well-being in terms of team negative affective and team members' quality of relationship and OCB. The findings also make an important contribution in practical terms by providing information to develop team-level interventions.

S106

A Valence and Arousal Model of Leader Emotion Regulation and Employee Affective Well-Being

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Research goals: Leader interpersonal emotion regulation (LIER), namely, the set of behaviours directed to change or sustain affective states among employees, is significantly related to affective well-being (Madrid et al., 2019). Thus far, most research has focused on describing LIER behaviours oriented to elicit positive and negative affect in general (Little et al., 2016; Niven et al., 2009). However, affect is not limited to valence; it also involves arousal, wherein states can take the form of high-activated positive (e.g., enthusiasm), low-activated positive (e.g., tranquillity), high-activated negative (e.g., anxiety), and low-activated negative (e.g., dejection) affect (Russell, 2003; Warr, 2007). Thus, this study aims to build a model accounting for the discrete leader regulation behaviours associated with these specific affective states. We draw on theories of motivation and affect in building this model, considering how each state has a distinctive motivational profile based on the presence or absence of rewards or threats (Elliot, 2008; Watson et al., 1999).

Design and Method: After an extensive literature review, we build a framework describing specific LIER actions oriented towards the four types of affective states, such as: 1) Recognizing and praising (inducing reward >> enthusiasm); 2) Listening and orienting (reducing threat >> tranquillity); 3) Pressuring and confronting (inducing threat >> anxiety); 4) Ignoring and criticizing (reducing reward >> dejection). Then, we designed an instrument and a series of studies to determine the validity of this model.

Results: We are in the process of data collection with samples of Chilean professionals. Preliminary results, based on leaders (N=128) and employees (N=48) data, using factor, internal consistency, and correlation analyses, supported the model proposed regarding construct and predictive validity relative to affective well-being markers for both leaders and employees. By the time of the conference, we will present the results obtained from larger datasets collected in the UK as well.

Limitations: At this stage, we have a solid theoretical model based on theories of interpersonal emotion regulation, the valence and arousal model of affect, and motivation (Elliot, 2008; Russell, 2003; Zaki & Williams, 2013). However, the current results are only based on small sample sizes, limited to the Chilean population.

Research/ Practical Implications: This research provides an advance in the occupational health psychology literature by proposing a finer-grained model of how leaders induce distinctive types of affect among their employees. This knowledge will help organizations to design leadership programs directed to support the positive experience in the workplace.

Symposium 22: New Directions in Job Crafting Research

Chair Evangelia Demerouti

Discussant: Gavin Slemp

Job crafting represents adjustments employees make in their work to make it more meaningful and fit their preferences. Job crafting can take the form of expansion-oriented crafting (seek resources/challenges) or reduction-oriented crafting (reduce/optimize demands). We know that job crafting occurs in various occupational settings, can fluctuate daily and longer time frames, is related to personal and job characteristics, and can be trained. Open questions in job crafting research concern the motives/predictors of job crafting, the profiles and stability of job dimensions, and scalable interventions. To answer these questions, the symposium puts together studies from the Netherlands, Italy, Greece, and China that use various high-quality methodologies, including diary, longitudinal, qualitative, and intervention studies.

The diary study of Xanthopoulou and Karavasili showed that on days people anticipate positively about their work and their workload is lower than usual, they are more likely to seek resources, whereas on days employees anticipate positively about their work and they experience a higher workload than usual, they are more likely to optimize demands. The qualitative study of Rachow and colleagues among police detectives showed that needs for autonomy, self-image, and connection influence the implemented job crafting behaviours but the impact of these behaviours depends on opportunities, work, and motivational orientation. Job crafting is related to job design and the quality of relationships as well as the work identity and meaningfulness. The latent profile analysis study among entrepreneurs by Boesten and colleagues showed that entrepreneurs who were inclined to use various crafting strategies including business and leisure crafting were more successful in their business and healthier. In contrast, the needy and self-ignorant entrepreneur who lacked self-related proactivity was the least successful profile. The longitudinal studies of Costantini revealed four distinct motivational job crafting profiles, including individual beliefs about the consequences of job crafting, job crafting social norms, and perceptions of internal and external control necessary for engaging in job crafting. Latent transition analysis highlighted employees' transitions between motivational profiles in response to distinct levels of job demands and resources. The intervention study of Wang and colleagues showed that the intervention increased the use of network crafting actions (using and maintaining contacts, establishing new contacts), improved two career outcomes (career autonomy, perceived marketability), and participants' network size, diversity, and performance (through network crafting). Thus, the symposium brings new insights into the causes, dynamics, multidimensionality, and outcomes of job crafting.

S107

Does Work Prospection Facilitate Daily Employee Well-Being Via Job Crafting? Evidence From a Daily Diary Study

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Work prospection concerns employees' thoughts about their future work and it can be merely cognitive, or it may have positive or negative affective valence. The concept of work prospection is relevant because its focus on the future (vs. time unspecific constructs such as

work-related rumination or reflection) may explain goal pursuit. This is because future-oriented thoughts urge employees to act. However, previous studies on work prospection have solely investigated its role for employee well-being and recovery. Hence, the aim of this study was to examine whether daily work prospection relates to employee behaviours that facilitate goal pursuit such as job crafting (i.e., seeking resources, seeking challenges, and optimizing demands), and whether it determines daily work-related well-being (i.e., exhaustion and work engagement) via job crafting. Based on self-regulation and affect theories we hypothesized that positive and negative affective work prospection will be more relevant for job crafting than cognitive work prospection. Further, we expected that when employees anticipate positively about the forthcoming day at work in the morning, they will be more prone to adopt job crafting strategies during work and consequently, experience higher levels of engagement and lower levels of exhaustion. In contrast, when employees anticipate negatively about their forthcoming workday, they will be less likely to engage in job crafting and will be less engaged and more exhausted during work. Finally, we investigated whether daily workload moderates the relationships between daily work prospection and job crafting since positive prospective thoughts are more likely to turn into facilitative actions when these actions are needed the most (i.e., when workload is higher than usual), while negative prospective thoughts are less likely to turn into facilitative actions, when employees are under pressure (i.e., when workload is higher than usual).

Sixty employees completed a daily diary study, twice a day. Work prospection and momentary energy (that was used as a control variable) were assessed in the morning before work, while workload, job crafting, work engagement and exhaustion were assessed at the end of the workday. Multilevel analyses revealed that cognitive and negative affective work prospection were unrelated to job crafting. However, positive work prospection in the morning related positively to seeking resources and seeking challenges during work, while it was positively associated with work engagement via its positive link with seeking resources. Seeking challenges related negatively to daily exhaustion. Further, positive work prospection related positively to seeking resources only on days workload was lower than usual, while it related positively to optimizing demands only on days workload was higher than usual. These findings expand the nomological network of both job crafting and work prospection. Importantly, the results suggest that positive (but not cognitive or negative) work prospection facilitates goal pursuit through different job crafting strategies depending on the daily workload levels.

S108

Exploring Detectives Job Crafting Strategies and their Experience of Dependence and Bureaucratic Burden

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Background: The work of public organizations is highly intertwined, and various functions across the police, ministry, and other public entities depend on each other, decreasing work engagement and performance. Those interdependencies are challenging enough; however, bureaucratic burdens (i.e., “learning, psychological, and compliance costs in citizen–state interactions” (Kaufmann et al., 2020:3) even increase the challenge. Based on the Job Crafting Theory of Wrzesniewski and Dutton (2001), which states that employees can actively shape their work by adjusting cognitive, task, and relational aspects, this study investigates how detectives’ behaviour (i.e., job crafting strategies, “physical and cognitive changes individuals make in the task or relational boundaries of their work”; Wrzesniewski and Dutton (2001:179) affects their dependence on others and their experience of the bureaucratic burden.

Method: We conducted seventeen qualitative, in-depth interviews with police detectives with questions concerning detectives' demographic data, work tasks, social network, leadership, resources and demands, coping strategies, and resilience. Then, we did a deductive data analysis, in which one draws conclusions from an existing theory (Pandey, 2019). Wrzesniewski and Dutton's (2001) Job Crafting Theory guided the themes we used for the deductive coding.

Results: Preliminary findings highlight the pivotal roles of the need for autonomy, self-image, and connection in shaping job crafting behaviours among detectives. However, the impact of these job crafting behaviours hinges on the availability of opportunities, work orientation, and motivational orientation. Job crafting is linked to job design (including characteristics of the experienced bureaucratic burden), the quality of interpersonal relationships, work identity, and the overall sense of meaningfulness at work.

Conclusion: This qualitative study sheds light on dependence dynamics within the public sector, emphasizing the significance of detectives' job crafting strategies in navigating interdependence and bureaucratic burdens. The findings underscore the pivotal role of autonomy, self-image, and connection in shaping detectives' behaviours, influencing their experience of dependence and the bureaucratic burden. Practical implications for public organizations include fostering opportunities, aligning work orientation, and addressing motivational factors to enhance detectives' engagement and overall job performance.

S109

A Person-Centered Perspective on Entrepreneurial Success: Combining Proactive Behavioural Strategies of Different Life Domains

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Purpose: The present study took a person-centred perspective to explore whether entrepreneurs combine multiple proactive behavioural strategies across different domains (i.e., business, personal, and business-environment domains) and how specific combinations of proactive behavioural strategies (i.e., business crafting, idea generation, environmental exploration network crafting, self-insight, and boundary management) are related to their well-being, resilience, and business performance. Moreover, next to our aim to uncover general profiles based on combinations of proactive behavioural strategies, we also investigated whether entrepreneurs' daily patterns of using proactive behavioural strategies are comparable to the general profiles.

Method: The study sample consisted of Dutch entrepreneurs (N = 286) who participated in a general survey study. Moreover, N = 49 of these entrepreneurs also participated in a six-day diary study (N = 255). In the survey study, we assessed the following proactive behavioural strategies: business crafting and idea generation (business domain), environmental exploration and network crafting (business-environment domain), and self-insight and boundary management (personal domain), respectively. In the diary study, we selected strategies in all domains and focused explicitly on seeking resources, network crafting, boundary management, and idea generation. To uncover groups of entrepreneurs who use similar combinations of proactive strategies, Latent Profile Analysis (LPA) was conducted. To link these profiles to entrepreneurial success, we included motivation, fatigue, happiness, resilience, operational and financial goal attainment, and idea implementation.

Results: We identified four meaningful profiles: minimum business effort entrepreneurs (16%), solid and self-caring entrepreneurs (41%), needy and self-ignorant entrepreneurs (11%), and proactive entrepreneurs (32%). The profile that combined proactive strategies of multiple domains (i.e., the proactive entrepreneurs) was the most successful, followed by the profile with average scores on all proactive behavioural strategies (i.e., the solid and self-caring entrepreneurs) as they had higher levels of happiness, motivation, and idea implementation. In contrast, the needy and self-ignorant entrepreneur who lacked self-related proactivity was the least successful profile. This profile achieved fewer financial and operational goals, experienced lower happiness, and demonstrated diminished resilience. Moreover, while daily events shape entrepreneurs' daily proactive behaviour, our results revealed stability in this daily behaviour, suggesting a foundation deeply rooted in their general proactive behaviour.

Contributions: Our study contributes to the literature by highlighting the importance of combining proactive behavioural strategies across various life domains for entrepreneurs. Effectively managing interconnected demands and resources requires entrepreneurs to employ a combination of proactive behavioural strategies within their business, personal, and business-environment domains to achieve success. Using a unique combination of person-centred analysis of proactive behavioural strategies and a daily diary study, we showed that the daily proactive behaviour of entrepreneurs is rooted in their general proactive behaviour.

S110

Network Crafting and Employee Network, Task, and Career Outcomes: A Self-Training Intervention

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Social networks are known to be critical for enhancing employees' work outcomes. However, we still know relatively less about how employees can take charge of their networks to reap network, work, and career-related benefits and how we can intervene in this process. Based on the self-regulation theory and the networking literature, we developed and evaluated the effectiveness of a network crafting self-training intervention. In a quasi-experimental research design of 88 participants in the experimental group and 59 participants in the control group, our results revealed that, after the intervention, employees reported an increase in three trained network crafting actions (i.e., using existing contacts, establishing new contacts, and maintaining professional contacts). Those participating in the intervention reported higher levels of two career outcomes (i.e., career autonomy and perceived marketability). Moreover, we found that through the three trained network crafting actions, the intervention indirectly enhanced participants' network size and diversity as well as their work performance (e.g., task performance and problem-solving). Finally, the moderated mediation results showed that the network crafting intervention was more effective for those whose initial level of network crafting actions was low. Our study provides insights into a means to smartly shape one's social networks. Our intervention offers an effective management tool that employees and managers can use to guide individuals' network crafting actions and apply them in their daily work context.

Symposium 23: Working Anytime Anywhere? The Role of Blurring Boundaries and Setting Boundaries for Employees' Recovery and Well-being

Chair Carmen Binnewies

Discussant: Linda Reimann

This symposium will cover four presentations that will focus on different predictors and consequences of boundary blurring (technology assisted work during leisure time, professional social networking usage) or boundary setting behaviours (setting for information and communication technology (ICT) boundaries, implementing boundary enactment through an intervention).

First, Reimann and Binnewies' research examines workplace Fear of Missing Out (wFoMO) as a predictor and the state of being recovered and affective well-being as outcomes. Data was collected using a five-day daily diary study design from 81 employees (N = 196 measuring points) from different professional backgrounds. Results confirmed wFoMO as a positive predictor of daily professional social networking site usage during non-worktime. Moreover, daily professional social networking site usage was shown to be negatively related to daily employee well-being. Second, Baierer and colleagues' work focuses on antecedents and outcomes of two forms of technology assisted supplemental work (TASW) during leisure time: a) autonomous regulated proactive TASW (self-initiated) and b) extrinsically regulated reactive TASW (initiated by others). The authors examined employees' work motivation and daily work characteristics (daily work overload and unfinished tasks) as antecedents and lack of recovery as an outcome of both proactive and reactive TASW. Data is currently collected implementing a diary study design with three daily measurements over one work week. Third, Binnewies and Heinke's work examines segmentation preference and organizational segmentation norms as predictors and psychological detachment, emotional exhaustion, and work engagement as outcomes of setting boundaries for information and communication technology (ICT).

Data was collected from 176 employees in a longitudinal study with two measurement occasions at an interval of one week. Results confirm the proposed relationships with the exception that ICT boundary setting was related to lower work engagement. Reverse causation effects were also examined and discussed. Finally, Mueller and colleagues investigated the effectiveness of a two-week intervention for employees' boundary fit, work-nonwork interactions and work-nonwork balance satisfaction. The authors implemented a randomized controlled trial with three groups that received the complete intervention (Education, Goal-Setting, & Self-Reflection; Group 1), the first two parts (Education & Goal-Setting; Group 2), or the first part only (Education; Group 3). Data was collected from 78 participants (NGroup 1 = 26, NGroup 2 = 19, NGroup 3 = 33). The authors confirmed a positive effect of their boundary fit intervention on boundary fit and work-nonwork balance satisfaction.

S111

Have You Seen it on LinkedIn Yet? Workplace Fear of Missing Out in the Context of Professional Social Networking Sites

Linda-Elisabeth Reimann, Carmen Binnewies

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Fear of Missing Out (FoMO) – the fear of missing out on rewarding experiences – has become a familiar term in both everyday language and scientific research and goes hand in hand with social media research. Studies have primarily centred on personal FoMO experiences, analysing younger and predominantly female samples (Tandon et al., 2021). However, in addition to private social media, there has been a surge in the popularity of professional social

networking. This trend has been bolstered by platforms such as LinkedIn, which offer networking opportunities for professionals. For such professional settings the term of workplace Fear of Missing Out (wFoMO) can be used to describe the constant fear of missing out on work-related information or networking opportunities (Budnick et al., 2020). Previous research on the use of professional social networking sites has primarily focused on aspects such as cybervetting (process of conducting online research on someone) or found that LinkedIn users receive greater informational and relational benefits than non-users (Utz, 2016). Based on research on private FoMO, we hypothesized (1) that wFoMO is a pivotal factor in explaining professional social networking site usage and (2) that engaging in such work-related social networking sites during leisure time might be further negatively associated with employees' well-being (assessed with the state of being recovered and positive / negative affect). Therefore, we conducted a five-day daily diary study with $N = 81$ ($N = 196$ measuring points) employees from different professional backgrounds. All variables including professional social networking usage were assessed on a five-point Likert scale.

The findings showed a significant positive direct association between wFoMO and professional social networking site usage as well as a significant direct association between professional social networking site usage and the employee well-being outcomes. In accordance with our suggestions, we additionally identified an indirect effect of professional social networking site usage on the relationship between wFoMO and the state of being recovered. Notably, we also observed several unanticipated direct associations between wFoMO and employee well-being. Results of this study indicate promising avenues for further examination. As expected, we revealed that wFoMO is connected to professional social networking site usage which in turn reduced employees' state of being recovered. This is also in line with stress frameworks such as the Job-Demands Resources Theory (Bakker & Demerouti, 2007) and shows that voluntarily engagement in professional social networking sites during leisure time harms recovery processes. However, we also found unexpected direct effects between wFoMO and employees' well-being outcomes. This emphasizes the relevance of wFoMO as a fundamental personal demand in professional contexts. Future research should ascertain which employees are particularly susceptible to experience negative effects on their well-being solely from wFoMO.

S112

Work Pressure, Technology-Assisted Supplemental Work and Lack of Recovery – The Role of Motivation

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Technology-assisted supplemental work (TASW) refers to uncompensated in-role work-behaviour during leisure time, performed via digital technologies. Work overload (task pressure) and availability expectations (normative pressure) are situational predictors of TASW. Despite the recent interest in TASW, previous research is still unclear about its antecedents and consequences. TASW is assumed to impede recovery from work. Employees who expend additional time and effort by TASW shorten their leisure time and recovery. Some researchers suggested that employees who finish work-tasks in their leisure time, might be able to better recover from work afterwards. Overall, the role of employees' motivation to engage in TASW remains largely unexplored.

This study draws from conservation of resources theory (COR) and self-determination theory (SDT) to investigate the effects of different forms of work pressures on TASW and subsequent consequences for recovery, depending on motivation. Following SDT, we propose to differentiate two forms of TASW: autonomous regulated *proactive* TASW (self-initiated) and

extrinsically regulated *reactive TASW* (initiated by others). Autonomous-motivated employees are expected to engage in more TASW, particularly in proactive than reactive TASW. They are assumed to exert more effort in their job, even in leisure time, trying proactively to reduce work overload and meet availability expectations. Following COR, we assume that employees show TASW-behaviour to alleviate situational task and normative work pressure, which in turn decreases recovery from work. Employees spend resources (i.e., time and energy) by engaging in proactive and reactive TASW-behaviour, which leads to a resource loss in terms of recovery. Autonomous-regulated, proactive TASW might lead to experiencing less resource drain than controlled, reactive TASW. Thus, we expect both forms of TASW to result in a resource loss in terms of lack of recovery, with autonomously motivated employees losing less resources due to TASW.

We conducted a diary study with three daily measurements over one work week. Availability expectations and work motivation were measured at the baseline, work-overload and unfinished work-tasks were measured at the end of the workday, proactive and reactive TASW in the late evening, state recovery during the next morning. Data collection is in progress. Considering limitations, we rely on self-report measures, thus common-method variance could influence our data. Assessing TASW-behaviour via objective Smartphone- or PC-logs might be useful to avoid common method-bias in the future. Furthermore, we use convenience sampling and only consider German-speaking employees in our sample, thus generalizability is limited. This study provides a nuanced perspective on how situational work pressure and motivation predicts TASW-behaviour and subsequent impairment of recovery. We discuss potential avenues to a more differentiated way to assess different, autonomous and controlled forms of TASW, as well as different reasons for employees' acceptance of recovery impairments in leisure time.

S113

Not Always On. The Role of Setting ICT boundaries for Employees' Recovery and Well-Being

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Background: Technology enables many employees to work anywhere anytime and be connected to work 24/7. Therefore, setting personal boundaries for the use work-related information and communication technology (ICT) becomes an important task to protect employees' recovery and well-being. In this study, we examined predictors and outcomes of setting ICT boundaries. Specifically, we hypothesized segmentation preference and organizational segmentation norms to be positively related to setting ICT boundaries. Moreover, we proposed that setting ICT boundaries will be positively related to psychological detachment during leisure time and work engagement and negatively related to emotional exhaustion. In addition, we also examined reverse causal / reciprocal effects.

Method: In total, 175 employees from diverse occupations participated in our longitudinal study with two measurement occasions at an interval of one week. All study variables were measured at both times. We used a newly developed scale consisting of five items to assess setting ICT boundaries (example item: "I limit the time I use communication technology for work-related task during leisure time"). The new scale showed satisfactory reliability and factorial validity. All other study variables were assessed with well-established scales and showed satisfactory reliability.

Results: We ran regression analyses predicting each outcome at Time 2 controlling for the outcome at Time 1 as well as for the extent of home-office work and work schedule flexibility. In line with our hypotheses, we found that segmentation preference and organizational

segmentation norms were positively related to setting ICT boundaries. We also confirmed that setting ICT boundaries was related to higher psychological detachment during leisure time as well as to lower emotional exhaustion. However, contrary to our expectations setting ICT boundaries was negatively related to work engagement. Testing for reverse causation effects, we found evidence for a number of reverse relationships indicating that the directionality of effect is often bidirectional.

Conclusion: In sum, our study showed that setting ICT boundaries can foster employees' recovery and well-being but may also have unwanted side effects such as lower work engagement. Organizations can promote ICT boundary setting by establishing organizational segmentation norms and support employees in their boundary enactment according to their segmentation preference.

S114

How is Your Boundary Fit? A Randomized Controlled Trial on the Beneficial Effects of a Boundary Fit Microintervention on Employees' Work–Nonwork Interface

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Background: Many employees in today's workforce struggle with managing their boundaries between work and nonwork life, raising the question of how employees can be supported. While most intervention studies in the boundary management literature focus on teaching segmentation (i.e., the active separation of work and nonwork life), the present study evaluates the effects of an intervention targeting the boundary fit (i.e., the alignment between employees' preferred and enacted work–nonwork boundaries). Based on boundary management and action regulation theories, we designed a 2-week boundary fit intervention comprising three parts: Education (i.e., information about boundary fit), Goal-Setting (i.e., a goal-setting task), and Self-Reflection (i.e., a 2-week self-reflection period). Our study aims to evaluate whether participation in this 2-week microintervention increases participants' boundary fit and, in turn, improves their positive and negative work-to-nonwork interactions and satisfaction with work–nonwork balance.

Method: We conducted a randomized controlled trial with three groups that received the complete intervention (Education, Goal-Setting, & Self-Reflection; Group 1), the first two parts (Education & Goal-Setting; Group 2), or the first part only (Education; Group 3). We tested for improvements in boundary fit and the work–nonwork interface (i.e., positive and negative work-to-nonwork interactions and work–nonwork balance satisfaction) between pre- (T1), post- (T2), and follow-up (T3) assessments. We conducted the study in Germany between June and July 2023, recruiting 131 participants via professional mailing lists, personal contacts, companies, and social networks. Due to dropout from T1 to T3, the final sample included 78 participants ($N_{\text{Group 1}} = 26$, $N_{\text{Group 2}} = 19$, $N_{\text{Group 3}} = 33$).

Results: The results of mixed-design variance of analyses showed significant interaction effects between group membership (Group 1, Group 2, & Group 3) and time of assessment (T1, T2, & T3) for boundary fit, negative work-to-nonwork interactions, and work–nonwork balance satisfaction, with medium effect sizes. The interaction effect for positive work-to-nonwork interactions was not significant. Conditional contrasts with Tukey correction showed that participants in Group 1 reported significant increases in boundary fit and work–nonwork balance satisfaction from T1 to T2 and T3. Moreover, we found a marginally significant ($p = .060$) decrease in negative work-to-nonwork interactions from T1 to T3. In contrast, participants in Group 2 and Group 3 showed no significant changes. We did not find significant changes from T2 to T3.

Conclusion: The findings of the present study highlight the positive impact of a boundary fit intervention on employees' work–nonwork interface. Specifically, it increases boundary fit and participants' work–nonwork balance satisfaction. Besides information and goal-setting methods, daily and continuous engagement with one's boundary fit appears to be a central ingredient of the intervention. As a limitation, the recruitment strategy and self-selection of participants resulted in a biased sample, which mainly comprised women, people with academic degrees, and individuals without caring responsibilities. Despite this limitation, our study contributes to the boundary management literature by demonstrating the benefits of a self-guided microintervention that is easy to implement and resource-efficient.

Symposium 24: Acceptance-based Interventions for Improving Psychological Flexibility and Mental Health in the Workplace: Evidence and Practice

Chair Paul Flaxman

Organizations around the world are increasingly implementing workplace training and psychotherapeutic programs that are adaptations of acceptance and commitment therapy (ACT). ACT cultivates employees' psychological flexibility, which refers to the ability to engage in personally valued behaviour even while experiencing difficult or unhelpful inner states. In the UK's National Health Service, ACT is a prominent approach for improving staff mental health and utilised in 30 hospitals across the UK. ACT has also been delivered as part of worksite mental health programs in Australia, Sweden, US, Canada, Iran, Germany, Uganda, Finland, and Spain. Beyond healthcare, ACT programs have been delivered to staff in schools, universities, prisons, police services, performing arts, government agencies, media companies, and corporate settings. Three systematic reviews of the workplace ACT literature were recently published. The reviews indicate that ACT programs are effective for reducing employee distress and improving psychological well-being. Effects on work-related stress (e.g., burnout) have been less consistent, with such effects possibly taking longer to unfold (Flaxman et al., 2022; Prudenzi et al., 2021; Towey-Swift et al., 2022). Review findings further suggest that employee-focused ACT programs may need to be longer in healthcare settings compared to office environments (Unruh et al., 2022).

Building on this research, the current symposium presents findings from workplace ACT studies conducted in the UK and Spain. The Chairperson's introduction is followed by four presentations and a practical demonstration. In paper 1, Dr. Arianna Prudenzi (University of Sheffield, UK) presents findings from an early OHP intervention involving managers, employees, and mental health liaison practitioners, which aimed to enhance psychological flexibility. In paper 2, Dr. Juanjo Macias (University of Malaga, Spain) reports findings from studies that developed and evaluated ACT as a brief psychotherapeutic approach for improving Spanish employees' mental health and work-related psychological flexibility. In paper 3, Dr. Paul Flaxman (City, University of London, UK) presents results from a comparative trial, which compared the processes of change in ACT and mindfulness training programs delivered to healthcare staff. In paper 4, Yass Rad (City, University of London, UK) presents findings of a systematic review of ACT workplace studies, which focuses on the subprocesses of psychological flexibility that have been effectively (or less effectively) targeted by ACT-based programs. To supplement the research presentations, an experienced workplace ACT practitioner (Ross McIntosh, Director of PeopleSoup, Spain) demonstrates a core ACT technique, and explains how this approach is integrated with leadership development, training, and coaching.

S115

Integrating Acceptance and Commitment Therapy (ACT) and Functional Analytic Psychotherapy (FAP) for Improving Employees' Psychological Health

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The two most representative “third-generation” behavioural psychotherapies based on functional contextualism, Acceptance and Commitment Therapy (ACT) and Functional Analytic Psychotherapy (FAP), have recently been integrated to create a unified intervention approach called FACT. Over the past 10 years, the feasibility and efficacy of this hybrid approach have been examined across a range of studies involving employees. A total sample of 475 employees have participated in this intervention and studies, with over 200 sessions of FACT delivered. This conference paper will present some of the findings from this program of FACT implementation and associated research. First, the sessions with employees were performed individually, using an idiographic method to extract functional processes and analysis relevant to the workplace. Second, evidence obtained at the workplace was the starting point for extending our implementation knowledge to other arenas. Finally, the results led to the development of a brief three-session FACT program designed to improve psychological well-being among working age adults. In conclusion, the research surrounding this novel functional intervention program provides initial support and evidence for its efficacy in workplace settings.

S116

An Early and Joint Employee-Manager-Liaison Worker Programme to Support Employees to Stay Well and Engaged in their Workplace (MENTOR): Results from Two Feasibility Studies

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Employees struggling with mental health challenges often find it difficult to maintain employment. This issue was intensified during the COVID-19 pandemic, as these individuals encountered numerous additional stressors. Such stressors likely aggravated their mental health issues and diminished their work productivity. In response, in 2020, we launched the Mental Health and Productivity Pilot (MHPP) project, introducing a novel early intervention named MENTOR. This programme brought together employees, their managers, and a newly established role, the Mental Health Employment Liaison Worker (MHELW), to assist employees in their workplaces.

Over the subsequent three years, we conducted two feasibility trials for this intervention. The first, MENTOR 1.0, was a randomised controlled pilot involving 40 employees, each with mental health conditions, alongside their respective managers. In contrast, MENTOR 2.0 included 23 pairs of employees - some with mental health conditions and some without - and their managers. This latter trial employed a more intensive approach, using a repeated-measures design to gather data at 18 data points during the intervention.

The MENTOR 1.0 feasibility trial, registered under the ISRCTN registry (registration number: ISRCTN79256498), consisted of ten sessions conducted by trained MHELWs. These sessions, spanning 12 weeks, were divided among employees and managers, including three individual and four joint sessions. Their primary objectives were to enhance psychological flexibility, foster

better interpersonal relationships, and boost employee engagement. On the other hand, MENTOR 2.0 adopted a more concise format, comprising four individual sessions and one joint session, and was designed to support employees regardless of their mental health status. Both feasibility studies were focused on evaluating the intervention's feasibility and acceptability from the perspectives of employees and line managers, employing a mix of quantitative and qualitative research methods. We investigated various aspects, including mental health outcomes, mechanisms of the intervention, its impact on line managers and MHELWs, and adherence to the intervention.

The MENTOR 1.0 intervention was generally perceived as feasible and acceptable. However, our findings indicated that MENTOR 2.0's abbreviated format led to more significant improvements in several areas: psychological distress, work productivity, engagement, psychological flexibility, and interpersonal relationships.

These feasibility studies underscore the value of tailored workplace interventions that actively involve managers in supporting employees, with or without mental health conditions. The positive results linked to the shorter format of MENTOR 2.0 highlight the importance of adaptable, time-efficient strategies in occupational health. Future research should explore the long-term effects of such interventions and their adaptability in diverse workplace environments. In summary, the MENTOR programme demonstrates considerable potential in enhancing employee well-being and productivity, offering important insights for employers and mental health professionals dedicated to fostering healthier, more inclusive workplaces.

S117

Comparison of Workplace Applications of Mindfulness Training and Acceptance and Commitment Therapy: Results From a Three-Armed Randomized Controlled Trial

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Abbreviated mindfulness programs are frequently delivered in workplace settings, and evidence generally supports the utility of such applications. However, there remains uncertainty surrounding (1) the specific mindfulness processes cultivated by abridged workplace programs that are most influential for improving employees' mental health, and (2) whether different worksite mindfulness intervention approaches transmit their effects by eliciting change in the same processes. The current study addresses these issues by concurrently examining patterns of mediation in two group intervention approaches commonly applied in the workplace: mindfulness training (MT) and acceptance and commitment therapy (ACT). A sample of 199 employees of a British healthcare organization were randomly allocated to attend a 4-session MT program, a 4-session ACT program, or to a waiting list control group. Effects of the two interventions on mental health and mindfulness processes were assessed on five occasions spread over a 6-month evaluation period. Parallel process growth modelling revealed that MT and ACT led to significantly greater reductions in employees' psychological distress via improved mindfulness when compared to the control group. Multiple mediation analyses indicated that both MT and ACT improved employees' mental health specifically via the development of a non-judgmental (or accepting) attitude toward uncomfortable inner experience. These findings align with the view that worksite applications of MT and ACT operate through similar change processes and support the notion that cultivating a non-judgmental attitude can boost employees' mental health.

S118

What Are the Effects of Workplace ACT Interventions on the Subprocesses of Psychological Flexibility? a Systematic Review.

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Despite strong and growing interest in applying ACT in workplace settings, recent reviews have raised doubts about the efficacy of worksite programs for improving employees' overall psychological flexibility. This may be due to synthesizing different measures of psychological flexibility into a single outcome cluster for review purposes. To address this uncertainty, we conducted a systematic literature review of published intervention research, examining the specific effects of workplace ACT-based training programs on psychological flexibility subprocesses (e.g., acceptance, cognitive defusion, present moment awareness, values clarification, and behavioural activation). The review protocol was pre-registered with PROSPERO. Through systematically searching relevant databases, 24 ACT studies were identified, in which change on one or more psychological flexibility subprocess was reported. Initial findings suggest that ACT-based training tends to elicit consistent change in employees' cognitive defusion, contact with the present moment, and experiential acceptance. The next generation of workplace ACT research would benefit from assessing processes of change through mediational analyses, and by testing for change in values-based action and perspective-taking skills. Ultimately, it is hoped that this review will provide information on how best to maximize the effectiveness and efficiency of workplace applications of the ACT approach.

Symposium 25: Digital Transformation and Workload: What Impact on Psychological Health at Work?

Chair Julie Dextras-Gauthier

Discussant: Marie-ève Dufour

Background: Before the COVID-19 pandemic triggered a series of upheavals, it was already clear that labour shortages, market competition, and technological transformations had redefined the way work was organized and the conditions under which workers performed it (Hanelt et al., 2021). Already, in 2016, 13% of workers reported working under pressure to meet excessive demands (Eurofound, 2016). This time pressure is rooted, among other things, in an ever-widening gap between so-called prescribed work (i.e., how a task is supposed to be performed) and actual work (i.e., how the task is performed in reality). The automation of work thanks to emerging technologies has, among other things, made it possible to eliminate routine tasks and gain in efficiency. But these recent transformations (e.g., the proliferation of technological tools for communicating, such as Microsoft Teams or Slack) have also exacerbated the number and type of disruptions (e.g., text messages, chat) and their frequency (Potter et al., 2021). This hampers the flow of workdays and task performance. Thus, with the acceleration of the pace of work and the shortage of manpower, it is increasingly difficult to maintain the balance between the objectives that are set for workers, the work demands they must meet (e.g., quantity or degree of effort) and the resources available to them (e.g., time control or support). Faced with numerous complex work demands, but also with ever-diminishing resources, it's important to continue questioning the transformations taking place in organizations and their impact on workers' workload and psychological health.

Contributions: This symposium brings together four studies on the impact of digital transformation on workers' workloads and psychological health. The first presentation outlines

a research protocol to provide an up-to-date measurement and understanding of workload in the face of ongoing transformations in the labour market. The second presentation looks at healthcare managers and their workloads and psychological health in light of the transformations brought about by the COVID pandemic. The third presentation looks at the impact of technological overload on workers' psychological health and intention to leave. It proposes a gender-differentiated analysis. The fourth presentation looks at the impact of technological overload on psychological health.

Research/Practical implications: This symposium will provide an up-to-date understanding of work (over)load and its effects on worker's psychological health in response to recent changes in the world of work. Also, acting on workloads and psychological health is often a challenge for organizations and practitioners alike. The studies presented in this symposium will formulate recommendations for practitioners and organizations on this subject. They will also offer a better understanding of the factors that lead to work overload in a context of transformation, enabling organizations and practitioners to act more effectively on these factors and thus reduce the psychological health problems associated with work overload.

S119

Intention to Quit: A Gendered Analysis in the Wake of Technological Transformations

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Introduction: In a context where organizations struggle to attract and retain highly qualified workers, organizations need to better understand the factors that drive employees to leave their jobs. This is particularly crucial, considering the present labour shortage in Canada. The scarcity of labour has reached a point where organizations are facing growing challenges in both attracting and retaining employees (Statistics Canada, 2022). This situation has jeopardized their growth and the quality of the services they offer, forcing them to delay or even refuse orders and, in some cases, reduce their opening hours (BDC, 2021). Furthermore, technological transformations are redefining the organization of work and the conditions under which workers perform it (Hanelt et al., 2021). While the automation of certain tasks thanks to emerging technologies has, among other things, eliminated routine tasks and increased efficiency, this digital transformation has also introduced task complexity and in some cases, this has increased the pace and intensification of work. This situation contributes to intensifying workers' cognitive load (Evans et al., 2017). Although previous studies have investigated several antecedents to intention to leave, it is necessary to review these in the light of the upheavals of recent years and more specifically in connection with digital transformations. The aim of this study is to better understand the factors driving workers to leave their jobs in a context of digital transformation. This analysis specifically emphasizes a gender-based approach to better grasp the distinct effects of contextual and individual factors that influence the intention to quit.

Method: Data were drawn from a 2021 survey conducted with three Canadian companies operating in the finance and insurance sector. Our sample comprised of 1,327 respondents with a response rate of 55.35%. The sample comprised 78.8% women, with an average age of 39.8. 90.2% of respondents have full-time employment status, and have, on average, 5.59 years' seniority in their position and 8.47 years' seniority in their organization. We used the machine learning classification and regression tree (CART) to analyse intention to quit. Power BI and Python were used for the analysis and simulations of the training models.

Results: Our preliminary results show that there is no evidence that the sample by gender is homogeneous which suggests a differential of the model by gender. From the algorithm

simulation, it is identified that with three nodes and three components it is enough to describe with a degree of precision close to 0.7 that the women's model is associated with the following factors ordered by importance: job satisfaction, organizational commitment, psychological distress, job well done, technical support and emotional commitment. And the men's model is related to psychological distress, well-being at work, job satisfaction, technology mastery, technical uncertainty, ease of coping with change in the short term.

Conclusion: The use of the CART analysis allows us to explore numerous organizational predictors of intention to quit enabling us to make more targeted practical recommendations. Indeed, identifying the most important predictors allows us to provide more insight into the mechanisms of intention to quit. Moreover, the gender analysis will also allow organizations to set up more effective and tailored interventions to attract and retain workers.

S120

Feeling Overwhelmed: Factors Affecting the Workload of Healthcare Managers

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Healthcare systems are under pressure from various transformations, such as the aging of the population and the implementation of new technologies. In this context, managers and employees are facing frequent task transformations and increased job demands, affecting their working conditions. This is also the case of healthcare managers, for whom working conditions have deteriorated (Corbière et al., 2020). While managers' leadership and management practices are central to protect and support their employees (St-Hilaire & Gilbert, 2019), limited research has focused on their essential working conditions for effective management practices and leadership (Nielsen 2019). Heavy workload would negatively affect the capacity to exert effective leadership among managers (Conchie et al., 2013). While many healthcare managers and their employees declare feeling overwhelmed by their workload, this phenomenon has been assessed from different perspectives and scientific studies on the nature of workload diverge. Our study aims at understanding factors affecting the feeling of being overwhelmed by workload among healthcare managers on their daily work situations.

When evaluating workload, most approaches are conducted in a controlled environment, eluding the specific work context and factors in everyday situations (Fantoni & Verkindt, 2015). We opted for an activity-oriented approach where a set of working conditions are taking shape in a dynamic environment, triggering specific activity by managers (Fournier et al., 2013). This dynamic perspective of workload encompasses elements related to job demands and resources in context (Bakker & Demerouti, 2017), subjective experience and assessment of demands (Karasek & Theorell, 1990), and actions and strategies to cope with situations (Daniellou et al., 2006). These elements can be addressed as prescribed workload, perceived workload and real workload (Fournier et al., 2013).

Focus groups were conducted with managers from a large Integrated University Health and Social Services Center (CIUSSS) in the province of Quebec, Canada. Participants were grouped into four different types of management responsibilities: clinical, administrative, coordination and higher management. A total of four discussion groups (1.5 hours each) were conducted with a total of 27 participants (6-8/group). During these focus groups, managers were invited to share significant workload situations they had recently experienced and to detail their resources and constraints, their subjective experiences, and the actions they used. Results showed that managers were frequently feeling torn between demanding organizational projects and their operational responsibilities such as team supervision. Government officials, higher management, and other administrative committees would frequently request reports or

specific information in a restricted timeframe. They were also dealing with increasing urgent and complex requests in an ever-full schedule, forcing them to work longer hours, early in the morning and late at night. Clinical team members were often working on different shifts and locations adding up to the complexity of employee proximity in a context of high employee turnover. As they gain experience and seniority as managers, they manage to meet the demands of the job, but often to the detriment of their own health and well-being. A better understanding of workload will contribute to sustainable prevention measures for healthcare managers and their employees.

S121

Navigating the Digital Overload: Fostering Psychological Well-being in the Era of Technostress

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Introduction: Given its strategic importance (Singh et al., 2020), it is now recognized that digital transformation affects and challenges organizations in all sectors (Correani et al., 2020). The challenges posed by the COVID-19 pandemic have spurred organizations into action, raising awareness of the need to accelerate the implementation of their digital transformation (McKinsey, 2020). 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). It also seems that the phenomena associated with digital transformation differ from previous organizational changes linked to the implementation of IT in organizations (Markus et Rowe, 2018). In such context, technostress is increasingly being discussed by researchers (Gaudioso et al., 2017). On this issue, Malik et al (2021) have recently shown that the continuous diffusion of information and communication technologies (ICT) seems to increase employees' workload. Similarly, the constant adaptation required by new technologies and the excessive dependence they provoke engender technostress in employees. Çini et al (2023) have also shown that digital transformation seems to have a positive impact on technostress. That said, Malik et al. (2021) revealed that technostress levels were reduced by good management of digital transformation processes. Despite a various literature on digital transformation, questions remain about the human aspects of this specific type of organizational change, particularly in terms of workers' workloads. Our study aims to explore the relationship between technological overload, technostress and workers' psychological well-being.

Method: Data were drawn from an online survey conducted with three Canadian companies operating in the finance and insurance sector. Our sample comprised of 1,327 respondents with a response rate of 55.35%. The sample comprised 78.8% women, with an average age of 39.8. 90.2% of respondents have full-time employment status, and have, on average, 5.59 years' seniority in their position and 8.47 years' seniority in their organization. Preliminary analyses were carried out. More in-depth analyses will be carried out (i.e. structural analysis).

Results: Our preliminary results show that technology is making workers more productive. Respondents seem to have a positive attitude and do not seem to feel insecure about the implementation of technology in their organization. Moreover, respondents don't seem to experience high levels of technostress and they also show high levels of well-being.

Conclusion: Our results will help organizations to better manage employee stress in the context of digital transformation, an aspect to be considered upstream of the change process. It will also enrich our understanding of employees' experience of this process, which is widely portrayed as a process of change, but which has major impacts on task performance, employee employability and skills requirements.

S122

“Doing More With Less”: Understanding Work (Over)Load and its Effects on Psychological Health. Methodological Challenges and Opportunities

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Background: Recent and ongoing transformations (e.g., the acceleration of the pace of work, labour shortages, and digitalization) are changing workload, by altering the demands and the resources available to workers. Faced with more work demands and fewer resources, workers are required to “do more with less,” putting at risk their psychological health. The concept of workload is multidimensional, and the strategies suggested to measure its components and evaluate its dimensions vary according to disciplines (such as ergonomics, neuroscience, or psychology). Three types of workload measures have been identified: behavioural, physiological, and subjective (Young & al., 2015). Behavioural measures include task performance and are based on techniques to assess the worker's ability to complete one or more tasks with acceptable performance (e.g.: in sufficient time, with few errors and a good level of efficiency; Young & al., 2015). Physiological measures consist of relating the level of activation to the physiological response following a request or task (Young & al., 2015), and they have been shown to assess physiological variations of demand and to estimate the mental load (Charles & Nixon, 2019). Subjective measures assess workload as perceived by the worker, in its multiple dimensions. Less invasive and less costly (Young & al., 2008), subjective measures (e.g., self-report questionnaires) are widely used. Matthews and colleagues (2020) argue that the concept of workload has no theoretical basis and that methods of measuring workload are most often context dependent and chosen for their feasibility. These findings highlight the need not only to use different types of measures, but also to select the most appropriate ones to assess workload in its complexity and its effects (e.g., Hancock & Matthews, 2019).

Method and Results: A scoping study was carried out to review recent scientific literature on the concept of workload and its various dimensions to provide insights and direction for the second phase of the study: an exploratory mixed method approach with subjective and objective measures. A daily diary (3 times a day) and physiological indicators (heart rate, dermal conductivity, skin temperature, pupil dilation, eye movement) aim to understand the complexity of the phenomenon of workload related to psychological health. This multiple and embedded case study by mixed methods and longitudinal design is performed with 50 participants from 4 organizations during 5 consecutive days followed by a 4-week break for an additional 5 days of data collection. The presentation aims to highlight the development and application of an innovative research protocol that combines physiological and subjective measures of workload in a natural setting.

Conclusion: Combining physiological, self-reported and qualitative data by the integration of these three approaches by crossing diversified and high-quality data sources gives this project the potential to influence the designs of future research. By mobilizing multiple disciplines and methods, we will push the disciplinary theoretical limits to answer this complex scientific and social question of work (over)load and its effects on psychological health at work in the context of accelerating changes.

Symposium 26: Advancing our Understanding of Psychosocial Safety Climate: Insights from Global Research

Chair Maureen Dollard
Discussant: Amy Zadow

Psychosocial safety climate (PSC) is a pivotal factor in organizational psychology, reflecting perceptions within workplaces regarding the value placed on workers' psychological health and safety. This symposium presents a diverse array of research findings from Canada, Australia, Malaysia and the United Arab Emirates exploring the nuanced dynamics of PSC across various cultural and organizational contexts.

The symposium commences with a presentation titled "Can PSC foster functional presenteeism? A four-wave populational study of Quebec workers," which examines the relationship between PSC and functional presenteeism. Transitioning to the Australian context, the next presentation focuses on "The effect of some contemporary leadership styles on psychosocial safety climate: A multivariate study." This presentation explores how different leadership styles impact PSC perceptions, highlighting the crucial role of leadership in fostering supportive organizational climates conducive to employee health and well-being. From Malaysia, a presentation explores "Safety at the forefront: Exploring firefighter safety behaviours through the lens of psychosocial safety climate," offering a unique perspective on PSC within high-risk professions. The presentation investigates the influence of PSC on firefighter safety behaviours, providing valuable insights for enhancing safety protocols and organizational support systems.

Shifting to the United Arab Emirates, the next presentation examines "Psychosocial safety climate moderates the effect of demands of hospital accreditation on healthcare professionals: a longitudinal study." This presentation investigates the moderating role of PSC in mitigating the impact of accreditation demands on healthcare professionals' well-being, emphasising the importance of fostering a positive PSC to buffer against external stressors. Lastly, the symposium concludes with a presentation on "Acting out when psychosocial safety climate is low: understanding why middle-level managers experience upward mistreatment." Drawing on research conducted in Australia, this presentation explores the repercussions of low PSC on middle-level managers, elucidating the mechanisms through which PSC influences interpersonal dynamics and organizational behaviour.

In summary, this symposium offers a comprehensive exploration of PSC from a global perspective, showcasing the latest research findings from diverse cultural and organizational contexts. By synthesizing insights from studies in Quebec, Australia, Malaysia, the United Arab Emirates, and beyond, this symposium aims to advance our understanding of PSC and its implications for promoting healthier and more productive workplaces worldwide.

S123

Can PSC Foster Functional Presenteeism? A Four-Wave Populational Study of Quebec Workers

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Introduction: The Health-Performance Framework of Presenteeism (HFPF) posits that people work while ill as an attempt to find balance their health constraints and performance

requirements. Presenteeism can be functional provided sufficient resources. PSC involves a panoply of resources to improve workers' health and should foster functional presenteeism by sending a clear message that health is a priority. Understanding what distinguishes presenteeism profiles will help to prioritise interventions.

Objectives: The study aims to 1) confirm the existence of distinct profiles of presenteeism based on health-work performance configurations 2) evaluate the differences among the profiles over time in health, work performance, 3) investigate if PSC can foster functional presenteeism over time.

Methods. Data were collected from a web panel representative of Quebec's population over 18 months: T1: N=1450; T2: N=893; T3: N=518, and T4: N=625. Latent profile analyses were conducted to establish the best-fit to the data. Generalized linear mixed models were used to compare the latent profiles on a series of indicators (mental/physical health, performance, and PSC).

Results. LPA analyses suggest a 4-profile structure of presenteeism, in line with the HFPF. The Functional profile shows fairly good health and work performance (57% of participants). The Overachieving profile (29%) are characterised by higher performance comparable to the Functional profile, but with lower health. The Dysfunctional profile (11%) had both poor health, especially mental health, and poor performance. The Therapeutic profile (3%) had performance as poor as the Dysfunctional profile despite relatively good health. Functional presentees had better mental and physical health compared to other profiles. Work performance of Functional presentees was comparable to workers who reported No Presenteeism in the previous week (NP), and better than other profiles. Only 3% of NP and 7% of Functional presentees said they had been absent for more than 3 hours in the last 7 days, compared with 42% of Therapeutic, 26% of Dysfunctional and 16% of Overachieving presentees. Functional and NP had a higher PSC level, whereas lower PSC was found in Dysfunctional presentees. Further longitudinal analyses will be conducted to investigate if PSC can predict transition to the Functional profile over time.

Conclusion: The study confirms the existence of distinct profiles and the long-term "burden" of these profiles on health and performance. This is important for a better management of presenteeism by individuals themselves, their managers, and organizations. PSC implies that organizational resources are made available to foster functional presenteeism through policies, practices, and procedures.

S124

The Effect of Some Contemporary Leadership Styles on Psychosocial Safety Climate: A Multivariate Study

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Background: Psychosocial safety climate (PSC) is an organization-level construct that measures an organization's commitment to the prevention of psychological harm in the workplace. PSC has been identified as a lead indicator for psychological hazards. While leadership has been identified as an antecedent for a conducive PSC, the impact of different leadership styles on PSC has not been extensively studied. This study reports a multivariate study of five contemporary leadership styles and their impact on PSC. Transformational-, transactional-, passive avoidant-, ethical- and authentic leadership were measured to determine the leadership style that impacts PSC in Australian workplaces.

Methods: The study collected data through an anonymous online survey using QUALTRICS survey software. The survey included questions from four validated instruments: psychosocial safety climate questionnaire (PSC-12); multifactor leadership questionnaire (MFQ) 3rd edition; ethical leadership questionnaire (ELQ) and authentic leadership Questionnaire (ALQ). Participants were recruited through a peak Australian professional organization and 227 completed surveys were returned. Participants were drawn from a wide range of Australian employment sectors and the sample consisted of 52.4% male respondents, 47.1 % female respondents and 0.4% of respondent preferring not to identify a specific gender. Regression analysis was employed to test the main hypotheses.

Results: The study found that two leadership styles in the Full Range of Leadership Model (transactional- and transformational leadership) had no impact on PSC. As was expected, the third leadership style in the Full Range of Leadership Model (passive avoidant leadership) was negatively associated with PSC. In relation to ethical-and authentic leadership, the study found that, while ethical leadership positively impacted PSC, in the regression model authentic leadership was found to have a statistically significant positive relationship with PSC ($r=0.41$, $p<.001$).

Conclusions: The research contributes to the literature in the following way: There has been very limited research on leadership and its impact on PSC, and this research is the first to conduct a multivariate analysis on some contemporary leadership styles to determine the leadership style that is more likely to bring about psychologically safer workplaces. The study also demonstrates that leadership styles found to impact other climate constructs, cannot simply be transposed to PSC. Finally, this study offers potentially invaluable input for leadership training programs in relation to PSC.

S125

Safety at the Forefront: Exploring Firefighter Safety Behaviour Through the Lens of Organizational and Psychosocial Safety Climate (PSC)

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Background: Firefighters operate in high-risk environments, necessitating a comprehensive understanding of factors influencing safety behaviour. This study focuses on the predictive roles of psychosocial safety climate (PSC) and organizational safety climate (OSC) on safety behaviour. The study also tests employee engagement and safety motivation as potential mediators, with emotional demands and workload as moderators among firefighters.

Methods: A three-wave longitudinal approach was employed for a questionnaire survey within a sample of 322 firefighters across 46 fire stations in West Malaysia. Participants were assessed on PSC, OSC, engagement, safety motivation, emotional demands, workload, and safety behaviour. We utilized Hierarchical Linear Modelling to test our hypotheses.

Results: The study sheds light on the complex dynamics that influence safety behaviour among firefighters. Both OSC and PSC significantly predict safety behaviour, operating mainly via motivation and engagement. However, OSC has a stronger predictive influence on safety behaviour compared to PSC. The relationship between safety motivation and safety behaviour becomes weaker when it is influenced by emotional demands and workload, highlighting how stressors can impact individual motivation. On the other hand, engaged employees may prioritize and uphold safety in the workplace even when faced with increased challenges.

Conclusions: This study highlights the significance of the different types of safety climates in shaping safety behaviour among firefighters. OSC, which has a greater impact than PSC, emerges as a powerful predictor. The interplay between individual motivation and challenging work conditions is highlighted by the moderating effects of emotional demands and workload. These findings provide valuable insights for organizations that aim to enhance safety climates and promote effective safety behaviours in high-risk professions.

S126

Psychosocial Safety Climate Moderates the Effect of Demands of Hospital Accreditation on Healthcare Professionals: A Longitudinal Study

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Introduction: Healthcare accreditation is a process that evaluates the quality of services in healthcare organizations based on a set of standards. While few studies have investigated the impact of hospital accreditation on the working environment, very little attention has been paid to the impact of accreditation on the psychological health of healthcare professionals (HCPs). Given the importance of the health and well-being of HCPs, this research aims to contribute to this growing area of research by examining the role of psychosocial hazards in predicting burnout and work engagement amongst HCPs working in the United Arab Emirate (UAE).

Background: The aim of this research was tested using two psychological frameworks, the Job Demand-Resource (JDR) model and the psychosocial safety climate (PSC) concept, both of which were tested within a unique context—hospital accreditation. Using a longitudinal design, this study built a model to test the lagged effect of specific job demands (i.e., Accreditation Demands) on personal burnout, and the lagged effect of job resources (i.e., Social Support) on work engagement. Further, the study integrated the PSC construct, as an organizational resource, with the JD-R model to test its potential moderating effect on burnout and work engagement using structural equation modelling (SEM).

Methods: HCPs working in government hospitals regulated by the Ministry of Health and Prevention (MOHAP) took part in the study. These hospitals were selected based on their accreditation status, as inspection visits to assess the quality of their services were scheduled within three months of the start of the study. This study used a two-wave cross-lagged panel design to examine the direct effects of job demands and job resources during hospital accreditations on burnout and work engagement, and the moderating role of PSC on burnout and work engagement three months after accreditation. The data were collected at two time points, six months apart: three months before the surveyors' visit (T1) and three months after their visit (T2). The data were analysed using moderated structural equation modelling.

Results: Results on 121 HCPs showed significant positive effects of accreditation demands and social support before accreditation on personal burnout and work engagement after accreditation, respectively.

After controlling for age and clinical role, there was a statistically significant direct relationship between Accreditation Demands at T1 and Personal Burnout at T2 ($b = .54, p < .01$). Furthermore, a significant direct effect was found between Social Support at T1 and Work Engagement at T2 ($b = .47, p < .05$) after controlling for clinical role only. In addition, the PSC was able to moderate burnout and work engagement after accreditation. A significant negative effect was found between the Accreditation Demand and PSC interaction and Personal Burnout in T2 ($b = -.64, p < .01$). On the other hand, the interaction between Social Support and PSC-4 showed a statistically significant effect on Work Engagement in T2 ($b = -.75, p < .05$).

Conclusions: The results have bridged the gap between hospital accreditation and theoretical frameworks of OHP, i.e., the JD-R and PSC models. Also, these results indicate that psychosocial hazards associated with accreditation influences HCPs' health and well-being. Given that burnout among HCPs can reduce the quality of care, it is essential to acknowledge such impact by developing robust regulations and guidelines intended to promote a healthy working environment for HCPs during accreditation. Further, findings from these studies raise intriguing questions regarding the role of psychosocial safety climate to mitigate the effect of unintended consequences of hospital accreditation, such as accreditation demands, on HCPs' health and the quality of care.

S127

PSC as an Organizational Level Determinant of Working Time Lost and Expenditure Following Workplace Injuries and Illnesses

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Objectives: Finding an association between organizational factors and working time loss following workplace injury and illness (hereafter injury) could rightfully shift the focus in injury management strategies from the individual to the organization. We investigate whether working time loss and expenditure following compensable injury can be predicted by knowing about organizational characteristics, particularly the Psychosocial Safety Climate (PSC) – the organization's climate for worker psychological health.

Methods: Our prospective multisource study linked 'objective' reports of working conditions assessed in an independent Australian Workplace Barometer (AWB) sample (random population interviews of 1067 workers) to future workers compensation claims data held by a government safety regulator, by aggregating both data sets to the organizational (employer) level. We selected data prior to big policy changes to a short tail scheme. We selected those with working time loss due to injury or illness ≥ 1 day yielding 100 organizations and 12,624 claims.

Results: Results support organizational PSC as a leading indicator of future time loss and expenditure, and its effect was mediated through skill discretion, job satisfaction, and rewards. Decision authority, supervisory support, and bullying were also related to time loss but not as strongly as PSC. In very low PSC organizations, days lost were 159% higher than for those in high PSC organizations (177 vs 68 days). Likewise, expenditure for the injury or illness (e.g., health expenses, wages) was 104% higher in very low PSC vs high PSC organizations (AUD \$67 260 vs \$32 939).

Conclusion: PSC is a modifiable social determinant of injured workers working time loss and expenditure. Practically, it is essential to target PSC for safety improvement — beyond injury prevention PSC is important for return to work and to prevent the shift of the burden of organizational problems to the individual and public health.

S128

Managing Psychosocial Hazards at Work by Building Psychosocial Safety Climate from the Bottom-Up

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Background: Workplace mental health injuries are now the fastest growing form of workplace injury in Australia. We trialled an innovative approach to improve the organizational climate for the protection of worker psychological health and safety by building capability to tackle workplace mental health hazards within the organization from the bottom-up. The intervention aimed to increase organization's PSC and decrease workplace hazards contributing to poor mental health through the development of a collaborative program that brings together workers, health and safety representatives and leaders to develop action plans and interventions to identify and address work-related mental health risk factors and improve organizational systems, practices and processes for the protection of worker psychological health (i.e. psychosocial safety climate, PSC)

Methods: Mind Your Head (MYH) Program is an initiative of the Australian Council of Trade Unions funded by WorkSafe Victoria. This multi-phase intervention was developed to build stakeholder capability included 6 phases; (1) Briefings: worker, health and safety representative and leader briefings were devised to build engagement, educate and shift the culture of mental health and safety; (2) PSC Testing: establish a baseline of PSC and specific risk factors contributing to poor mental health via workshop and survey; (3) Intervention Workshop: identification of specific hazards and agreed actions; (4) Action Plan: implementation of agreed initiatives and interventions and continued support with action plan progress; (5) PSC Post-Testing: measuring improvement in PSC and work-related hazards; (6) Review and Evaluate: discuss key learnings and ongoing improvements to continue to build and monitor PSC. Seven organizations were recruited for the program.

Findings: Before and after assessments of PSC showed improvements in five organizations. If participants were aware of the program occurring in their organization PSC scores were higher again. Additionally, 49% of workers across the seven organizations agreed that actions derived from action plans were beneficial to their mental health. Scores on specific hazards across four of organizations also decreased.

Conclusion: Results suggests that the intervention program provided a clear signal of the organization's priority of psychological health and safety issues and a commitment to improving working conditions to protect worker psychological health and safety. Findings suggest building capability from the bottom-up is a mechanism to improve the system for the protection of worker psychological health to increase PSC and reduce workplace hazards. Interventions in the future should consider this approach in combination with the more traditional top-down approach involving senior management.

Symposium 27: Digital Technology, AI and Smart Phone Apps. Challenges to, and Opportunities for, Occupational Health Psychology

Chair Johan Simonsen Abildgaard

The digitalization of elements in workplaces is a highly debated topic, encompassing both challenges and opportunities for the psychosocial work environment. The influx of smart phones and the possibilities to utilize complex assistive technologies, such as artificial intelligence, clearly demonstrate the need for scholars and practitioners in work and organizational psychology to comprehend these phenomena, study them and harness them in the pursuit of healthy working lives. The symposium is thematically organized around the interface between digital technologies and psychosocial working conditions.

The six papers in the symposium touch upon key issues in the interrelation between digital technologies apps and occupational health psychology. Two papers deal with artificial intelligence and management. The study of Edwards focuses on the use and implementation of AI and algorithms in management. Kirchner's presentation sheds light on the specific challenges for platform workers being managed by algorithms. The final four papers focus on intervention methods based on digital platforms. Karlsen & Abildgaard is a qualitative analysis of the logics of managers and internal HR/WE consultants responsible deciding for developing or choosing to adopt smartphone apps. Smoktunowicz et al. focuses on the pre-intervention phase namely, a co-creation process which informs the subsequent content and delivery of the dyadic internet intervention aimed to reduce interrole conflict. Kowalski presents a pilot study of a low-intensive mHealth intervention completed daily over the course of a month, encouraging users to self-monitor their mood and also suggesting a set of recovery strategies to alleviate stress symptoms. Finally, Abildgaard's study shows how two forms of implementation of a well-being app, either as an individual or organizational intervention, has significant impact on its use and outcome.

As such the presentations in the symposium demonstrate the novel character of digital solutions within work and organizational psychology, especially emphasizing the prospects and challenges related to putting these new technologies to use as platforms to deliver occupational health psychology interventions.

In conclusion, the present symposium sheds light on current trends and future horizons of increased digitalization of both work and occupational health psychology practices. We demonstrate both challenges and potentials that this growing area holds.

S129

Artificially Intimidated: The Role of AI Terminology in Shaping Organizational Resistance

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AI is still a new phenomenon and not well understood which may lead to misunderstandings and resistance to change. We analyse a case of implementing an AI supported algorithmic management system in a call centre. We followed the implementation and conducted group interviews with members of a single team. The call centre is a first line customer support centre where customers call with whatever problem they experience with their banking experience. This entails missing credit cards, forgotten pin codes, initial talks about a loan etc. Employees typically have extensive experience and have worked there 5 years or more, with some coming from normal banking jobs. They like talking with customers and solving their problems, and they are good at their jobs i.e. they get very high customer ratings for being nice and solving the customers problem.

From a management perspective a call centre is costly and it's important to get the most from the employees. Essentially the bank would get rid of the call centre, if possible, but in the current business climate its perceived as necessary. To manage and optimize performance call centre employees are heavily monitored with many and precise performance targets. To further improve performance, management decided to implement automated call monitoring. All calls are recorded, and analysed using AI speech-to-text and then an algorithm scores the employees. The algorithm tracks what words are used at what time in the call e.g. does the call start with a positive greeting and end with a "have a good day". The system produces scores for a variety of targets set up by management such as "empathy" and specific products.

During the implementation the use of the word AI triggered strong reactions. Managers used the word AI to emphasize the hot new technology in the system while not being able to elaborate on how it was used and its implications. Employees interpreted this as they were being monitored by and AI and somehow it would evaluate their performance. After implementation the initial reaction to the system by employees were very strong. They did not understand the scores they were receiving. The "empathy" score was a trigger point as the employees prides themselves of being highly emphatic and able to relate to all types of customers. This lack of understanding was amplified by managers inability to precisely explain the nature of the system and how scores were calculated. Further the system had a strong influence on employee behaviour. Employees tried to satisfy the specific words that gave points in the system which meant they had to talk to customers in a different way even though that might not have a positive effect on the customer. Implementing new technologies requires understanding and at least the ability of managers to explain how the system works. Management used buzz words like AI and algorithms without proper understanding leading to mistrust from employees.

S130

When an Algorithm Is Your Boss: AI-Imposed Challenges on the Well-Being of Platform Workers

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Background: Algorithmic management (AM) is based on a large-scale collection and use of data and AI-based algorithms that execute coordination and control functions traditionally performed by human managers. While AM allows the success of platform business models like food delivery platforms, its use has also raised serious concerns about working conditions and well-being when an algorithm is the boss. These concerns are, e.g., constant tracking, constant performance evaluation, automatic decision-making, low interaction with humans, and low transparency. This research sheds light on how AI-imposed challenges influence the well-being of food delivery platform workers.

Methods: Twenty-five semi-structured interviews were conducted with food delivery riders from Denmark working for four platforms. Besides one, the interviewees were male, aged between 19 and 28 (mean age 23.7), with a working experience between 2 weeks and two years. All interviewees worked only part-time for a secondary income and were paid per hour or order. They used bicycles, cars, and scooters for the delivery work. The interview results were systematically analysed to identify AI-induced challenges that workers face during their jobs that influence their well-being.

Results: All interviewed platform workers liked the flexibility and autonomy of their work. They can decide when they work and thus how much money they earn, positively influencing their

well-being. The AI-based matching of workers with orders makes it easy to deliver orders "without thinking". However, some interviewees complained that they could not influence AM decisions, which makes the work more boring or might force workers to do unfavourable things. Because of the constant tracking, AM can hurry up workers or send them customer ratings. This is considered unfair when the traffic does not allow quicker rides or restaurants are slow and not the rider. Workers also reported a constant stream of orders that require quick responses, which is stressful for workers paid by delivered orders. All interviewees agreed that AM is intransparent, as it is unknown to them what algorithms do and how. However, as riders often feel no consequences if they do not follow the AM-based work instructions, their well-being is less negatively affected. Interviewees missed social contact with co-workers and managers. They greet each other on the street, and they can reach out to a support unit in case of problems, or the support unit can reach out to them if they see, e.g., that riders do not move for a while and might need help. However, this low social interaction is not considered a significant issue, as working for the delivery service is only a secondary job with a few hours per week.

Conclusion: The influence of AI on workplaces is currently discussed, and regulations are on the way. This work, therefore, provides labour unions, regulatory bodies, and platform companies with insights into how algorithmic management affects platform workers' working conditions and well-being. The results can inform discussions about the need for new regulations that help mitigate the harmful effects of algorithmic management while harnessing its positive impact on individual workers.

S131

Why Use Apps in Occupational Health, Safety, and Well-Being? – Exploring Logics Among Occupational Health Professionals

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Background: The proliferation and utilization of apps designed to enhance occupational health, safety, and well-being (OHS&W) have seen significant growth. Despite this surge, there is a paucity of research exploring the adoption of such apps in the context of OHS&W, leaving a gap in our understanding of the motivations behind organizations' decisions to integrate these apps into their work processes.

Methods: To unravel the motivations and decision-making processes related to the use of OHS&W apps, we designed an interview study involving ten qualitative interviews with key stakeholders in medium to large organizations, ranging from 150 to 130,000 employees across diverse sectors. The focus on larger organizations, though challenging to recruit, is justified by their substantial impact on a considerable workforce and their often-pioneering role in setting trends within their respective industries. Given the global context of the COVID-19 pandemic, interviews were conducted via phone, which also accommodated the geographical dispersion of informants. The analysis employed a bottom-up approach, drawing on socio-material theory and institutional logic to inform a thematic content analysis of the interview data.

Results: four logics that the informants used in their explanation of app adoption were identified: individualization, democratization, fashion, and resources. Each logic is presented with its inherent potentials and risks as articulated by our informants. Individualization: this logic revolves around tailoring OHS interventions to the individual, such as optimizing training, adapting exercises to specific bodies, or providing personalized support

for well-being. Concerns within this logic include the fear of overly individualizing issues that should be addressed as common workplace challenges.

Democratization: This logic emphasizes the use of smartphones to broaden access to OHS, making it more accessible and engaging for a larger number of employees. However, potential drawbacks include concerns about disengagement among employees uncomfortable with the app format and the risk of inadvertently individualizing OHS issues.

Resources: this logic views OHS apps as an investment in OHS and employee well-being. On the flip side, there are apprehensions that these apps might serve as a covert means to save resources by reducing time spent on meetings and traditional OHS work, given their accessibility through the app.

Fashion: This logic reflects contrasting views on the trendiness of implementing OHS apps. Critics argue that it is merely a superficial trend, while proponents see it as a modern organizational practice and one of several avenues to enhance OHS.

Conclusion: The study concludes that the logics of individualization, democratization, resources, and fashion underpin the decisions of OHS professionals to implement and use OHS&W apps. These logics are intrinsically linked to their perceptions of what constitutes a 'good organization' and a 'good work environment'. Examining the contested nature of these logics provides valuable insights into the reasons behind the adoption or rejection of OHS&W apps, shedding light on the diverse perspectives within the professional landscape and the evolving nature of the work environment influenced by technology.

S132

Qualitative Analysis in the Development of Internet-based Intervention to Reduce Interrole Conflict in Couples: Co-creation for Improved Implementation

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Introduction: In response to the ongoing challenges of work-family conflict (WFC) and family-work conflict (FWC), attempts have been made predominantly to transform the work culture at the organizational level. While this approach is necessary and warrants advancement, there is also a need to support people who deal with interrole conflict on the family front. Our proposed intervention will be designed to help couples manage their WFC and FWC, focusing specifically on the conflicts' dimensions: time, strain, and behaviour. This presentation will primarily focus on the initial phase of the co-creation process in developing this intervention. This study has two objectives. The first one is to identify the dimensions of interrole conflict that people recognize in themselves and their partners. This involves understanding how conflicts based on these dimensions are transferred between partners and the strategies used to manage them. The narratives gathered will inform the content of the planned internet intervention. The second objective is to identify perceived barriers and facilitators that might affect couples' decisions on whether to participate in a dyadic online intervention. Couples' feedback will be crucial for the implementation process.

Method: We conducted a qualitative study with data collected through semi-structured interviews with 20 heterosexual couples. Couple members were interviewed separately in order to gain in-depth perspective from each partner. Participants needed to have been professionally active and lived together for at least a year. There were no restrictions on participants' age, tenure, or profession. We recruited couples with children of different age as well as those without children. Interviews were conducted online.

Results: Analyses have not been finalized yet but will be completed by conference date. We will apply two variants of thematic analysis (TA). Reflexive TA will be applied at the individual level of analysis whereas Framework Method will be used to analyse the data at the level of a dyad. Two researchers will lead the analysis process, while the remaining researchers will serve as a reflexive team.

Conclusion: We expect the findings of this study to be instrumental in the content creation for an ensuing internet intervention and in improving its implementation process. Internet interventions struggle with attrition rates but aligning participants' needs with the intervention's content and delivery might mitigate this issue.

S133

Recovery at Your Fingertips - Pilot Study of an mHealth Intervention for Work-Related Stress

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Background: Work-related stress is a well-known risk factor for mental health problems such as burnout and depression. These conditions lead to individual suffering as well as incurring substantial social costs. Mental health interventions may be a beneficial way of supporting workers, with digital solutions being a promising option for delivering accessible and standardized interventions on a wide scale. DIARY is a low-intensive mHealth intervention designed to mitigate the negative consequences of stress through promoting recovery strategies. This study presents a pilot test of DIARY in preparation of a randomized controlled trial.

Methods: Nursing school students ($N = 16$) used the DIARY intervention for a month. Data were collected immediately before, immediately after, and one month after the end of the intervention. Additionally, intensive longitudinal data were collected daily during the time of the intervention. The data collection procedure was evaluated by measuring recruitment and retention rates. Engagement with and acceptability of the intervention was evaluated through adherence measures and relevant questionnaires. In addition, the quality of measurement instruments was evaluated by calculating completion rate and within-person variance.

Results: Recruitment and retention rates provide a benchmark that we need to invite 10-12 times the intended target sample size. 18% of invited participants were recruited to take part in the study, and 44% of these completed a final follow-up measure. Engagement measures indicate a 51% adherence rate and a 4.36 rating on the App Engagement Scale scored 1-5. Acceptability measures, such as perceived effectiveness, ranged between 2.82-3.36 on a scale from 1-4. Measurement quality is acceptable with a 100% completion rate and instruments showing a substantial degree of variance, indicating that these measures are sensitive to within-person changes.

Conclusion: Results show that the intervention and study protocol are feasible for conducting a randomized controlled trial given a few adjustments. The randomization algorithm needs to match the sample size in order to allocate evenly distributed experimental groups. Retention rates will likely increase by allowing participants to skip questions. Acceptability of the intervention was slightly worse than other metrics and may be improved through adapting the recommended recovery strategies. Some additional outcome measures are suggested to provide a more comprehensive picture of intervention effects.

S134

Individual or Organizational Implementation? A Quasi-experimental Study on the Impact of Different Forms of Implementation of a Well-being App

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Background: Smartphone apps have become increasingly popular in workplaces as a tool for delivering interventions. However, it is unclear whether these apps are effective in improving health and well-being. One key question is whether these apps are successful in improving health and well-being. This paper aims to address another, equally important, question, namely whether the form of implementation matters for the functioning and outcomes. Specifically, we are interested in whether usage and outcome parameters differ between organizations that implement a well-being app as an offer to individual employees (without organizational support) and those that implement the app as an organizational intervention where the app data is fed back to teams.

Methods: This study is quasi-experimental in nature and relies on data from a mental health and well-being app provider. The app prompts users to rate their well-being on the WHO5 every two weeks and uses these ratings to assess whether an app user is in need of additional help (total N= 23728 users). The data for this study is based on registrations from participants using the app. We have access to usage rates, assessments of well-being on the WHO5 scale, and registration of whether a person is considered "at risk" due to either low or declining well-being. When a participant is identified as "at risk", they are contacted by a clinical psychologist who assesses whether the person should be referred to further treatment, which is also registered in the data (N= 9553 cases). Data from all participants are aligned so that all start at month zero, and app usage is aggregated by three-month intervals with a total follow-up time of up to 24 months. We employ statistical tests to assess the different hypotheses in our study, ranging from simple t-tests to repeated measures ANOVA.

Results: Results show that, the response rates of the app differ between the two set-ups. The individual set-up has a significantly more rapid decline in app-use compared to the organizational set-up. However, there appears to be no difference with regards to the average well-being assessments made in the app. When assessed as an early warning system, significantly more employees are rated as "at risk" in the organizational support set-up, compared to the individual set-up. For these "at risk" cases, significantly more from the individual set-up are referred to a psychologist, compared to the organizational set-up.

Conclusion: The study concludes that the form of implementation and the type of delivery of an app-based intervention does matter. Not only does the form of implementation affect the usage of the app, but it also has implications for the outcomes, namely how many "at risk" participants are identified by the early warning system. More importantly, the clinical severity of cases when they are identified by the app appears to be affected as well.

Symposium 28: Sustainable Working Life Through the Promotion of Business, Leader, and Employee Well-being

Chair Sanna Malinen

Discussant: Katharina Näswall

Successful navigation of continuous change in society and organizations requires that both leaders and employees develop capabilities and resources to better cope with increasing and unpredictable demands. Support for such capability development comes from various sources,

such as system-level changes (e.g., policy), business leadership (e.g., promoting psychological safety), and employee-level resource building (e.g., self-care). All levels in the system – policy, business, and employee – share a responsibility to enable sustainable working life, which in turn has positive spill over effects for our communities.

This symposium will focus on business, leader, and employee well-being, as well as leader and employee behaviours that foster community and organizational sustainability. Two presentations focus on business-level aspects that promote well-being, starting with regulatory frameworks for promoting mentally healthy work. Our second presentation investigates business recovery with a focus on small to medium business leaders' mental health and what role business support entities can play in promoting resilience. Our next two presentations focus on the leader level, including an intervention study on promoting leader self-care, and a qualitative study on leader and employee perceptions on behaviours that promote psychological safety and employee well-being. Finally, our last two presentations focus on the employee level; one study investigates the buffering role of emotional resources on the impact of work demands on well-being, the other investigates the link between employee well-being and green behaviours. Overall, this symposium intends to advance the literature on promoting well-being and sustainability, highlighting the shared responsibilities and the potential synergies between different levels of the system.

S135

Improving Work-Related Psychosocial Risk Management: A Mixed Methods Evaluation of the Factors Influencing Inspectors' Practice

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Background: Poor management of work-related psychosocial risks leads to adverse outcomes for both employees and organizations. Despite legal obligations in many countries requiring organizations to ensure workers are not harmed by psychosocial risks, regulating the management of these risks has proved challenging, and a significant proportion of workers continue to report work-related mental harm. Although regulatory policy can serve to ensure psychosocial risks are managed appropriately, existent research highlights a need to improve regulatory capabilities to address these risks. At an operational level, inspectors play a key role in translating regulatory policy into practice, as they undertake front-line work directly engaging with employers and employees. As such, an understanding of inspectors' views regarding psychosocial risk management and their resource needs is critical to the design and implementation of appropriate methods to build regulatory capability to address psychosocial risks. In this research, we identify and assess the relationship between both the individual (e.g., attitudes, beliefs) and job-related factors that influence inspectors' capacity to engage with employers and employees regarding psychosocial risks.

Method: A mixed-methods approach was utilised for this research, involving semi-structured interviews with 12 inspectors and regulatory subject matter experts, followed by an online survey of 86 inspectors working in New Zealand.

Results: The qualitative findings identify five key themes linked to inspectors' capacity to engage with employers and employees regarding psychosocial risks. The themes highlight the importance of providing inspectors with appropriate training and resources to improve knowledge of psychosocial risk management, and the show that strong interpersonal skills are important for having effective engagements with organizations regarding psychosocial risks. The themes also signal a need for role-clarity and show differing attitudes and interest among inspectors regarding this area of work. Several operational job-related barriers are also

identified in the qualitative findings. The survey results support a positive relationship between task-specific resources (i.e., subject matter knowledge, relevant skills, role clarity) and task-specific self-efficacy, and show that positive attitudes towards this area of work predicted participants' frequency of engagement with organizations regarding work-related psychosocial risks.

Conclusion: The findings develop our understanding of ways to improve the implementation of regulatory policy for psychosocial risks by identifying the individual- and job-related factors that are important in influencing inspectors' capacity to undertake this work. We recommend that these factors are considered when designing interventions and initiatives to improve regulatory capability to address psychosocial risk management in the workplace.

S136

Business Adaptation and Leader Well-being in the Age of Continuous Disruption

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Background: Organizations are facing increasingly impactful and frequent disruptions to their operations. Small and medium businesses (SMEs) are particularly affected, due to their limited financial reserves and often less formalised business continuity planning. This was evident in the ongoing COVID-19 pandemic, which has seen SME operations affected, struggles which continue to this day. Government support, such as through wage subsidies, enabled some businesses to stay afloat, while many businesses struggled to survive. Start-ups and micro businesses have been particularly affected. However, even for those businesses who managed to continue operations, the negative impacts of the pandemic are on-going, in addition to which other pressures are compounding (e.g., climate change, recession). This study investigates the adaptative capacity of small and medium businesses during the pandemic, and the well-being impacts of SME leaders and business owners. We are particularly interested in factors that enabled or hindered adaptation and supported the well-being of leaders/owners.

Method: Semi-structured interviews are currently conducted with New Zealand SME leaders/owners, in addition to which we are interviewing business associations, which our preliminary findings suggest as playing a particularly important role in supporting leader/business owner well-being. Data are collected in two different cities in New Zealand to account for a diversity of pandemic restrictions. Christchurch (south island of NZ) had far shorter lockdown period as compared with Auckland (north island of NZ), who faced an extensive lockdown period, significantly restricting business activities.

Results: Our preliminary findings suggest that government support was mostly financial and was not a key driver in business adaptation. Leader/owner well-being was not a prominent element in the development of policy, but only realised later as the human impacts of the pandemic unfolded. However, business associations and industry bodies seemed to take an active role in supporting SME business response, recovery, and adaptation through translating policy to owners/leaders and in offering advice and support for well-being. Business leaders'/owners' mental health was and is a significant concern, which requires ongoing support, particularly now with added pressures due to factors such as the global recession.

Conclusion: It is clear that many small and medium businesses are challenged with increasing external pressures that necessitate rapid adaptation. We aim to contribute to organizational well-being literature by exploring the supportive factors that enable greater leader and business resilience to future shocks and disruptions.

S137

With a Little Help From... Myself: Improving Self Care for Leaders

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Background: It has been repeatedly noted that “leadership is hard work” (Maxwell, 2020, p.8): Leaders’ work environments are characterized by a high degree of responsibility for themselves and their teams, high workloads, and multitasking (Knudsen et al., 2009). These activities can create demands on leaders, depleting their own resources (cf, Conservation of Resource Theory; Hobfoll, 1989) and negatively affecting their own well-being. This resource loss may be exacerbated if the leader is already facing strain from their own mental health challenges, workplace pressures, and/or lack of self-care. Thus, it is important to identify tools that may help leaders effectively navigate their day-to-day worklife challenges. In general, however, there has been relatively little attention given to leader well-being (Barling and Cloutier, 2017), and even less to intervention studies on this issue, despite the evidence that self-care may be able to help leaders manage these demands, reduce stress, and protect their resources. Self-care is the physical, psychological, mental, social, recreational, and spiritual activities one engages in that can support mental and physical well-being (Cameron and Leventhal, 2003; Godfrey et al., 2011). Leader well-being may have positive effects not only on leaders’ performance, but also on the functioning of individuals and their teams (e.g., Nielsen and Taris, 2019). It is, therefore, important to understand whether –and how– to support leaders’ well-being through self-care

Method: As part of a larger iLEAD study (Inclusive Leadership, Equity, Accessibility, and Diversity) on developing inclusive leadership, we conducted a 6-week workshop and coaching intervention study to support leaders’ own self-care behaviours and the degree to which they promote self-care to their team. Leaders across several sectors completed surveys assessing self-care perceptions, health behaviours, and well-being outcomes prior to training, during the four weeks of coaching, and two weeks after completion of the training

Results: We first examined the antecedents and outcomes of self-care attitudes. Prior to the intervention, having higher job control was associated with higher levels of self-care. Interestingly, the degree to which leaders perceived their organizations to support them was not associated with self-care attitudes. After controlling for baseline levels of inclusive leadership and self-care, post-intervention self-care attitudes uniquely predicted thriving. That is, leaders who valued and promoted self-care also tended to report higher levels of thriving ($b=1.55$, $p=.002$). There were no gender differences in self-care attitudes. Self-care was positively related to all aspects of inclusive leadership behaviours. Finally, there was a modest increase in self-care attitudes and intentions over the course of the program ($M= 3.91$, pre-iLEAD; $M= 4.17$, post-iLEAD; $t= -2.06$, $p=.03$, 1-tailed).

Conclusion: The health and well-being of workers should be of critical importance to all organizational leaders. However, this focus on employee health must also be extended to the leaders themselves to ensure they do not burnout. This study helps us understand how to support leader self-care behaviour, and how their self-care links to positive indices of thriving and lower stress.

S138

Leadership Behaviours to Improve Psychological Safety in Formal Hierarchical Work Environments

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The impact of leadership behaviour on psychological safety in the workplace is well known, yet our understanding of the underlying mechanisms is limited. When employees feel psychologically safe, they perform better and experience improved well-being. In this exploratory study we draw on the perspectives of leaders and employees working in legal practice, to examine the influence of leadership on psychological safety and employee experiences in formal hierarchical work environments. We chose the context of law firms, as they often follow a formal hierarchical structure, creating power differences which can prevent employees from speaking up about issues and concerns. Interviews were conducted with 35 partners and lawyers of New Zealand (NZ) law firms and following a general inductive approach, data were analysed using thematic analysis to identify key themes. Findings show that leaders who develop high-quality relationships with employees by displaying vulnerability and through role modelling capabilities and emotional regulation skills such as self-awareness, empathy, and emotional intelligence; who address well-being issues fairly and promptly; and who provide regular and timely feedback help to improve psychological safety. These findings suggest that when leaders behave in a way that counteracts the barriers brought on by formal hierarchical structures, perceptions of psychological safety will improve and positively influence employee experiences.

S139

The Role of Less-studied Job and Personal Resources in buffering the effect of Job Demands on Employees' Well-being and Burnout over Time

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The COVID-19 pandemic prompted many businesses to swiftly adapt to new ways of working and address the unique challenges faced by their employees during and after the pandemic. Many employees report increased workload and decreased well-being. To counteract workplace factors that negatively impact employee well-being, organizations have increasingly suggested that employees engage in well-being-enhancing programmes to learn stress-reducing strategies such as meditation, yoga, stress management, which also support the development of resources. Previous research has shown that job resources such as social support, and personal resources such as self-efficacy can buffer against the negative effects of job demands. Less is known about resources such as psychological safety or emotional intelligence in preventing workload negatively affecting employees. To address this lack of research, the current study examines the role of less researched job resources (co-worker support and psychological safety) and personal (emotional regulation, emotional intelligence, and help-seeking) in moderating the impact of high workload on well-being and burnout. The current study employed a longitudinal study design. Participants first completed a baseline survey, which was followed by the same survey four weeks later. This allowed us to separate predictors from outcomes and minimise common method variance affecting the results. An international sample professional knowledge-based workers was recruited through the online research platform, Prolific, in October and November 2023. The following inclusion criteria were used: employment status (full-time or part-time), number of previous submissions on Prolific at least 20, employment sector (science, technology, engineering & mathematics, legal, information technology, government & public administration, business management & administration, finance, social sciences), highest education level completed (undergraduate

degree, graduate degree, doctorate degree). For the Time 1 data collection 360 participants completed the survey, and were invited to the second survey, of which 296 participants completed the survey. After removing insufficiently completed responses, the final longitudinal sample was n=293.

Hierarchical regression analysis was used to test the study hypotheses. Interaction terms were included in the final step. We did not initially control for Time 1 levels of the outcome variables as we did not expect any substantial change over time and our hypotheses concerned predicting levels of, not change in the outcome variables. The results showed that higher levels of workload were positively related to burnout, but not to subsequent well-being. Of the resources, psychological safety and co-worker support were negatively associated with burnout, and positively associated with well-being. Only one of the interaction terms was significant, indicating that the association between workload and well-being was moderated by psychological safety; the association was negative for those with low psychological safety was weakly negative while it was weakly positive for those with high psychological safety. The results indicate that these less studied resources may have an important role in predicting higher well-being and lower burnout, and future research should explore these in longitudinal designs with longer timeframes, and when evaluating interventions aimed at increasing resources.

S140

Green Is the New Black: A Qualitative Study of How Leaders Influence Employee's Green Outcomes Through a Systems Lens

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According to the UN, climate change is one of most prominent threats to society and our existing way of living. Research shows that processing the impact of climate change can be confronting as it requires individuals to come to terms that human decisions are the contributing cause, yet there is a growing sense of collective human agency that can result in climate action. Similarly, organizations are recognizing their role in the causes and solutions for climate change. Workplaces can encourage and shape employee green outcomes at a large scale which, when considered all together, can have potential for slowing the rate of climate change.

Within the workplace, leaders play a key role in influencing employees' performance and outcomes in general. This phenomenon is also applicable to green outcomes; green leadership has been effective at encouraging employee green behaviours and organizational green performance. However, when conceptualizing green leadership, most research adapted existing leadership measures (e.g., transformational leadership measure), which focus mainly on the interactions between leaders and their employees. Recent scholars criticized that this focus is too narrow, and that a systems perspective is required to truly understand how organizations, with leaders as their enablers, can influence employee green outcomes.

The current study aims to investigate the role of leaders in enabling employee green outcomes using a qualitative case comparison study design. Twelve interviews were conducted with participants (leaders, employees, organizational decision-makers) from two organizations in Aotearoa New Zealand to understand the expectations of leaders when it comes to enabling employee green outcomes, and how leaders' influence can be successful at encouraging employee green behaviour.

Thematic analysis conducted by the second author revealed that the role of a leader falls into three main themes: *engagement of employee green attitudes* (awareness and understanding of

the importance of climate change issues); *encouragement of employee green behaviours* (training, recognizing, reinforcing—including accountability for inaction), and *advocate for employee green outcomes* (provision of employee voice to organizational decision-makers, removal of organizational barriers). Preliminary analyses suggested that there are differences within the two organizations—which differs in structure (flat versus hierarchical) and industry—in relations to how leaders' influence was enacted.

During the presentation at EAOHP, I will elaborate further on the case comparison analyses. I will also discuss the implications of these findings on the understanding of green leadership for research (e.g., measuring green leadership) and practice (e.g., promoting green leadership).

Symposium 29: Work-life Interface and Technologies, Between Risks and Opportunities

Chair Chiara Ghislieri

Discussant: Vânia Sofia Carvalho

The role of technology and, in particular, ICT at work, has become increasingly important, both in relation to remote or hybrid work and the frequent use of ICT for work purposes even outside "working hours," prompting several countries to establish guidelines and regulatory tools to ensure disconnection from work (European Parliament, 2017). Indeed, numerous studies have pointed out that people need to regain energy and resources, in non-work time, in order to live a balanced and rich life, a full, sustainable, and healthy personal life (Sonnentag et al., 2022). In this direction, scholars have yet to investigate the role of technologies in the relationship between work and life, trying to identify the conditions and factors that make these tools helpful to balance or hinder the quality of life. However, the complexity of the topic and its ever-changing contemporary nature requires further analysis.

In a phase of the transformation of work practices such as the one we are currently experiencing, partly as a result of the changes brought about by the pandemic period, in this symposium, we bring into dialogue contributions from different cultural backgrounds but similarly centred on the dynamics of working in technology-intensive contexts or situations. The proposed communications provide valuable insights into the multifaceted dynamics of working in technology-intensive environments. From analysing the impact of work modes on work-family balance and satisfaction to exploring the role of supervisor support in teleworking, the symposium delves into complex relationships within the contemporary work scenario. Additionally, the examination of factors such as job insecurity, technostress, and micromanagement further enriches the understanding of how these elements influence work engagement, performance, and recovery experiences. The studies collectively emphasize the need for nuanced approaches to address the challenges posed by the integration of technology into work practices. As we navigate the transformative phase of work, accelerated by changes brought about by the pandemic, these findings underscore the importance of considering individual circumstances, supervisor support, and organizational culture in creating a work environment that fosters employee well-being, productivity, and recovery. The symposium not only contributes to the current discourse on the intersection of technology and work but also prompts ongoing discussions on optimizing work design and shaping the future of work in a post-pandemic era.

S141

Working Mode, Work-Family Balance, Performance and Job Satisfaction in the New Normal: Results From a Cluster Analysis Among an Italian Sample.

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Background: The COVID-19 pandemic contributed to the spread of remote working modes and to the establishment of a New Normal, where people are confronted to different ways of working (Manuti et al., 2022). Research, during and after the pandemic, have highlighted the benefits of remote work, especially hybrid, in terms of work-life balance, productivity and work-related well-being for workers (Mishra & Bharti, 2023). Consequently, many organizations chose hybrid working modes allowing their employees to work remotely one or more days a week (CES, 2022). However, after three years from the beginning of the pandemic, this trend seems to reduce, and many organizations are calling back their employees to work fully onsite or start to reduce the number of days allowed to work remotely (NYT, 2023). Considering the impact of the work mode in terms of work adjustment and work-related well-being, the present study aims at outlining the profile of the work-family balanced, performing and satisfied worker in the New Normal on the basis of the working mode, gender and having kids.

Method: A sample of 257 Italian workers, 67,7% working on site and 32,3% hybrid workers, participated voluntarily in an online self-reported survey. A two-step cluster analysis was conducted using SPSS version 25 in order to identify groupings within our sample.

Results: Results showed that the work mode was the strongest predictor of work-family balance, performance and job satisfaction and four profiles were outlined: on site working men with no kids, on site working women with no kids, hybrid working men with kids and hybrid working women with kids. Hybrid workers, both men and women having kids, reported higher levels of work-family and family-work enrichment, better performance and higher job satisfaction than on site workers of both genders with no kids.

Conclusion: Despite several limitations, this study highlights that the flexible working modes of the New Normal may better encounter the needs of workers of both genders, in terms of work-life balance and work-related well-being, especially when workers have kids. Workers' needs should be considered to orient organizations in choosing work modes that are better adjusted to their employees.

S142

The Relationship Between Perceived Supervisor Support and Overall Life Satisfaction: A Mediated Moderation Model Using Mastering of New Technologies and Exhaustion at Telework

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The literature has shown the role of supervisor support as a protective factor of individuals' well-being at work in a telework context. However, less is known concerning the relationship between supervisor support and individuals' overall life satisfaction. Moreover, given the increasing incorporation of Information and Communication Technologies (ICTs) in the working process, it is important to analyse the extent to which the subjective individual evaluation of mastering new technologies may play a role in contributing to teleworkers' well-being. Therefore, this study focused on analysing the relationship between perceived supervisor

support and overall life satisfaction and tested a mediated moderation model using the mastering of new technologies and exhaustion at telework as a moderator and mediator variable, respectively. Data were collected from a self-report questionnaire. The sample was composed of 387 employees performing telework in diverse organizations in Portugal. Moderated mediation analyses were conducted using PROCESS macro with the bootstrapping approach provided by Hayes (2013). The findings demonstrate that supervisor support has a positive relationship with teleworkers' overall life satisfaction both directly and indirectly via the mediating role of exhaustion at telework. In addition, the results showed that the subjective individual evaluation of mastering new technologies combined with high supervisor support seems to contribute to reducing, even more, the teleworkers' levels of exhaustion than only a situation of having higher supervisor support. Thus, these findings seem to suggest that the subjective individual evaluation of mastering new technologies may have a moderating role in the relationship between supervisor support and teleworkers' exhaustion. The practical implications of the findings are discussed.

S143

Feeling Productive and Satisfied at Work? the Impact of Technostress on Performance and Job Satisfaction Among Remote Workers.

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Background: Technology has transformed the way we work, through the emergence of multiple communication platforms that enable both synchronous and asynchronous modes of communication and knowledge transfer (Leung & Wang, 2015). The sophisticated technological capabilities have also facilitated greater workplace flexibility by enabling people to work anytime, anywhere (Gonsalves, 2020). Research has previously shown that flexible working has a positive effect on employee job satisfaction, performance, and organizational commitment (Gajendran & Harrison; Charalampous et al, 2019). However, the technostress perspective suggests that people often struggle to adapt to technology in a balanced manner, thus can lead to feeling overwhelmed and over-exerted (Ragu-Nathan et al, 2008). Furthermore, the use and reliance of technology at work can trigger stressors and strains experienced by individuals (Tarafdar et al, 2011). The COVID-19 pandemic further accelerated use overuse and reliance of technology due to the sudden shift to working from home (Unsworth, 2020). This study therefore seeks to understand the impact of technostress (techno-overload, techno-invasion, and techno-complexity) on employee performance and job satisfaction whilst working remotely during the pandemic.

Methodology: A multi-wave study was conducted at three time-points between July 2020 and 2021, at various stages of the UK Government's national lockdown strategy. A matched sample of 202 UK-based remote workers was obtained, across various industries, sectors, job roles and levels of experience. A demographic breakdown of the sample revealed an equal gender split between male and female identifying participants at 47% each. A further 6% either did not disclose their gender identity or selected 'other'. Participants were aged between 18 to 64 and only 12% reported to be living alone and 70% did not have any experience of working remotely prior to the COVID-19 pandemic. The data was collected via self-report questionnaires and structural equation modelling (SEM) was applied to the analysis.

Results: The overall SEM produced acceptable model fit ($\chi^2/df = 1.50$, SRMR = .06, RMSEA = .05, CFI = .93, IFI = .94, TLI = .92). Direct relationships were tested between technostress and job satisfaction and performance respectively. The results revealed that techno-overload did not significantly predict either job satisfaction ($b = .01$, $p > .05$) or performance ($b = .06$, $p > .05$).

Similarly, techno-invasion did not significantly predict job satisfaction ($b = .05, p > .05$) and performance ($b = -.11, p > .05$) either. Techno-complexity however, significantly predicted both job satisfaction ($b = -.22, p < .05$) and performance ($b = -.28, p < .05$).

Discussion: Surprisingly, this study did not find overwhelming support for a reduction in job satisfaction and performance because of an increase in technostress, particularly in relation to techno-overload and techno-invasion. A possible explanation may be that due to the time lag in measuring these variables, participants may have developed strategies to allow them to sustain continued productivity and, maintain job satisfaction. Overall, this study extends our conceptual understanding of technostress within the context of remote working. The findings present new questions around new ways of working in a post-pandemic era and encourages further discussions on work design and employee productivity.

S144

Hindering and Enabling Organizational Factors in Personal Life Recovery Experiences: The Opposite Role of Micromanagement and Digital Supportive Culture

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Background: The use of technology for work purposes has grown a lot in recent years and several studies have highlighted how the use of technologies may hinder or enable the work-life balance and the possibility of recovery. Some organizational variables contribute to these dynamics: organizational culture and leadership styles, in particular, seem to play a relevant role. In this study, carried out in a specific organizational context characterised by a high use of ICT technologies, within the job demands-resources model in the context of recovery (Demerouti & Bakker, 2023; Kinnunen et al., 2011; Sonnentag & Fritz, 2007), we have considered two experiences of recovery: detachment and control. We questioned the role that a form of destructive leadership (Shaw et al., 2011), micromanagement, can play in increasing Off-work hours Technology Assisted Job Demand (off-TAJD) and cognitive load, and in decreasing a resource such as role clarity (a key aspect in the involved organizational context), thus contributing to reduced recovery experiences. We also studied the relationship between the perception of a digital organizational culture (Martinez-Caro et al., 2020) and recovery, mediated by digital literacy and role clarity.

Method: The study gathered data from 459 participants (70.5% response rate; 63% male; mean age of 39.9), who filled out a questionnaire based on self-reported validated measures. The relationship between the evaluated variables was tested through a Structural Equation Model (SEM; Mplus 8).

Results: The SEM showed an acceptable fit [$\chi^2(409) = 1076.75, p < 0.001, RMSEA = .06, CFI = .92, TLI = 0.91, SRMR = .07$]. Results showed that the negative relationship between micromanagement and detachment/control is fully mediated by the increase in off-TAJD and cognitive load and the decrease in role clarity. Moreover, the positive relationship between organizational digital culture and control is fully mediated by role clarity and digital literacy.

Conclusion: The cross-sectional design and self-reported data prevent establishing causality and may introduce common method variance effects. Findings suggest that the perception of a digitally ready organization can enhance role clarity and digital literacy perception, positively influencing the overall clarity of expectations and the discretion of time allotment between work and leisure activities. However, supervisors' excessive control and lack of trust may disrupt worker expectations, increase technology-induced demands during leisure time, and raise cognitive load, reducing psychological distance from work. In order to cultivate a recovery-conscious environment it's important to foster a digital supportive organizational culture and to dismiss destructive leadership styles, still present in today's organizations.

S145

Challenges and Recommendations for the New Hybrid Work Arrangements: A French Survey

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Introduction: The organization of work has been profoundly disrupted by the COVID-19 pandemic. After the pandemic, a new way of working seems to be taking hold, combining remote and on-site work. Many studies conducted during or before the pandemic have questioned the management of telework, but there are still few contributions that considered the so-called hybrid forms of work. Using the Job Demand Resources Model (Demerouti & Bakker, 2023), this study aims to describe the current situation after the pandemic in France, focusing on the role of certain variables: The existence of disconnection policies, the intrusion of technology outside working hours, the organization of remote work activities, the existence of systems to control workers' working hours. Some results relating to the physical and psychological well-being of workers and tensions in the private sphere were considered.

Method: The French Telework Observatory launched on 12 June 2023 a survey addressed to employees. For the purpose of our study, we performed analysis only on 2287 employees who combine teleworking and on-site working. A total of 67% work remotely one or two days per week, 18% three days per week, 3% four days per week and 10% at least once per month. Participants come from different working sectors, 95% have a permanent contract. Among them, 61% are women, 43% are more than 50 years old. SPSS 26 software was used to perform ANOVA and regression analysis.

Results: Half of participants say they could not choose how many days they teleworked, but 82% choose which days. When the organization of remote working activities is based on concertation within teams, participants were found to have a higher level of positive mood, physical and psychological well-being and less family tensions than when it is perceived as improvised or decided solely by the supervisor. Perceived family tensions are significantly lower among those who state that their employer implements disconnection policies than among those who do not. Furthermore, the perceived control of working hours seems to play a negative role: Those who know that they are not controlled show a more positive mood, and less tensions within the family than those who know that they are controlled or who do not know whether they are controlled. The regression analysis confirmed that prompts outside of working hours through emails, phone calls or messaging ($\beta = .34, p < .001$), improvised remote work organization ($\beta = .13, p < .001$), and the presence of perceived control over working hours ($\beta = .06, p < .05$), appear to be significantly associated with an increase in tension in the private sphere.

Discussion: The results could be useful for the management of new hybrid forms of work. They emphasize the importance of measures that are not based on the control of working time, the right to disconnect, the need for face-to-face training on teleworking, and the planning of remote work that is coordinated with the work group and not improvised or imposed by the hierarchy.

S146

The Effect of Job Insecurity on Work Engagement: The Moderating Role of Off-Job Work Using Technologies

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In a context of uncertainty, unemployment, and economic downturn, employees are a key source of competitive advantage for organizations. However, in this context, employees may increasingly feel job insecurity. Indeed, job insecurity has been a topic of intense debate and one of its consequences may be a decrease in work engagement. However, there may be factors that can affect the way this relationship happens, i.e., moderate this relationship. One of these factors may be the use of additional work outside working hours (TASW). More specifically, workers can use TASW to increase their connection to work and desire for recognition, which can have an impact on the way job insecurity relates to work engagement. This study tested these relationships using a sample of 1451 workers from a telecommunications company based in Portugal. The results show us that insecurity reduces work engagement and as expected, TASW acts as a moderator of this relationship, such that in situations of high insecurity people invest in more additional work, resulting in more engagement. These results suggest that insecurity acts as a stressor, having negative effects on well-being (i.e. work engagement) and that employees' investment in TASW can be a warning of their insecurity, which should be taken into consideration by managers.

Symposium 30: Digitalisation and Robotisation in the Workplace: An Employee-Centric Perspective on Implementation and Adaptation to Advanced Technologies

Chair Pascale Le Blanc

Discussant: Vicente González-Romá

Due to digitalization and robotization, many workers nowadays are confronted with significant changes in the way they (have to) perform their jobs. The current symposium addresses how organizations can best prepare their workforce for these changes, and what they entail for their work design, work behaviours and well-being. In the first presentation, Raquel Salcedo (Eindhoven University of Technology, the Netherlands) reports on the results of an interview study aimed at exploring workers' experiences and training needs when adapting to collaborate with robots. Based on the results, she discusses the implications for the design of organizational training interventions. Secondly, Nina Jonczyk (University of Valencia, Spain) presents the results of a systematic literature review on the relationship between robotization and work characteristics, revealing mixed tendencies. Moderating variables that may explain these inconclusive findings are identified and discussed. Thirdly, Vicente González-Romá (University of Valencia, Spain) presents a cross-sectional study in which the relationships between working with industrial robots and work characteristics are examined.

Results showed that working with industrial robots was positively related to work complexity. Fourthly, Merve Alabak (Eindhoven University of Technology, the Netherlands) gives insight into how workers respond to collaborating with a robot versus a human co-worker in terms of their co-worker perceptions and knowledge hiding behaviours. Results of a vignette study hint at an increased tendency to withhold knowledge from robots compared to human co-workers and reveal some underlying mechanisms and boundary conditions. Fifthly, Donatella Di Marco (University of Sevilla, Spain) presents the results of a cross-sectional study among teachers

pointing at the key role of the organizational strategy for digitalization for teachers' feelings of technostress and their professional and organizational satisfaction. Finally, Maitta Spronken (Open University, the Netherlands) reports on a longitudinal study among healthcare professionals that aims to shed light on how technology use and healthcare professionals' well-being can jointly be optimized. At the end of the symposium, the insights provided by the different presentations are translated into recommendations for organizations that (are planning to) implement advanced technologies on the work floor.

S147

Bridging the Skill Gap: Understanding Employee Training Needs and Experiences During Robot Implementation

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Introduction: With the introduction of robots in organizations, the imperative of continuous workplace learning emerges as a cornerstone for acquiring new knowledge and skills. The latest Future of Jobs report (2023) shows that six in ten workers will require training before 2027. Yet only half of workers are seen to have access to adequate training opportunities today, highlighting the need to further invest in corporate upskilling strategies. Additionally, previous empirical research on the implementation of robotic systems identified employee training and education as key elements for successful implementation, promoting organizational performance and effective use of the robotic systems (Charalambous et al., 2015). Although the importance of training current and future workforce to cope with the challenges of automatization is evident, research on what specific skills and knowledge are needed to adapt to robots in the workplace effectively is yet scarce. This study examines employees' experiences and training needs when adapting to collaborate with robots and their perceptions of current training practices and organizational support.

Method: To gain insights into employees' perceptions of current training practices and additional training needs, semi-structured interviews are conducted with employees who work alongside robots daily. Among others, we asked them about challenges faced when adapting to robots, their perceptions of current training possibilities in their organization, and essential knowledge, skills, and abilities (KSAs) for effective collaboration with robots. Following the six-phase approach for thematic analysis by Braun & Clarke (2006), we are currently analyzing the interview data to identify patterns and themes.

Results: The final results will be presented during the EAOHP conference in 2024.

Conclusion: This study raises important questions about robot-related competencies and the role of training. Results contribute to the current literature by enhancing our understanding of employees' pre-implementation beliefs and feelings toward introducing robots, as well as their experiences during the implementation. In addition, it explores the role of training when adapting to work alongside a robotic system and identifies necessary employee KSAs for a smooth adaptation. From a practical perspective, it provides important insights for human resource development professionals. Results can serve as an indication for companies about their current training practices and have implications for the design of training interventions tailored to employees' specific needs before and during robot implementation.

S148

The Relationship Between Robotisation and Work Characteristics: A Systematic Literature Review

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Introduction: Although the prevalence of robots in the workplace is growing at a considerable speed, findings on their relationship with employees' work experiences remain scarce. For ethical and practical reasons, it is, however, of utmost importance that companies understand how integrating robots changes our workplaces, in order to create strategies that consider human needs and efficiency at the same time. This poses a challenge for organizations attempting to implement robots, as the few existing studies often report contradictory findings. Drawing upon the Work Design Model (Humphrey et al., 2007), we explore the transformative relationship between robots and work characteristics. By identifying potential moderator variables, we provide insights into previously inconclusive findings, creating a basis for future research.

Method: With a systematic literature review we aim to solve this issue by identifying relationship tendencies between robotisation and work characteristics. The review integrates findings from 17 quantitative and qualitative studies on task, knowledge, social and work context characteristics, as well as the identification of potential moderator variables.

Results: Findings reflect the important role of robotisation as an antecedent to the Work Design Model (Humphrey et al., 2007). They reveal mixed tendencies when it comes to the relationship between robotisation and both task and contextual characteristics, with a positive tendency for knowledge characteristics and a negative tendency for social characteristics being most likely. Generally, we found that the relationship between robotisation and work characteristics is neither fully beneficial nor detrimental and seems to depend largely on the considered characteristics. Therefore, we proposed that the specific type of robot could play an important role in moderating the relationship between robotisation and autonomy. Additionally, the implementation strategy might be a relevant moderator in the relationship with task identity, just as job level might be a relevant moderator in the relationship with skill variety.

Conclusion: The findings of the systematic literature review highlight the complex nature of the relationship between robotisation and work characteristics. The relationships are multifaceted and may depend on various factors. Future studies should adopt robotisation as an antecedent to the Work Design Model and aim at buffering negative effects that were found for some work characteristics.

S149

Working with robots and work characteristics

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Background: In the face of fast technological advancements, robots have significantly started to shift the aspects that compose our work, creating challenges and opportunities for human workers. The fast developments during the Fourth Industrial Revolution that we are experiencing right now seem to shift task, knowledge, social and work context characteristics. Research on these changes has however been limited to this point, despite its relevance for organizations. Keeping up with and understanding the changes brought by robots for human workers is highly relevant in order to stay competitive and comply with ethical norms. To meet these standards, research however needs to provide information on the direction of changes produced by robots in work characteristics and the role of potential boundary

conditions. Therefore, we present preliminary findings of a quantitative cross-sectional study that examines the relationship between working with industrial robots and work characteristics. By collecting quantitative data, we extend findings in this young research field that is subject to a small number of studies, with around half of them being of qualitative nature. Conducting a quantitative study allows us to assess moderator variables that may explain inconclusive findings in the literature. Based on suggestions derived from a previous qualitative study on the relationship between robotisation and work characteristics, as well as a systematic literature review, we examined the potential moderator role of several variables.

Method: To this point, we have collected data from 64 participants from the same manufacturing company. We expect the final sample size to be between 200 to 300 participants from two companies. We measured workers' frequency of interaction with robots, several work characteristics included in Morgeson and Humprey's (2006) model (e.g., autonomy, complexity, skill variety), and several potential moderators (e.g., job type, education). Analyses were conducted with Mplus and Bayesian estimation.

Results: Preliminary findings show interesting results. We observed a positive relationship between the frequency of interaction with robots and job complexity ($\beta = .24, p < .05$). Additionally, the preliminary findings reveal job type as a moderator variable ($\beta = .71, p < .05$), so that the relationship between working with robots and complexity is stronger for supervisors than line operators.

Conclusion: The preliminary findings of this quantitative study suggest ways in which robotisation may be influencing work characteristics. Our findings also suggest moderator variables (job type) that may play a role when examining how strongly robotisation is related to work characteristics. These findings have implications for work design in robotised environments. Final results and conclusions will be presented at the EAOHP Conference in June 2024.

S150

Knowledge Hiding in Human-Robot Collaboration at Work

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Background: The integration of robots into the workforce is increasing, necessitating effective collaboration between human employees and their robotic counterparts. A critical yet often overlooked aspect of this collaboration is knowledge hiding, where humans may intentionally withhold information from robot co-workers. While this phenomenon is well-documented among human interactions, the extent and mechanisms of knowledge withholding in human-robot interactions remain largely unexplored. Given that robots still heavily depend on human input and monitoring, this research aims to answer two primary questions: (1) How does working with robot co-workers influence employees' tendencies to hide knowledge compared to working with human co-workers? (2) What mechanisms and boundary conditions affect employees' knowledge hiding behaviours when interacting with robot co-workers versus human co-workers?

Method: To investigate these questions, we conducted a vignette-based experiment involving a between-subjects design that compared participants' reactions to working with human versus robot co-workers. Participants were randomly assigned to one of the two conditions and then presented with a hypothetical scenario. Following the scenario, they answered a series of questions designed to measure their knowledge hiding behaviours and their perceptions of the co-worker depicted in the vignette.

Results: Knowledge hiding was evaluated using three dimensions: evasive hiding, playing dumb, and rationalized hiding. Additionally, a general score of knowledge hiding was computed. The findings indicated that rationalized hiding was significantly more prevalent in the robot condition than in the human condition. Participants also reported feeling significantly less co-worker reciprocity and more negative emotions when interacting with the robot compared to the human. They also perceived the robot as less easy to use, for example, they were less confident in instructing the robot to carry out tasks as compared to their human counterparts.

Conclusion: This pioneering study highlights the differential behaviours of knowledge hiding in human-robot work collaborations. The increased tendency to withhold knowledge from robots suggests the need for strategies to enhance the transparency and ease of interaction between human employees and robots. By understanding the underlying factors that lead to knowledge withholding, we can design robotic systems that are better suited to the social and functional dynamics of the human workforce, thereby improving the synergy in human-robot teams.

S151

Can Organizations Intervene in the Relationship Between Technostress and Secondary Teachers' Satisfaction? the Role of Organizational Strategy for Digitalization.

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Introduction. In recent years, digital technologies (DT) have significantly transformed many aspects of our lives, including the workplace context. The educational sector has also been engaged in this transformation, requiring teachers to incorporate DT into their daily work experiences. Although digitalization has brought significant benefits, it also created new demands, that, if not well managed, might have a prejudicial effect on teachers' well-being and satisfaction. In that sense, previous studies highlighted the role of technostress, defined as the stress that people experience due to the use of DT, in reducing teachers' job satisfaction. Given the negative effect of technostress, identifying its organizational antecedents is a significant step to reduce it. In that sense, promoting an organizational digital strategy, in terms of fostering a supportive and distributed leadership and a culture of collaboration on the use of DT, might reduce technostress and, in turn, its negative impact on teachers' satisfaction.

Method. A cross-sectional study was carried out with 591 Spanish teachers of secondary schools, who answered to an online questionnaire. 57% of the sample were women; the mean age was of 46.6 years (SD = 9.9). The macro PROCESS, model 4, was used to test the effect of the organizational strategy for digitalization on teachers' satisfaction with the profession and their organization mediated by technostress.

Results. Our results showed that three dimensions of technostress, named techno-overload, techno-invasion and techno-complexity, have a significant negative relationship with teachers' satisfaction with both the profession and their organization. Moreover, data showed that the organizational strategy for digitalization, in terms of supportive and distributed leadership and culture of collaboration, has a significant negative relationship with such dimensions of technostress. Technostress partially mediates the relationship between the organizational strategy for digitalization and teachers' satisfaction with the profession and their organization.

Conclusion. In line with previous studies, our findings showed that technostress has a negative impact on teachers' satisfaction. However, secondary school managers can reduce the prejudicial effect of techno-overload, techno-invasion and techno-complexity by designing and promoting the implementation of an organizational strategy for digitalization.

S152

Techno-Uncertainty and Techno-Overload in the Dutch Healthcare Sector: What Is Needed for Simultaneous Optimization of Technology Use and Healthcare Professional Well-Being?

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Background: Technology plays an increasingly important role on the work floor. In the field of healthcare, electronic health records (EHRs) have a large impact on the way healthcare professionals carry out and experience their work and AI-based technologies are expected to affect the work of nurses and doctors substantially in the future. Healthcare technologies have the potential to improve quality and efficiency of care but have also been related to stress and burn-out among healthcare professionals. In the present study, the prevalence of techno-uncertainty (i.e. constant changes in technology) and techno-overload in the Dutch healthcare sector versus other sectors is examined. Earlier studies showed mixed findings for the relation between techno-uncertainty and various well-being and performance outcomes, including innovative work behaviour. It is hypothesized that the relations between techno-uncertainty, well-being, and innovative work behaviour depend on techno-overload, as well as various moderators on the individual and organizational level (personal adaptability, learning opportunities, instrumental support).

Method: A three-wave longitudinal study was carried out with a sample representative of the Dutch working population (six weeks between surveys). In total, 1018 participants filled out the first questionnaire, 750 participants filled out the second questionnaire, and 547 participants filled out the third questionnaire (respectively, 218, 163, and 120 participants from the healthcare sector). Each time, participants answered questions on techno-uncertainty and techno-overload, frustration and exhaustion at work, innovative work behaviour, and personal adaptability, learning opportunities, and instrumental support.

Results: First, the prevalence of techno-uncertainty and techno-overload in the Dutch healthcare sector versus other sectors will be described. Next, correlations between variables within and between the three time points will be calculated. Data will subsequently be analysed using a linear mixed-effects modelling approach (separately for the healthcare sector and other sectors), with techno-uncertainty as predictor, frustration/exhaustion at work and innovative work behaviour as outcomes, and techno-overload, personal adaptability, learning opportunities, and instrumental support as moderators. In order to examine whether techno-uncertainty and techno-overload predict frustration, exhaustion, and innovative work behaviour six weeks later, time-lag analyses using linear mixed-effects models will be carried out as well.

Conclusion: This is the first study that sheds light on the prevalence of techno-uncertainty and techno-overload in the Dutch healthcare sector versus other sectors. Whereas previous research on technostress creators is mostly cross-sectional and provides only limited insight in moderators of the relation between technostress creators and well-being/innovative work behaviour, the present study concerns a longitudinal study with potential moderators on both the individual and organizational level. The results of this study will be discussed in the context of several multidisciplinary projects on smart technology use in healthcare, including the question what is needed (e.g. in terms of technological work design) for simultaneous optimization of technology use, quality and efficiency of care, and healthcare professional well-being.

Symposium 31: HealthyHealthcare (Part 2): Interventions Linking Healthcare Worker Well-being, the Organization of Services and Quality of Care

Chair Annet de Lange

This symposium includes new research related to the concept of 'healthy healthcare' from an occupational health perspective. Healthy healthcare implies the existence of designed healthcare systems, which are managed and financed consistently with the available resources in order to improve workers' health and patient care. Ultimately a balanced-based perspective, taking into account patients, staff and the complex healthcare system should lead to a more resource-efficient delivery of high-quality healthcare services. It builds on a first symposium unpacking some of the conceptual relationships within HealthyHealthcare.

This symposium synthesizes evidence-based occupational health practice and research that link three important areas: (i) the healthcare system; (ii) employee health and well-being; and (iii) the quality of care provided.

It discusses how to conduct interventions and research on healthy healthcare depending on different populations, settings or contexts. Research presented in this symposium recognizes the diversity in terms of healthcare occupational groups, settings or contexts; draw on empirical research based on quantitative, qualitative or case-study research; present new or existing theoretical models that explain occupational health in healthcare settings; and/or present new evidence-based interventions and practices that facilitate or improve occupational health across different healthcare settings.

S153

The Implementation of Healthy Healthcare in Practice: Targeting Working Conditions and Well-being Among Healthcare Professionals in Innovations for Clinical Treatment and Organization of Services in a Hospital Ward

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A set of interventions in a psychiatric emergency department at a Norwegian university hospital illustrates how clinical trials to innovate patient treatment can demonstrate the effect of all three pillars of Healthy Healthcare by simultaneously ensure the worker well-being, high quality of care, and successful organizational practice. The project providing support and learning on how to transform knowledge into practice as an example of how to stage a HHC project and the different steps in this process.

The project demonstrates that health and working conditions among healthcare professionals can be efficiently targeted, sustained and monitored by being upheld through innovations in clinical treatment and organization of services. The denominator of the HHC clinical trial targets the reciprocal relationship between sleep disturbance and mental disorders where they perpetuate and aggravate each other. This makes sleep disturbance a potential therapeutic target in the treatment of mental disorders among patients. The proposed solution was a RCT study investigating the effects of blue-depleted indoor lighting on the sleep and function on patients, as well as working conditions for shift employees at the hospital ward and organization of services.

The final stages of the initial project targeting learnings of mechanisms and processes from the project resulted in implementation of sleep disturbances in treatment of mental disorders in the clinic. In addition to new developments of interventions targeting this problem for citizens adjustments of the main project in terms of innovation in technology for the benefit of patients and workers, as well as cost-benefit and efficiency analyses.

S154

Healthy Healthcare Within the Disability Care? Results of an Intervention-Implementation Process Evaluation Study Including Leaders and HR-Professionals

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The Dutch disability care faces several challenges in organizing a sufficient level of quality of care. One of the most important trends and developments among them are the shortages in available healthcare staff (De Lange, Pak, van Dam, Christensen, Løvseth, Osagie, Detaille, Furunes, 2020). While the need for healthcare workers increases, the number of available workers is likely to decline owing to the increased workload and decreased work ability of healthcare workers. This situation is urgent for disability care organizations and society at large and it is imperative to identify factors that can facilitate the sustainable employability of healthcare workers to prolong their careers within the disability care (e.g., De Lange et al., 2020). The current project is based on examining the effects of three different vitality interventions directed at improving well-being of workers, namely: (1) a team-based intervention, 2) a leadership training, and 3) an organizational inspirational event for workers. Moreover, we used a mixed-method design and repeated measures among meaningful stakeholder groups (e.g., desk research, survey and interview data). We will describe our results found and how the stakeholder management strategy was developed to involve and engage meaningful stakeholder groups across time (leaders, HR and CEO-level) across time. More specifically, a Destep-analysis was used as desk-research method. Qualitative interviews were conducted before and after the interventions were implemented. In total 7 HR professionals and 2 employee representatives were interviewed before and after the intervention implementation phase (Nielsen & Randall, 2013). Furthermore, 37 team-leaders responded to wave 1 and 2 of the surveys examining the effects and implementation process of the different interventions across time.

In the interviews (before and after the interventions) we included implementation process questions; such as: 1) What is the opinion about the available communication regarding the interventions?; 2) Is there administrative support for the interventions?; 3) Are there sufficient financial resources and manpower to implement the various interventions?; 4) are there any observed effects of specific parts or content of the intervention within the disability care organization; If so: which effects exactly and for which target group?; 5) How easy is it to integrate and secure the available interventions in existing HR policy within the organization? Positive results were found for the different vitality interventions in relation to work outcomes (e.g., satisfaction with training). As important success factors of the intervention implementation process were the ongoing CEO-level support for the interventions across time, the integration of the Christian values of the organization in existing training by the intervention partner, the flexibility of the intervention partner, and the invested time and money by the organization to facilitate an effective implementation process. Challenges in the intervention implementation process were the development of an integrated communication strategy including all relevant stakeholder groups and translating the interventions in existing HR policies and practices. We will end our presentation with discussing the results found and will formulate opportunities for future intervention research in the disability care.

S155

A Top-down Bottom-up Approach to Organizational Development in Healthcare

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Work in hospitals is at the same time very standardized and yet at the same time care and treatment must be individually tailored to the patient. Treatment and care develop as staff learn and implement new procedures. Hospitals are also organizations with hierarchies where power can be exerted. Typically, the doctors sit at the top of the hierarchy and can have great influence both professionally and personally. These features make for a complex environment and developing and implementing new ways of working can be very difficult.

In this presentation, I outline an organizational development and change model that has been developed at the “heart centre” – a heart surgical department at a Danish hospital. The starting point for the project was a concern in management that productivity was too low and there were some collaboration issues. The doctors in the management team initially attributed the problems to lack of competence.

To diagnose the situation 6 group interviews were performed and staff were asked to log problems that prevented them from doing a good job in a little black book.

The diagnosis revealed many problems in collaboration, management, use and location of equipment and layout of operating rooms. Given the problem mix, lack of management trust and power of the management team, we developed a combined top-down bottom-up approach. To counter mistrust and ensure transparency, notes from the black book and workshop observations were distributed to all staff. Three two-day workshops each with a full surgical team, were held focusing on different problem areas. The workshop followed a lean management approach to developing change ideas, and each idea was developed, written up, and summarized on a single sheet of A3 paper. This ensures a short, structured presentation that is easily distributed to the rest of staff. For each improvement idea, a survey question was formulated, allowing a pre- post-change measurement of the effect. All change ideas were presented at a large staff workshop where staff in small groups could comment on the change ideas. The comments were then incorporated into the final ideas.

All ideas were later planned for implementation, which was done a few change ideas at a time. To ensure transparency, a weekly progress plan was posted on the wall of the entrance to the ORs.

The principles of the change were transparency, fairness, and involvement. Transparency was ensured by distributing all material from the project to all staff. Because of an organizational history of unfair management, fairness was ensured by making clear and up-front agreements of the roles of management and employees in the process, e.g., management was to accept change ideas within budget if selected by the majority. Involvement was built into the change process.

A pre- and post-questionnaire containing the questions from the change ideas were distributed. The results showed that more than half of the change ideas had been implemented, resulting in notable and significant effects. In this sense, the participatory approach was a success.

S156

Joint Training of Healthcare Managers and Health and Safety Representatives in Supporting Occupational Health Interventions: A Feasibility Evaluation of the Co-Pilot Project

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Healthcare employees are at an increasing rate experiencing poor well-being. For a long time, the healthcare workforce has been exposed to a high workload, a situation which has worsened during and in the aftermath of the COVID-19 pandemic. In turn, the exposure to these high demands contributes to ill-health, increased turnover, job dissatisfaction, and reduced efficacy, as well as reduced patient satisfaction and safety. Therefore, it is imperative that we identify measures to mitigate these risks, where one piece of this puzzle is to find sustainable tools to improve the work environment of healthcare organizations.

In this study we will present the results from an ongoing piloting of a joint training for pairs of healthcare line managers and their associated health and safety representatives in a Swedish healthcare organization. The aim of the training being to support their implementation of interventions to improve the work environment at a unit level. Following recommendations in the literature, the training is based on a stepwise approach that considers the specific healthcare context and focuses on involvement of employees to create interventions based on their needs. A central component of the training is the development of the pairs' collaboration in initiating and implementing interventions. The training is based on an on-the-job train-the-trainer approach in which participants during four workshops are progressively trained in the different steps of a participatory intervention process. In-between these workshops the pairs follow the same progressive steps together with their employees to implement interventions at their unit.

The overall aim of the pilot is to evaluate its feasibility. The aim is also to be able to adjust the training before a potential scale-up. The pilot involves four pairs (i.e., eight participants) representing different parts and functions of a healthcare organization in northern Sweden and takes place over a period of three months. A mixed method design is used to evaluate pre-conditions, the training process, and proximal transfer- and implementation outcomes of the training. We will present experiences from the training, the results of the evaluation and suggestions on how to adapt the program based on these results.

Symposium 32: Who, When, and Why? Antecedents and Reciprocal Effects of Crafting and their Boundary Conditions

Chair Melina Posch

Discussants: Xenia Bolschakow, Uta Bindl

Proactively shaping and redesigning one's job (i.e., job crafting) has been shown to be beneficial for employee and organizational outcomes, such as engagement, satisfaction, and performance (e.g., Rudolph et al., 2017; Wang et al., 2017). Despite the large body of literature on job crafting and its outcomes, key questions regarding the antecedents and reciprocal relations of crafting behaviours as well as relevant boundary conditions remain unanswered (e.g., Tims et al., 2022; Zhang & Parker, 2019). Furthermore, the role of crafting in off-job domains is not yet fully understood (e.g., Kujanpää et al., 2022). In this symposium, we therefore integrate research on the antecedents, reciprocal effects, and contextual factors of crafting, both in and outside of the workplace.

First, Marszałek et al. will present a two-wave longitudinal study in which they observed a positive effect of identity leadership on three types of job crafting, mediated by team identification. The authors will present two additional experimental studies on these effects which are currently being conducted. Second, Bolschakow and Rigotti investigate psychological need satisfaction and frustration as motivational antecedents of job crafting, as well as relevant moderators, such as task interdependence and perceived opportunity to craft, in a weekly diary study. Third, Posch et al. examine the proposed reciprocal relations of job crafting and person-job fit, conditional upon job autonomy, in a 6-wave longitudinal study. They found a positive effect of job crafting on person-job fit, which was stronger for higher levels of job autonomy, but no reverse effects. Fourth, Tušl and colleagues study the effects of the Big Five personality traits on work engagement through needs-based job and off-job crafting with a two-wave longitudinal panel design. Finally, Toyama et al. will present a four-wave longitudinal study with school principals on the bi-directional association of needs-based off-job crafting and work engagement. They observed differential results regarding the reciprocal relationships between work engagement and different dimensions of off-job crafting.

Professor Uta Bindl from King's College London, a leading expert in the field of job crafting, will discuss the presented studies and their implications for future research and practice. Overall, this symposium brings together perspectives and studies by researchers from Poland, Germany, Switzerland, Finland, and the UK with the aim to improve our understanding of the conditions under which employees are motivated and able to engage in crafting behaviours in diverse life domains.

S157

When Are You Willing to Go "An Extra Mile"? the Role of Identity Leadership and Team Identification for Job Crafting Behaviours

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Aim: This project aims to identify conditions that motivate employees to craft their jobs. Specifically, we will examine how identity leadership (IL) facilitates job crafting (JC) behaviours and whether team identification (TI) has a mediating role in this relationship.

Background: JC—a job modification that employees implement to increase a fit between their job and their abilities and needs (Wrześniewski & Dutton, 2001; Tims & Bakker, 2010)—brings benefits to both employees and organizations (see Rudolph et al., 2017). As such, understanding what facilitates these behaviours is an important avenue for research and practice alike. One understudied type of JC is increasing social resources when employees seek more feedback, support, and social contact at work. While work is a social space, not much is known about conditions that prompt employees to seek more social resources. Here, we argue that such behaviours are more likely when individuals have a stronger social identity related to work. IL is one type of leadership style that can promote building organizational and team identity. Thus, we argue that stronger IL is linked with more social JC attempts, and this relationship is mediated via increased TI. Additionally, little is known about the relationship between IL and two other JC types: seeking structural job resources or seeking challenging job demands via TI. Thus, we will test these relationships as well.

Method and Results: Study 1 employed a two-wave cross-lagged design study with two measurement points separated by 6-8 weeks; (final $N = 802$). Applying structural equation modelling, we tested the mediating role of TI in the relationship between IL and JC (seeking structural resources, seeking social resources, and seeking challenging demands).

Additionally, the role of transformational leadership was controlled. Supporting our predictions, the results demonstrated that IL was significantly related to three types of JC and that this relationship was mediated by TI. Experimental studies 2 and 3 will be conducted to test the causality of the above-mentioned relationships, where levels of IL and TI will be manipulated with vignette scenarios. The experimental data will be collected by March 2024.

Conclusion: We conclude that IL and TI are important predictors of JC. If findings from studies 2 and 3 support our predictions, we will identify which leadership behaviours and which mechanisms (direct, indirect) encourage employees to introduce proactive modifications in their work. This will provide practical recommendations that could help leaders and organizations create a work environment that encourages proactivity among staff.

S158

Contextual Boundary Conditions of Needs as Motivators for Job Crafting

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Background: Job crafting as a proactive behaviour at work is increasingly important in today's digitized and flexible work environments. The outcomes and consequences of this behaviour have been studied extensively. However, open questions remain regarding the motivational antecedents of crafting. As such behaviours can also be costly for the individual in terms of energy or resistance from others, a deeper understanding of when and why employees engage in job crafting is warranted. Building on the Integrative Needs Model of Crafting (INMC; De Bloom et al., 2020) and the Two-Process-Model of Needs (Sheldon, 2011), the present study posits the frustration and the satisfaction of the basic psychological needs for autonomy, competence, and relatedness as motivational antecedents of job crafting. According to the INMC, contextual factors play an important role in the crafting process, and research to date has focused on the direct effects of such contextual factors on crafting behaviours while potential moderating effects require further attention. We examine both stable and transient contextual factors and propose task interdependence, work intensification and perceived opportunity to craft as moderators of the motivational potential of need satisfaction and frustration. As already proposed in early conceptions of job crafting, task interdependence as a relatively stable job characteristic might influence whether crafting motives such as frustrated needs result in actual crafting behaviour. We complement this by including temporary changes in work intensification and perceived opportunity to craft, as these might represent fluctuating boundary conditions that limit or enhance the crafting efforts of employees who are motivated to craft by need satisfaction or frustration. To adequately capture both stable and fluctuating processes, we employ a multilevel study design to examine between-person and week-level effects.

Method: Data are currently being collected through a weekly diary over six work weeks. Participants are German employees working in various sectors (e.g., social services, finance, education etc.) who are asked to report on their weekly job crafting behaviours, job characteristics, and well-being.

Results: Data will be analysed using multilevel modelling with interaction analyses. As data collection is still ongoing, results will be presented at the conference.

Conclusion: The present research specifies need satisfaction and frustration as motivational antecedents of job crafting. Furthermore, using a multilevel framework, the study provides theoretical and empirical insights into the contextual boundaries that influence how psychological needs motivate weekly job crafting behaviours. Practical implications for how to best support employees in their job crafting efforts are derived.

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Do Reciprocal Relations Between Job Crafting and Person-Job Fit Depend on Job Autonomy? A Continuous Time Modelling Approach

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Job crafting is a proactive behaviour that is aimed at improving the congruence between employees' jobs and their personal characteristics, such as their needs and abilities (i.e., person-job fit, e.g., De Cooman & Vleugels, 2022; Zhang & Parker, 2019). Research has suggested that job crafting leads to a higher sense of person-job fit (e.g., Lu et al., 2014; Verelst et al., 2021). However, employees with lower levels of person-job fit should have more reason to engage in job crafting compared to employees with a higher person-job fit. Thus, person-job fit is likely also a predictor of job crafting (e.g., Rudolph et al., 2017; Tims & Bakker, 2010; Wang et al., 2016). Yet, the potential reciprocal effects between job crafting and person-job fit as well as relevant boundary conditions of these effects have not been studied to date. The aim of the present study is to investigate the reciprocal relations between job crafting and person-job fit as well as the moderating role of job autonomy. Our longitudinal data comprises 6 monthly waves collected from $n = 713$ full-time employees in Germany from a wide range of industries. We use Bayesian continuous time SEM modelling to test the proposed reciprocal relations between job crafting and person-job fit, conditional upon job autonomy. This model was parameterized to simultaneously account for average, between-person growth components (i.e., intercepts and slopes for both job crafting and person-job fit) and the within-person auto-regressive and cross-lagged relations among these variables (the latter of which are of most interest to our research questions). Considering unconditional (i.e., without job autonomy as a moderator) cross-lagged effects, our results suggest that job crafting was positively associated with future levels of person-job fit (but not *vice-versa*) over time. The strength of this relation "peaked" (i.e., the continuous time effect was strongest) at approximately two-weeks, and then weakened subsequently. Moreover, when job autonomy was high, job crafting was more strongly and positively predictive of person-job fit. Thus, higher-levels of autonomy seem to especially facilitate the (already) positive relation between job crafting and person-job fit, within-person and over time. No such conditional relations were observed for person-job fit predicting job crafting.

Our study adds to existing research by examining the reciprocal effects of job crafting and person-job fit as well as job autonomy as a relevant boundary condition. Our results illustrate that a closer understanding of the relation between job crafting and person-job fit can be achieved by considering within-person dynamics in these variables over time, and especially within an analytic framework that allows for generalizations to multiple time points.

S160

The Role of Big Five Personality Traits in Needs-based Job and Off-Job Crafting

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Background: Our study examines how individual differences in terms of Big Five personality traits shape needs-based job and off-job crafting and how these proactive efforts in work and nonwork domains are related to work engagement. Needs-based job and off-job crafting are theoretically grounded in the Identity-based Integrative Needs Model of Crafting (de Bloom et al., 2020) which studies crafting in a holistic way through the lens of psychological needs. These are defined by the DRAMMA needs (i.e., detachment, relaxation, autonomy, mastery,

meaning, and affiliation; Newman et al., 2014). The present study empirically examines the role of individual differences in needs-based job and off-job crafting. The five-factor model of personality is defined by conscientiousness, extraversion, neuroticism, agreeableness, and openness to experience (Goldberg, 2013). Existing studies suggest that certain Big Five traits such as conscientiousness, neuroticism, and openness to experience are important for proactive behaviours (Rudolph et al., 2017). However, more evidence is needed to understand the interplay between personality traits, employee crafting efforts, and their outcomes. To our knowledge, this is the first study that focuses on the role of Big Five personality traits in needs-based crafting. We examine the following hypotheses:

H1a: Big Five personality traits affect the overall level of needs-based job crafting and the strength of needs-based job crafting for specific DRAMMA needs satisfaction.

H1b: Big Five personality traits affect the overall level of needs-based off-job crafting and the strength of needs-based off-job crafting for specific DRAMMA needs satisfaction.

H2a: Needs-based job crafting has a positive effect on work engagement.

H2b: Needs-based off-job crafting has a positive effect on work engagement.

H3a: Big Five personality traits affect overall work engagement indirectly via needs-based job crafting.

H3b: Big Five personality traits affect overall work engagement indirectly via needs-based off-job crafting.

Methods: The study has a two-wave longitudinal panel design with a time interval of six months between the waves. We collected data via an online questionnaire from Swiss and German adult employees in June 2022, and December 2022. The final sample includes approximately $N = 900$ participants who completed the survey at both times. Big Five personality traits were assessed with the 10-item version of the Big Five Inventory (BFI; Rammstedt & John, 2007). Needs-based job crafting was assessed with the 18-item Needs-based job crafting scale (Tušl et al., under review). Needs-based off-job crafting was assessed with the 18-item Needs-based off-job crafting scale (Kujanpää et al., 2022). Work engagement was assessed with the 9-item version of the Utrecht Work Engagement Scale (Schaufeli et al., 2006). Data analysis will be conducted in R 4.0.2 (R Core Team, 2022) using the *lavaan* package (Rosseel, 2012) for structural equation modelling.

Results: Data collection has been completed; however, the data have not been analysed yet. Results will be ready by spring 2024.

Conclusion: Our study contributes to the theoretical understanding of the individual differences in needs-based crafting and its relation to a distinct work-related outcome. In practice, our study expands the empirical support for enhancing employees' crafting efforts through individualized approaches.

S161

Longitudinal Association Between Needs-Based Off-Job Crafting and Work Engagement Among School Principals: The Four-Year Cross-Lagged Panel Study

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School principals are central figures in the educational system, responsible for shaping the school's culture, fostering a positive learning environment, and driving overall academic success. For school principals, work engagement is crucial because it directly influences their effectiveness in leading and managing educational institutes. Therefore, it is crucial to gain a deeper insight into the factors that can foster their work engagement. Research to date has focused primarily on work-related factors for predictors of their work engagement, such as job

demands and resources. However, little is known about the role of factors associated with the non-work domain. In this study, we propose needs-based off-job crafting, which refers to employees' self-initiated, proactive changes in off-job lives to achieve psychological needs satisfaction, as a positive predictor of their work engagement. Furthermore, we argue that work engagement may also be a positive predictor of off-job crafting. Accordingly, the aim of this study was to investigate the bi-directional association between off-job crafting and work engagement. To test our hypotheses, we analysed four-year longitudinal data collected from Finnish school principals with one-year intervals (from 2020 [T1] to 2023 [T4]) using the cross-lagged panel model approach. Missing values in the data were handled using multiple imputation, which allowed us to utilize the data of 1157 principals. The results showed that off-job crafting T2 and T3 positively predicted work engagement one year later, while off-job crafting T1 failed to predict work engagement T2. Moreover, work engagement T1, T2, and T3 also positively predicted work engagement one year later. Looking at the dimension level, crafting for detachment, relaxation, meaning, and affiliation displayed a reciprocal association with work engagement. Taken together, our results suggest that off-job crafting serves to promote work engagement, and in turn, work engagement stimulates off-job crafting. However, this reciprocal relationship may be seen in only certain dimensions of off-job crafting. While all off-job crafting dimensions may be encouraged by work engagement, not all of them may serve to promote work engagement.

Symposium 33: BAT-Symposium Part 1: Navigating the Complexity of Burnout

Chair Leon De Beer

Discussant: Hans De Witte

This symposium aims to present a multifaceted exploration of burnout, integrating perspectives from nursing, healthcare, workplace bullying, work overload, and the human resources context. The presentations, grounded in diverse methodologies and geographical contexts, provide an understanding of burnout's antecedents, manifestations, and implications, offering insights for effective interventions.

Kohnen et al. investigate the predictors of nurse burnout and work engagement using a cross-national dominance analysis approach in six European countries. They focus on job demands and resources, hypothesizing that different demands and resources have varying levels of importance in influencing burnout and work engagement among nurses.

De Beer et al. explore the predictive capability of the Burnout Assessment Tool (BAT) in identifying risks for depression and exhaustion disorder in a Swedish healthcare sample. Their study utilises Receiver Operating Characteristic (ROC) analysis to assess the BAT's effectiveness in forecasting mental health outcomes, discussing determining meaningful and practical cut-off scores for occupational health practitioners.

Olsen and colleagues present a longitudinal study from Norway examining the cross-lagged relationships between workplace bullying, burnout, and health outcomes such as depression and sick leave. The study reveals complex relationships between bullying and burnout dimensions, highlighting the role of demographic variables and personality traits as moderators.

Maunz et al. delve into the dynamics of work overload and burnout, challenging traditional stress-based theories. Their longitudinal study, based on German-speaking employees, suggests direct within-person effects from burnout to work overload, emphasizing the need to consider dynamic within-person effects in the association between job stressors and burnout.

Ewa Gruszczyńska and Beata Basińska add to this exploration with a multiple-group longitudinal study of JD-R theory during the COVID-19 pandemic. Their research, involving 1201 Polish employees, examined how job demands and resources impacted burnout changes during the pandemic. The findings highlight the significance of pre-pandemic burnout levels and the role of specific stressors in influencing burnout during the pandemic, offering valuable insights into how external stressors and individual resources interact in the context of burnout.

Lastly, Sinval and Da Silva analyse the impact of HR practices on burnout, focusing on the mediating roles of trust, optimism, role conflict, and job insecurity. Their findings, drawn from a public administration organization, highlight how effective HR practices can contribute to reduced burnout by promoting trust, reducing role conflict and job insecurity, and fostering optimism among employees.

S162

Can the Burnout Assessment Tool Prisks For Depression and Exhaustion Disorder in a Swedish Healthcare Sample?

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Historically, burnout research has faced significant challenges due to a lack of consistency in measurement and evaluation. The introduction of the Burnout Assessment Tool (BAT) represents an innovative strategy intended to surmount some of these historical obstacles. Since its inception in 2020, numerous publications have corroborated the psychometric reliability of the BAT, lending credence to its effectiveness.

Notwithstanding these advancements, the subsequent development stage for the BAT is to explore its predictive capabilities regarding other mental health diagnostics, notably depression and exhaustion disorder. This exploratory study, encompassing a cohort of Swedish healthcare professionals, sought to discern whether a composite mean score derived from the BAT could serve as a reliable indicator of susceptibility to depression or proneness to exhaustion disorder. In our pursuit of this objective, we employed Receiver Operating Characteristic (ROC) analysis. This statistical method provided a means to evaluate the diagnostic performance of the BAT across varying thresholds by charting two distinct parameters: the True Positive Rate (sensitivity) and the False Positive Rate (1-specificity) as it pertains to the binary outcomes of depression and exhaustion disorder risk.

Prior to delving into the ROC analysis, we appraised the prevalence of depression and exhaustion disorder within the healthcare professions. The findings were somewhat striking, indicating a substantial presence of both conditions. Subsequently, our ROC analysis showed that the BAT could effectively forecast the risk of both depression and exhaustion disorder with an adequate degree of sensitivity and specificity.

However, it is noteworthy that the BAT's cut-off mean scores appeared relatively low in light of the assessment's scale points. This could reflect the high incidence rates of the conditions in the examined subgroups. Alternatively, it may also suggest the BAT's heightened ability to identify employees who are in distress.

Considering these findings, our discussion centres on the strategic efforts to ascertain meaningful and practical cut-off scores for the BAT. The aim is to enhance its utility for occupational health practitioners who are in the frontline of identifying and managing workplace burnout.

S163

Predictive Validity, Moderators and Cross-Lagged Relations Between Bullying and Burnout: A Longitudinal Work-Life Study in Norway

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Background: More longitudinal studies are needed to understand better circular relationships between burnout measures and relationships with bullying. Hence, we use four-time waves in the current study and begin with testing the validity of measures before we test cross-lagged relationships from T1-T3. Finally, we test the predictive power of burnout and bullying T3 in predicting sick leave and depression at T4 and the potential moderating role of Big Five.

Method: We use a Norwegian work-life barometer study to investigate relationships. We began using three waves (N=468) from a Norwegian work-life panel study, using six-month lags between measures. Firstly, we tested measurement invariance across T1-T3. Secondly, we investigated cross-lagged relationships between bullying and burnout over time. Thirdly, we investigated how bullying and burnout at T3 influenced health outcomes 12 months later (T4) using a sample of 801 respondents. Lastly, we tested if the Big Five dimensions moderated the influence bullying and burnout at T3 had on depression and sick leave at T4.

Results: Results indicated the four-factor solution of burnout using the BAT-12 instrument fitted the data well. Longitudinal invariance of bullying and burnout dimensions were demonstrated before testing of cross-lagged relationships. The testing of cross-lagged relationships illustrated many complex relationships between burnout dimensions and bullying over time. Each burnout dimension consistently influenced the respective burnout dimension at the next wave from T1 to T3, confirming the stability model, and the same applied to bullying levels. Burnout and bullying at T3 had many significant relationships with depression and sick leave at T4. We explored the moderating effects of Big Five on significant relationships between bullying and burnout at Time 3 and depression and sick leave at Time 4. Results revealed that only neuroticism significantly moderated: Neuroticism intensified exhaustion's impact on depression ($B = 0.27, p = 0.01$) and sick leave ($B = 0.39, p = 0.01$). Conversely, a high level of neuroticism combined with mental distance was associated with a reduced likelihood of taking sick leave ($B = -0.40, p = 0.02$). Additionally, Johnson-Neyman technique provided a more nuanced understanding of the role of neuroticism as a moderator. That is, Neuroticism at Time 3 heightened the impact of exhaustion on depression at Time 4 at scores exceeding 2.42 and similarly amplified its effect on sick leave when scores surpassed 2.14. In contrast, neuroticism's potential to diminish mental distance's impact on sick leave emerged at scores higher than 2.40.

Conclusion: Findings illustrate some circular relationships between bullying and burnout dimensions and complex relationships with depression and sick leave. Both burnout and bullying are significant predictors of depression and sick leave, and neuroticism plays a moderating role above certain thresholds for some of the effects burnout has on depression and sick leave.

S164

Work Overload and Burnout: A Study of Longitudinal Within-Person Dynamics

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Background: Stress-based theories propose that job stressors (e.g., work overload) are a central cause of job strain (e.g., burnout). In contrast, theories of strain effects suggest that burnout may lead to an increase in job stressors. Numerous studies have already investigated

the association between job stressors and burnout. Nevertheless, the association remains unclear due to three limitations. First, findings commonly lack insights into within-person changes. This limitation appears problematic as theories predict within-person processes of change rather than associations of stable trait factors. Second, given that clinical burnout may develop over months, past literature lacks insights into the development of burnout in the meso-term (i.e., multiple months). Third, previous findings have mostly been obtained from theoretically and methodologically limited measurement models of burnout, which may have led to biased results.

Method: We draw from stress- and strain-based theories to investigate the direct and reciprocal associations between work overload and burnout. We expect both direct effects of work overload on burnout and reciprocal effects of burnout on (perceived) work overload. To evaluate both hypotheses, we obtained longitudinal data from 2131 German-speaking employees (366 complete cases over all time points). The data was gathered at five time points with six months lags between 2018 and 2020. We compare findings from the traditional cross-lagged panel model (CLPM), which include between- and within-person effects, with findings from the random intercept cross-lagged panel model (RI-CLPM), which focuses on within-person effects. Additionally, we explore associations between work overload and the burnout dimensions of exhaustion and mental distance to gain a better understanding of the underlying dynamics. Consistent with established process models of burnout, we expect effects of exhaustion on mental distance (as a dysfunctional coping strategy to reduce exhaustion).

Results: While the CLPM suggests direct and reciprocal associations between work overload and burnout, the results from the RI-CLPM suggest only direct within-person effects from burnout to work overload. At the between-person level, work overload was positively correlated with burnout, suggesting that employees who experience higher levels of work overload, in general, experience higher levels of burnout, in general. Carry-over effects of work overload and burnout suggest that employees who experience increased work overload and burnout experience subsequent increases in work overload and burnout, respectively. Exploratory analyses suggest that exhaustion is related to work overload and mental distance, whereas mental distance is not related to work overload.

Limitations: The longitudinal design is a key strength of this study, but we cannot discount the effect that any omitted variables may cause. Self-reports might be inflated by common method bias. The sample at T1 was representative of the Austrian and German population in terms of age and gender but not in terms of industries or occupations. Six-month lags may be sufficient to capture changes in burnout, but too long to capture changes in work overload.

Conclusion: Our results support strain-based theories while challenging stress-based theories of burnout. The findings highlight the importance of considering dynamic within-person effects and time effects in the association between job stressors and burnout.

S165

Employee Burnout in Turbulent Times: A Multiple-Group Longitudinal Study of JD-R Theory Under the COVID-19 Pandemic

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Background: Burnout is a widespread negative consequence of work, with the Job Demands-Resources theory (JD-R) suggesting that excessive demands contribute to burnout, while job and personal resources act protectively. Recognized demands include work overload and illegitimate tasks, posing a threat to professional identity. The pandemic crisis highlighted the insufficiency of job characteristics alone in explaining burnout, prompting an expansion of the

JD-R model to incorporate individual resources like self-efficacy and work-life balance. This study aims to examine how demands and both organizational and individual resources were related to burnout change under a socially shared chronic stressor strongly affecting working conditions.

Method: A longitudinal study involving 1201 Polish employees was conducted with two measurement points – before the pandemic in 2019 and during the first lockdown one year later. The dropout rate was 32%, resulting in 821 respondents with an average age of 42 ± 10.2 years and an average job tenure of 19 ± 10.9 years. Participants represented four professional areas: IT, education, healthcare, and public administration, with 90% having higher education, and women representing 66% of the sample. Measures included the Burnout Assessment Tool (BAT-23), Bern Illegitimate Tasks Scale (BITS-8), and constructs from Energy Compass such as work overload, work-life balance (job demands), engaging leadership (job resource), self-efficacy (personal resource), self-rated work ability, and job performance.

Results: In a residualized change model, including socio-demographic characteristics, pre-pandemic job burnout was the only predictor of burnout during the pandemic, with the strongest relationship in teachers ($R^2 = .50$) and equal among nurses ($R^2 = .39$), IT specialists ($R^2 = .38$), and civil servants ($R^2 = .36$). A multi-group latent growth model indicated a similar pattern of associations between demands and resources with the starting point of burnout across groups, but only a few relationships were noted for burnout change. Namely, illegitimate tasks and work-life imbalance were positively correlated, whereas self-efficacy and work ability were negatively correlated with pre-pandemic burnout in each group. Differences regarded the protective role of engaging leadership, observed only for teachers and clerks, and the negative role of workload, observed only for clerks. For the slope, the only significant relationship was found for illegitimate tasks among IT professionals and clerks. Finally, cross-lagged analysis revealed that previous burnout was related to illegitimate tasks during the pandemic, rather than previous illegitimate tasks to future burnout.

Conclusion: The pandemic crisis underscored the significance of illegitimate tasks as a stressor further disrupting the well-being of employees. Still, the pre-pandemic burnout level remained the primary explanatory factor for burnout changes. Therefore, situational disruptions in working conditions may particularly affect those employees who had already been on a burnout trajectory.

S166

The Impact of HR Practices on Burnout Core and Secondary Symptoms: The Mediating Roles of Trust, Optimism Role Conflict and Job Insecurity

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Background: The relevance of HR practices for worker well-being and mental health has been highlighted by several authors (e.g., Guest, 2017; Saks, 2022). Positive outcomes of HR practices may be explained by their impact on workers' attitudes, motivation, basic needs satisfaction, or due to their influence on perceptions of the organizational climate and improvement of labour relations. Although there are already studies supporting this relationship, only two studies have explored its role in burnout (Kroon et al., 2009; Kilroy et al., 2016). In this study, we aim to test whether well-implemented HR practices (i.e., career perspectives; training; participation; performance assessment; information) contribute to trust in the organization, reducing role conflict and job insecurity, and increasing optimism. Through these variables, we expect to observe a positive impact on burnout (reducing burnout).

Method: We used a cross-sectional design with a sample of workers from a public administration organization. We used a self-report questionnaire to measure the variables of interest. Participants were invited to complete the survey using an online platform. The data were analysed using descriptive statistics and structural equation modelling.

Results: Our study collected data from 417 workers, of which 67.4% were aged 40 to 54, and 61.1% held a graduation or post-graduation degree. Most participants were female (73.1%) and professionals (77.5%) according to the ISCO-08 occupational classification. Trust was found to predict burnout core symptoms ($\beta = -0.268$; $p = .002$) and was significantly influenced by career perspectives ($\beta = 0.359$; $p < .001$), participation ($\beta = -0.220$; $p = .027$), performance assessment ($\beta = 0.429$; $p < .001$), and information practices ($\beta = 0.300$; $p < .001$). The indirect effects of trust on burnout core symptoms were statistically significant through career perspectives ($\beta = -0.096$; $p = .009$), performance assessment ($\beta = -0.115$; $p = .006$), and information practices ($\beta = -0.081$; $p = .008$). Role conflict emerged as a predictor of both burnout core ($\beta = 0.307$; $p < .001$) and secondary symptoms ($\beta = 0.269$; $p < .001$), with performance assessment ($\beta = -0.193$; $p = .006$) and information practices ($\beta = -0.314$; $p < .001$) significantly influencing role conflict. The impact of role conflict on burnout core and secondary symptoms was partially mediated by performance assessment ($\beta = -0.059$; $p = .016$) and information practices ($\beta = -0.097$; $p = .003$). Job insecurity, measured qualitatively, was found to predict burnout core ($\beta = 0.447$; $p < .001$) and secondary symptoms ($\beta = 0.262$; $p < .001$). Career perspectives ($\beta = -0.307$; $p = .010$), training ($\beta = 0.155$; $p < .030$), and participation practices ($\beta = -0.441$; $p < .001$) significantly influenced job insecurity. The indirect effects of qualitative job insecurity on burnout core and secondary symptoms were statistically significant through career perspectives ($\beta = -0.137$; $p = .012$), training ($\beta = 0.069$; $p < .037$), and participation practices ($\beta = -0.197$; $p = .002$). The indirect effect of job insecurity on burnout secondary symptoms was statistically significant via career perspectives ($\beta = -0.080$; $p = .027$) and participation practices ($\beta = -0.115$; $p = .018$). Optimism was identified as a predictor of burnout core ($\beta = -0.522$; $p < .001$) and secondary symptoms ($\beta = -0.378$; $p < .001$), with participation ($\beta = 0.342$; $p = .009$) and performance assessment practices ($\beta = 0.269$; $p < .001$) acting as significant predictors. The indirect effects of optimism on burnout core and secondary symptoms were statistically significant via participation ($\beta = -0.179$; $p = .009$) and performance assessment practices ($\beta = -0.140$; $p < .001$).

Conclusion: The findings underscore the importance of implementing effective HR practices, such as career perspectives, training, participation, performance assessment, and information sharing, in promoting trust in the organization and reducing role conflict and job insecurity. Additionally, these practices contribute to increased optimism among employees, ultimately leading to reduced burnout. Our results have important implications for both researchers and practitioners in the field of human resource management. For researchers, this study offers a comprehensive understanding of the mechanisms through which HR practices can influence burnout, highlighting the mediating roles of trust in the organization, role conflict, job insecurity, and optimism. Future research could explore additional variables that may play a role in this relationship, such as organizational support, leadership styles, and work-life balance. For practitioners, these findings emphasize the importance of investing in effective HR practices to improve employee well-being and mental health. By focusing on career perspectives, training, participation, performance assessment, and information sharing, organizations can build trust and optimism among their employees, mitigate the negative effects of role conflict and job insecurity, and ultimately reduce the risk of burnout. Future research and practice should continue to explore the role of HR practices in promoting workplace well-being and preventing burnout, as well as identifying additional strategies to support employees in maintaining good mental health.

Symposium 34: Integrating Research on Workplace Mistreatment, Part 2: Organizational and Individual Interventions

Chair Elfi Baillien

Discussant: Michelle Tuckey

Workplace mistreatment - such as bullying, discrimination, sexual harassment, and aggression - is a serious social stressor undermining the health, well-being, and functioning of employees and organizations (Boudrias et al., 2021; Hershcovis and Barling, 2010). The substantial evidence illustrating negative effects emphasises the urge to further insights into preventing mistreatment. In this respect, studies have revealed various organizational and individual factors contributing to workplace mistreatment and its consequences. This symposium builds upon this knowledge by taking it to a next step and focusing on recent studies explicitly exploring and testing interventions - from both organizational and individual perspectives - for preventing and mitigating mistreatment. It follows up the first part of the Workplace Mistreatment symposium on bystanders.

First, *Tuckey* (University of South Australia, Australia) and colleagues present data from a cluster randomised controlled trial of an organizational intervention aimed at preventing bullying by addressing systemic risks and fostering cohesive dynamics. Second, *Franckx* (KU Leuven, Belgium) and colleagues adopt an innovative resource-based angle on mistreatment. In a qualitative study with subject-matter experts, they derive insights on effectively deescalating bullying, aggression, and sexual harassment over time, drawing from strategies successfully applied in discussed cases. Next, *Johnson* (University of Manchester, UK) and colleagues examined the potential for a deterring and deescalating impact of body-worn cameras by civil enforcement officers on violence and aggression directed at them by members of the public. Quantitative data suggested that the cameras made the officers more vulnerable targets, yet their qualitative findings showed that the cameras notably boosted officers' confidence in reporting and seeking justice by providing evidence for their claims. Fourth, *Rodríguez-Muñoz* (Complutense de Madrid, Spain) and colleagues initiated a sleep intervention for workplace bullying targets, designed to minimise the negative effects of bullying exposure. Initial results showed no change in bullying or self-reported measures on well-being and sleep, but objective sleep data via wearables displayed positive impacts. Finally, *Baillien* (KU Leuven, Belgium) and colleagues delve into the primary conceptual, theoretical, and methodological challenges for future research on workplace bullying - towards more effective interventions - based on a critical literature review. Their insights underpin broader discussions on workplace mistreatment with the symposium participants across parts one and two.

S167

Transforming the System of Work: Addressing Systemic Risks and Fostering Cohesive Dynamics to Prevent Workplace Bullying

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Background: Research makes it clear that workplace bullying, like other forms of mistreatment, is a problem rooted in the work environment. Though manifest through behaviour, workplace bullying is a systemic issue that reflects diverse antecedents embedded at multiple levels. A major challenge is to develop evidence-based solutions to fix the systems of work in which negative acts occur. Effective interventions must target the systemic factors that shape bullying behaviour.

Method: We evaluated a participatory organizational intervention aimed at changing the organizational conditions relevant to bullying. Our focus was on diagnosing and fixing systemic errors in organizational functioning that manifest in increased risk of bullying (known as *risk contexts*). We conducted a cluster randomised controlled trial of the intervention in 52 supermarket stores across Australia (n = 25 intervention stores and n = 27 control stores). Data were collected from 2,194 and 1,680 participants at pre- and post-intervention, respectively. We conducted our analysis by aggregating individual responses to department level, to investigate bullying as a systemic problem. The final data set included 105 departments (n = 52 in the intervention stores and n = 53 in the control stores) with at least 4 employees in each department who responded to both pre- and post-intervention surveys.

Results: We observed a 49.6% reduction in bullying exposure, on average, in departments within the intervention stores, compared with an average increase of 56.9% in departments within the control stores over the same timeframe. There was no significant difference bullying exposure between the intervention and control departments at baseline, $F(1, 104) = .29, p = .59$, whereas those departments that participated in the intervention experienced a significantly lower level of bullying post-intervention relative to those in the control group, $F(1, 104) = 23.92, p < .001$. The results of mixed ANOVA showed a significant main interaction effect of time (pre- and post-intervention) and condition (intervention vs. control) on levels of bullying exposure, $F(1, 103) = 22.39, p < 0.01, \eta^2 = .18$, as well as on social cohesion, $F(1, 103) = 11.91, p < 0.01, \eta^2 = .10$. We also found that intervention condition was positively related to social cohesion post-intervention ($b = .82, p < 0.01$), which in turn was negatively related to bullying exposure post-intervention ($b = -1.14, p < 0.01$) while controlling for social cohesion and bullying exposure assessed pre-intervention. The indirect effect was significant ($b = -.94$), with 95% CIs [-1.36, -.52].

Conclusion: In addition to providing valuable evidence about the merits of targeting the underlying risk contexts, our study highlights the important role of participatory intervention processes for preventing workplace bullying. Our research advances intervention knowledge and practice by demonstrating how the systemic risks for bullying can be transformed through collaborative efforts, emphasising the vital role of cohesive social dynamics for cultivating systems of work that are resistant to mistreatment. Future research should continue to examine these two focal points – risk contexts and social dynamics – and explore opportunities for implementation of participatory interventions at greater scale.

S168

Developing a Resource-Based Approach To the De-Escalation of Bullying, Aggression, and Sexual Harassment: A Qualitative Study

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Background: To tackle workplace mistreatment in the form of bullying, aggression, and sexual harassment, intervention and prevention initiatives commonly strive to address the root causes behind these negative social behaviours. Historically, scholarly focus across these three domains has heavily leaned towards stress theories, identifying a broad spectrum of negative aspects present in the workplace that might fuel bullying, aggression, and sexual harassment. Conversely, there is considerably less knowledge regarding the positive elements or resources that precede the absence (or lack) of these negative social behaviours. However, understanding the positive aspects surrounding work that inhibit bullying, aggression, and sexual harassment offers a more direct pathway towards their prevention (Leka & Cox, 2010). That is because, unlike stressors, understanding and leveraging resources do not require

additional elaboration in terms of which additional aspects are needed to influence or counteract them. Consequently, the current study aims to identify work-related resources for these forms of mistreatment and investigates when in the process they aid to de-escalate or prevent bullying, aggression, and sexual harassment. To do this, we draw insights from real-life cases provided by organizational experts in dealing with cases of bullying, aggression, and sexual harassment to develop a deep understanding of what, when and how resources are useful in tackling workplace mistreatment.

Method: In a qualitative study design, we conduct interviews with Belgian subject-matter experts, primarily comprising occupational health professionals known as 'prevention advisors psychosocial well-being'. These advisors are legally mandated in Belgian organizations to act as contact persons, mediators, and field experts when a case of mistreatment at work arises. To glean insights, we use the critical incident technique (CIT), tapping into the real-life cases experienced by these experts and benefiting from their extensive experience. Through thematic analysis, we examine the unfolding of these cases from start to finish, exploring the specific resources part of the situation and their role in de-escalation of instances of bullying, aggression, and sexual harassment.

Results: Data collection is scheduled for February 2024 and will involve a team of three trained interviewers. To ensure consistency and inter-rater reliability, two interviewers will be present during each interview session. These interviews will adhere to a predefined topic guide and will be recorded, transcribed, and analysed using thematic analysis within Nvivo (Corbin & Strauss, 1990).

Conclusion: During the symposium, we will present and discuss the in-depth findings of our comprehensive analysis. Key highlights will include our emphasis on adopting a resource-based approach to workplace mistreatment: our study identifies the most (and least) effective resources for de-escalating instances of bullying, aggression, and sexual harassment and when throughout the process they do so. Our research not only complements the existing stressor-focused literature but offers direct practical implications as well. Future intervention developers are able to leverage these insights to pinpoint specific areas for effective intervention strategies.

S169

The Impact of Bodyworn Cameras on Incidents of Violence and Aggression in Civil Enforcement

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Background: Body-worn cameras (BWC) are increasingly used by Civil Enforcement Officers (CEO) as a preventative measure to deter and diffuse incidents of violence and aggression and to record evidence. There are recent reports of the intention to use BWC in other industries, such as retail, prison officers, and rail staff. Despite this increased usage, there is mixed and limited evidence surrounding the efficacy and effects of BWC, with most evaluations focussing on use by police services. This study investigated the impact of BWC on violence and aggression, including frequency and characteristics, towards CEOs in a large UK business group offering enforcement services across various sectors.

Method: Secondary data analysis of incident reports (n=347), taken from our industry partner, of violence and aggression was conducted. Quantitative analysis investigated the frequency and characteristics of incidents. Qualitative thematic analysis explored how incidents were explained and experienced, as well as the relationships between the incidents, the environment in which they took place, and the longer-term outcomes resulting from incidents.

Results: Quantitative - Comparable areas with regard geographical size and density and the highest levels of reported violence and aggression were City 1 (59 reports, uses BWC), and City 2 (57 reports, no use of BWC). CEOs in both experienced similar levels of violence and aggression. Levels of physical violence and damage to equipment was higher in City 1, despite their use of cameras. City 2 experienced greater levels of verbal aggression, threats, incidents involving spit, sexual violence, as well as higher levels of racist and sexist attacks.

Analysing the data from all localities according to the type of violence experienced also revealed camera users experienced greater levels of physical violence and damaged equipment suggesting BWC represent a target for violence and aggression, which skews overall levels of incidents.

Qualitative - Reports indicate cameras can act as a deterrent to further violence and aggression or reduce the potential severity of violence and aggression. However, there were also reports which detail how the presence of cameras made little difference, exacerbated violence, or provoked further violence in perpetrators' attempts to remove evidence. It is possible incidents where the camera has the effect of exacerbating violence and aggression could be undermining the evidence supporting the potential for BWC to prevent violence and aggression. One clear effect of BWC was the ability to record incidents and provide evidence, which gave CEOs greater confidence to report and seek justice. Whereas with those who do not use cameras, there may be significant under-reporting because the CEO feels unable to evidence their claims.

Conclusion: BWC do not necessarily reduce the frequency of incidents overall, and the nature of these incidents are more likely to involve physical aggression and equipment damage. The cameras signify a target for violence and aggression. BWC effectively record evidence of incidents which assists police investigations and prosecutions. The use of BWC boost the confidence of CEOs while undertaking their duties and in pursuing justice following incidents.

S170

Effects of a Workplace Sleep Program on Bullying and Employee Well-Being

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Background: Stressful social situations have been seen as common precipitating factors of sleep problems. For instance, immediate responses to bullying frequently include complaints about sleep (e.g., Nielsen & Einarsen, 2012). In this sense, some of the most typical immediate reactions to bullying are sleep complaints (e.g., Nielsen & Einarsen, 2012). Furthermore, Rodríguez-Muñoz et al., (2020) found that insomnia symptoms persisted even after the bullying behaviours decreased. The current study evaluated the effects of a workplace sleep intervention on bullying and employee well-being, considering both objective and self-reported sleep outcomes.

Method: We conducted an intervention based on Blake et al. (2016) and Crain et al. (2019) comprising three sessions. These sessions covered psychoeducation on sleep, relaxation techniques, and a concluding closure session. The intervention was six hours, and assessments were conducted pre-and post-intervention. Twenty researchers from our university took part, completing questionnaires and wearing an accelerometer (ActiGraph wGT3X-BT) on their non-dominant wrist continuously for seven consecutive days both before and after the intervention.

Results: Preliminary results indicate that there were no significant differences in exposure to bullying behaviours or in well-being indicators such as anxiety and depression when assessed before and after the intervention. Similarly, no differences were observed in the self-reported measures of sleep, including insomnia and sleep quality. However, significant differences emerged in objective sleep measures, particularly in terms of total sleep time and sleep efficiency.

Conclusion: The intervention could have initially affected objective sleep patterns, potentially leading to subsequent impacts on subjective experiences that might take longer to fully emerge over an extended period. Existing literature suggests that improved health could indirectly influence bullying. Studies have indicated that deteriorated health might contribute to an individual's vulnerability, potentially making them more susceptible to being targeted in a workplace setting (Rodríguez-Muñoz et al., 2015). However, in our study, we did not find evidence supporting this hypothesis. It's important to note that our assessment occurred immediately after the intervention, spanning a month. Changes in subjective experiences, such as perceptions of bullying or overall well-being, might require a longer duration to become evident compared to the more immediate alterations seen in objective sleep metrics. Follow-up studies will be crucial in further understanding this dynamic.

S171

Enhancing Workplace Bullying Research to Advance Evidence-Based Interventions

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Background: Despite the rapid expansion in knowledge production on workplace bullying (Neall & Tuckey, 2014), several conceptual and methodological challenges have constrained the evidence base crucial for designing and assessing interventions. This limitation is evident in the scarcity of published studies on bullying interventions, despite their significant practical relevance (Escartin, 2016; Hodgins et al., 2014; Murray et al., 2020). However, organizations are facing increasing legal pressure to effectively address and diminish the impact of workplace mistreatment. Due to these pressures, there is a growing demand for evidence-based interventions that effectively prevent and mitigate the risks associated with bullying and mistreatment. This contribution addresses this demand by offering a unique perspective. Instead of solely emphasising research findings or theoretical and methodological aspects in isolation, we reframe the workplace bullying literature to advance interventions within organizational settings.

Method: Through a critical literature review, our objective is to pinpoint crucial issues in theoretical understanding, research methodology, and intervention studies on workplace bullying. We aim to propose potential solutions that could not only benefit workplace bullying research but also serve as inspiration for broader mistreatment studies.

Results: Our preliminary findings underscore key gaps requiring attention to strengthen the foundation for developing and testing interventions. Regarding theory and conceptualisation, we recognised a critical need to enhance and integrate social perspectives within the study of workplace bullying. In this respect, it is crucial to advance a theory explicitly designed for workplace bullying. Concerning methodology, dynamic designs exploring temporal aspects and delving into 'when,' 'what,' 'how,' and 'why' of bullying incidents are essential. Recognizing the intrapersonal nature of bullying's evolution, within-person studies are pivotal. In terms of intervention studies, the prevalent focus on individual-level interventions, emphasising

education and training, overlooks the organizational roots of bullying. Non-participatory approaches hinder intervention success despite recommendations for employee involvement. Furthermore, the methodological quality of many published intervention studies remains a concern, with the absence of within-individual diary approaches which could offer valuable insights into change dynamics and intervention efficacy.

Conclusion: During the symposium, we will elaborate and present our conclusive insights gleaned from our review, extending these findings to the broader domain of workplace mistreatment research. Our aim is to engage participants in an extensive discussion on potential future advancements in the field of mistreatment at work.

Symposium 35: Fostering Employee Well-being in a Modern Working World: Mechanisms, Interventions and Conditions for Boundary Management, Recovery and Well-being

Chair Katharina Schneider
Discussant: Kathrin Reinke

Our working world changes rapidly: Work has become faster, more global, mobile and flexible. These changes create new challenges for employees' recovery and well-being. Accordingly, research calls for finding new ways that enable employees to maintain both their productivity and well-being – and that enable organizations to provide sufficient boundary conditions to do so. This symposium aims at shedding light on (1) mechanisms of recovery and boundary management, (2) the effects and effectiveness of recovery and well-being interventions, and (3) on important organizational challenges and boundary conditions to increase recovery and well-being in practice.

The first contribution by Goldschmitt and Rigotti (Johannes Gutenberg-University Mainz) sheds light on mechanisms and boundary conditions of the relationship between distinct recovery experiences and well-being in a daily diary study. The next contribution by Schneider and colleagues (University of Applied Sciences Fresenius Wiesbaden) examines the use and adaption of boundary management strategies over time in a qualitative weekly diary study. The following contribution by Reinke et al. (University of Applied Sciences Fresenius Wiesbaden) conducted an intervention study examining the effects of a boundary management and well-being training and investigating the underlying theoretical mechanisms of training effectiveness. The intervention study by Schmeink and Hehner (University of Applied Sciences Fresenius Wiesbaden) sheds light on how an online training addressing the concept of art-of-living can improve recovery and well-being, comparing two different intervention groups with a control group. Lastly, to illustrate the important practitioner view, the practical contribution by Rexroth et al. (Berufsgenossenschaft Rohstoffe und chemische Industrie) sheds light on how short boundary management interventions can be implemented in organizations and which organizational conditions need to be considered.

The results shed light on conditions and interventions that may foster employees' well-being. Thereby, the symposium provides fruitful avenues for future research on boundary management, recovery and well-being as well as specific, differentiated recommendations for practice on how to support employees in their recovery and well-being. While the first two contributions give a more detailed insight into potential mechanism of boundary management and recovery processes, the subsequent intervention studies illustrate effective ways to improve employees' boundary management, recovery, and well-being. Finally, our practice contribution gives important insights on challenges and boundary conditions that should be considered in order to provide effective and sustainable interventions.

S172

Recover - Be Happy at Work? Relaxation vs. Mastery: Divergent Paths to Morning Recovery and Their Impact on Work Mood

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Background: Studies suggest that recovery experiences, often occurring in the evenings, positively impact mood the next day. However, the underlying mechanisms driving this effect remain somewhat elusive. The state of being recovered in the morning, i.e., feeling physically and mentally refreshed, is understood to be the outcome of successful recovery mechanisms and thus a vital part of the recovery process. This study therefore investigates whether the state of being recovered in the morning actually mediates the relationship between recovery experiences in the evening and mood at work the next day. Drawing upon the COR theory, we hypothesize that the separate sub-dimensions of recovery (relaxation and mastery) differ in their effect on the state of being recovered in the morning. Relaxation, which typically requires fewer resources, contrasts with mastery that, despite its benefits, initially demands resource expenditure. Therefore, we examine whether relaxation is more strongly related to being recovered the next morning as compared to mastery and in turn to affect at work. In contrast, the benefits of mastery might be more evident over a longer period. This distinction could provide deeper insights into how different recovery experiences shape our daily work lives.

Method: Data from a diary study with 136 nurses from 10 German hospitals are used to answer our research questions. Prior to the daily diaries, participants completed a general survey assessing demographic and work-related data. As part of the daily diaries, the participants provided information on five consecutive days about their recovery mechanisms before going to bed and their state of being recovered the next morning. Their mood during their shift was assessed at three pseudo-randomized time points.

Results: Multilevel analyses showed that the state of being recovered in the morning predicts the mood at work. Of the two recovery experiences, only mastery significantly predicted the state of being recovered in the morning. Contrary to the assumptions, however, we found no evidence for the expected mediation. Further analyses revealed time pressure and emotional demands as moderators of the relationship between relaxation in the evening and the state of being recovered in the morning.

Conclusion: With this work, we hope to contribute to the understanding of the mechanisms within the recovery process and to shed light on the role of each facet of recovery. The results may also have practical implications, for example, for the design of future employee training programs, aimed at enhancing recovery from work.

S173

The Challenges of Telework: Strategies for an Active, Supporting Boundary Management of the Work and Private Life Domain

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Background: The prevalence of telework has increased in recent years (Allen et al., 2015). The Covid-19 pandemic has accelerated again the spread and intensity (Bonin et al., 2021; Contreras et al., 2020). We already know from previous research that remote workers are more confronted with blurred boundaries between work and private life and are less able to detach

(Lott, 2017). However, consciously applying strategies to manage work-life boundaries can increase important factors such as work and family satisfaction, well-being and performance (e.g., Carlson et al., 2016; Gravador and Teng-Calleja, 2018; Sayah, 2013). Previous research distinguishes between temporal, behavioural, physical, and communicative strategies (Allen et al., 2021; Kreiner et al., 2009). Due to the new established telework routines, our goal is to investigate, whether we can replicate these findings or find new strategies. In addition, this study looks at the application of the strategies over a period of several weeks and thus contributes to a better understanding of the implementation and adaptation of the boundary management strategies over time.

Method: This qualitative weekly diary study interviewed 68 employees over six weeks ($n = 272$) at the onset of the Covid-19 pandemic about which boundary management strategies were evaluated as helpful and retained over time. Therefore, participants were asked three open questions to reflect on their boundary management strategies and assess how helpful they found the strategies used in the respective week ("What worked well this week, what was helpful?", "What didn't work well this week?") and to plan for the coming week ("What would you like to do next week?"). 85% of the respondents are female, the average age is $M = 41.6$ years ($SD = 11.0$ years).

Results: The results of the qualitative content analysis (Mayring, 2015) show that a total of 15 different strategies were used that the participants rated as helpful at least once during the survey period. These strategies can be classified in existing literature (Allen et al., 2021; Kreiner et al., 2009). Of these, temporal (e.g., private appointments at the end of the working day) and physical (e.g., using an extra room as office) strategies were assessed as most helpful and retained over the weeks.

Conclusion: By examining the development over the course of six weeks, our study makes an initial contribution to the sustainable use and impact of the strategies over time. It becomes clear that some strategies even became established as routines. However, employees should not only have to bear the responsibility for successful boundary management themselves but should also receive significant support from the company and their managers by e.g., getting boundary management trainings or establishing availability agreements.

S174

Boundary Management, Recovery and Well-being in a Mobile Working World: Developing and Validating an Online Training

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Background: Mobile work brings greater flexibilities yet likewise new challenges for employees, such as blurring the boundaries of their work and non-work life. This may increase employees' work-life conflicts and reduce psychological detachment (Thörel et al., 2021). Thus, the changing demands of the working world bring new demands for employees to regulate their boundary management behaviour and maintain their recovery and well-being. The goal of this intervention study was to examine how a boundary management and well-being training may foster employees' boundary creation behaviour, recovery and well-being.

Research on well-being interventions suggests that individual strategies conveyed in interventions have the potential to improve employee health. Yet only few studies address the context of a digitized working world, that is, examining the effectiveness of strategies for a healthy use of ICT, boundary management and recovery (see Karabinski et al., 2021; Richardson, 2017). Besides, research examining theoretical mechanisms that may explain the

effectiveness of these interventions is scarce (Daniels, 2016). To address this shortcoming, we draw on the social-cognitive theory of self-regulation (Bandura, 1991) and the integrated training transfer and effectiveness model (ITTEM, Nielsen and Shepherd, 2022), and investigate not only intervention effects on well-being outcomes but also on learnings and behaviours as necessary preceding steps for changes in well-being (Nielsen and Shepherd, 2022).

Method: We developed an online training consisting of live online sessions held each week over the course of four weeks (2-3.5 hours per session). The training builds on principles of the social-cognitive theory of self-regulation to address self-regulative behaviour change as well as on recent findings on boundary management and well-being. To examine the training's effects and investigate its mechanisms of effectiveness, we currently conduct an intervention study with employees from different companies. The study includes measurements one week prior to the training (T1), one month (T2) and three months after completing the training (T3) for training participants and a control group. Further, we conduct a weekly diary study for training participants, completed after each training session.

Results: Preliminary results of the weekly diary study with training participants who already completed the training ($n = 27$, 14 women, mean age = 37.6 years) show that they engaged in stronger boundary creation behaviour over time. Further, satisfaction for work-life balance increased over time. Data to conduct between-within analyses for interaction effects of condition (intervention group vs. control group) by time (T1-T3) on learning, behaviours and well-being is currently still collected.

Conclusion: Our findings have the potential to offer new insights about the effectiveness of evidence-based interventions for employees in a mobile working world. In addition, drawing on the ITTEM and social-cognitive theory of self-regulation, our study sheds light on theoretical mechanisms that may explain the effectiveness of such interventions.

S175

Can Well-being in Home-office Be Improved by Targeted Art-of-Living-Trainings? An Intervention Study

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Background: Various studies have shown that people's well-being has decreased since the Covid-19 pandemic. Since then, the amount of people being able to work from home increased. This resulted in various challenges, such as the delimitation of boundaries between private and professional life as well as increased and longer working hours. This may lead to role conflict, and to feelings of stress and long-term decline in well-being. Employees need to manage their boundaries to counteract emotional exhaustion and psychological stress. Since most people lack the necessary knowledge on appropriate coping strategies, this study examines the impact of an art-of-living training to increase well-being. Art-of-living, as a construct of positive psychology, deals with ways to lead a self-determined and reflected life. The present training-study focused on the compatibility of different areas of life, use of coping strategies, increasing meaning and enjoyment, all components of the art-of-living construct.

Method: The developed online training was conducted in Germany and consists of four sessions, each taking place at a one-week interval. The intervention study has a two-factor multivariate 3x3 design, based on the three different training conditions (IG1, IG2 and CG) and on three measuring times (pre-, post- and follow-up test). Individual development and group factors are considered. Subjective well-being and the art-of-living components are measured

before the training (T1), shortly after the training (T2) and two weeks after the training (T3). The training group ($n = 26$) was divided into a group with reflection questions after each training session (IG1) and a group without reflection questions after each training session (IG2). The control group (CG) ($n = 27$) received only weekly reflection questions about their current well-being.

Results: Two-factor analyses of variance (ANOVA) with repeated measures were conducted. The effects between the pre- and follow-up test as well as within the weekly questionnaires were considered. Significant interactions were found for the overall art-of-living score, well-being and the participants' recovery experience. No significant correlations were found between the pre-test and follow-up test for the individual art-of-living subscales and the use of recovery strategies. Significant interactions were found in the weekly questionnaires.

Conclusion: The special feature of this study is an art-of-living training for employees working from home, which was carried out as a live online seminar. Thus, the advantages of two training types are combined: the advantages of online training, with supra-regional accessibility, lack of approach routes and time-flexible scheduling, and the advantages of a face-to-face seminar with the clarification of queries and uncertainties. It is a worthwhile intervention for employees to gain insights into strategies to deal with the challenge of working from home and to reflect weekly in order to enhance well-being and thus prevent health issues.

S176

Making it Count: A Practical Approach to Implementing Short Boundary Management Interventions in Organizations

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Background: With the establishing of flexible work conditions, effective boundary management is becoming more and more important. An ample amount of studies (Michel et al., 2014; Rexroth et al., 2016) show that segmentation is helpful for a successful work-life balance and employee health. Research has given clear implications how this can be achieved (Haun et al., 2021; Karabinski et al., 2021). However, when implementing these research implications in organizations, several challenges have to be met. A common challenge is the very restricted timeframe available for such interventions due to production schedules, time pressure, or organizational challenges.

Method: Taking this into account, we adapted a boundary management intervention for a 45-minute timeframe.

In this short intervention we focused on basic boundary management education as well as on reflecting on one's own current boundaries between life domains and preferred boundary management style. For the part regarding preferences and actual boundaries we used a questionnaire (Haun, 2021) that we developed based on Kreiner and colleagues (2009). When teaching boundary management strategies (Kreiner et al., 2009) in the field, feedback showed that employees found it most helpful to develop their own individual strategies because standardized solutions often do not apply to individual circumstances. Therefore, in our intervention we introduced general boundary management strategies, discussed individual strategies, and ended with individual boundary management goal setting.

Results: Practical experience with this short-term approach shows that it is possible to get employees to reflect on their boundary management and to set goals.

Conclusion: Although our intervention was successful, we found that it needs more time to deal with arising boundary management issues more deeply and to consider different factors that impact our boundary management. It needs more time to think things through and to build trust to open up to the process and the group. We will review our experiences and highlight benefits and challenges. Implications for further research and collaboration between researchers and practitioners will be discussed.

Symposium 36: Leadership for Well-being: Unveiling the Impact of Mental Health-Specific Behaviours

Chair Cristian Vasquez

Contemporary research on leadership emphasises the necessity of comprehending how leaders' behaviours influence their well-being and that of their followers (Illies et al., 2005; Inceoglu et al., 2017; Kaluza et al., 2020). While numerous studies have established connections between leadership behaviours, styles, and employee well-being (Inceoglu et al., 2017), a notable gap exists in the literature concerning the specific behaviours leaders may engage in to foster well-being in organizations and leadership training explicitly addressing mental health. In other words, despite increasing attention to the associations between leadership dimensions (such as styles, behaviours, and traits) and employee well-being, as well as calls for further exploration in this domain (Kelloway and Barling, 2010), scant research has investigated the potential positive impact of leadership training on well-being (Nielsen and Taris, 2019). This symposium seeks to address this gap by presenting a collection of advanced studies on leadership and well-being.

In the first presentation, Pelzer and colleagues explore the relationship between mental health-specific leadership, namely, leaders' active behaviours to take responsibility for the health of their employees and two employee well-being indicators: work engagement and burnout. The following presentations explore the effects of training on both leaders' and employees' well-being. Breinholt and colleagues conducted a systematic literature review to explore training transfer in the leadership training literature with well-being and performance as outcomes. Results show that the way of conceptualising training transfer varies across studies; they are primarily quantitative and use cross-sectional designs, and the link between changes in behaviour and outcomes is barely explored. The following presentations investigate how leaders use their learning after interventions in their daily work and how this impacts their and their followers' well-being. Using a qualitative design, Schmitt and colleagues particularly examine the effects of leadership training on well-being in a context of uncertainty due to a merger in two different organizations. Their findings show participants felt increased self-awareness and self-efficacy and felt better equipped to cope with stressful situations and acquired knowledge to support employees and themselves when facing mental health issues. Similarly, using a quantitative design, Vasquez and colleagues analysed the importance of training transfer in leadership interventions on the well-being of leaders and their employees. Findings show that a leader's perception of the training design influences their intention to transfer and training transfer, which may impact their and their followers' well-being.

S177

Mental Health-Specific Leadership, and its Relation to Burnout, Work Engagement, and Stigmatizing Attitudes: Results from a Cross-Sectional Study.

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Introduction: In today's demanding workforce, exacerbated by rising burnout and disengagement rates (Future Forum Pulse, 2023; Gallup, 2023), the imperative for organizations to prioritise mental health is clear. Recognising the central role of leaders in employee well-being, this study focuses on the promising paradigm of mental health-specific leadership, in which leaders actively take responsibility for the health of their employees. Using cross-sectional data from a Dutch public organization, the research aims to define and conceptualise this emerging leadership style and explore its relationship with employee burnout, work engagement and stigmatising attitudes. Given the lack of a clear definition, the study seeks to establish a basic understanding of mental health-specific leadership. It also examines individual responsiveness to this leadership style, with a particular focus on the moderating effect of stigmatising attitudes.

Method: Participants were recruited as part of the Horizon 2020 H-WORK project (De Angelis et al., 2020) on mental health from an organizational unit in a Dutch public organization. The study was cross-sectional and consisted of an online questionnaire. A total of 235 employees completed an online questionnaire on perceived mental health leadership, burnout, work engagement and stigmatising attitudes. Data analysis is ongoing.

Results: We hypothesise that mental health-specific leadership will have a negative relationship with employee burnout and a positive relationship with work engagement. Furthermore, we expect that holding stigmatising attitudes will weaken the negative relationship between mental health leadership and burnout. We also expect that holding stigmatising attitudes will weaken the positive relationship between mental health-specific leadership and work engagement.

Conclusion: In conclusion, this paper delves into the uncharted territory of mental health-specific leadership, highlighting its implications for mental health at the individual level. Recognising the lack of a clear definition, our study contributes by defining and conceptualising this novel leadership style. In addition, the research sheds light on the nuanced dynamics of individual responsiveness to mental health-specific leadership. This research enhances our understanding of the complex interplay between leadership and mental health and provides valuable insights for promoting healthier work environments.

S178

What Makes Leadership Training Work?

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Background: Leadership training is crucial for improving leaders' skills and competencies to motivate employees, enhance productivity, and achieve strategic goals (Yukl, 2012). Leadership training differs from training targeting employees - the main aim of leadership training is to change the behaviours of the ones who do not participate in the training. The absence of leadership training can result in lower levels of leadership effectiveness, leading to

reduced employee satisfaction, commitment, and performance (Avolio et al., 2009). However, leadership training does not always produce the desired results (Avolio et al., 2009; Hieker & Pringle, 2020). Understanding what affects the transfer of leadership training is crucial for predicting the outcomes of leadership training, calling for a state-of-the-art exploration of how leadership training transfer has been studied.

Method: The main objective of this systematic review is to create a state-of-the-art overview of the investigation of training transfer in the literature on leadership training with well-being and performance outcomes. We coded the included studies based on the Training Transfer Model of Baldwin and Ford (1988) and the Four-Level Evaluation Model by Kirkpatrick and Kirkpatrick (2016).

Results: We found 39 leadership training studies evaluating training transfer. Several definitions of training transfer were used. Most studies employed a cross-sectional design, which does not align with the dynamic, longitudinal nature of training transfer. Additionally, most studies utilized a quantitative design, which might not capture the complexity of human behaviour (e.g., leadership training transfer). The investigation of training design, relative to individual characteristics and organizational characteristics, has received insufficient attention. Only three studies related training transfer to the outcomes of the leadership trainings. No studies evaluated changes in employees' behaviours, which are expected outcomes when leaders change behaviours.

Conclusion: This systematic review provides a state-of-the-art overview of how leadership training transfer has been investigated to date, enriching the understanding of leadership training transfer and identifying gaps in the evaluation process. Based on the findings, the study presents a framework for evaluating leadership training transfer, founded on the models of Baldwin and Ford, and Kirkpatrick.

S179

Workplace Interventions for Leaders in Times of Uncertainty - Every Cloud Has a Silver Lining

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Background: Current political, economic, and societal developments lead to high uncertainty in organizations, which negatively impacts the well-being of the members of the organization. Leaders play a crucial role in protecting employees' well-being, which calls for guidance on interventions to support leaders in this function.

Method: The main objective of this study is to examine how interventions aimed at promoting employee well-being and protecting mental health support leaders and their employees during times of uncertainty caused by M&A and the pandemic. We conducted 22 interviews to evaluate the process of two leader-level interventions, namely leadership coaching and mental health awareness training, implemented in two corporate organizations during M&A and the COVID-19 pandemic. We applied an evidence-based framework to evaluate the intervention effectiveness, focusing on context, intervention, and participants' mental models.

Results: Intervention participants felt increased self-awareness and self-efficacy, with more clarity about their careers, and felt better equipped to cope with stressful situations. They also gained awareness of the importance of good mental health and better leadership skills and knowledge to support employees and themselves when facing mental health issues. Our

findings reveal that the contextual factors were diverse in the two organizations, which triggered rather different mechanisms and content in the coaching intervention but led to a similar process for mental health awareness training.

Conclusion: This research underscores the critical role of interventions in supporting leaders and employees during uncertainty, particularly in the context of organizational change. Our findings highlight the importance of tailoring interventions to each organization's unique context. This study enriches the understanding of organizational change and offers valuable insights for designing and implementing effective interventions in diverse organizational settings. This study contributes to the literature on organizational change by illustrating how similar events in two different organizations can lead to very diverse challenges for employees and managers and by comparing the process of these interventions. Further, it contributes to the literature on workplace interventions by adding evidence to process evaluation.

S180

Multilevel Effects of Leader Transfer of Training on Leader and Employee Well-Being

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Background: Research on leadership has explored leaders' impact on employee outcomes, like job performance (D'Innocenzo et al., 2016) and well-being (Inceoglu et al., 2018), with positive effects of leadership training (Lacerenza et al., 2017). Despite calls for more research on the relationship between leadership and employee well-being (Kelloway & Barling, 2010), limited studies have investigated the effects of leadership training (Nielsen & Taris, 2019). While reviews connect leader behaviours with leaders' well-being (Kaluza et al., 2020), empirical support for this connection in leadership training is scarce (Urrila, 2021). Previous studies, mostly using traditional pre-post designs (Martin et al., 2021), lack insights into the specific mechanisms for improving leaders' and followers' mental health (Avolio et al., 2009; Nielsen & Taris, 2019).

This study, applying a realistic evaluation framework to organizational interventions (Nielsen & Miraglia, 2017), tests process mechanisms explaining leader-level interventions' effects on well-being. Recognizing leadership's multilevel nature (Bliese et al., 2002), we propose a multilevel mediated moderation model. Leaders' intention to use training is expected to enhance the application of acquired skills, leading to improved well-being for both leaders (leader-level) and employees (individual-level). Focusing on leader transfer of training, a central mechanism (Lacerenza et al., 2017), we draw on the Conservation of Resources (COR) theory. Leadership training is predicted to positively impact well-being by providing resources for leaders to cope with stress and demands, facilitating work and increasing well-being. Considering the crossover of resources (Hobfoll et al., 2018), we suggest leader resources can be transferred to employees, enhancing their well-being. We anticipate leaders' perceptions of training design acting as a boundary condition, with more opportunities to enhance the translation of learning into concrete actions.

Method and Results: The study employed a three-wave longitudinal survey design. We are collecting data from several private and public sector organizations in Europe. Leaders participated in interventions to improve their and their followers' mental health and well-being. T1 includes a measure of leaders' intention to transfer, a three-item scale adapted from Yelon

et al. (2004) and training design by Holton et al. (2000), distributed immediately after the last activity. Then, T2 was implemented three to six months after T1 and included measures of leaders' training transfer, a three-item scale adapted from Grohmann & Kauffeld (2013). Three months after T2, T3 collected data from leaders' and followers' well-being self-ratings of Burnout 12-item, Schaufeli et al. (2019). Currently, we are finishing the data collection of outcome variables.

Contributions: This study contributes to assessing the process evaluation framework applied to leader-level interventions. Based on realist evaluation (Nielsen & Miraglia, 2017), we will test specific mechanisms (e.g., leader intention to transfer, training design and training transfer) that can explain the influence of leader training on the leader and employee well-being. Finally, we contribute to organizations and practitioners by suggesting a simple assessment of leadership training and sharing evidence-based training concepts for improving leaders' well-being.

Symposium 36: Employees in Charge: Different Faces of Self-Regulation and Proactivity at Work

Chair Ricarda Schlepner & Jana Kühnel

Leadership, both at the interpersonal and organizational levels, plays a pivotal role in providing structure at work. Still, a high-quality work experience requires shared responsibility from organizations/supervisors and employees. This symposium delves into self-regulation and proactivity at work from five distinct perspectives, offering innovative insights into self-responsible methods to enhance employees' work conditions.

The first study, presented by Tina Armaşu (University of Groningen, Netherlands), contrasts deliberate from habitual self-regulation behaviours at work, highlighting the potentially beneficial role of habitual self-regulation for performance and well-being. The study provides a review of the previously scattered literature on habitual self-regulation to create a theoretical basis for future studies on the promising, but rather neglected counterpart of deliberate self-regulation at work.

The second study, presented by Anna Neumer (University of Mannheim, Germany), investigates factors influencing employees' decisions to work from home or at the office in hybrid work settings. In line with hypotheses formulated drawing from both job demands-resources theory and expectancy theory of motivation, results indicate that employees choose a workspace based on their performance expectations, influenced by the demands and resources of both the workspace and the work task.

The third study, presented by Ricarda Schlepner (University of Vienna, Austria), introduces the concept of health-related proactivity at work, emphasizing the importance of employees taking proactive measures for health maintenance and promotion. It provides insights into the validation of the newly developed Health-Related Proactive Behaviour at Work (HR-ProW) scale, along with ongoing research examining day-specific fluctuations in health-related proactivity and predicting factors and outcomes of this new concept.

The fourth study, presented by Ada Sil Patterer (University of Vienna, Austria), explores the impact of telework on employees' use of self-leadership strategies and daily work engagement. Findings indicate that employees employ self-goal setting, self-reward, and visualization of successful performance more on telework days than office days, with these strategies positively correlating with work engagement. However, overall, analyses hint that the effectiveness of self-leadership strategies does not significantly depend on the work location.

The fifth study, presented by Jette Völker (University of Mannheim, Germany), explores the impact of weekend sleep characteristics on employees' ability to psychologically reattach to work on Mondays, a crucial transition from the weekend to the workweek. It demonstrates the role of weekend sleep quality and catch-up sleep for workweek exhaustion via Monday reattachment, highlighting the importance of considering differential sleep characteristics in comprehending the link between weekend recovery and workweek outcomes.

S181

Achieving More With Less: An Integrative Review on the Role of Habitual Behaviours for Employee Self-Regulation at Work

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Achieving goals at work involves a lot of effort, monitoring, and decision-making. Employees may pursue a multitude of goals at work, ranging from performance goals to collaboration goals and self-management goals. During goal pursuit, employees need to regulate their thoughts, emotions, and behaviours to ensure they are moving towards goal achievement. The beneficial role of self-regulation for employee performance and well-being has been widely acknowledged. Yet, research on self-regulation at work has mostly focused on deliberate self-regulatory behaviours (e.g., planning) and has overlooked habitual (or automatic self-regulatory) behaviours. While deliberate self-regulation requires effortful behavioural adjustment that favours goal pursuit, habitual behaviours can help workers in their goal pursuit without the need for deliberate effort, thereby benefiting performance and well-being.

Existing research on habitual behaviours at work is scattered across domains and lacks an integrated theoretical foundation. To move forward in our understanding of the role of self-regulation for employee work outcomes, there needs to be a synthesis of the accumulated research on habitual behaviours at work. In our endeavour to provide a comprehensive integration of the literature, we conducted a systematic literature review on habitual behaviours at work, analyzing 68 publications. We examine the existing subtypes of habitual behaviours – habit, routine, and routinized task behaviour – and identify the overlapping and unique features of these constructs. Next, our analysis of the measurements reveals common use of three types of instruments which only partially align with the definitions of habitual behaviours. Last, we integrate the fragmented research into a self-regulatory framework of habitual behaviours at work that captures antecedents, outcomes, mediators, and moderators of habitual behaviours at work. Additionally, our analysis of the empirical coverage reveals that particularly mediators are under-researched. Based on our results, we offer recommendations for future research in terms of both theoretical and methodological approaches to studying habitual behaviours at work. Thus, our review advances theory on self-regulation at work and can serve as a point of reference for both new and established scholars interested in the role of habitual behaviours at work.

S182

How Decisions to Work From Home Depend on Demands And Resources Available: A Vignette Study

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While hybrid work settings (combined remote work and working at the office) are becoming more popular, little is known about the factors that influence employees' decision to work from home versus at the office. Our study aims to understand the role of demands and resources at

both workspaces (i.e., distractions and social support) and the work task (i.e., workload and autonomy) as predictors of the decision to work from home versus at the office. Combining the job demands-resources (JD-R) theory (Demerouti et al., 2001) with the expectancy theory of motivation (Vroom, 1964), we propose that employees are more likely to select the workspace (home vs. office) where they expect to perform well based on the demands and resources of both their work tasks and their workspace. Therefore, we propose that work tasks with high autonomy have a positive effect on performance expectancies while work tasks with high workload have a negative effect on performance expectancies. In line with the buffering hypothesis of the JD-R, we propose that high resources at a workspace buffer the negative effect of workload.

We conducted an experimental vignette study with a between-person manipulation of the demands and resources at a hypothetical workspace at home leading to four experimental groups ($N_{\text{total}} = 231$). Each participant read 12 within-person vignettes where the workload and autonomy of hypothetical work tasks were described as either high or low. After each vignette participants indicated their performance expectancies at the hypothetical workspaces and decided where they would work in this situation. Multilevel path models showed that work tasks with high autonomy had a positive effect on performance expectancies while a high workload had negative effects on performance expectancies. However, high resources at the hypothetical home buffered the negative effect of workload. Employees were more likely to decide to work from home when they expected to perform well at home.

Our experimental design allows causal conclusions using realistic vignettes describing hypothetical real-life scenarios. Nevertheless, a field study would be necessary to prove generalizability. Our study shows that employees make deliberate decisions about their workspace based on performance expectancies. We contribute to the JD-R theory by demonstrating that the demands and resources of the workspace as well as the work task interplay for performance expectancies. Organizations should ensure that social support and technological equipment are high at the office and at home to motivate employees to select the workspace that fits their work tasks best.

S183

Do You Care for Your Health? Measurement, Antecedents, and Outcomes of Health-Related Proactivity at Work

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Proactivity at work is a self-initiated process of anticipating, planning, and striving to bring about positive change for the work situation. It involves performance beyond core tasks, encompassing actions such as voicing constructive ideas, taking charge of operational changes, or attempting to prevent workplace issues. However, considering the increasing challenges for employees' health, like demanding working conditions, coupled with the profound significance of both mental and physical health in the workplace, it is also crucial that employees proactively engage in health maintenance and promotion, becoming advocates for their own health and that of others. Therefore, we developed the concept of health-related proactivity at work, which we introduce through a comprehensive dual-study approach.

First, we introduce a novel scale for measuring proactive behaviour conducted with the primary goal of increasing and maintaining health at work on an individual and interindividual level. Based on extensive literature review, the health-related proactive behaviour at work (HR-ProW) scale was developed and its construct validity investigated in a German-speaking sample ($N =$

464). The sample was randomly split in half to conduct an exploratory factor analysis (EFA) and a confirmatory factor analysis (CFA) for cross-validation. The results supported a two-factor solution, indicating the sub-scales individual and social health-related proactive behaviour, reliably measured by 11 items in total. Correlation analyses and additional structural equation modelling (SEM) further support the construct validity of the HR-ProW scale, by examining the nomological network of health-related proactivity, including the constructs proactive personality, perceived importance of health at work, and in-role behaviour. Strict measurement invariance for gender was found and the results show measurement invariance between blue- and white-collar employees. Furthermore, the study yields a definition of the new construct of health-related proactivity at work, specifying individual and social behaviours.

Second, we will present results of an ongoing study aimed at validating the newly developed HR-ProW scale in a daily diary design over the course of 10 consecutive workdays. The goal is to examine day-specific fluctuations of health-related proactivity and to investigate day-specific team health climate, health motivation, and health-oriented supervisor behaviour as factors that have the potential to foster health-related proactivity at work. Additionally, the study investigates employee selfcare and well-being as potential day-specific outcomes. We are aiming to collect data from approximately 150 employees, covering a total of 1,500 days.

S184

Daily Use of Self-Leadership Strategies and Employee Work Engagement While Working From Home and the Office

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The home office is here to stay. Ever since the COVID-19 pandemic with its temporary restrictions on workforce, working from home has become a permanent option for many in jobs using information and communication technologies, typically involving one or two days per week (Barrero et al., 2023). Working from home offers numerous advantages and has been linked to greater job satisfaction (Wheatley, 2017), lower work-home conflict (Allen et al., 2015), and higher job performance (Delanoeije & Verbruggen, 2020). Nonetheless, past research on the impact of the home office on employees' work engagement has remained somewhat inconclusive. Working from home requires great self-regulation due to the absence of external monitoring from supervisors. Consequently, employees must lead themselves (Müller & Niessen, 2018). The present study investigates whether employees use self-leadership strategies (self-goal setting, self-reward, self-punishment, self-cueing, and visualization of successful performance) more often on home days than on office days, how these strategies are related to daily work engagement, and whether these strategies are more effective in terms of promoting work engagement depending on the work location.

Data were collected from a total of 101 employees during the COVID-19 pandemic between March and November 2020. They completed daily questionnaires on office and home days, resulting in 514 observations. Multilevel analyses revealed that employees reported higher use of self-goal setting, self-reward, and visualization of successful performance on home days than on office days. Conversely, the use of self-punishment and self-cueing does not show a consistent pattern based on the work location and varies across days independently of whether participants worked in the office or from home. Furthermore, we found that employment of these strategies was positively related to day-specific work engagement. Self-cueing had no effect and self-punishment was even detrimental for work engagement. Our results partially supported indirect effects linking work location with work engagement via self-goal setting, self-reward, and visualization of successful performance. Lastly, our results did not support the idea

that the effectiveness of self-leadership strategies in promoting work engagement depends on the work location (home office vs. office) the strategies are employed in. Interestingly, additional exploratory analyses revealed that the positive relationship between self-leadership strategies and work engagement is more pronounced among employees with limited experience in working from home. Our study extends research on flexible working arrangements and contributes to our understanding of self-leadership strategies promoting work engagement on home and office days.

S185

It's Monday Again: Weekend Sleep Differentially Impacts the Workweek via Reattachment on Monday

Jette Völker, Monika Wiegelmann, Theresa J. S. Koch, Sabine Sonnentag
University of Mannheim, Mannheim, Germany

The weekend constitutes a critical recovery period and thus can influence employees during the following workweek. However, tuning back into work on Monday can be difficult because employees must transition from their private role (prevailing during the weekend) to their work role (prevailing during the workweek). Psychological *reattachment* describes such a transition experience when employees deliberately reconnect to their work role, for example, by reflecting on work and thinking about work-related goals before actually starting work. Building on boundary theory and integrating a circadian perspective, we shed light on this Monday micro-role transition by investigating weekend antecedents and workweek outcomes of Monday reattachment. We propose that three weekend sleep characteristics differentially relate to reattachment on Monday. On the one hand, high-quality sleep during the weekend should enable employees to restore cognitive resources that can be used to effectively reattach to work on Monday. On the other hand, sleep inconsistency in terms of sleeping longer during the weekend (catch-up sleep) and at different times than during the workweek (social sleep lag) should hinder the transition from the weekend to the workweek because employees' workweek and weekend rhythms are set wider apart. In turn, successfully reattaching to work on Monday should enable employees to perform better on their work tasks and be less exhausted during the workweek. Thus, we propose that weekend sleep characteristics differentially impact the workweek via reattachment on Monday. We conducted a weekly diary study with 310 employees (933 weeks) to test our hypotheses. Two-level path models demonstrated that higher weekend sleep quality was indirectly related to lower workweek exhaustion via higher Monday reattachment. In contrast, higher catch-up sleep was indirectly related to higher workweek exhaustion via lower Monday reattachment. Accordingly, we demonstrate that Monday reattachment can set the tone for the entire workweek, but the capability to reattach depends on weekend sleep as a critical recovery process. At the same time, we emphasize that considering differential sleep characteristics is relevant for organizational behaviour research.

Symposium 37: Work Addiction and Occupational Health: Organizational and Clinical Characterisation of Workaholism

Chair Paweł Atroszko

Discussant: Cristian Balducci

In recent years, there have been increasing efforts to integrate research on work addiction/workaholism conducted in organizational and clinical frameworks in recognition of an urgent need to understand and manage this counterproductive and harmful work behaviour pattern. Accumulating scientific basis leaves no doubt that work addiction is a negative phenomenon with adverse effects on the individual affected, their close relationships and

family, co-workers, recipients of the work, and organizations. The current symposium will include papers from organizational and clinical researchers and will touch upon the individual and environmental (organizational) factors contributing to work addiction, including cross-cultural perspectives. The first paper (Balducci) concerns the impact of anticipated workload on day-level workaholism and analyses the moderating role of trait-level workaholism and overwork climate. The second paper (Jurek et al.) explores the role of culture and filial piety beliefs in predicting work addiction, employing a comparative study between Poland and Vietnam. The third paper (Charzyńska & Atroszko) provides an extensive cross-cultural perspective and analyses the role of gender differences in work addiction and its correlates across 80 countries from 6 continents. The fourth paper (Buono et al.) analyses the interplay of workaholism and technostress, showing initial evidence of their mutual relationship.

S186

Exploring the Impact of Anticipated Workload on Day-Level Workaholism: The Moderating Role of Trait-Level Workaholism and Overwork Climate

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Background: Workaholism is a peculiar form of heavy work investment where the individual feels compelled to work excessively hard because of an obsession for work. Research has shown that workaholism may lead to deleterious consequences for health and well-being and has no positive implications for job performance. Unfortunately, very little is still known about the genesis of the phenomenon. Here, based on whole trait theory of personality, according to which it is possible to conceptualize dispositional characteristics at the state level and investigate their fluctuations and correlates in everyday life, we focus on day level workaholism and investigate aspects of its daily formation mechanism. Specifically, we predict daily workaholism on the basis of anticipated workload, that is, the level of workload that the individual expects to deal with as reported at the beginning of the working day. We hypothesise that, by acting as a cue signalling that workaholic tendencies may be functional and actually needed during the day, daily anticipated workload would positively fuel daily workaholism. We also hypothesized that this may be particularly true for individuals with high levels of trait workaholism – that is, those with a predisposition towards the enactment of workaholism – and for individuals working in an environment with a pervasive climate for overwork.

Method: We conducted a mobile-based daily diary study by surveying participants (N=135; 51.1% females; 61% with university education; 48% working as managers or self-employed) multiple times per day for a period of one to two weeks. We measured anticipated workload in the morning and day-level workaholism in the afternoon of each day. Additionally, in a preliminary questionnaire administered immediately before the diary study period, we measured trait level workaholism and overwork climate. The adopted scales provided adequate psychometric properties, including multilevel reliability (where appropriate). Results are preliminary since analyses are in progress.

Results: In line with some previous studies, day-level workaholism showed significant variance both at the between and the within levels (ICC = 0.64), indicating that all days are not created equal as far as the experience of workaholism is concerned. Multilevel models revealed that daily anticipated workload impacted positively on daily workaholism ($b=0.33$, $SE=0.04$, $t=8.49$, $p < .001$). Additionally, the slope of anticipated workload varied significantly between individuals and slope variance was impacted significantly and positively by both moderators (i.e., trait workaholism and overwork climate). In line with the hypotheses, such results indicated that the relationship between daily anticipated workload and daily workaholism was strengthened in individuals reporting a higher level of trait workaholism and overwork climate.

Conclusion: High levels of daily anticipated workload activate day-level workaholism, particularly in individuals high in trait workaholism and in those working in environments dominated by a culture for overwork. These results suggest that the organizational prevention of workaholism is possible and may benefit from the management of workload and a reduction of the overwork climate in working teams and groups.

S187

Culture and Filial Piety Beliefs in Predicting Work Addiction: A Comparative Study between Poland and Vietnam

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This study aimed to explore the differential impact of reciprocal and authoritarian filial piety beliefs on excessive and compulsive working behaviours among Polish and Vietnamese employees. The perceived significance of filial piety beliefs in predicting work addiction significantly varies between the two nationalities due to their distinct cultural contexts. Filial piety stands as a pivotal virtue in East Asian cultures, significantly shaping individuals' attitudes and behaviours, even in professional settings. In Poland, familial obligations hold a more diversified status at an individual level.

Our study tested a moderation model where the link between filial piety beliefs and work addiction is influenced by cultural factors. We hypothesized that stronger authoritarian filial piety beliefs would correlate with more intense occurrences of excessive and compulsive working behaviours. Additionally, we anticipated this relationship to be stronger among Vietnamese employees.

To validate the theoretical model, we conducted a cross-sectional study encompassing both Polish (n = 358) and Vietnamese (n = 305) employees. We ensured a balanced representation across gender, age, job positions, and employment sectors in both samples to mitigate demographic-related disparities between the countries.

Our findings supported the hypotheses regarding the moderating influence of the employees' country of origin on the correlation between filial piety beliefs and work addiction. The implications of these research findings are discussed in the context of organizational management within an international setting.

S188

Gender Differences in Work Addiction Across 81 Countries from 6 Continents

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Background: Previous studies on gender differences in work addiction yielded inconsistent results. Some of them indicated no differences, whereas some supported a higher risk among women. Moreover, the vast majority of studies on this topic were conducted in single countries, making it impossible to produce more generalizable findings. To fill this gap, the current study uses the data from the global project on work addiction to compare the level and prevalence of work addiction between genders.

Method: Data were collected online in 2022–2023 among over 30,000 participants (64% women) from 81 countries. To measure work addiction, we used the newly developed five-item

version of the International Work Addiction Scale (IWAS-5). First, the measurement invariance of the IWAS-5 was tested between genders using the multigroup confirmatory factor analysis (CFA). The cut-offs for the measure were used to differentiate individuals with and without work addiction. Next, we calculated and compared the levels of work addiction and its prevalence between genders in the entire sample and each country separately.

Results: The results of multiple CFA supported the scalar invariance between genders for IWAS-5. The average level of work addiction, based on the data from all countries, was higher for women than for men. When data were analysed separately for each country, in 24 out of 81 countries, significant results (as indicated by the 95% confidence interval for the difference between means) were noted. In the vast majority of those countries (91.7%), women demonstrated higher levels of work addiction than men. The higher level of work addiction for men than for women was noted only for India and South Korea. The average prevalence of work addiction across all countries was higher for women than for men (18.0% versus 14.6%). Gender differences in the prevalence of work addiction were noted in 12 countries. In all these countries except India, the prevalence of work addiction was higher for women than for men.

Discussion: This study is the first to show gender differences in the level and prevalence of work addiction in countries all over the world. The results suggest that globally women are at higher risk of work addiction than men. However, gender differences in the level and prevalence of work addiction seem to be culturally dependent to some extent. Possible factors at different levels, especially macro ones (such as gender equality and cultural dimensions), which may influence gender differences in work addiction, will be discussed. Relatively small sample sizes in some countries should be considered when interpreting the results.

S189

The Workaholism–Technostress Interplay: Initial Evidence on Their Mutual Relationship

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In recent years, especially during the pandemic, there was an acceleration of digital transformation. The information and communication technologies (ICT) have become an essential part of many jobs. Digital transformation has contributed to the extension and intensification of work, making the boundaries between work-life domains even more blurred and intensifying work rhythms. In this new scenario, job demands from organizations increased with a negative impact on workers' well-being. Literature has showed that digital transformation has exacerbated phenomena such as workaholism and technostress. Specifically, studies showed that the use of ICTs encouraged a climate of work overload. In addition, thanks to ICT, workers can work anywhere and anytime. Regarding the technostress–workaholism relationship, studies reported that these two phenomena are intertwined but their temporal sequence is not clear. On the one hand, technology becomes a resource that workaholic employees tend to use more frequently and intensively to stay constantly connected with work. In this light, the intensive use of ICTs could lead them to exhaust resources and perceived stress. On the other hand, technology allows for extended normal working hours and perform supplemental job which, in turn, could led to experiencing technostress. In this perspective, high levels of technostress could solicit employees' compulsive need to work harder and incessantly. The present study aimed to investigate the interplay between workaholism and technostress over time, to understand whether workaholism can be a possible antecedent of technostress or vice versa. The current study addressed this gap by examining these relationships with two cross-lagged panel models (CLPM). An online self-report questionnaire was administered in April 2021 (T1) and three months later (July 2021, T2). A total of 113

Italian employees completed the online survey at each wave. Results of the path analysis in SEM (Structural Equation Modelling) showed that workaholism at Time 1 was a significant predictor of technostress at Time 2, while the reversed causation was not supported. According to the self-determination theory, workaholics could use ICT intensively to stay continuously connected with work and to create new job demands for themselves which, in turn, could lead them to experiencing technostress. The results of the current study offer several implications that could guide organizational interventions in monitoring the risk of workaholism and technostress. Self-report measures, the sampling method, and the relatively short time lag adopted are limitations that should be considered.

Symposium 38: Trials and Triumphs in the Gig Economy: Research on Stressors and Paths to Thriving for App-Based Gig Workers

Chair Jenna Van Fossen

This symposium presents contemporary research on worker well-being for app-based gig workers (e.g., delivery-service drivers). Involvement in gig work has risen drastically over the past decade, including with the onset of the COVID-19 pandemic (Cooley, 2021). Although app-based gig work in particular is a prevalent form of work, research on these workers has remained scant, which is concerning as app-based gig work is uniquely precarious (Caza et al., 2022). Accordingly, this symposium showcases current research on the distinct contextual stressors and coping processes for app-based gig workers, an underserved contingent of the contemporary workforce. The studies featured illuminate not only the unique stressors faced by these marginalized workers, but also avenues and opportunities through which they may be able to thrive.

First, Amy M. Schuster (Clemson University, USA) and colleagues apply the Psychology of Working Theory to categorize the ways through which a public crisis, the COVID-19 pandemic, functioned as a stressor by threatening gig workers' access to decent work. The results of their focus groups with gig and taxi drivers underscore the major impact of social programs for underserved workers to mitigate strains during public crises.

Sergio M. Marquez (HumRRO, USA) et al. studied gig workers' weekly health and work goal setting and enacted health and work behaviours in 2020. Their multilevel results find that fear of COVID-19 may be superficially motivating, by relating to greater health behaviours; yet at the same time, this fear may weaken more focused health goal setting. Moreover, prioritizing health may overall be supportive, as health goals were associated with not only greater health, but also work, behaviours.

Nathan Baker (Michigan State University, USA) et al. chart the psychological, cognitive, and behavioural outcomes of precarious work. Their model, derived from their abductive qualitative analysis, indicates that work precarity acts as a threat to self-worth and motivates behavioural and cognitive efforts to succeed. The extent to which gig drivers' basic psychological needs are met or thwarted informs whether a work identity is viable.

Gwendolyn Paige Watson (Auburn University, USA) and Robert Sinclair examined cognitive job crafting as a potential behaviour to support gig workers' well-being. In a daily diary design, they found that whereas positive customer interactions related to greater crafting, negative customer interactions predicted less crafting. Moreover, workers' psychological capital moderated the relationships between these interactions with workers' crafting. Their study provides needed insight into routes to support gig workers' well-being.

S190

Riding the COVID Wave: Gig and Taxi Drivers' Experiences Working During COVID-19

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Background: During the COVID-19 pandemic, essential workers, including ride-hailing, delivery, and taxi drivers, grappled between working and risking infection or not working and losing much-needed income. This study explores how the pandemic impacted taxi and gig (i.e., digital platform-based ride-hailing and delivery) drivers in the United States to gain insights about the challenges and work experiences for individuals in these occupations from the lens of psychology of working theory. It compares the workplace experiences of an older form of independent contract driving (taxi driving) with more modern forms of independent contract driving (e.g., gig driving). Much of the work on the impact of COVID-19 on independent contract drivers is situated in Europe, but the U.S. lacks similar, broad social safety nets (e.g., health insurance); thus, we build on this literature by situating this study within the U.S. context.

Method: Data collection occurred from March 2021 to July 2021 (gig drivers) and September 2021 to February 2022 (taxi drivers). Data were collected through virtual focus groups and a supplemental online survey with gig and taxi drivers (N=69). A semi-structured protocol, with questions about COVID-19, guided each focus group. Focus group data were thematically analysed.

Results: Delivery drivers experienced an increase in consumer demand, in contrast to ride-hailing and taxi drivers who experienced reduced capacity and consumer demand due to COVID-19. Gig and taxi drivers were fearful of contracting and/or spreading SARS-CoV-2. The need for income motivated drivers to work during the pandemic despite their fears of contracting or spreading SARS-CoV-2. Unemployment benefits were a new opportunity for drivers that emerged during the pandemic. Many taxi drivers temporarily stopped driving and collected benefits. Whereas only one gig driver mentioned accessing these benefits. Drivers struggled to enforce newly created federal, local, and company policies during the pandemic. While many of these safety precautions (e.g., wearing facemasks, using plastic barriers, sanitizing procedures, reductions in capacity) were aimed at reducing health-related stressors, they also were viewed as nuisances by drivers. Ride-hailing drivers, specifically, described stressful situations with belligerent customers that arose from trying to enforce wearing facemasks.

Conclusion: Many issues experienced by the drivers in this study existed prior to COVID-19 but were exacerbated as drivers were forced into more economically tenuous positions due to reduced consumer demand and economic resources. Taxi drivers had higher work volition and reduced stress levels as, for the first time in history, they could access unemployment protections. In contrast, gig drivers had to continue working and dealt with increased stress such as being fearful of contracting SARS-CoV-2 or risks to their safety (e.g., experiencing verbal or physical abuse from passengers refusing to wear a mask). Examining the COVID-19 pandemic not as an isolated event, but rather a larger scale crisis that could be repeated in due time is critical for ensuring the well-being of these driving workforce groups. Future research should synthesize the disparate impacts of the COVID-19 pandemic across industries and worker groups, particularly marginalized workers, into actionable policies at both the government and private company levels.

S191

The Role of COVID-19 Fear, Health Goals, and Work Goals on Health-Focused and Work-Focused Behaviours in Gig Workers During the Pandemic

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Background: The Covid-19 pandemic presented an opportunity to better understand how gig workers manage multiple goals throughout a crisis. Specifically, how the management of multiple goals (i.e., maintaining sufficient gigs/income and minimizing one's risk of C19 infection) interacts with goal-setting intentions for accomplishing said goals. Moreover, the pandemic context engendered strong negative feelings surrounding the C19 virus and its impact on one's health and material circumstances (i.e., Covid-19 fear), a context-specific factor that we suspected played a significant role in how gig workers generated their work- and health-focused goal planning and pursuit. In the general emotion literature, findings are mixed regarding the effects of fear on the enactment of health behaviours. Whereas the job demands-resources model suggests that fear may impair performance, the instrumental approach to emotion regulation argues that fear may be motivating. It is also unclear how independent workers may prioritize between potentially competing health and work goals. We help reconcile disputes by implicating self-regulation for gig workers' effective functioning.

Method: We studied relationships between COVID-19 fear, COVID-19 preventative health goals and work hour goals, and actual health and work behaviours over four weekly surveys with gig workers (N = 49) during summer 2020. Fear of COVID-19 was assessed in a baseline survey, health and work goals were assessed at Time 1, and health and work behaviours were assessed three days later at Time 2.

Results: Supporting predictions, although COVID-19 fear may prompt greater health behaviours, fear may nevertheless still undermine these behaviours, through weakening health goal setting. However, results did not support predictions that health and work goals conflict. Instead, at the between-person level, Time 1 health goals were linked to both greater Time 2 health and work behaviours. Altogether, gig workers' health goals drove adherence to behaviours focused on mitigating the infection or spread of C19 and ensuring a sufficient number of gigs were completed. This was counter to our expectations, which was that health-related goals would lead to decreased work-related behaviours given that platform-based gig work, such as Instacart or Uber, calls for frequent gathering around others.

Conclusion: Health-goals may bolster gig workers' confidence to accomplish more work-related behaviours given available resources and information suggested minimal risk for infection as long as public health recommendations were followed. C19 fear, however, emerged as an important indirect factor in this relationship. C19 fear specifically served to indirectly undermine these behaviours by weakening the health-goals workers set. Our study helps uncover the mechanisms which helped gig workers navigate a crisis where employment and safety goals were at risk, and how crisis-specific, negative emotions, like fear, can alter the link between gig workers' goals and their implementation.

S192

Light and Dark Paths for Identity Viability in Precarious Work: Basic Need Fulfilment for Gig Drivers

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Background: Gig workers operate independently from typical organizational settings, facing challenges due to the precarious nature of their work. Gig work is often characterized by inconsistency in opportunities to earn money, minimal social support, and a lack of benefits such as health insurance. These issues are especially pronounced in platform-based gig work, such as ride-hailing (e.g., Uber) which often amplifies the demands faced by gig workers. The precarity of gig driving has been associated with negative health outcomes and work-family conflict. One factor that buffers workers against negative outcomes is having a coherent work identity to provide a sense of meaning and structure. Many of the traditional social systems that give rise to work identity are absent within the gig work context, making it important to understand how gig workers develop successful work identities. This study took an abductive theoretical approach to understanding the process underlying gig workers' identity development in the face of challenges from precarious work. Drawing on self-determination theory, we discuss how workers' responses to gig work challenges impact the fulfilment of basic needs. In turn, we examine how the fulfilment or thwarting of these needs impacts the way work identity develops.

Method: We collected data through virtual focus groups of app-based ride-hailing drivers between March and July 2021, involving 53 participants. Using a semi-structured interview format, we analysed the data using an abductive approach by incorporating basic psychological needs theory in identifying themes.

Results: Gig drivers reported several challenges, including meeting earning needs, lack of support, safety concerns, and uncertainty. These challenges were associated by participants with threats to their self-image, leading many drivers to feel disposable and undervalued. In response, drivers reported coping using strategies such as researching optimal driving times or by altering their view of their role as a driver. The fulfilment of basic needs—relatedness, competence, and autonomy—was interconnected to these challenges. For instance, drivers reported both facilitation of autonomy due to the low structure of their roles and thwarting of autonomy due to constraints related to factors such as earning needs. Three work identity patterns emerged in the data – non-viable, entrepreneurial, and relational. As workers' needs were either fulfilled or stymied, some drivers were unable to successfully develop a work identity, while others derived a sense of identity from either pursuing a business-oriented or prosocial view of their work.

Conclusion: The precarious nature face of gig work has important implications for the psychological well-being of workers. The qualitative data highlighted diverse experiences, illustrating how drivers' responses to work challenges influenced the extent to which their psychological needs were fulfilled. This related to the development of work identity, with drivers taking different paths to either viable or non-viable identity outcomes. Our findings have theoretical implications for work identity, highlighting the role of basic need fulfilment as a precursor to successful work identity creation. These findings also provide insights into the content of the identities developed by gig workers, providing a framework for future research on the well-being of gig workers.

S193

Navigating the Gig Economy: Examining the Role of Cognitive Crafting in Gig Driver Well-being

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Background: As the gig work sector of the workforce continues to grow, organizational psychologists must actively contribute to raising the bar for gig drivers (e.g., ride-hailing, food delivery) so that they are not merely surviving but also thriving through their work. This study examined cognitive job crafting as an important underlying process in understanding gig driver well-being and job attitudes. Cognitive crafting is a strategy employed by workers to change how they think about their job to see the benefits for their personal life, organization, or community/society more broadly. Specifically, we proposed that cognitive crafting performs two important roles in gig drivers' work experiences: a) as a sensemaking mechanism for cultivating and protecting resources and b) as a motivation process that enhances work engagement. Thus, the hypothesized model tested cognitive crafting as a positive meaning-making process that helps gig drivers make sense of their interactions with customers, generates positive, motivating states such as work engagement, and promotes positive outcomes (i.e., psychological well-being, job satisfaction). Furthermore, we tested psychological capital as a personal resource for gig drivers and a moderator of the customer interaction - cognitive crafting that indicates who is more likely to cognitive craft (and benefit from its subsequent positive outcomes).

Method: Given the nature of gig driving and the fluctuation of work experiences (e.g., interactions with customers that vary day-to-day and gig-to-gig), we used a daily diary design to test our hypotheses. The sample consisted of 51 gig drivers who completed at least three daily surveys and retained for analysis (total observations = 248; 81.05% completion rate for retained participants; 4.86 surveys per person).

Results: The daily diary results demonstrated that daily positive customer interactions were positively related to daily cognitive crafting ($\gamma = .03, p = .006$), and daily negative customer interactions had a marginally significant negative relationship with daily cognitive crafting ($\gamma = .03, p = .056$). These relationships were moderated by psychological capital ($\gamma = -.07, p = .001$; $\gamma = .09, p = .001$). The serial mediation effects and the moderated serial mediation effects were not supported.

Conclusion: This study provided insight into the customer interactions – cognitive crafting relationship at the daily level. Additionally, the results supported that individual differences in psychological capital explained which gig drivers cognitively crafted in light of customer interactions. As a whole, this study provides important contributions to the literature by examining cognitive crafting and well-being in the unique context of gig driving.

Symposium 39: New Topics in Workplace Insecurity

Chair Andrea Bazzoli

Discussant: Eva Selenko

The contemporary workplace is characterised by rapid change and uncertainty, which have profound effects on employee well-being and organizational outcomes. This symposium brings together four research studies that examine how insecurities manifest through occupational identity and technological advancements, such as automation. Moreover, the studies explore empowering workers with insecurities, diverse manifestations of insecurities, and their broader impact on workplace dynamics.

The first study by Selenko (Loughborough University, UK) et al. examines the role of occupational identity in empowering employee voices in the context of job insecurity. It investigates how a strong sense of occupational identity can motivate employees to make their concerns and ideas known, even in unstable work conditions. This paper provides insights into the psychological mechanisms that enable workers to remain proactive and engaged, despite facing job insecurity. Moving to a global perspective, the second paper by Roll (KU Leuven, Belgium and North-West University, South Africa) et al. focuses on occupation insecurity due to automation, i.e. the fear that occupations may disappear or that skills will become outdated due to automation. It presents a comparative analysis from Germany, Belgium, the USA, the UK, and China. The research explores variations in employee perceptions among different demographic groups, including age, gender, and education level. Additionally, it examines differences in outcomes such as well-being and job performance across these demographics in the specified countries. The third paper by Urbanaviciute (Vilnius University, Lithuania) et al. investigates the importance of occupational insecurity in the context of other “new” stressors that are prevalent in the contemporary world of work. Focusing on generational differences, it sheds light on how occupational insecurity may differentially affect the healthy functioning of younger versus older workers. These findings raise awareness about technology-related psychosocial risks in the workplace and underscore the need for age-specific support systems to address them. The fourth paper by Lindgren (Washington State University, USA) et al. reveals a relationship between high levels of job insecurity induced by technology and the underreporting of workplace accidents. This study indicates that employees fearing job loss due to technological changes are more likely to underreport accidents, posing significant implications for workplace safety and health management.

The symposium will conclude with a discussant summarising and evaluating the findings. The presentations will deepen the understanding of workplace insecurity's impact and offer insights for scientists, practitioners, and policymakers to address workplace insecurity and foster a secure, healthy workforce.

S194

When Speaking Up is Not an Option: Exploring Voice and Identity in Precarious Jobs

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Background: Voicing, or speaking up to those of power, is important for organizational and individual well-being. Precarious work does usually not offer the structure for workers to voice, as it is often highly insecure, badly paid and happens in isolation, without channels for voicing. This study investigates what enables people to still voice, despite being in precarious employment. This is important to ask, as voice is related to improved organizational outcomes, such as productivity, as well as employee outcomes such as well-being. Adopting an identity lens, we presumed that in absence of voice-enabling employment structures, having a strong occupational identity could provide an alternative structure for voice. Strong occupational identity however is difficult to develop under conditions of precarious employment.

Method: We conducted interviews with 26 Australian casual workers in different professions (e.g. uber drivers, teaching assistants, cleaners) to explore issues around how they speak up about work issues, as well as issues around them identifying as gig economy workers or their identification as an employee of the organization they worked for. Specifically, we asked whether they saw themselves as “typical” for their profession, exploring their identification with their work.

Results: We found that voice in precarious work is both risky and costly. Most interviewees did not identify with what they were doing and did not see value in risking voice. Some people who identified highly with their job, were too afraid to speak up – to not lose their job (and that valued part of their identity). Those who did speak up, were the ones who were highly identified, with long employment histories, and often did so at high personal costs (in terms of time and effort) generating their own voice-channels. Voicing hence seemed to be informed by occupational identity.

Conclusion: In sum, these study results show that in the absence of formal voice structures, occupational identity can help voice. Understanding this is important, not only for organizations who depend on input from employees for problem solving and innovation, but also for precarious employees themselves, as missed opportunities to voice might result in missed opportunities for better work conditions.

S195

Occupation Insecurity in the Age of Automation: A Comparative Analysis of Perceptions and Outcomes in Germany, Belgium, the USA, the UK, and China

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Background: The advent of ChatGPT highlights the immense potential of automation in reshaping modern work practices. Automation offers several advantages, including enhanced efficiency and the elimination of monotonous tasks. However, it also raises concerns about the potential upheaval of entire occupations. This study introduces the concept of 'occupation insecurity,' a term encapsulating 'people's fears about the future of their occupations due to technological advancements' (Roll et al., 2023). We distinguish between 'global occupation insecurity' — people's fear of their whole occupation disappearing, and 'content occupation insecurity' — concerns that tasks and responsibilities needed to perform an occupation may be significantly changing. This research investigates occupation insecurity in five countries: Germany, Belgium, the USA, the UK, and China. It aims to uncover variations in perception among different demographic groups, including age, gender, and education level, and to explore how these perceptions impact well-being and job performance.

Method: The survey was conducted by Respondi (<https://www.respondi.com/EN/>) in December 2020, encompassing employees from Belgium (N = 1324), Germany (N = 989), China (N = 772), USA (N = 544), and the UK (N = 1373). The sample demographic spread covered age, gender, and geographical region to ensure representativeness. Occupation insecurity was gauged using a scale developed and validated by Roll et al. (2023).

Results: The findings indicate that occupation insecurity, both global and content, is most pronounced in China and least in Germany. Those with a higher educational background exhibited greater levels of both global and content occupation insecurity across all countries. In terms of age, younger (18-34) and middle-aged (35-49) employees reported significantly higher occupation insecurity compared to their older counterparts (50-65). Regarding gender, the analysis revealed higher levels of both types of occupation insecurity among males across the studied nations. Employees in occupations deemed insecure by automation (Frey & Osborne, 2013) also displayed heightened levels of insecurity, aligning subjective perceptions with objective assessments. Furthermore, significant positive relationships were found between occupation insecurity (both content and global) and burnout, and significant negative relationships with work engagement, physical and mental health, and self-reported job performance. A more detailed analysis of results across different countries will be presented.

Conclusion: The omnipresence of technological advancements, both in the media and daily life, significantly influences employees' perceptions regarding the future of their occupations. This study shows that occupation insecurity varies across different demographics and has significant implications for well-being and job performance. Potential interventions at individual, organizational, and governmental levels to address these challenges will be discussed.

S196

The Importance of Occupational Insecurity as a Stressor in the New World of Work: A Comparative Analysis of Younger and Older Workers

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Background: The contemporary labour market is characterized by rapid technological developments that bring changes to working conditions and career landscapes alike. While digitalization offers many ways of managing the workflow and improving performance, it also poses additional challenges for employees. One such notable challenge is occupational insecurity (OCI), which reflects workers' concern that the nature of their occupations might significantly change due to automation (i.e., content OCI) and/or fear that the occupation as such might become obsolete in the future (i.e., global OCI; Roll et al., 2023). Drawing on the Job Demands and Resources framework (Bakker & Demerouti, 2017), this new form of insecurity can be conceptualized as an increasingly relevant psychosocial stressor, leading to undesirable effects in terms of employee health and performance. However, as this is a relatively new construct, empirical evidence about its functioning and salience in relation to other "new" job demands is scarce. In the current study, we aim to bring more clarity about the nature of OCI in several ways. First, we test whether it predicts exhaustion and mental distancing from work, which refer to impaired ability and willingness to demonstrate optimal performance, respectively (Schaufeli et al., 2023). Second, we aim to determine its strength and relative contribution to these outcomes against the backdrop of other relevant stressors, such as intensified job and career planning demands. Finally, we seek to better understand the role of age in embracing the technological component at work by comparing the predictive effects between younger and older worker groups.

Method: The data were collected via an online survey. Individuals working in the French-speaking region of Belgium took part in the study (N = 501; mean age 38.17 years; 71.6 % female). They were split into younger (≤ 40 years, n = 294) and older (41+ years, n = 207) worker subsamples for analyses. Data analysis was performed using multi-group path modelling. In addition, relative weight analyses were carried out following the procedure developed by Tonidandel and LeBreton (2015).

Results: Global OCI significantly predicted exhaustion among younger but not older employees. However, it had a lesser effect on exhaustion in terms of its weight compared to other technology-related stressors (such as increased availability) and intensified career planning demands. A different predictive pattern was observed in the older employee subsample. In this group, content OCI was a more relevant predictor of exhaustion. Regarding mental distance as an outcome, we also observed a somewhat different ranking of top-weighted predictors in the comparison groups. Nevertheless, global OCI held equal importance in both subsamples and emerged as the most salient predictor of mental distancing from work compared to other ICT-related stressors.

Conclusion: Our study expands the view of the “new” job demands by including two types of OCI among them. Our findings highlight that, if not properly addressed, they may constitute significant psychosocial risks in the new world of work. Moreover, we demonstrate that the implications of digitalization might be not the same for older and younger individuals.

S197

Technology-Induced Job Insecurity as a Predictor of Accident Under-Reporting

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Background: As technological advancements begin to encroach on workplaces, such changes have the potential to disrupt and create uncertainty regarding valued aspects of one’s job, the relevant skills needed for the job, and the very nature of the job tasks themselves (Lee et al., 2022). Quantitative job insecurity has previously been linked to negative safety outcomes, including a higher likelihood of experiencing work-related accidents as well as increased rates of accident under-reporting (Probst et al., 2013). To date, the relationship between technology-induced job insecurity (Tech JI, i.e., worries that new technologies, including artificial intelligence, automation, and robots, may reduce one’s qualitative and quantitative job security) and work-related experiences of accidents and accident under-reporting has not been assessed.

Method: Employed participants ($N = 432$) were recruited through Amazon’s Mechanical Turk. At T1 Tech JI was measured using an 8-item scale developed by Lee et al. (2022). At T2 (two months later), participants indicated the number of total accidents they had experienced and the total they had reported in the prior 12 months.

Results: A repeated measures ANOVA found significant levels of under-reporting, $F(1,430) = 19.42, p < .001$. In addition, there was an interaction effect, such that those who reported higher levels of Tech JI exhibited a greater discrepancy between the number of experienced versus reported accidents, $F(1,430) = 7.86, p = .005$. In other words, higher Tech JI predicted higher levels of accident under-reporting.

Conclusion: Technology advancements can be viewed as a threat to job security, especially when technology has the potential to change how workers interact with work tasks, their ability to use skills and abilities, earning potentials, or voice in how work is performed. Our study indicates that these threats to job security can also have adverse implications for workplace safety. Specifically, employees who reported higher Tech JI were not only more likely to experience accidents but were also less likely to report such accidents to their company. Meanwhile, those low in Tech JI not only experienced fewer accidents but also more consistently reported those experienced accidents to their employer. Together, these results indicate that Tech JI has the potential to simultaneously increase workplace accidents and drive the reporting of these incidents underground.

Symposium 40: Leadership in Times of Flexibilisation

Chair Astrid Lacroix

Discussant: Anja Van den Broeck

The digitalisation and globalisation of work has enabled workers to be more flexible (Bauwens et al., 2023). Organizations, however, often face the challenge of providing flexibility while maintaining desired employee and team outcomes. Yet it is assumed that leaders play a key

role in navigating flexible work (Cortellazzo et al., 2019). Consequently, there is a growing need for further research disentangling the role of motivating leadership in navigating flexible work practices and outcomes (Solberg et al., 2022). This symposium on contemporary leadership challenges brings together four studies on leadership, as a battle of perceptions, where leaders' style, behaviour, and empowering skills determine success in the context of flexible work. It gathers innovative studies delving into more nuanced explanations of how leadership influences well-being outcomes through specific processes (e.g., social identity and basic need satisfaction) within the context of hybrid work.

First, Inceoglu et al. (University of Exeter Business School, UK) will present how employees come to form perceptions of leaders and how these perceptions shape their relationship. Next, Lacroix et al. (KU Leuven, Belgium) discuss the role of structuring leadership as a facilitating condition in the indirect relationship between team-level agreements on hybrid work and cooperative team climate via basic need satisfaction. Third, Grutterink et al. (University of Amsterdam, The Netherlands) delve into how different leadership behaviours enhance hybrid work team agreements and subsequent hybrid work satisfaction. Finally, Peters et al. (Nyenrode Business Universiteit, The Netherlands) examining the relationship between empowering leadership and work engagement and the mediating role of physical office satisfaction and psychological need satisfaction (i.e., autonomy, relatedness, and competence satisfaction) in this relationship and how this differs for younger (Gen Y and Z) and older generations (baby boomers and Gen X).

Using various methodological approaches, these studies provide deeper insights into the multifaceted aspects of leadership in a flexible work context, thereby gaining clarity on how outcomes at different levels unfold. Together, these studies highlight the importance of leadership perceptions and the strength of informative/participative, structural and empowering leadership in flexible work arrangements. The implications of these findings are discussed, providing actionable insights into managing flexible workers.

S198

“I Woke Up To the Fact That He Was a Complete and Utter Bastard”: Leadership Conversion Experiences and Employee Well-Being

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The way people see their leader and understand their relationship with them matters for a range of important organizational behaviours and for people's well-being. But how do we come to form perceptions of our leaders and how do these shape our relationship with them? Taking a social identity perspective (Haslam et al., 2020; Steffens et al., 2014), we explore *leadership conversion experiences* in which followers' experience of significant behaviour displayed by their leaders has a game-changing impact on the way they relate to those leaders. In particular, to explain these experiences, we draw on the psychotherapeutic concept of the *identity-based working alliance* in which key ingredients of the therapist-client relationship have been linked to positive therapy outcomes (Lee et al., 2021; Cruwys et al., 2023). The present research used a qualitative, inductive approach to explore the nature and features of leadership conversion experiences and their impact on follower well-being. More specifically, participants (N=1142) were invited to respond to open-ended questions in an online survey that asked them to reflect on an interaction in which their leader's behaviour fundamentally changed the way they felt about them. Respondents were also asked to reflect on their well-being following this experience, using validated scales. Findings from iterative data analysis indicated that a majority of participants reported having had a significant conversion experience with their line manager. Descriptions of these follower experiences reflected an abrupt change in their

perceived relationship with the leader and included approximately even numbers of positive and negative experiences. Based on the findings, we develop a theoretical model that explains how leadership conversion experiences impact the shared social identity at the heart of the leader-follower relationship and thereby exert a profound impact on followers' well-being.

S199

Setting Boundaries or Not? The Importance of Leadership While Structuring Hybrid Work in Teams.

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Cooperative work processes are highly important in light of the increasing adoption of team-based work by organizations (ten Brummelhuis et al., 2010). Simultaneously, individual employees are embracing flexible work arrangements (van der Lippe & Lippényi, 2020). Leaders of hybrid teams – where employees alternate between working in the office and working remotely – face the challenge of providing flexibility while maintaining group motivation and cooperation (Cooper & Kurland, 2002). In response to this, organizations are instituting structure to hybrid work, such as specifying a designated number of expected office days, often organized at the team level. Against this background, we examine the conditions, specifically in terms of leader's motivating style, that are essential for hybrid work agreements to facilitate team motivation, rather than diminish it, and foster team cooperation. In doing so, we contribute to the literature on the flexibility paradox (Cañibano, 2019), showing how restricted flexibility may facilitate cooperation.

We investigated leaders' structuring leadership style as a facilitating condition under which the amount of expected office days may relate to a cooperative team climate (Aelterman et al., 2019; Gagné & Deci, 2005). We aimed to explain this relationship by making use of basic need satisfaction as an underlying explanatory mechanism. Specifically, we argued that the relationship between expected office days and cooperative team climate will be positive when leaders provide structure to the team-members, as under such conditions policies that call employees into the office will satisfy (rather than frustrate) employees' basic needs.

We tested this moderated mediation model at the between-team level in a sample of 310 employees from 57 working teams. We used PROCESS macro Model 7 in SPSS to test our moderated mediation model. The study variables were aggregated to the team-level. We further confirmed the reliability of our findings using MLMED macro in SPSS, which accounts for the clustering of the data.

The results supported our hypothesized model (Index of Moderated Mediation $b = .15$, $SE = .03$, 95% CI [.10, .23]). As expected, there was a positive indirect relationship between expected office days and cooperative team climate via basic need satisfaction for higher levels of structural leadership (+1 SD; $b = .05$, $SE = .18$, 95% CI [.02, .09]). Interestingly, this association was not significant for moderate levels of structural leadership ($b = -.01$, $SE = .01$, 95% CI [-.03, .01]), and negative for lower levels of structural leadership (-1 SD; $b = -.08$, $SE = .18$, 95% CI [-.11, -.04]).

Our study emphasizes the importance of structural leadership in navigating hybrid work in teams. Insights into the mediating role of basic need satisfaction at the team-level provide a deeper understanding of how these outcomes unfold. Additionally, the study offers valuable perspectives on both positive and negative trajectories when implementing a hybrid work practice, contributing to the broader discourse on team functioning within evolving work arrangements. The implications of these findings are discussed, providing actionable insights for leaders of hybrid work teams and HR professionals seeking to optimize team outcomes through effective management of flexible work.

S200

Harmonizing Hybridity: The Impact of Informing and Participative Team Leaders

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Background: In the wake of the Covid-19 pandemic, organizations face the challenge of navigating hybrid team dynamics, where employees switch between remote and on-site work. Attracting and retaining skilled personnel in a competitive labour market has become crucial (Landry et al., 2017). Failure to adapt to the desire for hybrid work (HW) could result in increased turnover and labour shortages (Weber, 2021). Yet, transitioning to hybrid ways of working introduces uncertainty and potential disruptions, impacting employees long-term (De Jong et al., 2016). In times of uncertainty, employees seek guidance, information, and support from their leaders (Stoker et al., 2019). Despite the prevalence of hybrid teamwork, there is limited knowledge about how leaders can facilitate this process. This study aims to explore the leadership behaviours that enhance HW team agreements and subsequent HW satisfaction. We argue that two specific leadership behaviours can significantly benefit hybrid teamwork: *informing* and *participative leadership behaviours*. Informing involves providing coherent information on HW policies and regulations. This empowers employees by giving them a sense of control, aiding in navigating the uncertainties associated with change (Venus et al., 2016). Participative leadership—defined as joint decision-making or at least shared influence in decision-making by superiors and their employees (Koopman & Wierdsma, 1998)—emphasizes the vital role of communication and recognition of employee input. These behaviours create an environment for team members to voice concerns, facilitating HW team agreements. Beyond their individual effects, informing and participative leadership interact to enhance HW team agreements, leading to increased HW satisfaction.

Method: We tested our hypotheses using a sample of 223 respondents from 41 work teams within a large Dutch organization responsible for infrastructure construction and maintenance. To examine the conditional interactive effects of informing and participative leadership behaviours on employees' satisfaction with HW via HW team agreements, we used the Process macro in SPSS (model 7).

Results: The results supported our hypothesized model (*Index of Moderated Mediation* $b = .11$, $SE = .05$, 95% CI [.03, .21]). As anticipated, there was a positive indirect relationship between informing and HW satisfaction via HW team agreements ($b = .19$, $SE = .06$, 95% CI [.09, .30]). This association was significant for higher levels of participative leadership (+1 SD; $b = .29$, $SE = .08$, 95% CI [.14, .45]), but not significant for lower levels (-1 SD; $b = .09$, $SE = .05$, 95% CI [-.01, .19]).

Conclusion: Our findings emphasize the critical role of team leaders in fostering sustainable hybrid teamwork. Effective leaders integrate informative guidance on HW with participative leadership, aiding teams in aligning individual and group needs, leading to heightened HW satisfaction. As both informative and participative leadership behaviours are trainable, our research holds promise for improving hybrid teamwork. Moreover, the importance of HW team agreements suggests promising alternative intervention routes like team development initiatives or dialogue tools.

S201

Empowering Leadership and Younger and Older Generations' Work Engagement in Hybrid Work Contexts: The Mediating Roles of Office Satisfaction and Basic Psychological Need Satisfaction

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In the era of hybrid working, employers are looking for ways to engage their workers as this can lead to positive work outcomes, such as proactive work behaviours. One of the ways to do so is to design empowering work environments, as this can foster self-determination. In these environments, leaders have an important role to play.

Building on self-determination theory, the present study aimed to contribute to the empowerment, leadership, and hybrid work literatures by examining the relationship between empowering leadership and work engagement and the mediating role of physical office satisfaction and psychological need satisfaction (i.e., autonomy, relatedness, and competence satisfaction) in this relationship and how this differs for younger (Gen Y and Z) and older generations (baby boomers and Gen X).

We employed PLS-SEM analysis, including multi-group analysis, on a large data set (N = 1,340) to test a set of hypotheses for the two generational groups on the direct and indirect relationships between empowering leadership and work engagement, while controlling for empowering HRM (i.e., job autonomy, temporal flexibility, and knowledge sharing via ICT) and empowering physical office environment (i.e., physical workplace attractiveness, activity-based working in terms of room in the physical office for collaboration and concentration work). Our serial mediation model found both a positive direct relationship (only for older generations) and indirect relationships between empowering leadership and work engagement, the latter via office satisfaction (for younger and older generations), via autonomy satisfaction (for younger and older generations), and via competence satisfaction (only for older generations). Moreover, we also found serial mediation between empowering leadership and work engagement via office satisfaction and autonomy satisfaction and via office satisfaction and relatedness satisfaction, respectively (only for older generations).

It can be concluded that empowering leadership is an important factor in work engagement for both younger and older generations as it has the potential to foster self-determination directly, but also indirectly, via their contribution to a higher valued physical office experience. We contribute to the literature by considering the importance of empowering leadership for the office experience, contributing to self-determination and, indirectly, work engagement.

Symposium 41: Understanding the Flow Experience at Work from a Well-being Perspective: Key Predictors and Outcomes at the Task, Individual, and Team-level

Chair Jonas De Kerf

Discussant: Anne Mäkikangas

Flow refers to “an intrinsically rewarding state of absorption in which control feels effort-less” (Norsworthy et al., 2021, p. 818). This rewarding state has been identified as a vital aspect for employee health and well-being (Aust et al., 2022). However, flow is a fragile and dynamic state that is not always easy to experience and sustain at work (Ceja & Navarro, 2012). For this reason, it remains unclear how organizations can stimulate flow experiences during employees' workdays. Because flow is a strong predictor of positive job attitudes, optimal functioning, and

well-being (Liu et al., 2023), a crucial research area is to further understand the dynamics of flow at work (Peifer & Wolters, 2021). In a set of four presentations and a general discussion, this symposium brings together rigorous research that provides new insights into the work activities and environments that foster flow and its impact on employee well-being at the task, individual, and team-level.

First, scholars typically indicate that flow occurs when employees perform a challenging task that matches with their skills. As this is not the case for every employee, Reuteler-Maggio et al. (University of Barcelona, Spain) will present a study clarifying how the challenge-skills balance varies between individuals. Second, although employees might perform a task that stimulates flow, there are a large variety of work stressors that can interrupt or prevent this state (Peifer & Wolters, 2021). De Kerf et al. (KU Leuven, Belgium) will investigate how challenge and hindrance stressors interact and relate to flow. Third, scholars typically investigate flow as an individual phenomenon that requires solitude, although flow can also occur during social activities (Walker, 2021). Giving more attention to the social aspect of flow at work, Kloep et al. (Universität of Lübeck) will present a study on the predictors and outcomes of flow during virtual teamwork. Fourth, as flow is a rewarding state that requires deep thought, it remains unclear how flow relates to energy fluctuations during workdays (Demerouti et al., 2012). Handschuch et al. (Universität of Lübeck) will discuss to what extent flow can predict energy trajectories.

Using a variety of methodological and statistical approaches, these studies aim to provide a comprehensive insight into the predictors and outcomes of flow at work. The studies in this symposium provide significant contributions towards the work-related flow literature by understanding what practitioners can do to stimulate flow and its beneficial outcomes for employee well-being.

S202

Engaging the Flow: Unravelling the Challenge-Skill Interplay in the Workplace Applying a Within- and Between- Participant Modelling

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Background: This paper delves into the intricate dynamics of the challenge-skills relationship and its impact on the flow experience, a concept central to positive psychology and organizational behaviour. The study is rooted in Csikszentmihalyi's Flow Theory, which postulates that individuals reach a state of 'flow' - a highly focused and enjoyable state of engagement - when their skills are adequately matched with the challenges they face. This research aims to deepen the understanding of how this balance influences individual experiences of flow, considering flow as a nonergodic process (i.e., studying it at within and between participant levels) and also as a nonlinear phenomenon (i.e., an emerging experience that appears once some values of challenge-skills interaction have exceeded).

Method: The study employed the experience sampling method to gather field data from 60 employees engaged in various activities that reported a total amount of 3,640 registers. This approach allowed for a nuanced capture of fluctuating challenge and skill levels and their corresponding impact on flow experiences. Participants were asked for several days to report their current activity, perceived levels of challenge and skill, and the degree of flow experienced. This methodology facilitated a detailed analysis of the dynamic interplay between challenge, skill, and flow within and between individuals. We also apply cusp modelling to the examined nonlinear relationships.

Results: Within-participant analysis revealed that the optimal balance for achieving flow varied significantly among participants. Only 21,67% of the participants fit well with the original flow theory. However, in these cases where just where the dynamic interplay between challenge and skills influence significantly in the appearance of flow at work. Moreover, in these cases the nonlinear model appears to be more adequate to explain the emergence of the flow experience (R^2 nonlinear = .57, R^2 linear = .36, $p < .01$). These findings suggest that the challenge-skills balance is not a one-size-fits-all formula but varies based on individual differences.

Conclusion: The study contributes significantly to the existing literature by demonstrating that the challenge-skills balance, essential for the flow experience, is highly individualistic and context-dependent. It underscores the importance of considering personal attributes and situational factors in understanding and facilitating flow. The findings have practical implications for workplace design, suggesting a need for personalized approaches to task allocation. The paper also points out limitations and proposes directions for future research, emphasizing the need for more nuanced and context-specific studies in the field.

S203

Dealing With Stressors That Can Hinder or Trigger Work-Related Flow: A Day Reconstruction Study

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Background: Flow refers to a rewarding state of mind that occurs when a person feels fully engaged and absorbed in an activity (Csikszentmihalyi, 1990). According to the transactional model of stress and flow, employees can experience flow as positive outcome of challenge stressors or be prevented from experiencing flow by hindrance stressors (Peifer & Tan, 2021). However, the relationship between flow and different types of stressors at the task-level remains unclear (Liu et al., 2023; Peifer & Wolters, 2021). Taking a stress perspective, this study investigates how challenge and hindrance stressors interact and relate to work-related flow at the episodic level. Moreover, flow can either be a discrete (flow versus non-flow) or continuous (low versus high levels of flow) state. The dominance of continuous measures raises uncertainty about whether the existing insights in the flow literature accurately capture the genuine and distinctive experience of flow. As such, it remains unclear whether current findings specifically predict the occurrence of flow, or a degree of its occurrence. For this reason, we will investigate how our predictors relate to flow as a discrete and/or continuous state. By doing so, we can further disentangle the work-stressor flow relationship and provide recommendations for stimulating flow experiences at work.

Method: Considering that flow requires complete absorption in a task and fluent performance, we employ the day reconstruction method that does not interrupt participants' work activities (Kahneman et al., 2004; Moneta, 2021). Participants in three corporate organizations will reconstruct two randomly selected work episodes in the morning and afternoon for 10 consecutive workdays. We will conduct multilevel modelling with three outcomes: flow occurrence (0-1), flow intensity (variance between flow states), and degree of flow occurrence (1-7).

Results: Preliminary results of a pilot study show that participants do not experience flow during each work episode, thereby showing support for the discrete nature of this state.

Conclusion: We answer prior calls made within the work-related flow literature to investigate how task-related stressors relate to flow at work and threaten employee well-being (e.g., Liu et al., 2023; Peifer & Wolters, 2021). As such, our results support practitioners in fostering conditions that facilitate flow while exploring strategies to mitigate stressors' negative effects.

S204

Virtually Flowing Together? A Survey on Antecedents and Consequences of Team Flow Experience in Virtual Team Work

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Background: Flow experience is a state of complete absorption in a task that feels optimally demanding. It is perceived as a rewarding experience and can positively affect well-being and performance at work. In this context, flow is not only experienced on an individual level, but also as a shared experience within a team. Team flow experience is characterized by optimal team dynamics during interdependent tasks in which flow is experienced together. At the same time, teamwork in many work contexts is increasingly shifting into the virtual space, changing the way of communicating and working in teams. Hence, questions arise on how team flow is experienced in virtual collaboration, which antecedents can contribute to the emergence of team flow and which factors can inhibit it. Furthermore, the consequences of team flow in virtual teamwork and the relationship between team effectiveness and flow during virtual teamwork are unclear. Teamwork brings together different individuals with different personalities. How personality traits are related to the experience of team flow is another aspect to be investigated in this study.

Method: We are currently conducting an online cross-sectional questionnaire study focusing on qualitative questions on the antecedents and consequences of team flow in virtual teams and variables regarding the team communication. 500 employees working in virtual teams are being recruited in Germany and Poland. Applying automated text analysis in terms of text mining tools, we aim to gain a broader understanding of team flow in virtual teamwork, its promoting and hindering factors and consequences. Furthermore, the relationships between big five personality traits and team flow are to be examined hypothesizing positive relationships for extraversion and conscientiousness and a negative relationship between neuroticism and the experience of team flow.

Results: Results are expected for January 2024. Ethical consent was obtained, and the study was preregistered (osf.io/9fwbc). Results from a pre-study with 30 participants analysed with qualitative content analysis show that typical situations for virtual team flow could be creative and interactive tasks like meetings, brainstorming sessions or design tasks. Factors conducive to virtual team flow could be found on different spheres, e.g. individual factors like motivation, task-related factors like the creative nature of a task and social factors like trust within the virtual team. Furthermore, good communication seems to be a crucial factor.

Conclusion: With the insights into team flow in virtual contexts gained from the study, the dynamics of virtual teams can be better understood. By identifying team flow situations and factors that are conducive to team flow in virtual teamwork we aim to help designing more positive work conditions for virtual teams. We expect to derive design parameters for the organization of virtual teamwork and thus help teams to benefit from the positive consequences of team flow experiences.

S205

Energized by Focus: How Absorption Shapes Trajectories of Daily Energy

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Background: Energy, a critical but limited resource in work processes, typically follows an inverted U-curve throughout the day. As outlined in the Effort-Recovery-Model (ERM), work-related effort typically leads to energy depletion over the course of a day. However, recent insights suggest that a certain level of activation is necessary for a productive workday, implying that some initial effort at the beginning of the day is needed. This paradox indicates that effort might not always deplete resources but can contribute to energy generation under specific conditions. Therefore, this study focuses on absorption, a core component of flow experience, as a critical factor. Absorption is characterized by focused immersion in an activity and temporal dissociation and is associated with enhanced well-being and resource gain. Considering that flow is characterized by a state of moderate activation, it necessitates employees to transition from their relaxed state in the morning to a more activated state. This shift involves self-activation and a certain level of effort, essential for initiating productive work and boosting energy levels. Thereby, achieving an absorbed state can positively influence the energy curve throughout the day, as it feels effortless and conserves resources.

Method: An experience sampling study was conducted over ten working days to investigate fluctuations within the day. Participants were surveyed four times a day: (1) in the morning before starting work, (2) at noon, (3) in the afternoon at the end of the working day and (4) in the evening before going to bed. Absorption was measured twice a day (midday and afternoon), and energy was measured at all four time points. We draw on self-reports provided by 109 employees from diverse industries.

Results: The data is currently being analysed. Due to the three-level structure of the data, multilevel growth modelling is used for model specification to predict daily energy trajectories. We are analyzing whether absorption predicts the variance of the energy curve within and between persons.

Conclusion: This study challenges the traditional view of effort as only energy-depleting. It suggests that moderate effort at the day's start may help achieve an absorbed state, potentially offsetting the usual decline in energy and enhancing productivity and well-being in the workplace. As this study focuses only on absorption as a core component of flow, further research is needed to investigate the overall impact of flow, including aspects like enjoyment and challenge-skill balance.

Symposium 42: Reality Check or Just Another Myth? Evidence For Maintaining a Healthy Work Experience in the Face of Adversity

Chair Marie-Pier Boivin
Discussant: Marie Malo

The pandemic and the post-pandemic era have increased workplace disability rates worldwide. This situation poses several challenges and raises important questions. How can we take care of ourselves at work during such difficult times? Furthermore, how can we identify those who are struggling the most? The symposium aims to provide answers to these questions by exploring the variables that affect people's work experience.

The first half of the symposium will be devoted to the study of levers for avoiding unpleasant consequences for workers and organizations facing adversity. To this end, the first communication proposes a model in which organizational identification and job satisfaction are possible levers for reducing intention to leave. Based on social identity theory (Tajfel, 1981), the study involved workers from two organizations in the manufacturing sector. The results of this three-wave time-lagged study highlight the important contribution of one's identification to their organization to job satisfaction, and its negative effect on intention to leave. The second paper addresses a topical issue for many workers: detaching from work when the job is now done at home. The aim of this qualitative study was to identify the strategies put forward by individuals aiming to recover well from work. Based on eight individual interviews with teleworkers from various industries, the study underscores successful means protecting themselves from burnout and depression, especially when boundaries are not physically clear between home and work.

The second half of the symposium will focus on two indicators of harm to the psychological health at work of individuals. Therefore, the third presentation will discuss the results of a repeated measure study aiming to better understand how socio-demographic and organizational factors explain the occurrence of burnout among the Canadian population during the Covid-19 pandemic. The preliminary analysis of multiple regression, variance, and cluster analyses revealed variation in burnout manifestation based on those variables. The last paper aimed to compare a work-specific operationalization of psychological distress to a context-free conceptualization. The results of CFAs and relative weight analyses shed light on the distinctive nature of psychological distress at work. In a nutshell, the various methods used (e.g., mediation analyses, scoping study, thematic analyses, validation study) and the complementary nature of the variables and theoretical frameworks studied will make it possible to discuss the advancement of knowledge and the development of interventions better adapted to workers' current needs.

S206

The Self and Their Leader: The Missing Pieces in Understanding Cognitive Adjustment at Work?

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In the face of the constant challenges and many changes transforming the world of work, the individual's ability to adjust to their work environment has been identified as a must (Yale, 2023). Researchers, practitioners, and organizations have been working together for several years now to better understand and optimize this ability. Based on the IGLOO model (Nielsen et al., 2018), the aim of this study was to propose an enriched conceptualization and operationalization of cognitive adjustment at work, an indicator of this capacity that refers to the individual's understanding of their task, group and organization (Malo et al., 2016). Building on a pragmatic worldview, 28 individual interviews based on the critical incident technique (Flanagan, 1954) were conducted with industrial and organizational psychologists to explore cognitive adjustment at work as it can be observed in the workplaces of today. Thematic analysis of the semi-structured interviews revealed 34 manifestations of cognitive adjustment at work, observable at 5 levels. Although some of these manifestations are observed at the same levels as in the initial conceptualization of the construct, and in coherence with the IGLOO model, the analyses also highlight the presence of cognitive adjustment at work manifestations at the individual and leader levels. The manifestations were also classified into lower-order themes (e.g., career aspirations, limits, and self-value for the higher-order theme "individual-level").

Borrowing from one of the most current models adopted in occupational health literature, the present study provides a new grounded theoretical lens to understand cognitive adjustment at work. The study contributes to the advancement of knowledge by providing a new definition of the construct as the individual's understanding of their tasks, aspirations, development potential and professional limits, group, manager and organization. At the practical level, an enriched operationalization of the construct is suggested to help better grasp and assess one's level of understanding of the various dimensions of their work.

S207

When the Workplace is Driving Home: A Qualitative Study on Psychological Detachment From Work During COVID-19.

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Background: For most people, work has been defined as a physical place to accomplish tasks in exchange of a salary. Boundaries were clear and easy to establish, providing a sense of structure when workers were feeling overwhelmed. However, the COVID-19 pandemic has introduced a new dynamic by allowing work into worker's homes. Even if these decisions were made for their own safety, negative impacts have affected their psychological well-being. This study explores the strategies deployed by workers to increase their psychological detachment from work during COVID-19 pandemic. Furthermore, based on the self-efficacy theory (Bandura, 1997), it examines their motivation and psychological well-being in a workplace where boundaries aren't clearly defined, and their ability to adopt new habits to improve their psychological detachment from work.

Methods: This qualitative study has a final sample of 8 participants interviewed using the critical incidents' method (Flanagan, 1954). All chosen participants were employed in the province of Quebec, Canada. Interviews were conducted online, using a secured platform. They were audio-recorded and fully transcribed. Building on the recommendation of Braun & Clarke (2006), thematic analysis was conducted to shed light on the data.

Results: According to the literature, five keys themes could influence psychological detachment from work: workload, work-family conflict, cognitive demand at work, autonomy, and work boundary management (Agolli et al., 2023). Although the implication of these themes is well documented on the psychological detachment from work, literature hasn't paid sufficient attention to the methods used by these employees to enhance their psychological detachment at work in their free time. This study will highlight successful strategies that they have put in place to protect themselves from burnout and depression.

Conclusion: This study provides evidence on the importance of promoting psychological detachment from work, especially when boundaries are not physically clear between home and work. Such actions could play an important role to prevent burnouts and turnover. It also elucidates some of the successful strategies deployed by workers that can support their resilience and well-being and served as guidance for future interventions.

S208

Canadian Workforce through the Pandemic Era: Interplay of Inclusive Leadership and Socio-Demographic Diversity on Burnout

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Introduction: The COVID-19 pandemic has significantly redefined the workplace, leading to unprecedented levels of burnout among workers. Although burnout is a common issue, its manifestation may vary with people's social environments. Particularly vulnerable groups have

faced disproportionate burdens due to the pandemic, with their socio-demographic traits intensifying the impact of burnout. In addressing this challenge, the focus has shifted towards leaders' ability to mitigate the pandemic's toll on their employees' psychological health. Specifically, there's interest in leaders' ability to foster inclusive, equitable, and diverse work environments promoting openness, communication, and acceptance, regardless of individual characteristics. This inclusive leadership approach has shown promise in alleviating psychological distress in times of crisis. However, empirical findings remain inconsistent, with limited research providing insights into the effects of socio-demographic factors and inclusive leadership in mitigating burnout during the COVID-19 pandemic. Also, most research has been confined to healthcare and essential services. Yet, it appears that the pandemic's strain on psychological well-being might have extended to the broader Canadian workforce, signalling a widespread vulnerability to burnout across professional fields.

Objectives: This repeated measure study aims to better understand how socio-demographic and organizational factors (inclusive leadership) influence the occurrence of burnout among the Canadian population during the COVID-19 pandemic.

Method: This study is part of a bigger project on stress, coping, resilience, and overall psychological health during the pandemic. We focused on burnout, using the Maslach Burnout Inventory (MBI-GS). Participants were asked to fill out an online questionnaire twice: once during the pandemic (2020-21) and once after (2022-24). The subset was selected based on specific criteria, including employment status and diversity in demographic factors, to ensure a representative sample of the Canadian workforce. This includes 701 participants to this day.

Results: We anticipate (1) significant variation in burnout manifestation based on age, gender, income, education level, sexual orientation, and ethnic background, (2) stability of these patterns over time, and (3) a moderating effect of inclusive leadership on these relationships. Multiple regression analyses, analyses of variance, and cluster analyses are planned for this purpose. Detailed findings will be presented during the conference.

Conclusion: Insights provided by this study respond to current research gaps by positioning the relative effects of socio-demographic risk factors and inclusive leadership on burnout in times of crisis. Our findings aim to inform organizational policies and leadership development programs, contributing to more resilient and psychologically healthy workplaces in the post-pandemic era.

S209

Psychological Distress: One and the Same Thing, Whatever the Context? A Construct Validation Exercise

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Background: Drawing on a century of research, Bliese and colleagues (2017) have extensively reviewed articles on job stress published in the Journal of Applied Psychology. The authors stress the need to expand the inventory of indicators that capture workers' subjective experience upstream of medical diagnosis and disability. Among the primary constructs studied in this way are symptoms of non-specific psychological distress or disorders such as anxiety and depression (Staples et al., 2019). According to the probabilistic principle underlying the "matching hypothesis", contextualized variables would contribute more to explaining phenomena specific to the organizational environment than generic variables (Bloom et al., 2020). Based on this principle and to respond to the invitation issued by Bliese et al. (2017), the

present study aims to test the discriminant and incremental validity of psychological distress at work in comparison with a measure of psychological distress in general (i.e., the 6-item of Kessler Psychological Distress Scale).

Method: We conducted two data collections among professionals ($N = 543$ employees; $N = 436$ managers) from a healthcare organization in Quebec (Canada). Participants completed an online survey on job stress and well-being. Among other scales used, they reported their psychological distress at work (Gilbert & Malo, 2017), general distress (Kessler et al., 2002), and three job performance outcomes, such as task performance and organizational citizenship behaviours toward the benefit of other individuals for employees (Williams & Anderson, 1991), and transformational leadership for managers (Carless et al., 2000).

Results: To examine the distinctness of psychological distress at work from the general distress measure, we conducted a series of CFAs using Mplus 8.9. The three-factor structure with a second-order factor model and the first-order three-factor model of psychological distress at work better fit than models that included Kessler et al. (2002) items under the latent variable. These findings suggest that psychological distress at work is distinct from the general distress construct. To test incremental validity, we performed relative weight analyses (RWAs) using 95% bias-corrected and accelerated confidence intervals with 10,000 replications to assess the significance of the relative weights (Tonidandel & LeBreton, 2011). The regression analyses and RWAs results show added unique variance to predicting the three job performance outcomes over and above general distress.

Conclusion: Our study makes several contributions. First, findings provide robust statistical evidence supporting the uniqueness of the psychological distress at work construct compared to general psychological distress through confirmatory factor analyses. Second, by demonstrating the incremental validity of work-specific distress over general distress in predicting key performance outcomes, our research further establishes the importance of context-specific measurement of employees' psychological health. Taken together, these results underscore the theoretical and practical value of assessing domain-specific psychological health in relation to workplace outcomes rather than relying only on general indicators. The findings support continued differentiation between general and work-related psychological distress in research and practice. The discussion will highlight the positioning of the construct concerning other warning signs of disability at work.

Symposium 43: Advancing our Understanding of Psychosocial Safety Climate: Global Perspectives (Part 2)

Chair Maureen Dollard
Discussant: Amy Zadow

Extending on the previous symposium, this second session provides further insights into of psychosocial safety climate (PSC) research, presenting new research from Italy, Ghana, Sweden, and Australia.

The symposium commences with a presentation titled "Longitudinal monitoring of healthcare workers' mental health and PSC during the COVID-19 pandemic" from Italy. This study explores the intersection of PSC and mental health outcomes among healthcare workers amidst the unprecedented challenges posed by the COVID-19 pandemic, highlighting the crucial role of supportive organizational climates in mitigating stress.

From Ghana, the second presentation investigates the "Moderating effect of psychosocial safety climate in the health erosion hypothesis: A cross-sectional survey of long-distance drivers." This presentation examines the role of PSC in buffering against the adverse effects of job demands on the health and well-being of long-distance drivers, highlighting the importance of organizational support in high-stress occupations.

From a Swedish context, the next presentation explores "Employee-driven innovation: Exploring the significance of psychosocial safety climate." This presentation discusses the relationship between PSC and employee-driven innovation, demonstrating how PSC fosters a culture of creativity and initiative among employees, ultimately driving organizational success.

The symposium concludes with a presentation from Australia on "Psychosocial safety climate and playful work design: A multilevel study", which examines the interplay between PSC and playful work design, highlighting the importance of incorporating elements of fun and creativity into work environments to enhance employee well-being and organizational performance.

In summary, this symposium offers a comprehensive exploration of PSC research from a global perspective, showcasing innovative studies from Italy, Ghana, Sweden, and Australia.

S210

Longitudinal Monitoring of Healthcare Workers' Mental Health and PSC During the COVID-19 Pandemic

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Data from a longitudinal study we set in 2020 to monitor healthcare workers' (HCWs) mental health during Covid-19 pandemic (see Fattori et al., 2021, Bonzini et al., 2022, Fattori et al. 2023 for previous findings).

Measures: PSC-4, GHQ-12, age, gender, occupational role, working experience in Covid-19 area, moral distress.

Preliminary results:

1. PSC-4 resulted consistently associated with mental health outcome (GHQ-12); this association also remained considering symptoms' trajectory from T1 to T2. PSC-4 mean value at baseline (Time 1) was 3.02 and increased after one year at follow-up (T2), especially regarding item 1 ($\Delta=0.21$, $p<.001$). Both at T1 and T2, PSC was lower among younger HCWs, physicians, nurses and subjects who had previous or current working experience in Covid-19 area. Results showed strong associations between PSC-4 and GHQ-12, both at Time 1 and Time 2 ($r=-0.33$, $p<.001$). Subjects with impaired mental health (i.e. GHQ-12 score above the cut-off) had lower PSC than subjects who scored below the cut-off point both at Time 1 and time 2. We divided subjects into 4 subgroups based on their symptoms' trajectory. Specifically: resilient (subjects who scored below the cut-off point both at Time 1 and Time 2), remittent (subjects who scored above the cut-off point at Time 1 and below at Time 2), persistent (subjects who scored above the cut-off point both at Time 1 and Time 2), incident (subjects who scored below the cut-off point at Time 1 and above at Time 2). Comparing Time 1 and Time 2, we found that PSC had similar values among resilient and among persistent subjects (table 5). Remittent subjects showed a significant increase in PSC at Time 2. Incident subjects showed a decrease in PSC for GHQ-12. Of note, persistent subjects had the lowest PSC level compared to others. We estimated cross-lagged effects to investigate potential causal predominance between PSC and GHQ. We found that PSC4 at T1 negatively and significantly predicted GHQ12 at T2, no effect of GHQ12 at T1 on PSC4 at T2.

2. To investigate the role of PSC-4 as a risk factor and potential moderator together with other prominent risk factors (being women, younger HCWs, nurse, prolonged experience in Covid19-area, moral distress) for impaired mental health. We are still working on data; however preliminary findings suggest PSC can moderate the effect of moral distress on GHQ12.

S211

Employee-Driven Innovation: Exploring the Significance of Psychosocial Safety Climate

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Employee Driven Innovation (EDI) is a relatively new concept that acknowledges employees' unique skills and potential in generating and applying new ideas. However, introducing EDI can be challenging for companies that traditionally view managers and specialists as innovation experts. The suitable pre-conditions and organizational climate must be in place to make EDI possible. The literature shows that the conditions for EDI overlap to a great extent with psychosocial working conditions such as demands, control, and social support. Psychosocial Safety Climate is an upstream predictor of psychosocial working conditions and no specific climate construct for EDI has so far been identified. This study aims to understand how well PSC explains EDI using data from employees in a large manufacturing company in Sweden. We use the data from a repeated measures study with 19 work teams. Data was collected across three time points, resulting in 317 responses. Multi-level modelling is applied to analyse the two levels of data, work groups and time nested within work groups.

Three PSC domains, support and commitment ($p < .01$), priority ($p < .01$), and communication ($p < .01$), were found to significantly impact EDI regardless of time. Participation and involvement significantly impacted EDI ($p < .01$) and interacted with time ($p < .05$). PSC communication was found to have the most significant impact on EDI.

Research has repeatedly highlighted the importance of the organizational climate for EDI. However, no specific climate construct has so far been linked to EDI. These findings suggest that PSC may be a suitable climate construct for EDI.

S212

Psychosocial Safety Climate and Playful Work Design: A Multilevel Study

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In this study, we use Job Demands-Resources (JD-R) theory to propose a longitudinal multilevel model in which the Psychosocial Safety Climate (PSC), influences individual level demands (work pressure) and resources (decision authority) and consequently, playful work design (PWD). We also examined the relationship between PWD, work engagement and psychological distress. Longitudinal data were collected from university employees from 39 Australian universities via a three-wave survey over 24 months. Results of hierarchical linear modelling revealed university level PSC (Time 1) predicted individual work pressure and decision authority (Time 2), which in turn predicted individual PWD (Time 3). Individual work pressure and decision authority mediated the positive relationship between university level PSC and individual level PWD. In addition, PWD was positively related to work engagement

and negatively related to psychological distress (all variables measured at Time 3). Results suggest that PSC, work pressure and decision authority are antecedents of PWD integrating PSC in JD-R theory. These findings suggest that organizations may encourage PWD and optimize employee well-being by establishing a climate in which employees feel psychologically safe and work in active jobs.

S213

Acting Out When Psychosocial Safety Climate Is Low: Understanding Why Middle-Level Managers Experience Upward Mistreatment

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Upward mistreatment, despite being under studied, is an influential phenomenon affecting middle managers' well-being and performance. The work environment hypothesis of bullying proposes that an undesirable work context is the main cause of workplace bullying, suggesting the importance of creating an anti-mistreatment climate, that is, psychosocial safety climate (PSC). In this study, we argue that upward bullying and aggression are unsafe behaviours, a "retaliation" by employees resulting from their unsafe work context. Using a large-scale multisource sample collected from 123 organizations, 6,658 middle managers and 34,953 employees, we examined the relationship between collective PSC, individual-perceived PSC and middle managers' experience of upward mistreatment. Single-level and multi-level modelling results suggested that PSC is an important element in reducing the likelihood of upward bullying and aggression, in turn, protecting managers' well-being. More importantly, upward bullying is a way that employees' acting out when there is an undesirable working context. Future research on workplace mistreatment should examine PSC and upward mistreatment. Interventions provided should focus on improving PSC which could in turn preventing upward mistreatment, thereby improving psychosocial safety for both employees and middle managers to prevent negative actions.

S214

Moderating Effect of Psychosocial Safety Climate in the Health Erosion Hypothesis: A Cross-Sectional Survey of Long-Distance Drivers in Ghana

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Background: About eight persons die daily in Ghana through road traffic crashes, because most drivers are largely exposed to poor psychosocial working conditions. Fortunately, psychosocial safety climate (PSC) is shown to buffer the effect of psychosocial hazards on workers' well-being and safety of workers. The buffering of PSC has received limited research attention among workers in many African countries including Ghana. The influence of PSC on road transport is yet to be explored. Hence, the purpose of this study was to examine the moderating role of PSC in the health erosion hypothesis using large data from long-distance bus drivers in Ghana.

Methods: This quantitative cross-sectional survey recruited 7,315 long-distance bus drivers from Accra and Tema who commute at least 140 kilometres to other parts of the country. These drivers were recruited at the various bus terminals using convenient sampling method. Hypotheses were tested using Partial Least Squares Structural Equation Modelling (PLS-SEM).

Results: The PLS-SEM revealed that PSC significantly moderated the effect of job demands and job resources on psychological well-being. Furthermore, PSC buffered the effect of psychological well-being on safety incidents of the drivers.

Conclusion: PSC plays a significant moderating role in the health erosion hypothesis using data from long-distance drivers in Ghana. These results highlight the importance of creating a conducive work environment that prioritises the PWB and safety of drivers in the road transport industry. By fostering a positive PSC and providing adequate JR, road transport companies and other stakeholders can promote the overall mental health and safety of long-distance bus drivers, that may contribute to reducing road accidents and attendant fatalities, injuries, social and economic losses.

Symposium 44: BAT-Symposium Part 2: New Understandings in the Workplace (and Elsewhere)

Chair Hans De Witte

Discussant: Leon De Beer

This symposium contains six papers and aims to shed light on the evolving nature of burnout in contemporary work settings, exploring some psychometrics of the Burnout Assessment Tool, its predictors, manifestations, and potential interventions. The presentations draw upon research from various contexts, including Croatian workplaces, remote work environments, Russian public librarians, employees from New Zealand, and broader theoretical analyses, providing a nuanced understanding of burnout and its management.

Kolachev and Osin's research evaluates the validity of the BAT in comparison to the Maslach Burnout Inventory (MBI), using a sample of Russian public librarians. Their findings demonstrate the BAT's superior fit and its ability to differentiate burnout from depression, contributing significantly to the refinement and accuracy of burnout assessment tools. Hadžibajramović et al. analyse the ultra-short 4-item version of the BAT (BAT4) and evaluate its construct validity in eight countries along with its measurement invariance regarding country, age and gender. They conclude that the results regarding BAT4's construct validity and measurement invariance are promising.

Mikac et al. explore the reciprocal relationship between burnout and job demands, focusing on the role of maladaptive self-regulatory strategies like self-undermining and cognitive flexibility. Their longitudinal study with Croatian employees also validates the Burnout Assessment Tool (BAT) and demonstrates how unfavourable work environments can lead to burnout, which in turn exacerbates maladaptive stress responses. This research highlights the cyclical nature of burnout and the importance of addressing both work environment factors and individual coping strategies.

Procházka et al. delve into the dark side of remote work, examining how organizational policies around home-office work affect employee autonomy, engagement, and burnout. Their study across Czech and Dutch samples reveals that monitored and involuntary remote work diminishes autonomy and engagement while slightly increasing burnout. This research underscores the need for organizations to consider employee autonomy in remote work policies to prevent negative mental health outcomes.

Näswall et al. present the results of a cross-sectional survey in New Zealand aiming to investigate the roles of trade union membership and perceived control in the relationship between job insecurity and burnout outcomes. They additionally test and find support for the moderating effect of union support on the association between job insecurity and perceived control.

Finally, Sørengaard analyses the associations between personality (the big 5), self-efficacy and burnout in Norwegian students. She reports a moderate to strong positive relationship between openness to experience and self-efficacy and the risk of burnout in students.

The symposium highlights the multifaceted nature and the importance of considering both organizational policies and individual coping mechanisms. By bringing together diverse perspectives and empirical findings, the symposium offers valuable insights for researchers, practitioners, and policymakers striving to mitigate the impact of burnout in the modern workplace (and among students).

S215

The Ultra-Short Version of the Burnout Assessment Tool (BAT4) – Development, Validation, and Measurement Invariance Across Multiple Countries, Age and Gender **Emina Hadzibajramovic^{1,2}, Wilmar Schaufeli^{3,4}, Hans De Witte^{3,5}**

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Introduction: The Burnout Assessment Tool (BAT) was developed for individual and group-based assessment of burnout. Although a short, 12-item version of the BAT exists, there is need for an ultra-short version. The aim was to develop an ultra-short 4-item version – BAT4 and to evaluate its construct validity in multiple countries along with its measurement invariance regarding country, age and gender.

Method: The BAT4 was developed combining the results from the Rasch analysis, subject matter analysis and expert judgements using data from representative samples from the Netherlands (NL) and Belgium (BL). The construct validity was evaluated using the Rasch analysis on national representative samples from eight countries (NL n=1500, BL= 1500, Austria n=1054, Germany n=1073, Finland n=733, Ireland n=425, Japan n=1028, Czech Republic n=964) and the pooled sample (100 randomly chosen participants from each country, n=800). Differential item function (DIF) for age and gender was evaluated in each country and in a pooled sample. Country DIF was evaluated in the pooled sample.

Results: The BAT4 included: EX1 (*At work, I feel mentally exhausted*), MD1 (*I struggle to find any enthusiasm for my work*) CI4 (*When I'm working, I have trouble concentrating*) and EI5 (*At work, I may overact unintentionally*). In six out of eight countries (NL/FL, CZE, GE, FI and IR) as well as in the pooled sample the BAT4 fulfilled the criteria required by the Rasch measurement model to constitute a construct validity of the scale. In the pooled sample, measurement invariance between the eight countries as well as between gender and age was concluded. Analyses within different countries showed occasional gender DIF for some of the items.

Conclusion: The results were promising regarding BAT4's construct validity and measurement invariance. Although the ultra-short version includes only four items, its content coverage is acceptable. Further studies are needed to evaluate its practical usability.

S216

Can Burnout Predict Job Demands? the Role of Maladaptive Self-Regulatory Strategies

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The process of development and maintenance of burnout syndrome has the characteristics of a reversible and self-sustaining mechanism. Both job and personal demands and resources are known antecedents of levels of burnout, however new research indicates that higher demands might also be the consequences of burnout via the maladaptive self-regulations strategies (Bakker & de Vries, 2021). The goal of this research was two-fold: first, we wanted to validate the newly translated measure of burnout (BAT; Schaufeli et al., 2020) by exploring its relations with job and personal demands. Second, we wanted to examine the role of two forms of self-regulation of stress in the process of burnout - self-undermining (behaviours that undermine one's own work behaviour such as unclear communication and causing conflicts) and cognitive flexibility (the ability to abandon ineffective ones and find alternative strategies for dealing with stress). Starting from the theory of work demands and resources, we tested two mediation hypotheses according to which (a) work demands lead to burnout, which further predicts higher levels of self-undermining/lower levels of cognitive flexibility, and (b) higher levels of self-undermining/lower levels of cognitive flexibility lead to higher work demands, which further predict higher levels of burnout. We tested the hypotheses using a design in three time points (approx. 7 months apart) and a representative sample of Croatian employees ($N = 1011$). The results of the research mostly confirm the hypotheses, demonstrating how an unfavourable work environment predicts the development of burnout and consequently promotes maladaptive ways of self-regulation of stress, but also that work environment is predicted by burnout. This indicates the importance of understanding the development of burnout in countering its adverse effects.

S217

The Dark Side of Remote Work: Policies Reducing Autonomy While Working From Home and Their Effects on Engagement and Burnout

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Background: Working from a home-office is said to benefit work-life balance and increase employee autonomy. However, organizations and research rarely distinguish between different settings of working from home. In this presentation, we show that outcomes of working from home may be related to organizational home-office policies.

Method: We hypothesized that the option to choose to work from home, as well as monitoring of homeworking by the organization, would be related to the fulfilment of employees' need for autonomy as well as their engagement and burnout. We conducted two surveys on employees between 20 and 64 who work mostly from home: one sample of 288 Czech employees and one sample of 293 Dutch employees. Both samples reported their burnout (BAT-12), engagement (UWES-9), and autonomy need satisfaction (Work-Related Basic Need Satisfaction Scale). Employees also indicated whether the organization monitored their work outcomes, working hours, computer activities, and/or all activity during their workday (e.g., webcam). The Czech employees were also asked whether they perceived working from home as a free decision or whether it was directed by their employer.

Results: Results show that employees who are monitored while working from home and perceive working from home as involuntary report lower levels of autonomy need satisfaction

and engagement, and higher burnout.. When focusing on the various monitoring tools, their significance differs in the Czech and Dutch samples. While monitoring of computer activity was the most important predictor in the Czech sample, in the Dutch sample monitoring of working hours and work output had the strongest relationship with engagement and burnout. However, all the direct effects of monitoring tools on engagement and burnout were either small or negligible.

Conclusion: We conclude that working from home should not be examined as a homogenous phenomenon. Rather, the degree of autonomy that employees have when working remotely seems decisive. Furthermore, organizations should be aware that mandated or monitored remote work may have unintended and specific negative effects on employee engagement and burnout and that this negative effect may differ when using various monitoring tools and in various cultures.

S218

From Powerlessness to Empowerment? The Role of Union Membership and Perceived Control in Protecting against Job Insecurity and its Adverse Well-being Outcomes.

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This research project is a cross-sectional survey study aiming to investigate the roles of trade union membership and perceived control in the relationship between job insecurity and burnout outcomes. Job insecurity has become increasingly commonplace in modern working life and has been associated with negative well-being outcomes. Job insecurity negatively impacts well-being through diminishing employees' perceived control over their work situation, resulting in strain and reduced well-being. This indicates that strengthening employees' perceptions of control could aid in preventing these adverse outcomes. Union membership is expected to enhance perceived control by providing collective support and capability, thereby mitigating the negative impact of job insecurity on burnout. Previous empirical studies revealed mixed findings, which appears to stem from inconsistent conceptualization and measurement of union membership as a variable. Through the lens of appraisal theory, this study aims to investigate whether specific facets of union membership, namely perceived union support and perceived union instrumentality, moderate the relationship between job insecurity and perceived control. Our study aim was investigated in a cross-sectional sample, using an online survey. Data were collected in October/November 2023, in two phases. First, we recruited union members currently employed in Aotearoa New Zealand. Secondly, we recruited union members through our professional networks, which meant opening to international participants. A total of N=211 participants completed the survey. Since data has just been collected, all results are preliminary.

Preliminary analyses with exhaustion as the outcome variable, and quantitative job insecurity as the predictor, indicate support for the indirect effect of job insecurity on emotional exhaustion via perceived control. We also found support for the moderating effect of union support on the association between job insecurity and perceived control. Further, the indirect effect of job insecurity on burnout via perceived control was moderated by union support. The moderation indicates that at low levels of job insecurity, those with high levels of support report lower burnout than those with low levels of perceived control, but at high levels of job insecurity, the levels of exhaustion are similar, regardless of levels of support. The impact of high job insecurity appears to be strong enough that union support does not prevent its negative outcomes. The results of this research contributes to the limited body of research examining the relationship between job insecurity and union membership, shedding light on the role of unions in protecting against job insecurity and its impact on burnout consequences.

S219

Associations Between Personality, Self-Efficacy and Burnout in Norwegian Students

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Background: Symptoms of burnout is common among students within higher education, and pose a significant risk for their health, well-being, social relations, and academic results. Interventions aimed at improving self-efficacy can be beneficial in stress management and help prevent or reduce symptoms of burnout. However, underlying personality traits can function as driving forces behind both self-efficacy and burnout and are necessary to investigate simultaneously. High neuroticism is a well-known risk factor for burnout and low self-efficacy, whereas high conscientiousness can act as a protective factor and be positively related to higher self-efficacy.

Methods: An anonymous and electronic questionnaire was administered to 250 Norwegian business students in the Fall of 2023. A total of 137 students (57% men) responded to the survey, resulting in a response rate of 55%. Burnout was measured with the Burnout Assessment Tool (BAT), whereas personality was assessed with a 20-item version of the Big Five Inventory, and self-efficacy was measured using the General Self-Efficacy Scale.

Results: The results from the multiple regression analyses showed that self-efficacy had a negative association to burnout ($\beta = -.38^{***}$) and explained 15% of the variance. After adding the Big Five personality traits to the analyses, the association was no longer significant. Neuroticism had the strongest positive association to burnout ($\beta = .40^{***}$), whereas conscientiousness was negatively associated to burnout ($\beta = -.27^{**}$). The final model explained 35% of the variance in burnout. Further, personality explained 43% of the variance in self-efficacy. Openness to experience ($\beta = .30^{***}$) and conscientiousness ($\beta = .37^{***}$) were positively associated with self-efficacy, whereas neuroticism had a negative association to the concept ($\beta = -.28^{**}$). The internal consistency was high for both burnout ($\alpha = .83$) and self-efficacy ($\alpha = .81$), and acceptable for all personality traits.

Strengths and limitations: The study applied a cross-sectional design in a small to moderate sample of students which limits the conclusions that can be drawn. Additionally, applying a short measure of personality do not capture all facets of the personality traits. Hence, the results should be interpreted with caution and replicated in longitudinal studies using larger samples of students. This study does, however, provide new insight to the associations between individual differences, self-efficacy and burnout in Norwegian students. It is also the first study that applies the student version of the BAT in a Norwegian sample.

Conclusion: Although self-efficacy can act as a protective factor against burnout in students, the results in this study may also be contributed to higher general well-being and healthy stress management. Given that burnout is a result of prolonged stress and self-efficacy is associated with better coping abilities, this finding is not surprising. Regarding the associations between personality, burnout and self-efficacy, the findings was in accordance with previous research. However, the moderate to strong positive relationship between openness to experience and self-efficacy indicate that this trait may have an important impact on coping and help reduce the risk of burnout in students. We recommend that mediating and moderating analyses are included in future studies.

Symposium 45: Coupled Symposium New Work: Opportunities and Risks for Collaboration, Well-being and Health. Part 1 – Digital Tools and Collaboration

Chair Stephanie Neidlinger
Discussant: Susan Peters

Part 1 of this coupled symposium focuses on digital tools and collaboration among employees and leaders. With the recent shift of work towards remote practices, the use of digital communication tools has been on the rise. From the potentials and dangers of virtual reality meetings to the nuanced dynamics of informal communication at work, the first part of this coupled symposium aims to shed light on the effects of tools, technology use and communication on health and well-being of people at work.

The first presentation by Yannick Frontzkowski (Helmut-Schmidt University, Germany) covers an experimental study which compares meetings in virtual reality to videocalls. He examines participants' fatigue, cognitive load and performance and discusses potentials of the use of more immersive technology for work meetings. This is followed by another experimental study presented by Katharina Schübbe (Helmut-Schmidt University, Germany) which compares videocalls, phone calls and face-to-face interactions of leaders and employees and assesses if leaders' perception of their employees' health-related warning signals differ across technologies. Subsequently, Alejandro Hermida Carrillo (Ludwig-Maximilian University, Germany) builds on the topic of digital tools at work and presents results on expectations to always be available / online for work as an antecedent and threat for increased intimate partner violence at home using multilevel data. In an additional quasi-experimental design, he analyses how remote work practices are related to "always-on" work cultures. The final two presentations will put an emphasis on informal communication in remote contexts. Annabell Reiner's (Helmut-Schmidt University, Germany) longitudinal study with leaders uncovers how leaders can mitigate the negative effects of distant collaboration on team cohesion and commitment and how distant communication affects leaders' work-related stress. Lastly, Dorothee Tautz (Helmut-Schmidt University, Germany) presents results from a diary study examining differences between hybrid employees' informal communication with their leaders on office and remote days. She additionally reports how informal communication and transformational leadership can increase daily well-being at work.

These presentations will be followed by Part 2 of the coupled symposium focusing on remote, hybrid and office-based work practices. The end of part 2 of the symposium will feature a discussion led by Susan Peters (Harvard School of Public Health, USA) who will put tools, collaboration and new work practices into a global public health perspective.

S220

Deep Diving Into a Comparison of Virtual Meetings and MS Teams Meetings – Is 2D Virtual Conferencing Outdated?

Yannick Frontzkowski

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Background: In the professional sphere, video conferences have become ubiquitous, giving rise to video conference fatigue (VCF), characterized by exhaustion across various dimensions (Fauville et al., 2021). The surge in remote work has amplified reports of fatigue (Döring et al., 2022; Li et al., 2022), with 2D videoconferencing platforms potentially exacerbating cognitive challenges (Bailenson, 2021; Raake et al., 2022). In response, there is an interest in immersive Virtual Reality (VR) as an alternative communication platform, believed to alleviate cognitive burdens associated with videoconferencing. Aspects like cognitive load, more challenging

nonverbal communication, and meeting satisfaction are related and theorized to increase VCF (Bailenson, 2021; Raake et al., 2022). Empirical investigation is needed to understand the comparative impact of 2D videoconferences and 3D immersive VR meetings on cognitive load, nonverbal communication dynamics, overall user experience, and VCF. Building upon the existing discourse surrounding VCF and the potential of immersive VR technologies, our study aims to address the following research question: How does the use of 3D immersive VR meetings, as compared to conventional 2D videoconferences, impact cognitive load, nonverbal communication dynamics, overall user experience, and VCF?

Method: To test the hypotheses, a two-factorial (VR vs. MS Teams) experimental pre-post design was chosen with a sample of N = 90 participants. Age ranged from 10 to 59 years. Data collection will still be ongoing until January 2024. After filling out the first questionnaire (T1), groups of 3 participants were randomly assigned to one of the two conditions. They had to participate in an online meeting in either VR or in MS Teams, in which they had 15 Minutes to solve a riddle that could only be solved if they shared unique information that was given individually to them. After 15 Minutes, the meeting ended, and they had to fill out a second questionnaire (T2). After the second questionnaire, participants then had another meeting in the opposite condition with the same kind of task but different information. After the second meeting, the last questionnaire was filled out (T3).

Results: Preliminary analysis shows more VCF for meetings in VR than in MS Teams. The two subscales, general and visual fatigue, seem very different in VR vs. MS Teams. Moreover, participants report more cognitive load for VR and have lower performance scores. Subjective nonverbal communication difficulties show no significant differences in VR vs. MS Teams, except that facial expressions were easier to recognize in MS Teams.

Conclusion: The first glance into the data indicates worse results for VR than for MS Teams, which might be due to the very technology, which is not yet advanced enough. Low resolution, lack of facial expressions, heavy hardware, and lack of expertise might jeopardize the VR meeting, leading to more cognitive load, VCF, and less performance.

S221

The Medium Matters: Exploring Leaders' Perception of Employees' Psychological Warning Signals in Different Communication Contexts

Katharina Schuebbe, Annika Krick, Jörg Felfe
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Background: Working from home (WFH), often involving video conferencing, has become the new norm. This shift impacts employees' well-being and health, necessitating a focus on Health-oriented Leadership (HoL). Initially studied in traditional settings, the effectiveness of HoL in WFH environments, particularly with digital communication, remains unclear. This leads to a critical question: How does a medium like video conferencing affect HoL? Franke et al. (2014) define HoL as a style that prioritizes employee health, specifically through recognizing and addressing health concerns, a concept termed StaffCare. Communication media's impact on leaders' ability to perceive and respond to health-related cues in a WFH context is not well understood. Misinterpretations or overlooked cues in digital communication, as suggested by the Media Richness Theory of Daft and Lengel (1986), could hinder leaders from distinguishing relevant from non-relevant health signals.

Method: Our experimental simulation study involving N = 47 participants examined the effectiveness of detecting warning signals (StaffCare) based on the richness of the medium

(face-to-face meeting, video conference, telephone call) and the type of the warning signals (non-relevant vs. relevant warning signals), using a 2x3 within-design.

Results: The findings show that leaders' StaffCare differs in face-to-face compared to digital meetings and can discriminate between the types of warning signals. Furthermore, we found an interaction effect between the medium and the type of warning signals, showing that leaders are best at recognizing relevant warning signals in face-to-face meetings, followed by video conferencing, with telephone calls proving the least effective.

Conclusion: Our research contributes to the field of HoL by explicitly focusing on leaders' health-oriented awareness and behaviour in the digital environment. By examining the role of mediums, we gain a deeper understanding of communication when working from home. Moreover, our findings underscore the barriers leaders face when implementing HoL in remote settings dominated by digital communication – a contrast to conventional office settings. Leaders and organizations must recognize these new challenges to address this loss of information and cues. With this understanding, tailored leadership strategies can be developed, empowering leaders to support their followers' health, even when WFH.

S222

Don't Take That Call - How Expectations to Be Always-on Fuel Intimate Partner Violence

Alejandro Hermida Carrillo

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Introduction: How do job characteristics contribute to intimate partner violence (IPV)? Building on boundary theory and the ego depletion effect, we develop a model to examine how the expectation to be reachable for job-related matters during non-work times (always-on expectations) affects IPV.

In our first hypothesis, we expect that higher always-on expectations will be associated with increases in IPV. This is because more work intrusions into personal life heightens stress and challenge self-regulation, potentially leading to more conflict at home. In our second hypothesis, we expect that actual always-on behaviour will amplify the effects of always-on expectations on IPV. Specifically, actively engaging in work-related tasks during personal time should add a layer of strain to self-regulatory resources, increasing the likelihood of IPV.

Method: We use multilevel modelling (MLM) and data (N = 1385 couples, n = 4176 couple-year observations) from the German family panel (pairfam) spanning four time periods (2013 to 2021) to test our hypotheses. We follow recommendations and centre our predictors at level-1 using the employee means, which we add as level-2 predictors. Furthermore, we control for within-employee shifts in general job demands to alleviate concerns of omitted variable bias. Our measures of always-on expectations /behaviours and of job demands were reported by the employee, and our measure of (verbal) IPV was reported by their partners. Additionally, to understand whether the shifts to remote work observed during the COVID-19 pandemic are causally linked to always-on demands, we performed a supplemental analysis using a quasi-experimental design with data from immediately before and during the COVID-19 pandemic.

Results: Our test of H1 shows a positive, but non-significant effect of always-on expectations on IPV within-employees. Our test of H2, on the other hand, shows that the within-employee interaction of always-on expectations and always-on behaviour has positive and significant effects on IPV, in the sense that IPV increases. Further analyses suggest that the non-

significant effects found in our test of H1 might be the result of an IPV decreasing effect visible when individuals reduce their always-on behaviours; when they stop taking the calls. Our additional analyses show that shifting to remote work leads to within-employee increases in always-on expectations.

Conclusion: The immediate conclusion of our findings would be to advise employees to avoid engaging with the always-on expectations from their employers; otherwise, they would risk experiencing violence in their partnerships. However, this is not always feasible, as individuals might suffer negative consequences from ignoring employer expectations. Instead, our preferred conclusion is that our study highlights the importance of state regulations such as the right to disconnect. By not giving employees the choice whether to ignore the expectations of their employers in the first place, such regulations could prevent potential violence in intimate partnerships.

S223

Two Sides of a Coin – The Impact of Informal Communication in the Context of Remote Work

Annabell Reiner, Jörg Felfe

Helmut Schmidt University/ University of the Federal Armed Forces, Hamburg, Germany

Background: The extent of remote work in companies has significantly increased recently, especially due to the Covid-19 pandemic. While numerous studies highlight the positive effects on employee productivity, well-being, and work-life balance, there are also challenges for team collaboration and remote leadership. A possible resource in this context could be informal communication between employees and leaders. This can help buffer the negative impact of a high degree of remote work on team cohesion and commitment, as well as the individual stress levels of the leadership.

Method: In a longitudinal study involving N = 267 leaders, their level of remote work was assessed at T1. At T2, informal communication with team members, team cohesion, team commitment, and the leaders' stress levels were measured.

Results: As expected, informal communication exhibited a positive effect on the relationship between the intensity of leaders' remote work and team cohesion and commitment. Personal interest in employees and conversations beyond work can thus mitigate the negative effects of distant collaboration. Contrary to the expectations, the correlation between home office and leaders' stress levels is intensified through informal communication.

Conclusion: In the context of increasing digitization and the flexibility of work, the study makes a significant contribution to optimizing remote work, aiming to sustain the performance, motivation, and satisfaction of employees in the long run. Not only the effects of remote work on employees and teams should be considered, but also the leaders themselves should be taken into account. Informal communication seems to be an additional stressor for them because it takes time and is more challenging to facilitate from the home office. For practical use, tools for leaders should be provided that facilitate (informal) communication from the home office. Furthermore, future research should identify additional factors that can buffer the negative effects of remote work on collaboration and cohesion.

S224

Informal Communication as Antecedent of Transformational Leadership and Well-Being

Dorothee Tautz, Felfe Jörg

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Numerous studies have established the positive impact of transformational leadership on the health and well-being of followers. Transformational leaders positively affect their follower's well-being by for example considering their personal needs and encouraging a positive self-concept. However, while the beneficial effects of transformational leadership are well-documented for followers, little is known about the specific behaviours leaders must exhibit to be perceived as transformational. This knowledge gap becomes particularly pronounced in the digital context, where reduced contact and communication between leaders and remote followers make it challenging for followers to evaluate the leadership style of their leader. In remote work settings, a key challenge for transformational leadership is the lack of informal communication. However, currently there is no empirical evidence on how such communication may influence perceptions of transformational leadership and followers' well-being. Therefore, our study aims to investigate the impact of informal communication on perceptions of transformational leadership and how informal communication mediated via transformational leadership affects followers' well-being.

To answer our research questions, we analysed data from a five-day diary study with N = 408 followers. The participants reported to a direct supervisor and worked from home at least one day a week. Results showed significant differences in informal communication between office and remote workdays, with more informal communication observed on office days. Additionally, leaders engaging in informal communication were perceived as more transformational. While there were no results regarding well-being on the daily level, we found an overall positive effect of informal communication via transformational leadership on well-being, demonstrating that employees are generally happier when leaders engage in informal communication. The absence of daily effects regarding well-being indicate that well-being is a rather robust construct which is less influenced by daily interactions with the leader and behaviours of the leader but remains stable over a work week.

Our study delivers first important insights into the role of informal communication for perceiving transformational leadership and well-being. Nevertheless, future research is needed to further explore the mechanisms that influence perceptions of leadership but also effectiveness of leadership in remote working settings. As we collected our data at the end of each working day, we cannot draw any causal conclusions. Further research is therefore required, such as experiments or longitudinal analyses.

Symposium 46: Management of Workload, Fatigue and Recovery on Individual and Organizational Levels – Implications for Health and Safety

Chair Anna Dahlgren

Discussant: Marie Söderström

Employees in the healthcare and transport sector are facing stressful work conditions and demanding working hours. Long working hours, overtime work and night work has previously been linked to fatigue and adverse health and safety outcomes. Research has highlighted that nurses report high levels of burnout symptoms early in their career, and depression is more prevalent among pilots than in the general population. Recovery is a possible key factor in preventing ill-health and fatigue related risks. Paradoxically, though, during demanding work conditions when recovery is needed the most, it can be more difficult to achieve. Irregular

working hours or shift work is especially challenging in terms of recovery. Insufficient or disturbed sleep is common among shift workers, and shift work in general is associated with fatigue, and increased health and accident risks. Recovery activities other than sleep, and detachment from work during free time, can be more challenging for shift workers, as fatigue or irregular working hours may hinder socializing or leisure activities. Crises (such as the pandemic), staff shortage or cost rationalisations can put organizations under pressure to maximize working hours or increase workload. Such short-term solutions run the risk of not only affecting the individual's recovery negatively, but also of depleting the human resources of the organization and jeopardizing safety. This symposium will focus on how to manage workload, fatigue and recovery on both individual and organizational levels in order to promote employee's health and safety. Papers will cover occupational groups with demanding working hours, including 24/7 operations. Outlines for a more holistic approach to recovery in relation to shift work will also be discussed.

First, Mikael Sallinen will present strategies for managing high workload and promoting well-being among nursing staff during external crises, based on a synthesis of research and experience-based evidence. Isabelle Hernandez will present how working hours and recovery were managed and experienced by HR representatives and nursing staff in Swedish healthcare during the pandemic. Majken Epstein will present results highlighting important factors for supporting recovery among first-line managers in 24/7 healthcare, as well as discuss how they can develop a "leadership for recovery" supporting their employees' recovery. Filippa Folke will present research about pilots unintentional sleep on flight deck and discuss how mental health, sleep problems and working conditions may contribute. Finally, Heli Järnefelt will present facilitators and barriers for implementation of digital tools supporting sleep and alertness in shift workers in the transport sector.

S225

Workload Management and Well-Being During External Crises among Nursing Staff – A Synthesis of Research and Experience-Based Evidence

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Background: There is a lot of evidence that the well-being of nursing staff is considerably affected by external crises, such as pandemics, due to increased overall workload. However, much less is known about workload management strategies that would support nursing staff's well-being, such as resilience and recovery, during these exceptional circumstances. To fill this knowledge gap, we conducted a mixed-methods study to investigate which workload management strategies are most effective in supporting the well-being of nursing staff during external crises.

Method: To gather research and experience-based evidence on workload management strategies that support the well-being of nursing staff during external crises, we conducted a systematic review of systematic reviews and used a range of participatory methods, including an electronic questionnaire, a semi-structured group interview and three workshops. A total of ten experts in nursing and/or occupational safety participated in these participatory parts of the study. Our search of relevant systematic reviews using Ovid Medline(R) and APA PsycInfo, Web of Science, Cochrane Reviews, CINAHL databases yielded a total of 1073 references after removing duplicates. After screening of abstracts, two independent reviewers selected 62 articles for full-text review and eighteen articles to be included for the systematic review. Both research and experience-based evidence was classified by workload management strategies

into the following categories: a) work time and break arrangements, b) instructions and checklists, c) practices to prevent physical overload, d) management and leadership style and communication, e) use of human resources, f) definition of tasks, roles and duties, g) having a plan for managing facilities and patient flow, h) practicing for external crises in advance, i) having access to psychological interventions, j) receiving social support from managers and colleagues, and k) maintaining job skills and fitness for duty.

Results: Both research and experience-based results showed that caring leadership and systematic, well-timed and useful communication are effective workload management strategies in supporting the well-being of nursing staff during external crises. Based on research knowledge, practicing for external crises in advance, receiving social support from managers and colleagues, and psychological interventions, such as mindfulness sessions and cognitive-behavioural therapy, are effective in supporting the mental well-being of nursing staff during external crises. Less evidence was found for the other workload management strategies.

Conclusion: Our research suggests that several workload management strategies can be taken to support the well-being of nursing staff, both directly and indirectly, in times of external crises. In all, the role of managers, practicing for crises, and psychological interventions seem to be emphasized in this context.

S226

Recovery Under Extraordinary Working Conditions – Organizational- and Individual Level Experiences from the Swedish Healthcare Sector During the COVID-19 Pandemic

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Background: The COVID-19 pandemic in many ways contributed to an extraordinary work situation in the healthcare sector, and introduced stressors such as new work tasks, redeployments, staff shortages and uncertainty of how to treat COVID-19 patients. Studies from the pandemic have found that healthcare workers report high levels of stress-related symptoms including anxiety, depression, insomnia and burnout. Recovery, a restorative process involving sleep and active recovery behaviours, may be a key factor for preventing ill-health and safety especially during periods characterized by high stress. At the same time, being under high stress exposure can make recovery more difficult to achieve, which has previously been referred to as the *recovery paradox*. The scheduling of working hours play an important role in enabling recovery between shifts and work periods. The aim of this research project was twofold; to gain knowledge on how working hours and recovery were managed in the Swedish healthcare sector during the covid-19 pandemic, and how the working hours and recovery were perceived by employees working with COVID-19 patients.

Methods: Qualitative interview data was collected via telephone or video call with 22 nurses and assistant nurses, and 19 HR-representatives from the Swedish healthcare sector. The interviews were transcribed in verbatim and analysed using thematic analysis according to Braun & Clarke (2006).

Results: At organizational level, the increased pressure on the healthcare system led to organizations having to maximize working hours by implementing new scheduling solutions, limiting vacation and providing economic compensation for working more. In some cases, this resulted in more overtime work, long shifts and work weeks, many consecutive shifts and more

work on weekends. While maximizing working hours may have solved the situation at hand, it inherently limited the time for recovery from work. This posed a risk for employee health and safety and could ultimately lead to increased numbers of sick leave and turnover, depleting the human resources within the organizations. We refer to this as an organizational recovery paradox. Interview findings from Swedish nurses and assistant nurses confirm that recovery was perceived as insufficient, and that the respondents experienced a physical and mental health decline during the pandemic. The working hours in some cases hindered important recovery time (e.g., time spent with family), and the fatigue experienced during the pandemic overall became a barrier to engaging in active recovery activities during leisure. The respondents also described experiencing sleep impairment, rumination and feelings of isolation during the pandemic.

Conclusion: While short-term solution such as maximizing working hours can solve the situation at hand, these solutions could result in adverse consequences long-term. At the individual level, insufficient recovery may lead to physical and mental health impairment, and at organizational level there may be consequences such as jeopardized safety, poor performance and loss of human capital due to sick leave and turnover. Therefore, it is particularly important to enable and promote recovery at organizational level when operating under extraordinary circumstances.

S227

How To Support First-Line Healthcare Managers in Promoting both Their Own and Employees' Recovery: A Qualitative Interview Study

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Background: Nurses and assistant nurses often face a challenging work situation characterised by high workload, stress and demanding working hours. A previous study showed that a proactive recovery programme for new nurses, focusing on strategies for recovery and sleep, decreased burnout and fatigue symptoms and had a preventive effect on somatic symptom development. However, to enable shift workers to fully apply strategies for recovery and sleep in relation to their work situation, organizations have to work systematically with issues related to working hours and recovery. In a process evaluation of the recovery programme, organizational factors was highlighted as barriers for the application of strategies for recovery and sleep, such as planned working hours, unplanned overtime work, workload, few opportunities for recovery at work, social norms and work procedures. In line with previous research, these results highlight the importance of management and leadership for employee recovery and health. At the same time, first-line healthcare managers often themselves struggle with heavy workloads, which may be a hindrance for the leadership. There is a lack of studies about the specific challenges of first-line healthcare managers with recovery and sleep, as well as how to support them in promoting recovery and sleep among employees.

Method: Semi-structured interviews with 12–20 first-line healthcare managers will be conducted. The interviews will contain questions about 1) challenges and strategies for their own recovery and sleep in relation to their work situation, as well as related enablers and hindrances, and 2) how they work to support their employees' recovery and sleep, as well as related enablers and barriers. The interviews will be transcribed verbatim and analysed through thematic analysis.

Results: Data collection is currently ongoing and will be completed by December 2023. The results will be ready to be presented at the 16th EAOHP Conference. The findings will be discussed in relation to previous research about health-promoting leadership interventions in a

healthcare context, sleep leadership and recovery programmes. Important factors for promoting both first-line healthcare managers and healthcare employees' recovery will be discussed, as well as facilitators and hindrances on individual and organizational level.

Conclusion: The conclusions will highlight important factors to include in an intervention for first-line healthcare managers in order to support their own recovery and sleep, as well as how they in their leadership can promote their employees' recovery and sleep.

S228

In the Wake of Falling Asleep in the Cockpit: A Cross-Sectional Latent Profile Analysis of Work Time Control, Mental Health, and Sleep Among European Pilots

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Introduction: In the aviation sector, pilot fatigue poses a significant threat to flight safety. Testimonies of pilots unintentionally falling asleep during operations have raised concerns, especially considering working time regulations permitting commercial pilots to work up to 60 hours per week. The European aviation industry has experienced an increase in insecure employment, and the industry's ongoing cost-cutting measures further exacerbate the uncertainty and challenges faced by pilots. Research indicates a higher prevalence of depression among pilots compared to the general population. Symptoms of depression and anxiety, job insecurity and job worry have all been linked to sleep problems. However, there is a lack of research examining the relationship between job insecurity, mental health, and work-related stress with sleep disturbances among commercial pilots.

Method: This cross-sectional survey study aimed to explore European pilot (N=4353) subgroups experiencing similar levels of job insecurity, job related worry, sleep and recovery issues, symptoms of depression and anxiety, and work time control. Latent Profile Analysis (LPA) was used to classify profiles according to these factors. The Bayesian information criterion (BIC) and entropy were used to determine the number of latent profiles. Chi-square tests and ANOVA were conducted to understand the characteristics of each profile in terms of general health, age, and employment type (atypical/typical) and ultimately by examining which profile had the greatest proportion of pilots self-reporting unintentional sleep in the cockpit during the last three months.

Results: Preliminary results suggest, among surveyed pilots, 15.8% report unintentional sleep on the flight deck in the past three months. LPA identified eight profiles, with three notable groups: the 'high-flying,' the 'calm,' and the 'blue.' The 'high-flying' (n=569) and 'calm' group (n=45) exhibited low levels of mental health issues, worry, insecurity, and sleep problems. Both groups had the lowest frequency of pilots falling asleep on duty (2-4%). The 'blue' group (n=302) reported high levels of mental distress and sleep issues, coupled with low work time control. This group had the highest proportion of pilots reporting dozing off in the cockpit in the last three months (34%), significantly more than the 'calm' and 'high-flying' groups. The 'blue' group also had a higher percentage of pilots with atypical employment (16%) and lower general health ratings, though their age did not differ.

Conclusion: Pilots who fall asleep on duty are more likely to experience both sleep problems and mental health issues. However, this relationship may be bidirectional. Job-related worry could potentially increase the risk of pilots dozing off unintentionally, or it may be that unintentionally falling asleep in the cockpit makes pilots more anxious and insecure about their job, possibly due to concerns about safety or job stability. A greater proportion of pilots with atypical employments found in the "blue" group, show a greater prevalence of mental health

issues and sleep problems. However, falling asleep on duty is prevalent also in other groups, with less proportion of atypically employed. Therefore, signs of mental distress and sleep issues may be more indicative of the risk of pilots unintentionally falling asleep on duty.

S229

Factors Facilitating and Hindering the Implementation of Tools to Support Shift Workers' Sleep and Alertness in the Transport Sector

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Background: Good sleep and alertness in shift work can be supported by both the development of tools for healthy shift scheduling and sleep coaching for workers. The aim was to examine the implementation of two digital tools developed to support sleep and alertness in shift workers in the transport sector. Of particular interest was the identification of facilitators and barriers to implementation.

Methods: A mixed-methods participatory implementation evaluation study was conducted. Two digital tools were implemented in two bus companies. Shift planners (N=8) evaluated the implementation of the VIRE tool, which supports healthy shift scheduling by predicting the risk of sleepiness in different shifts. The second tool was a digital sleep coaching tool used by volunteer bus drivers (N=30). Qualitative data were collected through videoconference workshops involving key personnel from the organizations (N=30). In addition, implementation data were collected by questionnaires. A consolidated framework for implementation research (CFIR) was used to examine facilitators and barriers to implementation.

Results: Shift planners rated the implementation of VIRE as moderately successful. Implementation was facilitated by, for example, ease of use, multi-channel communication and employer support, and hindered by, for example, incompatibility of the VIRE with other software, employee working time preferences and client timetable requirements. The key areas for further development were the integration of the VIRE with existing workplace tools and the consideration of individual driver preferences and characteristics when evaluating schedules. On average, drivers rated the implementation of sleep coaching as good. Implementation of digital coaching was facilitated by, for example, the ability to participate at any time, the informativeness of the content and the confidentiality of participation. On the other hand, implementation was hindered by, for example, lack of language versions, communication challenges due to the Covid-19 pandemic, lack of support from peers and employer, and participation outside working hours. The addition of language versions and the development of a telephone application were seen as key areas for further development of sleep coaching. It was also considered important that employers and employees develop ways to encourage participation in coaching.

Conclusions: The implementation success of the digital tools to support sleep and alertness varied on average from moderate to good. Implementation was facilitated by, among other things, the informative content and user-friendliness of the tools, as well as good communication and support within the company. Further development of the tools studied is needed to enable wider use and dissemination. The involvement of management, employees and stakeholders in the design, communication and support of implementation is important.

Symposium 47: Occupational Health Psychology in the Healthcare Sector (Part 1): Working Conditions and Healthcare Workers' Well-being

Chair Emma Brulin

In this symposium, the focus is on disentangling how research can contribute with knowledge identifying factors within healthcare organizations that contribute to the prevailing work conditions and how they drive and maintain poor well-being among healthcare professionals. It also includes presentations focusing on job resources and interventions that can reduce the negative association between work and well-being. Poor working conditions, mental health problems, sickness absence and high staff turnover among healthcare workers have many consequences including a loss of production and increased societal costs. These problems also result in great personal suffering for those affected and may have a direct negative impact on patient care and healthcare provision. Therefore, work environment problems within the healthcare sector are cause for alarm and represent one of the most significant current and future societal challenges.

The symposium starts with two presentations showing the results of joining several psychosocial demands and resources that are found associated with burnout in one analysis. The first presentation (Correia) shows the result of a cross-sectional study in Portugal and the second presentation (Gynning) shows the result of a longitudinal study in Sweden. The next three presentations focus on specific working conditions and groups of healthcare workers. First Christiansen presents a longitudinal study exploring the imbalance between efforts and rewards and how it predicts burnout among physicians in Sweden. Pindek presents associations between understaffing, i.e., when human resources are insufficient for a unit to accomplish all tasks, and burnout via increases in workload following staff shortages. Stojanović presents coaching goals and career development among physicians. In the last presentation, Teoh will present organizational interventions to support healthcare workers' well-being, minimising the negative effects of working conditions.

S230

Protecting Physicians and Nurses Against Burnout: Overcoming a Fragmented Research Field

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Background: Burnout of health care workers has serious detrimental consequences for these professionals, for their patients and for the health organizations in which they work. One possible way of reducing burnout is to reduce risk factors and increase protective factors. It is therefore important that research identifies the strongest determinants of burnout on which causal models with a high explanatory potential might be built. However, so far, most studies focused on a small number of predictors of burnout. In our opinion, this might not be the best way to advance research because although many variables may indeed be associated with burnout, many of them may lose their impact when other variables are considered.

With this research, we intend to contribute to fill this gap aiming to identify the most important determinants for burnout in physicians and nurses. Specifically, we joined in a same study several psychosocial variables that have been found to be protective factors for burnout in previous separate studies, and we compared their predictive and unique impact in the prediction of burnout (exhaustion and disengagement). These variables were perceptions of justice (distributive, procedural, justice from colleagues, justice from patients and their families), professional identification, meaningful work and empathy. We also considered workload, as a

risk factor, and controlled for other variables that can be confounds for burnout, such as socio-demographic variables, ideological variables (religiosity, political orientation), and specific variables related with COVID-19 pandemic.

Method: The sample of the present study is composed by 229 physicians (aged between 23 and 70 years old, M = 36.54; SD = 10.72; 48% male and 52% female) and 268 nurses (aged between 22 and 69 years old, M = 34.96; SD = 9.52; 27% male and 73% female). An online survey was created using Qualtrics and participants were recruited via Facebook and LinkedIn. The data were collected during 29 days (between the 45th and the 74th days after the first diagnosed case of COVID-19 in Portugal).

Results: The results showed that workload was a significant risk factor, except for disengagement in physicians. Empathy was also a risk factor for exhaustion of physicians and nurses. The most consistent protective factors across samples were procedural justice (for both dimensions of burnout, both in physicians and nurses) and professional identification (for disengagement, both in physicians and nurses; for exhaustion only in physicians).

Conclusion: This study suggests that decreasing workload and promoting procedural justice and professional identification are key factors that might be simultaneously and independently addressed in interventions for reducing the risk of burnout or preventing it from occurring in the first place.

S231

Investigating the Interplay between Psychosocial Work Stressors, Resources, and Burnout among Healthcare Workers in Sweden: A One Year Follow Up

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Background. Healthcare workers worldwide are faced with challenges at work stemming from adverse working conditions, escalating demands, elevated stress levels and increased sick leave. Extensive research in the field of psychosocial work environment for healthcare workers has consistently demonstrated a heightened risk of burnout as a significant consequence of these challenges. The implication of burnout extends beyond negative health consequences for the individual, there are also far-reaching societal costs, diminished patient safety, and a decline in the quality of care provided. Previous studies have typically focused on specific professions, singular exposures, or single timepoints. Notably, little research, to our knowledge, has comparatively examined the psychosocial work environments among physicians, registered nurses, and assistant nurses longitudinally. This study plans to fill this gap. One useful framework to research the complex aspects of healthcare workers working conditions and health is the Job Demands Resources (JD-R) theory. The JD-R theory posits that each occupational setting encompasses unique factors that influence job performance by impacting employee well-being, categorized as work demands or work resources. The interplay between these factors either leads to burnout or foster work engagement. In this study, we focus on burnout as the outcome, assessed through the validated Burnout Assessment Tool (BAT).

By utilizing the job demands resources theory the primary aim of our study is to examine if the experience of work demands and resources can predict burnout over time among healthcare workers in Sweden. Additionally, we aim to discern if work resources, in line with the JD-R theory, can have a buffering effect on burnout.

Method. Data was analysed from the 2022 and 2023 Longitudinal Occupational Health Survey for HealthCare professionals in Sweden, representing working physicians, registered nurses, and assistant nurses. In the 2022 data the study population consisted of 7658 individuals (2712 physicians, 2903 registered nurses and 2043 assistant nurses). The analysis comprised of descriptive statistics, including frequency tables and mean values, along with logistics regressions.

Results. Based on the 2022 data, preliminary findings indicate an association between experiencing diverse work demands and an increased risk of burnout irrespective of specific healthcare occupation (Effort reward imbalance OR=9.10, CI=5.35-15.50; Quantitative demands OR=2.44, CI=2.11-2.81; Emotional demands OR=1.25, CI=1.13-1.38). However, the association of distinct demands on burnout varied among the occupations. Positively, our results also indicate that the experience of work resources, including feelings of control at work and social support, showed an under risk of burnout with a small buffering effect between demands on burnout (Effort reward imbalance OR=7.30, CI=3.33-15.98; Quantitative demands OR=1.98, CI=1.63-2.40; Emotional demands OR=1.23, CI=1.08-1.40), with the most robust associations found among registered nurses. Additional comparative analyses will be carried out when all data for 2023 is collected.

Conclusion. This research emphasizes the intricate relationships between diverse working conditions within Swedish healthcare occupations and risk of burnout. Importantly, it underlines the critical role of accessible work resources in buffering this relationship. These findings offer valuable insight for policymakers, healthcare institutions, and healthcare professionals in devising strategies to enhance the psychosocial work environment and mitigate the risk of burnout in this critical sector.

S232

Understaffing as a Stressor for Hospital Nurses

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Understaffing occurs when human resources are insufficient for a unit to accomplish all tasks, and is a pressing problem in many healthcare organizations, as there are worldwide employee shortages. Understaffing is connected to poor patient care (Twigg et al., 2015) and adverse patient outcomes (Aiken et al., 2014), as well as nurse burnout and dissatisfaction (Aiken et al., 2014). It is therefore connected to all three pillars of Healthy Healthcare (organizational practices, worker well-being, and patient outcomes). Nevertheless, the process by which understaffing affects these outcomes is not well-understood. Hudson and Shen (2018) distinguish manpower (too few people) from expertise (unit lacks needed skills) understaffing. The effects of understaffing are theorized to be indirect, leading to increases in other stressors, most notably workload (Hudson & Shen, 2018). We proposed that understaffing can lead to negative outcomes for nurses (burnout dimensions of emotional exhaustion and physical fatigue, and decreased job satisfaction) via increases in workload, being asked to perform illegitimate tasks, or an increased level of physical assault and verbal mistreatment of nurses by their patients and family members (who may be receiving poorer care because of the understaffing).

To provide some evidence for these indirect effects of understaffing in nursing units, we recruited 330 patient-care hospital nurses registered in Florida. All variables were assessed with validated self-report scales.

Examining the relationships among study variables reveals that manpower understaffing was significantly related to all other variables (other stressors and nurse outcomes), and expertise understaffing was significantly related to all variables except verbal mistreatment. To see if the relationship between understaffing and nurse outcomes could be explained by the other stressors, we conducted multiple regression analyses. Results showed that manpower understaffing was a significant predictor of each of the nurse outcomes (emotional exhaustion and physical fatigue, and decreased job satisfaction) controlling for the other stressors. None of the expertise understaffing coefficients were significant when controlling for the other stressors, indicating that the effects of expertise understaffing are potentially mediated by other stressors (illegitimate tasks and workload).

Our results support the view that understaffing can be considered a stressor leading to negative nurse outcomes, and that illegitimate tasks and workload are potential mediators (only partial mediators for manpower understaffing). When there are not enough people with the right skill sets, people experience these other stressors. Maintaining proper staffing in nursing units is a key antecedent that can lead to healthier healthcare.

S233

Lifelong Development in Medicine: A Thematic Analysis of Coaching Goals Throughout Medical Careers

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Background: Healthcare grapples with staff shortages and rising burnout rates for students, residents, and staff. To prioritize both their well-being and the delivery of high-quality patient care, it becomes imperative to foster continuous self-development among physicians. One effective means of achieving this is through interventions such as goal-directed professional coaching. By delving into the coaching goals of physicians, we gain valuable insights into the specific career challenges they encounter. Hence, our first aim is to study the types of coaching goals physicians set at the beginning of coaching. Additionally, physicians face distinct challenges and roles as they advance in their careers. Recognizing variations in coaching goals among physicians at different career stages can improve coaching outcomes and organizational support programs. Hence, our second aim is to highlight similarities and differences in coaching goals among individuals at various medical career stages.

Method: We used an inductive thematic analysis of 2580 coaching goals reported by participants before the start of a coaching program. A total of 938 physicians (in training) from 16 hospitals in the Netherlands volunteered in an individual coaching program.

Results: The findings revealed that coachees commonly set goals related to their career and future, current job and tasks, interpersonal work relations, self-insight and development, health and well-being, nonwork aspects, and the coaching process itself. Furthermore, the findings illustrate the importance of different coaching goals of physicians at different career stages.

Conclusions: Our findings underscore the significance of recognizing distinct challenges at various career stages and the necessity for tailoring support for physicians accordingly. This

insight holds great relevance for healthcare organizations and coaches, enabling them to better align system interventions with physicians' specific needs and enhance coaching support. Moreover, our classification of coaching goals serves as a valuable foundation for future research, facilitating a deeper exploration of how these goals influence coaching outcomes.

S234

Supporting Healthcare Worker Well-being through Organizational Interventions

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Background: Despite calls for more, and better, organizational interventions to improve staff well-being in the healthcare sector, there has been little such actions. Although the principle of reducing demands and increasing resources appears straightforward in principle, what does this look like in practice? Crucially, given the challenges in running organizational interventions, what contextual factors facilitate, or hinder, such interventions?

Methods: We interviewed 20 interview leads on organizational interventions to support staff well-being within the UK healthcare sector. Drawing on the Job-Demands Resources (Bakker & Demerouti, 2018) and the IGLOO (Nielsen et al., 2018) models and using template analysis, we identified the demands and resources that these interventions aimed to address and mapped the activities at the level of the individual, group, leader, organization, and overarching context.

Results: Example interventions included: overhauling rota systems, improving the employee investigation process, reducing multidisciplinary meeting times, and restructuring clinic appointments. In total, seven demands (e.g., workload, emotional demands, stigma) and twelve resources (e.g., team climate and support, role clarity, line manager competence) were identified. Intervention activities were seen at all levels, although were limited at the individual and the overarching context levels.

Conclusions: We summarise the research findings into six principles to guide future researchers and practitioners running organizational interventions in healthcare. The findings show that even slight changes made a substantial improvement in the working experiences of staff. Moreover, it shows that change is possible and that having some success can breed confidence and motivation to address larger and more challenging issues.

Symposium 48: Workplace Coaching and Well-being: How, when, and for Whom Does it Work?

Chair Lara Solms

Discussant: Daan Fris

Workplace coaching, a goal-oriented and systematic intervention, is increasingly utilized by organizations to promote the attainment of employees' personal and/or professional goals. The effectiveness of coaching in promoting clients' well-being, functioning, and performance has been evidenced repeatedly across occupational groups and contexts (De Haan & Nilsson, 2023; Jones et al., 2016; Theeboom et al., 2014). However, we know little about the underlying mechanisms that lead to positive client outcomes. Besides, we lack knowledge on contextual factors that facilitate and/or hinder coaching effectiveness. The contributions in this symposium explore the process of coaching as well as the context in which it takes place. This way, this symposium contributes to a better understanding of how, when, and for whom coaching works. We combine research on individual face-to-face coaching with alternatives such as team and chatbot coaching.

The first presentation concerns a process evaluation of a strength-based team coaching intervention in Spanish SMEs. The authors explore how process mechanisms (e.g., group intention to transfer) relate to mental health outcomes. Results show that strength use at work benefits attitudes toward mental health. The second presentation discusses whether and how coaching is effective in reducing career decision-making stress in medical students. Results indicate that the effects of coaching on career decision-making stress operate through increased career decision self-efficacy. The third presentation uses a longitudinal design to explore the relevance of coachee (e.g., self-disclosure) and coach (e.g., behaviours) process factors for coaching success. Focusing on several well-being outcomes, the study provides insight into the relevance of understudied process factors for coaching effectiveness. The fourth presentation explores barriers and facilitators to chatbot-supported coaching within three organizations using interview data. It appears that chatbot coaching can have similar effects to human coaching, taking into account various specific barriers and facilitators (e.g., approach to adoption of new technologies). The final presentation sheds light on coaches' experiences when working with neurodivergent clients. Using qualitative data, the authors explore the challenges and joys of coaching in a neurodivergent context as well as the importance of reflective practice and self-care for coaches.

Concluding all presentations, Prof. Dr. Edwin van Hooft, as a discussant, will discuss all contributions in light of the symposium and congress theme. Dr. van Hooft's research focuses on motivation and self-regulation and has been published in journals such as *Journal of Applied Psychology*, *Journal of Vocational Behaviour*, and *Journal of Occupational Health Psychology*.

S235

A Process Evaluation of a Strengths-Based Team Coaching Intervention in a Spanish SME

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Introduction: Theoretical background and research question: Team coaching at the workplace is increasingly being used as a tool to develop individual and team skills, facilitate goal attainment, and optimize positive attitudes towards mental health. To achieve this, it is necessary to understand the working mechanisms that lead to the effectiveness of team-based structures. This study adopts the Realist Evaluation approach (Nielsen & Abildgaard, 2013), which strives to include elements from the implementation process (mechanisms) that are associated with the expected outcomes. This study is part of a broader European project Horizon 2020 (De Angelis et al., 2020). Specifically, this study aims to explore how different underlying process mechanisms of group level Strengths-based Coaching interact with each other to trigger mental health related outcomes.

Methods: Seven teams from a business performance consulting company in Spain (N = 96 employees) participated in a Strengths-based team coaching intervention. The intervention aimed to support the team's goal setting and achievement through the development of an action plan based on the identification and use of personal strengths (Govindji & Linley, 2007). The intervention is oriented to the members of a team, it lasted for a period of 12 weeks and was delivered in four group sessions. For the evaluation, quantitative measures were collected when the intervention finished, including process mechanisms (group training design, group intention to transfer, group training transfer), content mechanisms (strengths use) and

outcomes (implementation of action plans, attitudes toward mental health). The final sample consisted of 65 participants. Data was analysed using Structural Equation Modelling (SEM), with PROCESS in SPSS to test moderated mediation effects.

Results: Findings showed that group training design during the intervention lead to group training transfer, which in turn increase participants attitudes toward mental health after the intervention. Attitudes toward mental health was tempered by strengths use at work (interaction between strengths use and training transfer). Also, the moderation effect showed that the relationship between training design and transfer was stronger for team members with more intention to transfer. This interaction triggered the teams to the implementation of their action plans.

Conclusions: This study enables a deeper understanding of the process and content working mechanisms triggering mental health-related outcomes in team-based coaching interventions. Results from this study might be useful for researchers and practitioners in the process of designing and implementing this kind of interventions at work, as it facilitates the understanding of how and why strengths-based coaching may improve employee mental health.

S236

Career Decision-making Stress Amongst Medical Students: Testing the Effectiveness of a Coaching Intervention

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Background: Individual coaching has gained popularity as an intervention tool to support (medical) students. Medical students indicate that they need support in their careers. Specifically, they face difficulties in the career decision-making process and experience decisional stress as a result. Career decision-making stress has negative career and well-being outcomes. Individual coaching could be a beneficial intervention to lower such stress. Therefore, this study investigates whether and how coaching is effective in reducing career decision-making stress amongst medical students starting their clinical clerkships. We expect that coaching reduces career decision-making stress through clarifying students' self-concept, increasing their career decision self-efficacy, and lowering perceived time pressure to make a career decision.

Method: We used a randomized waitlist-controlled trial design to assess the effectiveness of the coaching intervention, including five coaching sessions. Coaches participating in the program had a background in Medicine and had followed professional coach training. After registering, participants completed a first questionnaire after which they were informed about the condition they were assigned to. The intervention condition (n = 94) started with the coaching trajectory right away. The waitlist-control condition (n = 130) started after 8.5 months. Participants in the intervention condition received the Time 2 survey three weeks after their last coaching session (aimed to be 8.5 months after Time 1). Participants in the waitlist-control condition received the Time 2 survey 8.5 months after registration. We used multilevel path modelling to test the hypothesized research model.

Results: Results demonstrate a non-significant effect of condition on self-concept clarity, which was significantly negatively associated with career decision-making stress. The effect of condition on career decision self-efficacy was significant and positive. Participants who had

received coaching felt more self-efficacious regarding their ability to complete tasks related to their career decisions than participants in the waitlist-control group. The relation between career decision self-efficacy and career decision-making stress was significant and negative and there was a significant indirect effect from coaching to career decision-making stress through career decision self-efficacy. The effect of condition on time pressure was non-significant. However, the relation between time pressure and career decision-making stress was significant and positive. Finally, the direct relation between condition and career decision-making stress (i.e., over and above the mediators) was significant.

Conclusion: This study demonstrates that coaching is effective in reducing medical students' career decision-making stress through increasing their career decision self-efficacy. Contrary to our expectations, coaching did not increase self-concept clarity or decrease perceived time pressure. Future studies should investigate additional mechanisms reducing career decision-making stress such as the extent to which coaches provide career information during coaching. In addition, future studies can deepen our understanding of the process by which coaching leads to favourable outcomes.

S237

Coach Me If You Can! The Effects of Coach and Coachee Behaviours for Lasting Change Lara Solms¹, Annelies van Vianen¹, Barbara Nevicka¹, Jessie Koen², Anne de Pagter^{3,4}, Matthijs de Hoog³

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Background: Coaching, a solution-focused and systematic change intervention facilitated by a professional coach, has become increasingly popular in the workplace. It not only helps people to adjust to the ever-changing demands of work but is also linked to improved well-being. Despite its demonstrated effectiveness in improving well-being and functioning, research has lagged behind in unravelling the psychological mechanisms underlying positive coaching outcomes. Consequently, little is known about "what is actually happening in the session, what coach and client do in the coaching interaction" that leads to client change, as well as factors facilitating or hindering coaching success. Considering both coach (e.g., empathy) and coachee factors (e.g., self-disclosure), as well as their interaction (i.e., working alliance), this longitudinal study aims to advance our understanding of factors that help or hinder coaching success. Specific focus lies on understanding the contribution of coach behaviours, that is the methods and techniques the coach uses during coaching. Linking these behaviours as well as coach and coachee factors to long-term coaching outcomes, this study can help to advance our understanding of the 'working ingredients' of coaching.

Methods: One hundred ninety healthcare professionals participated in a 10-month-long coaching program. Physicians from several healthcare organizations across the Netherlands received six individual, face-to-face coaching sessions with a professional coach. In their coaching trajectories, physicians were free to work on a professional and personal development question of their choice. 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 (T0), right after (T2), and six months post coaching (T3). Additionally, we measure process variables of coaching at both the client- and the coach-level halfway through the coaching (i.e., T1; after the 3rd coaching session). Specifically, we assess coachees' 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, working alliance, and effort. Finally, we assess coachee-rated coach behaviours post-coaching (T2).

Results: Given the hierarchical structure of our data (i.e., clients nested within coaches), we will use a multilevel approach to analyse our data. We expect that positive coaching outcomes are influenced by client factors, such as the client's self-disclosure or feedback orientation, as well as the interaction quality between coach and coachee. Regarding coach factors, our preliminary findings suggest that distinct coach behaviours contribute to long-term well-being outcomes only to a relatively small extent. *The results of all analyses are expected in early 2024 and will be integrated into the symposium presentation.*

Conclusions: This study can provide insights into understudied coach and client process factors that contribute to coaching success. Second, understanding the coaching process—how it unfolds over time in presence or absence of relevant process factors—can inform coaching practitioners and stakeholders involved in coaching on how to optimize coaching engagements.

S238

Chatbot-Supported Coaching in Organizations: A Field Study

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Background: VUCA and technology are fundamentally transforming work and organizations and require continuous adaptation of individuals to develop the resources necessary to cope with complex job demands. In this context, workplace coaching as a reflective, goal-focused, customized learning and development intervention has become an increasingly important HRD practice. Fuelled by the pandemic, coaching itself has digitalized. It has also begun to be supported by AI, particularly in the form of chatbot-coaching (CC), using conversational, automated software that mimics human conversations. CC is still in early stages of development, usually combining algorithms and actual AI elements. It can be used as stand-alone (instead of human coaching) or in addition to human coaching (hybrid CC). While it has the potential to lower entry barriers and expand workplace coaching accessibility to a wider range of employees, empirical research on CC is only emerging as is its practical implementation within organizations. Little is known to date about CC's outcomes and implementation barriers and facilitators in the organizational context.

Method: We investigated CC within three global client organizations (technology, construction, tech-ed) of a CC provider. We explored the perspectives of key stakeholders on (a) CC outcomes and benefits, and (b) factors that facilitate or hinder its successful implementation by conducting 27 semi-structured interviews with project owners from the client organizations (HR, pre-post CC), project managers from the CC provider (pre-post), coachees (post), human coaches in hybrid settings (post) and tutors of leadership development initiatives incorporating CC (post). 6 to 30 coachees per organization participated in 4 to 30 CC sessions over a period of 4 to 52 weeks. Interviews were transcribed and analysed using Qualitative Content Analysis.

Results: CC outcomes reported resemble human coaching, including cognitive learning (e.g., self-insight, perspective taking), affective learning (e.g., self-efficacy) and behavioural change (e.g., delegating responsibility). Among coachee input factors, employees prior experience both with coaching and chatbots was important. Organizational input factors include technical compatibility with the CC provider and the general organizational approach toward adopting new technologies. Preparation (goal-setting, confidentiality) was critical for CC acceptance. CC

usability and the bot's lack of own emotions increased flexibility yet made commitment to the coaching process more challenging. Organizations implemented CC for a wide range of reasons. An overall organizational commitment to learning and development fostered CC implementation as did HRD and management support.

Conclusion: At a macro-level, ambivalences and tensions around implementing CC can be understood within the broader frame of general change dynamics and the specific challenges of technological transformation. At a meso-level, the human-bot-interfaces can be conceptualized by the augmentation-automation paradox: CC is used in some cases to augment humans, and in other cases as automation, to replace human coaches to increase scalability while cutting costs. The multi-stakeholder approach we took showed that favouring augmentation over automation and vice versa differs as a function of stakeholders' primary tasks, fears and hopes regarding CC. At micro-level, CC was not yet perceived as a co-creative partnership, however, chatbot capabilities, are rapidly evolving and did so even during our study.

S239

Coaching in a Neurodiversity Context: Insights from Coaches

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Background: Coaching in a neurodiversity context, which we conceptualise as the naturally occurring neurocognitive differences between people, is gaining prominence. In some countries, such as the UK, specialist coaching can also be considered a reasonable work adjustment if a neurodivergent condition is disabling to help individuals thrive at work, and address health and performance challenges. A 2023 survey of neurodiversity at work (McDowall, Doyle & Kiseleva, 2023) found that generalised health coaching is the most frequently dispensed coaching, yet was seen the least useful by coachees – specialised strategy coaching is far more useful for supporting thriving at work. The current submission follows up on these findings and data reported from coaches in a forthcoming book on the topic (Doyle & McDowall, 2023) which asked about the greatest joys and challenges.

Method: The intended method for data collection is a on online survey which remains underutilised as a qualitative research tool (Braun et al., 2021). The survey will include some demographic questions including about length of experience and level of qualification. The other items will be open ended and include a) greatest challenges in neurodiversity coaching, b) the greatest joys, c) how coaches are engaging in continued professional development (CPD) and d) reflective practice, and crucially e) what they are doing regarding self-care and keeping themselves well.

Results: The findings will be analysed with reflexive thematic analysis (Braun & Clarke, 2022) by the first and second author who will draw on their own experience of researching and working in the neurodiversity field, and for the second author also their coaching supervisor perspective.

Conclusion: Data collection is shortly going to be under way . We cannot offer firm conclusions. However, we expect based on our own experience that issues such as dealing with client self-organization, ensuring clarity of communication and clear setting of expectations will feature even more prominently in this coaching context than other more generalised work coaching contexts. It is tenable that there will a degree of emotional labour involved which has found to be salient for example in a nursing context (e.g. Kinman & Legetter, 2016) but is under-researched in coaching. In addition, coaching in this context almost invariably means

encountering coachees with a history of prior trauma and rejection sensitive dysphoria (Doyle & McDowall, forthcoming). This requires careful negotiation of professional boundaries. That said, the analysis will require the authors to acknowledge any preconceptions about what the data might entail to ensure interpretation which is grounded in the coaches' perspectives.

Symposium 49: An Integrated Approach to Workplace Mental Health: Research Translation and Emerging Research Opportunities

Chair Angela Martin

Research Translation is a key objective of the scientist-practitioner model embedded in psychology training. While the objective of having impact outside of the academy has always been recognised in our field, mechanisms for achieving this are increasingly of interest in other disciplines such as implementation science. There has already been a strong focus on stress within occupational health psychology, but in recent years there has been an increasing focus on the relationships between work stress and mental health disorders. The integrated approach to workplace mental health (LaMontagne et al, 2014) was developed to bring together relevant but fragmented intervention research across multiple disciplines and facilitate translation into government policy and business practices. In line with the social justice theme of the conference, it is encouraging to note that work as a social determinant of health is receiving greater recognition globally (Frank et al., 2023). Further, poor working conditions and low-quality jobs also interact with low socio- economic status and other forms of disadvantage to put some groups of workers at even greater risk of mental health problems. This symposium provides an overview of the integrated approach to workplace mental health as an organising framework guiding evidence-informed action. It has three pillars: 1) preventing harm to worker mental health, 2) promoting positive mental health at work and 3) responding to mental health problems in a work context. Research translation outcomes and emerging opportunities for future research that fit with the integrated approach will be shared via the presentation of 5 papers.

In paper 1, "How to assess workplace mental health policies and practices at scale: A pilot study", Angela Martin (Australia) provides a brief overview of an integrated approach to workplace mental health to provide context for the symposium. This is followed by presentation of the results of a pilot study exploring a measurement instrument that assesses the extent to which organizations have best practice, evidence informed workplace mental health policies and practices in place. In paper 2, "The Australian Public Service Mental Health Capability Framework and Tools", Rachael McMahon (Australia) describes the creation of the framework and suite of resources as an application and extension of an integrated approach. In paper 3, "Can mindful workers enhance psychosocial safety?", Larissa Bartlett (Australia) explores the theoretical basis of a relationship between mindfulness practices and psychosocial safety, potentially linking two domains of the integrated approach. In paper 4, "Promoting positive mental health at work: Research and practice on team psychological capital", Sarah Dawkins (Australia) shares how a theoretical paper extending the construct of psychological capital to the team level resulted in the adaptation of intervention processes that show strong potential for promoting positive mental health in work teams. In paper 5, "The long reach of leader to follower well-being: What makes leaders positively contagious", Maree Roche (New Zealand) explores 'promoting the positive' through the lens of leadership theory.

S240

How to Assess Workplace Mental Health Policies and Practices at Scale: A Pilot Study.

Angela Martin, Larissa Bartlett

University of Tasmania, Hobart, Australia

Background: Australia's Island State of Tasmania is the gateway to Antarctica and is comprised largely of regional, rural and remote areas. It is predominantly a small business-based economy with few large employers aside from the public sector, and larger industries such as construction, agribusiness and tourism. As a state, Tasmania also has a higher than national average prevalence of mental health disorders and lower rates of functional literacy.

In line with other states of Australia, WorkSafe Tasmania is creating a mentally healthy workplace framework and strategy. One of the challenges in evaluating large scale population level interventions such as this is the establishment of a baseline assessment of the extent to which businesses and organizations are taking actions that are aligned with an integrated approach to workplace mental health. In a recent review of measures and instruments that may assist organizations to implement an integrated approach, Nebbs and colleagues (2022) highlighted the potential of a Workplace Mental Health Benchmarking Tool (BMT) developed via a collaboration between SafeWork NSW and academic experts.

Method: A pilot study to assess the suitability of the BMT for state-wide implementation is currently being undertaken (Ethics approved, data collection about to commence). The BMT assesses five levels of capability: basic awareness, intention to act, limited action, effective action, and integrated & sustained approach. Population level sampling will allow a breakdown of the proportion of small, medium and large organizations at each level of capability across four themes. These themes are i) leadership, culture, policies and practices; ii) risk management; iii) education and training; and iv) support services. As the employer version of the BMT relies on key informant completion, cognitive interviewing will be undertaken to explore the acceptability and feasibility of the BMT in this population and any factors that may increase or decrease participation and data accuracy. 30 potential informants across a range of business settings and sizes will be interviewed via recorded focus groups.

Results: Results are forthcoming.

Conclusion: Ensuring face validity and data accuracy of workplace mental health measurement approaches prior to deployment at population level is particularly important when used for evaluation purposes.

S241

The Australian Public Service Mental Health Capability Framework and Tools

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Introduction: Public administration research is increasingly concerned with social equity and the translation of research into practice via practitioner engagement (McDonald et al., 2022). An important area of focus that relates to social equity is mental health. Increased prevalence of mental illness and psychological distress is considered one of the 'wicked problems' of our time. Depression, only one of many diagnosable mental disorders, is now recognised by the United Nations and the World Health Organization as the leading cause of disability worldwide.

This paper traces the development of the Australian Public Service Mental Health Capability Framework and tools as an application and extension of an integrated approach. The framework is a systems-based and evidence-informed approach to minimising work-related psychological harms, developing and sustaining positive mental health, and supporting those experiencing psychological distress or living with mental health conditions.

There are six evidence-informed domains in the framework: 1) Prevent Harm; 2) Promote Mental Health; 3) Support Recovery Pathways; 4) Build Literacy and Develop Capability; 5) Leadership and Governance, and 6) Evaluate and Improve.

A range of practical tools were developed to support implementation of the framework including a maturity of practice assessment. Given recent changes in Australia to strengthen psychosocial hazard management in Work, Health and Safety legislation, the ADDRESS model for managing psychosocial risks has also been added to the suite of tools. This model provides a structured process for supporting public service agencies to take a systematic approach toward meeting their duties.

Method: In addition to an evidence review, an extensive consultation process using Human Centred Design principles was undertaken to develop the framework. An implementation pilot project was also undertaken with selected agencies before launching it nationally.

Results: Development and implementation insights regarding culture change at scale will be presented. Barriers and facilitators of evidence informed practice in public administration and management agencies will also be considered.

Conclusion: Intentional and active collaboration between academics and policy makers/practitioners is essential for research translation and impact in mental health.

S242

Can Workplace Mindfulness Interventions Enhance Psychosocial Safety?

Larissa Bartlett, Angela Martin

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Background: Workplace-based mindfulness-based interventions (WMBIs) are well evidenced for reducing stress and cultivating emotional resilience to support mental health outcomes. While there are many WMBI formats, the 8-week Mindfulness-Based Stress Reduction (MBSR) course has the most consistent evidence and is considered the gold standard intervention for realising these psychological outcomes. There is less convincing evidence of the effects of WMBIs on organizational outcomes, particularly in relation to psychosocial safety climate and hazards. Drawing together Eastern and Western conceptualisations of mindfulness training, and outcomes from WMBI research, this presentation examines a conceptual model for explaining how mindfulness skills and practices might support a safe and supportive workplace climate.

Methods: Elements of the MBSR program were first mapped against the three essential elements of the eight-fold path to liberation: mental discipline, wisdom and moral conduct, and against outcomes from WMBI studies, including enhanced psychological skills such as cognitive, emotional and behavioural regulation. This mapping illustrated how practicing mindfulness (intentional attentiveness to momentary experiences, with an accepting, non-judging attitude) cultivates self-other awareness, de-centering and re-perceiving skills. These skills are known to support both psychological health and pro-social behaviours at the individual level. To better understand the social and organizational potential

of WMBl, the practices and outcomes were then mapped against Bohm's principles for productive dialogue: suspending assumptions, not pre-judging a situation, observing and listening to others, welcoming and exploring differences, allowing taboo subjects to be raised safely, listening to one's inner voice taking time to ponder and be curious about underlying meanings. Finally, theoretical pathways were considered for how WMBl practices, skills and outcomes, and the principles for productive dialogue might yield their influence on known psychosocial hazards: job demand, control and support, role clarity, change management, reward and recognition, physical work environment, organizational justice and workplace relationships and interactions.

Results: The cross-over of qualities, skills and principles involved in Eastern and Western conceptualisations of mindfulness, Bohm's model of productive dialogue and workplace psychosocial hazards will be illustrated. This conceptual model can help explain how WMBl cultivate adaptive and malleable qualities that collectively support psychosocial safety at work through pro-social behaviour, leadership, inclusiveness, relevant and responsive workplace structures and practices, and security in the face of change.

Conclusion: The proposed model could be used to advance the study of WMBl in relation to their effects on primary-level organizational factors. It can help articulate how and why mindfulness training offers a viable intervention for organizations seeking to cultivate a positive, safe and supportive workplace climate.

S243

Promoting Positive Mental Health at Work: Research To Practice Translation Using Team Psychological Capital

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Background: Psychological Capital (PsyCap) reflects an individual's positive psychological state of development characterized by hope, efficacy, resilience and optimism. Empirical and meta-analytic evidence suggests that PsyCap is not only an important predictor of job performance, but also promotes psychological well-being. Emerging intervention studies have also shown PsyCap is developable through relatively brief training interventions and that increases in PsyCap are associated with improvements in individuals' performance and functioning. More recently, multilevel research has demonstrated positive associations between team PsyCap (i.e. a team's shared psychological state of development characterised by hope, efficacy, optimism and resilience) and both individual- and team-level outcomes. This suggests that team PsyCap not only enhances team performance and functioning, but also individual employee functioning. These findings highlight the potential multilevel benefits from interventions aimed at bolstering team PsyCap, which could positively impact both team and individual employee functioning.

This presentation will provide an overview of a pilot study designed to assess the feasibility and efficacy of a team-level PsyCap intervention (tPCI) designed to promote team- and individual-level PsyCap. It will also include a case study example to illustrate learnings from a practice (i.e. non research) context with in-situ work teams to help inform future refinements and alternate delivery modes (i.e. online) of the tPCI.

Methods: 27 work teams participated in the pilot study, with 16 teams allocated to an active treatment condition and 11 teams allocated to a wait-list control condition. A range of assessments, including a measure of team PsyCap, were conducted one week before and after teams completed the tPCI.

Results: The results showed a significant increase in pre-post intervention team PsyCap scores for teams in the active condition, compared to teams in the wait-list control condition. In addition, there was evidence of increases, albeit non-significant, in individual-level PsyCap, and decreases in psychological distress for employees in teams in the active condition. Qualitative data garnered from participants also reflected consistently high levels of acceptability and satisfaction with the training. Case study analyses drawn from a practice context demonstrates similar evaluation data regarding the tPCI using both face-to-face and online modes of intervention delivery.

Conclusion: The findings from this pilot study suggest that the tPCI may be effective in enhancing team-level. It may also offer potential for enhancing individual-level PsyCap, which in turn may have positive effects on other desirable outcomes, including employee well-being. This could offer additional benefit for organizations in terms of providing greater return on development investment (RODI) in comparison to interventions focused solely on developing individual-level PsyCap. However, further research is needed to investigate this potential and to explore the sustainability of potential intervention effects over time.

S244

The Long Reach of Leader To Follower Well-being. What Makes Leaders Positively 'Contagious'?

Maree Roche

University of Auckland, Auckland, New Zealand

Well-being is now one of the most pressing concerns for organizations worldwide. As such preventing workplace harm, and promoting strategies that aid well-being, is a top priority for researchers and practitioners. However, promoting well-being, and reducing harm is not only an individual issue. The environment within which well-being is sought matters. Within the workplace, well-being can be enhanced, or thwarted by the workplace environment within which employee well-being is sought. Leadership is one of the environmental factors that can influence employee well-being. This presentation covers how leaders' own psychological well-being (as an environmental factor) impacts on employee well-being. With the leadership literature, leader stress, depression and burnout is at an all-time high in organizations, and unlikely to be declining soon. The increasing complexity of the leadership role, the ongoing 'poly crisis' leaders are dealing with, workplace skill shortages, and unstable economic times are a few issues contributing to leader stress and burnout. Moreover – and simultaneously, leaders are tasked with influencing employees positively, gaining commitment, and leading via positive influence (cf command and control). Yet when leaders are stressed, they are less resourced (psychologically) to act in a supportive manner.

Previous research has found that leaders' stress is known to be contagious – and caught by employees. Leaders who report they are high in stress and burnout, are found to be more abusive towards employees, overall impacting on the psychological safety of the organization, and employee. Alternatively, less is understood about positive forms of leadership contagion, and the impact of psychologically well leaders, on employee well-being. Using the research conducted on leaders and followers (225 leader participants and a total of 543 of their followers) and using a multilevel model we tested the path from leaders' positive psychological capital to employee psychological capital and engagement. Overall, we found a positive path from leader well-being toward employee well-being and engagement. Leaders well-being can either be a further demand - or resource - for employees in today's complex world of work. While the stressed-out leader is damaging, we discuss how resourcing leaders psychologically is crucial. For organizations the importance of resourcing leaders,

psychologically, during complex and challenging times, may provide, benefits to employee well-being. Preventing harm in workplaces, and promoting well-being, via understanding the mechanism and implications of leadership, aids the development of the integrated approach to mental health at work, and we use evidence-informed research to highlight the role of leadership on mental health and well-being of employees in the workplace.

Symposium 50: Occupational Health Psychology in the Healthcare Sector (Part 2): Interventions to Support Healthcare Worker Well-being

Chair Asta Medisauskaite

Healthcare can be an extremely challenging environment to work in. Healthcare workers' health and well-being is one of the key priorities in creating sustainable workforce and providing high quality of care. The aim of this symposium is to discuss interventions to improve staff well-being and to help to deal with a variety of challenging situations, such as patient aggression. The presentations cover learning from different countries and staff groups. This symposium also provides an opportunity to hear about different methodologies that can be used in intervention research, including qualitative explorations, randomised-controlled trials, and longitudinal field experiments.

In the first presentation, Epstein et al. will discuss the use of a common working time model in Swedish called the participatory working time scheduling. The researchers will present their findings on the process and challenges of using this model by nurses and assistant nurses. The next presentation will focus on aggression, bullying and harassment in healthcare. Treister et al. tested if providing people waiting in the emergency department with information enhanced their sense of control and in turn reduced their aggressive reactions. During this presentation, the details of the two experiments (field/online) performed in Israel will be discussed.

The second part of the symposium will start with the two presentations from the Netherlands. Solms et al., using a Randomised-Controlled Trial, investigated the effectiveness of a professional coaching intervention. The researchers will discuss the impact of this intervention on a variety of doctors' well-being measures and patient safety. In their longitudinal field experiment, Van Dorssen-Boog et al. explored the impact of vitality interventions, hypothesising that participation in such interventions would increase employees' self-leadership and in turn improve their health and well-being. Findings of direct and indirect effects will be discussed during this presentation. In the last presentation, Månsson Sandberg et al. will discuss the use and impact of job crafting strategies utilised by Swedish GPs at the beginning of the pandemic.

S245

Sustainable Work Hours for Nurses and Assistant Nurses: Enablers and Barriers Within Participatory Working Time Scheduling

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Background: Participatory working time scheduling (hereafter participatory scheduling) is a common working time model in Swedish 24/7 healthcare. Within participatory scheduling, the planning of work hours takes place in several steps involving employees, staffing assistants and ward managers, with the aim of meeting both employees' scheduling requests and wards' specific needs for staffing and competence. Work time influence has previously been associated with a range of positive outcomes among shift working healthcare employees, such as improved work-life balance, reduced fatigue after work and higher job satisfaction. However,

it also places responsibilities on the employee to schedule sustainable work hours, i.e. work hours that promote both patient safety and short- and long-term employee health and safety. Concerns have previously been raised that employee influence over scheduling could result in unsustainable work hours, e.g. through prioritisation of longer cohesive free time over recovery and sleep during work periods. Such concerns have been realised in some studies, e.g. an increase of long work shifts, but are not evident in other studies. However, even if it does not happen at a group level, it can still be that some individuals schedule work hours with potentially negative effects on recovery and sleep, jeopardising patient safety or their own health. A recent qualitative study of participatory scheduling showed that healthcare managers and staffing assistants differed in how they managed inconsistencies between employee requests and sustainable scheduling. It found that unclear responsibilities, lack of clear guidelines and insufficient engagement from employees could be barriers to achieving sustainable work hours. Potential enablers were leadership factors such as fostering individual relationships with employees, managing dissatisfaction, and providing support in scheduling. There is a lack of research on healthcare employees' views on sustainable scheduling in the context of participatory scheduling. The aim of this study was to bring insights into how nurses and assistant nurses reason and prioritise during scheduling of their own work hours, and to identify the challenges they experience during this process when attempting to create sustainable work hour schedules.

Method: Semi-structured individual interviews were conducted with 11 nurses, 4 assistant nurses and 1 mid-wife currently working in Swedish healthcare. The interviews were transcribed verbatim and are currently being analysed using thematic analysis.

Results: Data are currently being analysed and will be ready to be presented at the 16th EAHP Conference.

Conclusions: As data are currently being analysed no conclusions can yet be drawn. The conclusions will highlight potential barriers and enablers for achieving sustainable work hours during participatory scheduling, by considering and comparing employees', managers' and staffing assistants' views on the process.

S246

How and Why Information Medium Buffers Aggression in Crowded Hospital Emergency Departments

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Introduction: The modern person is required to perceive and process a lot of information in his/her environment. What influences how people perceive information and act in their environment? One of the environments that is most crowded, stressful, and prone to aggression, is the hospital emergency department (ED). The ED environment is characterized by often-extreme crowding, and frequent aggression toward service staff. People in this context feel helpless and sense lack of control that frequently leads to aggressive reactions. This is therefore a strategic environment to test our predictions. We broadly suggest that providing people with information that enhances their sense of control can buffer the harmful effects of a crowded waiting environment. However, we further predict that the medium in which information is delivered predicts whether it is indeed useful in elevating the sense of control of the people waiting, and in turn, their aggressive reaction. Taken together we predict that in highly crowded environments, brochures (personal medium) are more useful than posters (public medium), in creating a sense of control, and subsequently reducing aggression.

Method: We tested our hypotheses in a field experiment (Study 1) and a simulated online experiment (Study 2), offering support of our theory. Study 1 (n=939) employed a between-subject design in which we influenced sense of control and aggressive intentions of people waiting in a hospital ED. Study 2 (n=246) employed a between-subject design in an online experiment, with a manipulation based on photos of a crowded or uncrowded coffee shop.

Results: In both studies, a field experiment in hospitals' EDs and an online study based in a coffee shop scenario, we document the relationship between sense of control and aggression towards ED staff. Our findings support our theory-based predictions that distributing information to people in crowded areas through personal medium can attenuate the negative effects of objective crowding on sense of control and, consequently, on aggression.

Conclusion: Our paper demonstrates that type of communication medium, independent of the information content, shapes people's perceptions of the environment they are in with downstream consequences on their behaviour. We show that providing people with information via a public medium retains the usual harmful effect of crowding on aggression, while providing information via a personal medium buffered this effect. Our theory posits a focus on sense of control as a key explanatory variable of whether aggression is likely to erupt, and suggests that managerial interventions can reduce the frequency with which crowding leads to aggression toward ED staff.

S247

Coaching for Better Physician Well-Being: Results From a Randomized-Controlled Trial

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Introduction: Physicians are increasingly burned out due to a combination of extensive demands in combination with a lack of support and resources (Rotenstein et al., 2018; Shanafelt et al., 2015; 2022; Wallace et al., 2009). This fuels concerns about their sustainable employability and the safety of patients (Hall et al., 2016; Hodkinson et al., 2022; Salyers et al., 2017). While systematic change is urgently needed, individual-level interventions (i.e., physician-directed, such as coaching) are promising as they can help to relieve the stress of medical practice in the here and now by decreasing job demands and increasing job and personal resources (McGonagle et al., 2020; for a review, see Panagioti et al., 2017; Regehr et al., 2014). In this study, we investigate the effectiveness of a professional coaching intervention in increasing the well-being of medical doctors in the Netherlands.

Method: A total number of N = 192 physicians participated in this intervention study. Coaching consisted of six individual, face-to-face coaching sessions provided by professional coaches. Coaching was voluntary, and the topic of coaching was entirely decided upon by the physicians themselves. Physicians were randomly allocated to an immediate intervention group (n = 86) or a waitlist-control (n = 106) group that would start nine months later. Physicians in both groups completed questionnaires on three occasions, that is, (1) at baseline, (2) immediately after the intervention / after a waiting period of nine months, and (3) four months later at follow-up (only intervention group). At all three occasions, we measured several well-being indicators (e.g., burnout symptoms, stress, recovery, work engagement), as well as job and personal resources (e.g., autonomy, peer support, self-compassion, psychological capital), and patient safety outcomes (i.e., adverse patient care practices and attitudes, addressing safety issues).

Results: We conducted repeated measures analysis of variance to test for significant group x time interactions. Our analyses revealed that physicians reported less exhaustion, cynicism, and stress after coaching compared to before coaching, and the waitlist control group. They also reported more work engagement, psychological capital, self-compassion, and peer support. Significant values ranged from $p = .02$ (for peer support) to $p < .001$ for the remaining outcomes. Effect sizes (i.e., partial eta-squared) ranged from .027 to .178. Finally, we did not find any changes in patient safety outcomes. The results of the follow-up analyses will be available early next year and will be integrated into the presentation.

Conclusions: Our results suggest that coaching is an effective intervention to promote physician well-being: It does not only reduce burnout symptoms and promote well-being but also fosters job and personal resources. The latter are not only important in their own right but can also effectively help to prevent burnout. Finally, the effects of coaching seem to be limited to well-being outcomes and seem not to spill over into direct outcomes related to patient care.

S248

The Role of Healthcare Workers' Self-Leadership for Health in the Effectiveness of Vitality Interventions

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Background: During the time of the pandemic (COVID-19) working in the healthcare was for many employees highly challenging. Healthcare workers experienced heavy workloads, which put a burden on their health and vitality. Employers searched for ways to support employees such that they stayed physically and emotionally healthy and vital under these challenging working conditions.

This research project describes the results of a longitudinal field experiment during the pandemic. In this experiment employees of a healthcare institution in the intervention group could voluntarily participate in a broad range of vitality interventions in order to take care for their own health and vitality and were compared with a control group. However, prior intervention studies among healthcare workers have often shown that interventions have marginal effects on health related outcomes (Ruotsalainen et al. 2015; McVicar, 2016). Yet, it could be that there is no direct effect, but only an indirect effect of the interventions on health and vitality through increased self-leadership (Van Dorssen-Boog et al., 2020). The present study hypothesizes that participation in vitality interventions will encourage employees to self-leadership, specifically self-leadership with the aim to improve own health. And as a result of the improved self-leadership, we expect positive outcomes on health related outcomes (general health, work ability, burn-out), as well as on work engagement and general performance.

Method: A longitudinal field experiment with three measurement waves was conducted in a period of one year (2021/2022). Data were collected at the start (T1), and after 6 months (T2) and after 12 months (T3). Employees were assigned to the intervention group or the control group. In the intervention group participants got the opportunity to join voluntarily 17 vitality interventions (e.g., health check, workshops, webinars, e-learnings) throughout the year. Both the intervention group and the control group got personal feedback on the outcomes of their three measurements.

Results: Remarkably, only 43% of the intervention group actually participated in at least one intervention. Most popular intervention was the health check, which consisted of a survey, a physical health check by a physiotherapist and two follow up dialogues with the physiotherapist (25% of the intervention group). No differences in the outcomes between the intervention and control group were found. Furthermore, no direct effects of the interventions on the outcomes were found. The hypothesis of the indirect effects via self-leadership for health was confirmed for general health, work ability, work engagement and performance, with small significant effects. The more interventions people did, the stronger the effects for self-leadership and subsequent outcomes.

Conclusion: Employers can facilitate the development of health through offering a diverse range of vitality interventions, as these will stimulate self-leadership for health, which will have a positive effect on health related outcomes.

S249

How Swedish General Practitioners Used Job Crafting Strategies During the COVID-19 Pandemic

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Introduction: General practitioners (GPs) played a crucial role in limiting the impact of the COVID-19 pandemic, and many GPs experienced they did not have the prerequisites to provide adequate care. However, GPs developed approaches that helped them to provide care to patients through various job crafting strategies. The aim of this study is to identify how job crafting strategies were deployed by Swedish GPs at the beginning of the COVID-19 pandemic and the significance of the strategies on their work situation.

Method: A qualitative design has been applied for this study, using individual semi-structured interviews with 14 GPs from different primary healthcare units in five Swedish regions. The data was analysed using qualitative content analysis with job crafting as the conceptual framework for the analysis process.

Results: In their endeavours to organize and provide care, GPs shaped the task, relational and cognitive boundaries of their work. GPs felt proud about finding new ways of working when given room to manoeuvre. Intensified collaboration between healthcare professionals made GPs more confident in their clinical work. GPs expressed that they consequently felt stronger in their professional role through what they accomplished in the organization of care.

Conclusions: The results suggest that the job crafting strategies GPs used were meaningful to them in clinical practice. This study explored GPs' job crafting strategies in the context of the COVID-19 pandemic, and the question remains as to whether GPs job crafted their work tasks due to the demanding conditions that prevailed. It is also unknown whether job crafting affects GPs' mental health over time. Our study highlights GPs, a group of doctors that received less attention when dealing with the COVID-19 pandemic. The knowledge about how GPs used job crafting strategies, and the meaning of these strategies in clinical practice, might be useful for healthcare organizations in preparing for future health crises. Taking advantage of GPs' experiences and strategies is considered important for promoting sustainable working conditions for GPs in the future.

Symposium 51: Different Approaches to Proactivity at Work – From Silence to Social Courage

Chair Jari Hakanen

One of the major positive changes in work-life has been that organizations have become aware of the many benefits that proactive, that is self-initiated and change oriented, behaviours may have for better performance and for employees themselves. Proactive behaviours may take place in many domains at work and focus on different aspects, thus proactivity at work can manifest itself in many different forms.

This symposium comprises five presentations from four different countries. Presentations cover various types of proactive behaviours, for example, career crafting, job crafting, playful work design, self-regulation, voice, and social courage at work but also counterproductive work behaviours and silence. Methodologically, studies include various designs, such as intervention, longitudinal, experimental, and weekly lagged designs. More specifically, first Li, by using a two-wave study design, will test, whether an increase in career crafting lead to increases in both organizational and professional identification, which in turn would relate to decreases in burnout and job boredom and increase in work engagement. Second, Zeijen focuses on digitalization at work and whether various proactive strategies: self-leadership, job crafting, playful work design, and strengths use are related to more effective adaptation to digitalization even when digital aspects are perceived as threats. Third, Michel presents findings from two intervention studies conducted in Germany and Ireland. The interventions focus on teaching self-regulation strategies with the aim of improving occupational self-efficacy and work performance and reducing work-life-conflict by learning strategies to set goals as well as to self-monitor, self-assess and self-reward participants' behaviours. Fourth, O'Shea by using both experimental and three-wave weekly lagged designs investigates vulnerable and grandiose narcissism and compares withdrawal and proactive responses to perceived threats, such as lack of psychological safety related to these two types of narcissism. Fifth and finally, Hakanen employ a three-wave cross-lagged design to test reciprocal relationships between social courage at work, social support at work and work engagement.

S250

How Career Crafting Improves Employee Well-Being Via Organizational and Professional Identification: A Two-Wave Latent Change Score Approach

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Background: Maintaining and shaping career paths has become an increasingly important skill in the modern world of work. Previous studies show that organizations should adopt a bottom-up job design by fostering proactive work-related behaviours to increase beneficial outcomes. However, these studies have mainly adopted either an organizational or professional framework, which calls for more studies to include both domains as they are often entangled. Career crafting refers to proactive behaviours where employees seek skills and knowledge to self-develop in their professional domain.

We draw from the conservation of resources theory to hypothesize that an increase in career crafting acts as a resource investment behaviour to obtain skills and knowledge that are essential to employees' current workplace and their profession as a whole. Thus, these investments manifest as an increase in both organizational and professional identification, which in turn acts as a resource itself not only to protect the existing but to gain new resources;

depicted as decreases in burnout and job boredom and increase in work engagement. We also control for the effects of tenure and career length as they may influence the aforementioned associations.

Method: We used two-wave Finnish population data that was collected in 2021 and 2022. For analysis, we included participants who worked and reported at least 10 or more weekly working hours during both data collections (N = 842). We used latent change score modelling to test our hypotheses as they capture intraindividual change in a latent construct from T1 to T2. This way, we show how changes in one latent construct are associated with a change in another latent construct.

Results: Our model ($\chi^2 = 1962.076$, $df = 943$, $RMSEA = .036$, $CFI = .926$, $TLI = .919$, $SRMR = .068$) indicated that an increase in career crafting was associated with increases in both organizational identification ($\beta = .177$, $p = .009$) and professional identification ($\beta = .231$, $p = .001$). Increases in organizational identification were associated with a decrease in burnout ($\beta = -.482$, $p < .000$) and job boredom ($\beta = -.371$, $p < .000$), and an increase in work engagement ($\beta = .306$, $p < .000$). Professional identification was also associated with a decrease in burnout ($\beta = -.208$, $p = .002$) and increase in work engagement ($\beta = .253$, $p < .000$), but had no significant association with changes in job boredom ($\beta = -.074$, $p = .271$).

Conclusion: Our hypotheses were mainly confirmed, excluding the association between professional identification and job boredom. It seems that professional identification leads to attaining resources that are effective in improving work engagement and mitigating burnout but have no effect on mitigating job boredom. However, our study shows that career crafting has a parallel effect on both the organizational and the professional levels, and is still effective in mitigating job boredom via organizational identification. Our study provides valuable insights for organizations to design their work from the bottom up by including perspectives that exceed the current work domain.

S251

The Resourceful Journey of Digitalization: What is the Role of Self-Steering Strategies?

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Background: Digitalization is taking on an increasingly prominent role in our lives. As technology advances and becomes more integrated in our personal and professional lives, it increasingly influences how we carry out our work, and as a result how we feel and perform at work. Sometimes, technology can be a source of irritation and stress, but it can also lead to a smoother and faster way of working, resulting in higher levels of satisfaction and happiness. An important aspect in this process is how employees perceive the digital aspects in their work environment, ranging from opportunities for growth (challenges) to limitations and obstacles (hindrances). The aim of the current research is to understand how these interpretations relate to work motivation, flow experiences, and work performance. We embed our research within the self-determination model of flow, which assumes that employees proactively influence their experiences through self-leadership, job crafting, playful work design, and strengths use. We combine these insights with insights of the Transactional Model of Stress.

Hypotheses: We hypothesize that employees who perceive the digital aspects in their work as highly challenging (vs. low) are more effective in dealing with digitalization, thereby enhancing their work motivation, flow experiences, and performance. In contrast, we expect that

employees who perceive the digital aspects as highly threatening (vs. low) are less effective in dealing with digitalization, resulting in low levels of work motivation, flow and performance. Moreover, we expect that employees who make use (vs. who make less use) of self-steering strategies are more effective in dealing with digitalization. Finally, we investigate the two types of possible three-way interactions between the two types of appraisal (challenge and hindrance) and the self-steering strategies in the relationship between digital work aspects and work motivation, flow and performance. We anticipate that employees who employ self-steering strategies are more effective in adapting to digitalization, even when they perceive the digital aspects as threats, and especially when they perceive the digital aspects as challenges.

Method and Results: The hypotheses will be tested in a cross-sectional Dutch employee sample collected through convenience sampling (N = 600 employees expected). Data-collection is planned in the winter of 2023/2024. Hypotheses will be tested with structural equation modelling.

Conclusion: The present study provides insight in how employees naturally deal with the digital aspects of their work as well as how employees can be stimulated to optimize the way they work within digital aspects of work. Follow up daily diary study is planned to investigate how personal self-steering strategies interact with daily digital work appraisals and relate with daily work outcomes.

S252

Effects of a Self-Regulation Intervention on German and Irish Employees' Occupational Self-Efficacy, Work-Life-Conflict and Work Performance'

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Introduction: In the post-pandemic working world, an autonomy paradox seems to arise. Due to increased improved technological equipment and remote work, some employees have the decision-latitude to organize their workday. However, this autonomy can result in role overload when individual employees are requested to manage their work tasks on their own resulting from reduced face-to-face interactions at work, including managers and co-workers. In this study, we assume that self-regulation is a resource which employees can use to optimize the organization of their workday.

Method: The web-based intervention lasted three weeks and consisted of three modules and short daily exercises for the following work-week teaching self-regulation strategies with the aim of optimizing one's work day. Intervention participants learned strategies to set goals as well as to self-monitor, self-assess and self-reward their behaviour. We conducted two studies with randomized-control group designs to evaluate intervention effectiveness, one in Ireland (study 1) and one in Germany (study 2). In the Irish study the sample consisted of 125 employees (intervention group: $n = 59$; control group: $n = 66$). The German sample consisted of 128 employees (intervention group: $n = 65$; control group: $n = 64$). Study participants filled in questionnaires before and after the intervention to evaluate intervention effectiveness. In the German study, we additionally included a 2-weeks-follow-up.

Results: Multilevel analyses results reveal in study intervention effects on improved occupational self-efficacy and reduced work-life conflict. The results of our second study supported the Irish findings regarding occupation self-efficacy. Moreover, we found effects on work performance and a delayed effect on work-life conflict as well as detachment at the two weeks-follow-up measurement.

Conclusion: The results of the two studies conducted in Germany and Ireland show that a self-regulation intervention is an effective mean to improve employees' occupational self-efficacy and work performance as well as to reduce their work-life-conflict. Implications, limitations of the study and avenues for future research will be discussed.

S253

More than Going on Mute: Proactive Responses to Threats Among Narcissists in the Workplace

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Background: Increasing attention is being paid to 'dark side' personality characteristics in the organizational environment with narcissism receiving significant attention (Cragun, Olsen, & Wright, 2020). Narcissists demand attention and admiration, display a sense of entitlement and expect special treatment (Miller, et al., 2017). They respond with feelings of rage, defiance and humiliation when their self-esteem is threatened (Krizan, & Johar, 2015). As people with dark personality characteristics are not uncommon in the workplace, there is a need to better understand their behavioural dynamics. Across two studies, we investigated the defensive responses of narcissists in the workplace. We contrasted passive, withdrawal behavioural responses (e.g., silence, withdrawal CWBs) from active and proactive behavioural responses (e.g., voice, abusive CWBs) to perceived threats (negative feedback, lack of psychological safety). We expected that grandiose narcissists would react with more proactive behavioural responses (voice, abusive CWBs) while vulnerable narcissists would respond with withdrawal (silence, withdrawal CWBs) and that these responses would be moderated by perceived threats. We also investigated the well-being implications of such responses.

Method: Study 1 (N = 275) utilised an 2x2 experimental design manipulating feedback valence (positive vs. negative) and target (self vs. colleague). We measured vulnerable ($\alpha = .937$) and grandiose narcissism ($\alpha = .928$; Pincus et al, 2009), psychological safety ($\alpha = .725$; Edmondson, 1999), defensive, acquiescent and prosocial forms of voice ($\alpha = .737$; $\alpha = .809$; $\alpha = .851$) and silence ($\alpha = .771$; $\alpha = .825$; $\alpha = .816$).

In Study 2 (N = 146), we used a three-wave (weekly) lagged design, expanding the behavioural outcomes to contrast withdrawal and abusive forms of counterproductive work behaviours. Vulnerable ($\alpha = .937$) and grandiose narcissism ($\alpha = .928$) were assessed at Time1, psychological safety ($\alpha = .828$) at Time2, and counterproductive work behaviours (Spector et al., 2006; $\alpha = .880$; $\alpha = .676$) and affective well-being ($\alpha = .907$; Warr et al., 2014) at Time3.

Results: In study 1, grandiose narcissism was positively associated with defensive voice (but not acquiescent or prosocial voice) while vulnerable narcissism was positively associated with all forms of silence (defensive, acquiescent and prosocial). Condition (positive or negative feedback directed at individual or colleague) moderated the relationship between both forms of narcissism and acquiescent silence, demonstrating a stronger relationship when receiving positive feedback regarding their performance. Although narcissists showed the lowest level of psychological safety in the individual negative feedback condition, these differences were not statistically significant. In study 2, psychological safety moderated the relationship between both vulnerable and grandiose narcissism and withdrawal CWBs, but not abusive CWBs. Both types of narcissism demonstrated stronger relationships with withdrawal as psychological safety decreased. Interestingly, this was associated with higher affective ill-being, demonstrated by a significant conditional indirect effect.

Conclusion: Our research suggests that narcissists are primarily motivated by self-protection and self-enhancement rather than retaliation. Although grandiose narcissists are more likely to respond with defensive voice, and vulnerable narcissists with silence, both types appear to engage in withdrawal rather than abusive CWBs when psychological safety is low.

S254

Reciprocal Relationships Between Social Courage at Work, Work Engagement, and Social Support at Work – A Three-Wave Study in Seven Organizations

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Background: Social courage at work is defined as voluntary, intentional behaviours to bring about noble good or worthy end at workplace and comprising a risk to actor's relationships and social image. Very little is known of the consequences and antecedents of social courage at work. This study focuses on the longitudinal relationships between social courage at work, social support at work, and work engagement. We hypothesise that all three constructs would be positively and reciprocally related to each other over time.

Methods: Two-year three-wave cross-lagged panel analysis was conducted among 1549 employees representing seven organizations covering various fields, such as IT, media, construction, and public sector. All participants were employed during the follow-up period and responded to all three waves. Social courage at work was measured with six items (at1 = .73, at2 = .74 and at3 = .78), social support at work with four items (at1 = at2 = at3 = .85), and work engagement with UWES-3 (at1 = .86, at2 = .87 and at3 = .89). We controlled for the effects of the organization and the amount of teleworking during the past three months before T2 and T3 surveys.

Results: Social courage at work at T1 and T2 positively predicted both work engagement and social support at work at T2 and T3, respectively. In addition, work engagement at T1 and T2 positively predicted social support at work at T2 and T3. Work engagement also positively predicted social courage at work between both time-lags. However, social support at work did not predict work engagement nor socially courageous behaviour at work in the future.

Conclusion: Social courage at work does not seem to risk employee well-being nor social relationships among colleagues but instead as a type of proactive behaviour, social courage at work may boost work engagement and social support from colleagues over time. Engaged employees, in turn, are likely to show social courage at work and gain more social support. Thus, despite potential social and reputation risks for those showing courageous behaviours, courage can be considered positive not only for the organization but also to the actor her/himself.

Symposium 52: Coupled Symposium New Work: Opportunities and Risks for Collaboration, Well-being and Health. Part 2 – Remote, Hybrid and Office-based Work

Chair Stephanie Neidlinger

Discussant: Susan Peters

Part 1 of this coupled symposium focused on digital tools and collaboration among employees and leaders. Within part 2 of this coupled symposium, we put an emphasis on hybrid and remote work arrangements as well as alternative office work design practices. With the recent shift of work towards remote and hybrid arrangements, there is an increasing need of

longitudinal studies to disentangle both opportunities and potential risks for employees' well-being and health. With the change in work arrangements, organizations are starting to implement strategies to make traditional office-based work more attractive – how can remote, hybrid, and new ways of office-based work improve or hinder health and well-being?

The first presentation by Stephanie Neidlinger (Helmut-Schmidt University, Germany; Harvard School of Public Health, USA) uses diary data to shed some light on remote work as a resource for thriving and mental health of hybrid workers. Her presentation also covers the effects of motivation at different work locations to disentangle where motivated workers thrive more. Tarek Carls (University of St. Gallen, Switzerland), on the other hand, presents findings on negative effects of remote work. Using three multi-wave studies, his work captures effects on employees' emotional exhaustion and boundary violations. This is followed by a presentation from Anja Baethge (Medical School Hamburg, Germany) examining risks and opportunities of work scheduling autonomy for employees' self-endangering work behaviours in terms of working harder and longer. The last presentation by Ann Sophie Lauterbach (University of Konstanz, Germany) focuses on new ways of office-based working and provides findings from a meta-analysis on activity-based office design, covering different work areas for interaction and concentration and desk-sharing arrangements. She will answer the question how office designs can impact health-related, attitudinal, and interpersonal outcomes. Finally, Susan Peters (Harvard School of Public Health, USA) in the role of our discussant will wrap up and summarize both part 1 and 2 of this coupled symposium by putting tools, collaboration and new work practices into a global public health perspective. Her input and moderated discussion will cover risks, opportunities and future challenges of worker health in changing times.

S255

Waking up Motivated: A Daily Diary Study Exploring Hybrid Worker's Thriving and Mental Health

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Background: With remote and hybrid work arrangements becoming the norm for many office-based jobs, it is crucial to understand their impact on worker's overall well-being and mental health. Empirical works showed that remote work can improve job satisfaction and overall health by providing employees with increased flexibility, a personalized, controlled environment, and time savings from commutes (e.g. Beckel & Fischer, 2022; Schall, 2019). It has also been shown that highly motivated individuals tend to have better well-being and health outcomes at work (e.g. Dos Santos, 2022). Conceptualizations of work-related well-being and mental health in previous research, however, have been narrow and focused mostly on well-being in the context of mere job satisfaction and mental health in the context of absence of diseases rather than optimal functioning and a comprehensive understanding of healthy and thriving workers.

Using Thriving from Work (TfW, Peters et al., 2021) as a broad and comprehensive conceptualization of work-related well-being and Positive Mental Health (PMH, Lukat et al., 2016) focusing on the positive, healthy aspects of human functioning, we examined remote work and daily motivation as resources and antecedents of daily TfW and PMH and also examined their interaction. By using a diary design, we provide methodological rigor and study effects within the same participants across remote and office workdays.

Method: We conducted a daily diary study with N = 408 participants in hybrid work arrangements. Participants were surveyed twice per day, once in the morning before work and

once after work in the evening. Motivation was assessed in the morning, work location, TFW, and PMH were assessed in the evening. Demographic information was assessed in a baseline questionnaire. We used multilevel modelling in R to conduct all analyses.

Results: Work location was significantly related to TFW: participants who worked remotely reported higher daily TFW. Effects of work location on PMH were not significant but descriptively showed better mental health on remote days. Motivation was significantly related to both TFW and PMH. We found a significant interaction effect of motivation x work location on TFW: The positive effect of motivation on TFW was stronger when participants worked from home and the effect was negative when they worked from the office. There was no interaction effect for PMH.

Conclusion: Building on previous work conceptualizing remote work and daily motivation as resources for well-being and health, our study showed that remote work serves as a resource for work-related well-being (TFW) and that daily work motivation leads to higher TFW and PMH. The negative effect of motivation on TFW on office days has implications for work design practices and organizational leadership. The absence of effects from remote work on PMH suggests organizations should not rely on remote work alone as an occupational health tool but should consider equipping their workers with additional resources.

S256

Exploring the Causal Effect of Remote Work on Emotional Exhaustion: Evidence from Three Multi-wave Studies

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The prevalence of remote work has sparked interest in its effect on well-being in general and emotional exhaustion in particular. While most research indicates that remote work reduces emotional exhaustion, causal evidence is limited and contradictory. We contribute to theory by integrating conservation of resources theory with boundary theory and the allostatic load model to explain a long-term resource-depleting effect of remote work. We test this assumption in three multi-wave studies using advanced methodology. The first, based on a pre-pandemic sample ($n = 1397$, $t = 3$), yields a facilitating effect of remote work on emotional exhaustion. Our second study replicates this effect in a post-pandemic sample ($n = 940$, $t = 4$). Notably, the time-stable between-subjects relationship is negative, indicating opposing within- and between-subjects effects. In the third study ($n = 3090$, $t = 4$), we identify a causal mechanism: remote work increases work-nonwork boundary violations, subsequently escalating telepressure and causing emotional exhaustion. Furthermore, employing correlated random effects models, we find evidence for within and contextual effect components. Our longitudinal findings indicate that the resource-depleting costs associated with remote work could outweigh the potential benefits in the long run, adding depth to the current conversation in science and practice.

S257

The Dark Side of Flexibility? The Relationship of Work Scheduling Autonomy With Working Harder and Working Longer

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While a resource perspective (conservation of resources theory: Hobfoll, 1989) and empirical literature (Christensen & Staines, 1990; Humphrey et al., 2007; Moen et al., 2016) would suggest a protective effect of work scheduling autonomy (WSA) on self-endangering

behaviours (working harder, working longer), a social exchange perspective (Blau, 1964; Homans 1958) suggests that norm expectations might alter this protective effect under certain conditions. Deriving benefit from WSA (e.g. increased flexibility) could lead to the obligation to give something back when it is needed (e.g. high time pressure) and expected (e.g. work-home culture of the company and psychological ownership). We want to theoretically and empirically disentangle the paradoxical relationship between work scheduling autonomy and the self-endangering work behaviours working harder and working longer (e.g. protective main and an intensifying moderation effect).

Methods: We used an online survey to ask participants (N = 277) over five consecutive working weeks about their level of weekly time pressure, work scheduling autonomy and working harder and longer. In a baseline questionnaire the week before the weekly assessment participants indicated the work-home culture of their company and their psychological ownership. We examined the relationship between (within and between level) work scheduling autonomy and working harder and working longer. Further, we examined the three-way interaction effect of WSA, time pressure and work-home culture or psychological ownership on working harder or longer.

Results: The results of the multilevel analysis showed a negative relationship between WSA (within-persons) and working harder (protective main effect). However, moderation analysis showed that WSA (between-persons) could intensify the positive relationship between time pressure and working harder for employees working within a hindering work-home culture. We observed no such interactive pattern with psychological ownership, but report a positive relationship between psychological ownership and self-endangering work behaviours.

Conclusion: Building on conversation of resources theory and social exchange theory, our study showed that work scheduling autonomy as indicator of flexibility can be both protective and intensifying in terms of working harder. A hindering work-home culture in particular was able to transform the protective effect into an intensifying effect. In order to investigate the effects of work scheduling autonomy on self-endangering work behaviours, the social context in which it is granted needs to be considered.

S258

Revisit the Consequences of Activity-Based Working: A Meta-Analysis

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Background: Companies are currently undertaking strategic shifts as architectural adaptations to support the new hybrid work paradigm, which aims to seamlessly integrate periods of on-site engagement with remote work from home. Examining the scholarly discourse on office design suited for such knowledge work circumstances reveals considerable fragmentation within the field. This fragmentation arises from the multiplicity of disciplines contributing to the discourse, each employing distinct methodological frameworks and the recurrent use of unconnected case studies with low generalizability.

Although the optimal environment remains uncertain, many companies are transitioning to activity-based work environments. Activity-based work (ABW) environments contain a main open office environment with flexible desk arrangements and additional common-use activity-related working locations (Been et al., 2015; Wohlers & Hertel, 2017). Typical activity-based working features include individual workstations, team desks, break-out areas, telephone and meeting rooms, and informal lounge areas (Engelen et al., 2019).

Companies use ABW offices to signal that they are open, innovative, modern, and future-oriented (McElroy & Morrow, 2010). In an ideal setting, employees can choose their workstations independently based on their needs and preferences (McElroy & Morrow, 2010; Skogland, 2017). However, there might also be downsides regarding a lack of privacy and concentration (Lauterbach & Kunze, 2023; Rucker et al., 2023). Therefore, empirical results concerning the question of whether ABW leads to positive consequences are conflicting, with some studies supporting the introduction of activity-based office elements and others not supporting it.

Methods and Results: This article presents the first meta-analysis of the relationship between ABW and health-related (absenteeism, self-reported health), attitudinal (job satisfaction, turnover intentions, organizational commitment, work engagement, usage intentions, and end-user satisfaction), and interpersonal (interactions and communication) outcomes. Guided by the Four Archetypal Perspectives theory (Wright et al., 2023) and recent conceptual developments in workspace research, I provide a more contextualized and nuanced understanding of ABW consequences by considering contextual factors that have the potential to explain heterogeneity in findings from prior studies. The question should not be “whether an activity-based office is good” but rather “when is an activity-based office good?”. I conducted an extensive search to identify primary studies that have included activity-based working or activity-based flexible offices (A-FOs) and their relationship to employee health, relationships, and performance published until December 2023 from various sources. Integrating 45 studies with 37 independent samples comprising 28,399 individuals from various countries and industries, a random-effects meta-analysis will include the following contextual factors to assess ABW boundary conditions: organizational capacity for change, employee involvement in the process, and previous spatial setting.

Conclusion: This study aims to clarify the circumstances in which activity-based working is efficacious. It is the first comprehensive meta-analysis on key employee and organizational ABW consequences across disciplines and will extend the implications of innovative office design implementations in multiple ways. It discusses promising future conceptual and empirical directions for explaining the circumstances in which employees thrive at the workplace.

S259

Discussion – A Global Public Health Perspective on Digital Collaboration and New Ways of Working

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Background: As the landscape of work undergoes transformations towards remote and hybrid models, exploring the global public health perspectives brought about by these changes becomes increasingly important in order to evaluate their potentials and to the health and well-being of the global workforce.

This discussion will tie part 1 and 2 of this coupled symposium and provide further insight by answering pressing questions which arise from changes in the new ways of working and how work is designed and implemented.

This symposium will answer the question related to remote work: What role do technologies, including immersive technologies and virtual reality meetings, play in shaping this evolving paradigm? The interplay between these technologies and the well-being of the workforce remains a critical area for investigation. Literature suggests that remote work can introduce

benefits such as increased flexibility and time savings, potentially positively impacting worker health (Beckel & Fischer, 2022; Schall, 2019). However, a comprehensive exploration necessitates a broadened conceptualization of traditional concepts, considering the potential implications on overall well-being, optimal functioning, and the creation of environments conducive to enable workers to thrive.

Analyzing the relationship between digital communication technologies, well-being, and both mental and physical health demands a comprehensive perspective. Is the convenience of virtual meetings and immersive technologies facilitating remote collaboration at the expense of psychological well-being, social connection, and the overall health of employees? Current research often emphasizes the positive aspects of remote and digital tool-based work, but it is imperative to assess potential challenges, such as the blurring of boundaries between professional and personal life. How is the role of telecommunication technologies mitigating or exacerbating these challenges?

Outlook: The global scope of these transformations necessitates a nuanced understanding of cultural and contextual variations in the adoption of new work technologies and work arrangements. Assessing how different regions respond to remote, hybrid, or office-based work in the context of public health is crucial for developing tailored interventions and policies. We will discuss how interdisciplinary approaches, incorporating insights from psychology, public health, and technology studies can support policy makers, organizations and leaders in the implementation of healthy new ways of working to improve health and well-being of the global workforce.

Symposium 53: Dynamic Perspectives on Occupational Health Research – Changing Environments and Agentic Individuals

Chair Richard Janzen
Discussant: Anita Keller

To understand the dynamics of employee well-being, it is essential to capture snapshots of individual states amidst rapidly changing environments and individual behaviours. This symposium explores dynamic perspectives in both theory and methodology, highlighting recent research findings and facilitating open discussions on the role of time in occupational health psychology.

Morstatt et al. focus on the temporal dynamics of crafting during the COVID-19 pandemic. Over four measurement waves, this study investigates latent change scores to emphasize the nuanced relationship between changes in crafting efforts (job vs. off-job crafting) and self-rated health. The study underscores the importance of considering temporal amplifications of one domain in explaining associations between crafting changes and self-rated health. Stein et al. explore satisfaction dynamics across life domains using two longitudinal studies. Utilizing random intercept cross-lagged panel models, they reveal reciprocal and cross-domain effects of satisfaction. Their findings contribute to understanding the complex ways in which life satisfaction and domain satisfaction are related to one another and emphasize the importance of considering resource allocation over time for employee well-being. Menghini et al. challenge the notion of workaholism as a stable personal trait. They recognize workaholism as a behavioural tendency with daily manifestations that need daily assessments for understanding dynamic agentic and reactive behaviours. Across two samples, they find evidence of temporal instability in workaholic behaviours, suggesting a need for new theoretical approaches to daily reactivity and a deeper understanding of how workaholism manifests over time. Schubert et al. emphasize the dynamic evaluation of intervention effects on well-being. By using dynamic

analyses, they reveal temporal intervention processes that would have been neglected by traditional pre-post analyses. This underscores the importance of considering the temporal aspects of interventions, moving beyond static measurements to capture the dynamic changes in well-being over time. Finally, Janzen et al. present a novel conceptual view on recovery from work. Defining recovery as the deactivation rate of psychophysiological systems after the workday, they establish a computational model describing daily activation trajectories. Their model provides substantive parameters with practical implications for understanding and calculating recovery processes.

In conclusion, Anita Keller synthesizes the insights from the five studies and highlights promising theoretical and methodological developments that acknowledge the importance of temporal perspectives in occupational health psychology. Together, the presentations in this symposium contribute to a more nuanced understanding of employee well-being by unravelling the dynamics of environmental adaptations, satisfaction, workaholism, intervention effects, and recovery processes over time.

S260

Crafting for Health: A Longitudinal Study of Job and Off-Job Crafting Changes during the Pandemic

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Introduction: Life has changed in many ways since the COVID-19 pandemic hit the world in March 2020. Governments have implemented various political measures to contain the spread of the virus, such as teleworking and physical distancing (Hale et al., 2021). These measures have disrupted both work and leisure activities, which can affect employee well-being (Rudolph et al., 2021). To handle the pandemic and stay healthy, employees could have used crafting strategies in different areas of life. For example, they can seek more social interaction online or reduce their workload. Job and off-job crafting (Kujanpää et al., 2022; Wrzesniewski & Dutton, 2001) are proactive efforts that employees use to change specific characteristics in their life domains "to better align (..) with their skills, abilities and preferences" (Tims et al., 2021). Crafting has many health benefits, such as helping with work recovery (Kujanpää et al., 2021, 2022), reducing job strain (Rudolph et al., 2017), and improving mental well-being (Tušl et al., 2022). Pre-pandemic studies have already pointed out dynamics in job crafting (Farrell, 2019; van Wingerden et al., 2017). Such dynamics in crafting might have increased due to the pandemic, giving rise to a research opportunity to explore changes in job and off-job crafting over time. It is possible that employees have strategically focused their crafting efforts on certain domains during the crisis to conserve resources (Verelst et al., 2023). Additionally, we aim to examine whether the association between crafting changes and health, both on and off the job, may have shifted during various stages of the pandemic. Through this investigation, we hope to identify distinctive temporal patterns in the association between crafting changes and health that can prove beneficial in future crises.

Method: We use a longitudinal dataset surveying $N_{\text{Total}} = 783$ German-speaking employees from Germany, Switzerland, and Austria. Four waves were used: Wave 1 (June/July 2019), wave 2 (April 2020), wave 3 (December 2020), and wave 4 (November/December 2021). We apply latent change score modelling to investigate our research questions.

Results: Preliminary results indicate that the mean trajectories of job and off-job crafting and self-rated health remained relatively stable. Still, we observe significant interindividual variance in job and off-job crafting changes. We found a consistent small positive relationship between crafting changes in both domains over time. This supports spill over theories for crafting (Demerouti et al., 2020). Additionally, job crafting changes between waves 1 and 2 were linked to higher self-rated health at wave 2. Off-job crafting changes between waves 3 and 4 were associated with higher self-rated health at wave 4. Therefore, to maintain health during the pandemic, increasing job crafting at the beginning and increasing off-job crafting at the end was beneficial to higher self-rated health. The final results will be presented at the conference.

Conclusion: While mean levels of crafting and self-rated health did not change much during the pandemic, we observed positive associations between crafting changes and self-reported health before and after the lockdowns. Our study shows that crafting can help people stay healthy during hard times.

S261

The Relations Between Life Satisfaction, Job Satisfaction, and Family Satisfaction Revisited: Investigating Within-Person Dynamics Over Time

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Background: Although research suggests that job satisfaction and life satisfaction are positively and reciprocally related to one another (e.g., Bialowolski & Weziak-Bialowolska, 2021; Judge & Watanabe, 1993), there are open questions about the nature of the job–life satisfaction relationship. Most studies have adopted cross-sectional or incomplete panel designs and focused on between-person relations between job satisfaction and life satisfaction (Bowling et al., 2010; Erdogan et al., 2012). These studies cannot provide insights into the directionality of relations because they neglect the temporal within-person dynamics inherent in job satisfaction and life satisfaction. Furthermore, we know little about the relations between job satisfaction and life satisfaction relative to satisfaction with family as another major life domain. This is problematic because research on the work-family interface suggests that some of the effects of job satisfaction and life satisfaction on each other might operate through family satisfaction. In this research, we adopt a dynamic within-person perspective and consider the role of family satisfaction to better understand how job satisfaction and life satisfaction are related to one another over time.

Method: Across two studies, we adopt longitudinal designs and investigate the relations between job satisfaction and life satisfaction over different time intervals. In Study 1, we use data from $N = 402$ employees collected in a four-wave panel study across eighteen months. In Study 2, we use monthly data from $N = 1,998$ employees collected in a 33-wave panel study. To disentangle dynamic within-person relationships and stable between-person differences, we utilized random intercept cross-lagged panel models (RI-CLPM).

Results: In both studies, we found that job satisfaction was positively related to subsequent life satisfaction, and vice versa. Furthermore, the results of Study 2 showed that higher levels of family satisfaction predicted subsequently higher levels of life satisfaction, and higher levels of life satisfaction predicted subsequently higher levels of family satisfaction. Contrary to the

positive spill over hypothesis, we found that family satisfaction was negatively related to subsequent job satisfaction, whereas job satisfaction was not related to subsequent family satisfaction.

Conclusion: By adopting a dynamic within-person perspective, we address calls for more research that investigates within-person variability in life satisfaction (Heller, 2006) and contribute to more dynamic theorizing on the job–life satisfaction relationship. The observed reciprocal relations between job satisfaction and life satisfaction suggest a dynamic within-person process that involves both top-down (i.e., from life satisfaction to job satisfaction) and bottom-up (i.e., from job satisfaction to life satisfaction) processes. By considering time lags of six months and one month, we extend previous longitudinal research that has examined the relations between job satisfaction and life satisfaction across much longer time intervals such as one or three years (e.g., Bialowolski & Weziak-Bialowolska, 2021; Rode, 2004). The finding of a negative relation between family satisfaction and subsequent job satisfaction emphasizes the importance of examining within-person cross-domain effects of satisfaction. In terms of practical implications, we suggest that organizations should design jobs and organizational structures and policies in ways that allows job, family, and life satisfaction to be mutually reinforcing over time.

S262

Towards the Conceptualization of Daily Dynamics in State Workaholism: Evidence From Two Experience Sampling Method Studies

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Introduction: Workaholism is a prevalent condition characterized by compulsive overwork at the expense of worker health and well-being. Being considered a behavioural addiction, workaholism has been so far mainly conceptualized and measured as a stable trait that only varies between individuals. Against this background is the view of the phenomenon through the lens of the Whole Trait Theory, opening to the conceptualization of dynamic within-individual changes over time in both compulsive work-related thoughts and overwork behaviours. In line with this view and based on two independent samples, we aim to empirically test the conceptualization of state workaholism by investigating its construct validity and nomological network.

Method: Both studies used a 10-workday diary protocol preceded by the administration of the 10-item Dutch Work Addiction Scale (DUWAS), and including a six-item DUWAS state version administered at the end of each workday. Study 1 involved a sample of 135 full-time office workers (51% women, 42.1±12.6 years, 41.2±9.8 work hours/week) that were surveyed on their daily levels of sleep quality (morning); job demands, work engagement (afternoon); recovery experiences, and emotional exhaustion (evening). Study 2 is an ongoing study focusing on early career full-time knowledge workers aged 18-36 and involving daily measures of sleep quality (morning); job demands, perfectionistic concerns, supervisor overwork (lunchtime); work engagement (afternoon); and depressive symptoms (evening). Multilevel confirmatory factor analysis (MCFA), level-specific correlations, and multilevel modelling were conducted to evaluate the construct, convergent, and discriminant validity of state workaholism.

Results: In Study 1, we found the best fit for the two-factor MCFA model (i.e., working compulsively and working excessively, in line with the original DUWAS conceptualization) assuming partial cross-level invariance (i.e., all but one factor loadings equivalent across levels). The model estimated standardized loadings of .55-.98 and intraclass correlation

coefficients (ICCs) of .61-.64. Within-individual correlations with theoretically related constructs (i.e., job demands, hours worked, work engagement, psychological detachment) were substantial and in the expected directions. Multilevel modelling showed significant relationships with distal outcomes (i.e., emotional exhaustion and sleep quality). Importantly, we found similar patterns of relationships at the between-individual level for both the 10-item DUWAS and the average individual score at the six-item state version, correlating at $r = .66$ [.55, .76]. Preliminary results from Study 2 seem to replicate these findings while informing on potential predictors of state (and trait) workaholism.

Conclusion: Our results support the conceptualization of workaholism as a multilevel construct exhibiting both individual differences and within-individual fluctuations over time. Moreover, they support the homology of its nomological network across the between- and within-individual levels while highlighting short-term antecedents and consequences that were neglected by previous research. Taken together, our findings open new avenues of research on workaholism and provide evidence-based knowledge for devising prevention of workaholism and its negative consequences on worker health and well-being.

S263

Dynamic Temporal Effects of Online Executive Coaching

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Coaching in the workplace is a crucial tool for fostering occupational well-being and health among professionals. Existing research tends to focus on pre-post analyses to assess the effectiveness of coaching; however, this study proposes a more nuanced perspective, arguing that the effects of coaching unfold in a dynamic way. Our research covers a 16-month period, during which we examined the impact of coaching on leaders ($N = 34$) who participated in a five-month consecutive coaching program consisting of five different modules.

In this longitudinal study, we assessed a number of key dependent variables, including job satisfaction, quality of sleep, positive and negative affect, and resilience. Our preliminary analysis using repeated measures ANOVA did not reveal any significant effects for the outcome variables mentioned. To further investigate coaching effects, we employed a more sophisticated analytical approach by fitting linear mixed models. As predictors, we used time (counting from 0 to 15), a baseline measurement of each outcome variable, and a dummy-coded variable which indicated whether leaders participated in the coaching at a specific measurement occasion or not. We found significant effects for the dummy-coded coaching variable on job satisfaction and resilience when controlling for time and baseline measure. Finally, we adopted a discontinuous growth curve approach to gain a deeper understanding of the dynamics of coaching effects. We therefore coded coaching start, the coaching phase and a recovery phase in three different dummy variables. The analysis revealed that the start of coaching and the coaching phase had a significant impact on resilience. However, there was no effect on job satisfaction. Notably, the study found no significant effects on affect (both positive and negative) or sleep quality for neither of the analytical approaches.

This study highlights the importance of using more than just pre-post measurements to assess the effectiveness of coaching and similar interventions. Relying solely on static analyses may lead to incorrect conclusions about the true impact of coaching on occupational well-being and health. By using advanced analytical tools, such as linear mixed models and growth curve approaches, we were able to identify the dynamic and subtle changes in outcomes that might otherwise go unnoticed.

In conclusion, our research is highlighting the importance of a customized analytical approach to reveal the complex dynamics at play. To maximize the benefits of workplace coaching interventions, it is essential for organizations and practitioners to understand the multifaceted and time-dependent nature of coaching.

S264

The Shape of Recovery - Measuring Recovery as a Process

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Introduction: Recovery from work stress has been defined as a process by which an individual's psychophysiological response to a stressor returns to its pre-stressor levels (Sonnentag et al., 2017). According to allostatic load theory, this process of recovery after reactivity is seen as one of the central mechanisms through which individuals can remain functional even in times of high demand. When such recovery fails, however, and these activated systems do not return to their baseline levels, allostatic load theory suggests an accumulation of load or strain. This accumulation over a longer period of time is in turn expected to alter setpoints in the activation of these systems (Ganster & Rosen, 2013; Juster et al., 2010). Thus, a dynamic perspective on stress and recovery is needed in order to properly assess this pathogenetic process. Meanwhile, most recovery research has focused on daily phenomena, explaining within-person covariance of variables such as psychological detachment, affective well-being, and sleep quality. We argue, that a new modelling approach is needed to capture recovery holistically. We introduce computational modelling as a way to depict complex, temporal phenomena and to provide greater clarity within theory development (Ballard et al., 2021; Weinhardt & Vancouver, 2012).

Method: We developed a computational model that describes the daily process of reactivity to and recovery from job stress as trajectories of individual activation. We did so by assuming two sigmoid functions to account for asymptotic trends. The corresponding functional parameters were then used to calculate accumulating strain processes which in turn influenced subsequent daily trajectories. We analysed model behaviour and tested model convergence on simulated data using Markov Chain Monte Carlo (MCMC) sampling. Afterwards, we intend to fit the model to empirical data collected from 59 working adults over the course of up to five workdays. The participants were asked to wear an activity tracker for the duration of the study and to respond to questionnaires twice a day (after work and prior to going to bed). We will use heart rate and heart rate variability as indicators of individual activation. Estimation will be done using MCMC as well.

Results: Analyses based on generated data indicate the model's identifiability and show expected behaviours. However, there are challenges regarding convergence on single values, since various configurations of differently signed parameters predict identical data.

Conclusion: Computational modelling has proven itself to be a promising method for approaching the dynamic complexities of stress and recovery research. Especially with the advent of ambulatory assessment technologies, such as wearable heart rate and activity monitors, there is a need for sophisticated theory and methodology to properly utilize these research opportunities. Computational modelling provides the tools necessary for strong theory building and statistical analysis.

Symposium 54: Unlocking Potential: Investigating Work Characteristics as Antecedents for Personal Growth and Mastery

Chair Arian Kunzelmann

This session focuses on different work characteristics as potential antecedents of mastery and thriving at work. Mastery and thriving both represent key determinants of sustainable employee growth, facilitating long-term health, functioning and performance. Identifying their antecedents therefore is essential for individuals as well as organizations. Using multimethod approaches, the five studies that constitute this session seek to illuminate associations between work characteristics and the two positive psychological states of mastery and thriving. Each study contributes uniquely to both the work design and positive psychology literature as follows:

Presentation 1: Leimbach and colleagues' weekly diary study focuses on fostering the understanding regarding the relationship between job stressors and employees' mastery experiences during off-job time. Specifically, Leimbach et al. propose that a situational promotion or prevention regulatory focus acts as an explanatory mechanism. The level of perceived goal attainment is further hypothesized to moderate this relationship.

Presentation 2: Decius illuminates the effects of ChatGPT on objective and subjective learning performance, using a multi-wave experimental study design. Learning outcomes are differentiated into cognitive, skill-based, and affective outcomes. Time pressure is manipulated as an additional boundary condition.

Presentation 3: Schilbach's daily diary study contributes to the literature by focusing on the timing of work as an antecedent of both aspects of employee thriving (i.e., learning and vitality), whereby an individual's chronotype is hypothesized to determine the time of day at which employees are most likely to thrive.

Presentation 4: Schröder's longitudinal study centres around the robust finding that social relationships and the support they provide are important for personal thriving. While social support in the workplace represents a valuable resource, this contribution shows that mere instrumental (i.e., informational, problem oriented) support without considering the emotional meaning of it (i.e., care, understanding, esteem) can do more harm than good for personal growth and well-being in the work context.

Presentation 5: Kunzelmann's work underscores the application of a person-centred approach (Latent Profile Analysis) regarding different configurations of work characteristics (i.e., emotional demands, feedback from manager, decision-making autonomy, and co-worker support) and how these are associated with thriving at work.

S265

Linking Stressors at Work to Mastery at Home: Promotion and Prevention Focus as Antagonistic Explanatory Mechanisms

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Introduction: Experiencing mastery outside of the work context, i.e., seeking out challenges and learning new things outside of work, is associated with desirable outcomes such as self-efficacy, personal growth, and reduced exhaustion. Therefore, it is important to identify what drives individuals to experience mastery in their leisure time. Using the challenge-hindrance framework as a conceptual model in their meta-analysis, Bennett et al. (2018) examined

whether challenge and hindrance stressors predict mastery experiences. Contrary to expectations, challenge stressors were not related, whereas hindrance stressors were positively related to mastery experiences. It remains unclear why and under what circumstances these effects occur; requiring research on explanatory mechanisms and boundary conditions. Therefore, in this weekly diary study, we examine the role of situational promotion and prevention regulatory foci as mediator variables, explaining the relationship between challenge (job complexity) and hindrance stressors (role conflict) and off-job mastery experiences. In addition, we hypothesize that perceived goal attainment moderates the relationship between work stressors and regulatory foci. Specifically, given their growth-enhancing potential and consistent with previous empirical findings, we expect challenge stressors to be positively related to promotion focus, which in turn should facilitate the experience of mastery. In contrast, given their tendency to inhibit growth and goal attainment, we propose that hindrance stressors positively relate to prevention focus, which should inhibit the experience of mastery. Perceived goal attainment should also act as a moderator variable in the relationship between work stressors and regulatory foci. For instance, the positive relationship between challenge stressors and promotion focus should be stronger when employees perceive that they have achieved their goals and that their efforts are worthwhile.

Method: We investigate the hypotheses with a weekly diary study over the course of six weeks, both at the weekly and at the between-person level. Work stressors, perceived goal attainment, and anticipated regulatory focus for the weekend were assessed every Friday. On Sundays, employees reported on their mastery experiences during their leisure time.

Results: Data collection is ongoing. To date, we have collected data from 60 participants, 34 of whom meet the inclusion criteria of working at least 30 hours per week regularly Monday through Friday with Saturday and Sunday off, and completing at least one weekly questionnaire. We will complete data collection in March 2024. By the end of April, we will test our preregistered hypotheses with multilevel analyses.

Conclusion: With this research we aim to advance our understanding of what drives employees to experience mastery during their off-work time. This may provide valuable insights for creating work environments that support employees' sustained health and functioning.

S266

"Help me, please, ChatGPT!" The Role of Time Pressure in Enhancing Work-Related Learning when Using Generative AI

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Background: Natural language processing tools using generative artificial intelligence (GAI) like ChatGPT have the potential to revolutionize work, learning, and professional development. Although the influence of GAI on learning and education is considered enormous (Lim et al., 2023; Zhai, 2022), discussions to date focus primarily on higher education (e.g., Bonsu & Baffour-Koduah, 2023; Fuchs, 2023) rather than work-related learning. Perspectives on ChatGPT's impact on learning is twofold: On the one hand, GAI tools could enable adaptive learning by providing learners with individualized, increasingly tailored learning support when solving problems (Baidoo-Anu & Ansah, 2023; Dai et al., 2023; Zhai, 2022). On the other hand, the potentially lower cognitive immersion of learning material could reduce or inhibit learning (Fuchs, 2023; Iskender, 2023; Qadir, 2023), in line with the concept of surface learning (e.g., Kirby et al., 2003).

Thus, this study investigates how the use of ChatGPT—in comparison to “traditional” Internet research—influences learning when solving a work task. We use the classification by Kraiger et al. (1993) to investigate multiple levels of learning outcomes, i.e., cognitive, skill-based, and affective learning outcomes. Furthermore, based on the Work Design Growth Model (Parker, 2017) that posits the influence of work characteristics on learning and development, we examine how perceived time pressure influences the learning process. We assume that under time pressure the use of ChatGPT increases the short-term learning outcomes, but that Internet research is superior for medium-term outcomes due to higher cognitive involvement in the learning process.

Method: In a laboratory experiment, participants work on a previously unknown task in the statistics program R. We compare two supportive tools: ChatGPT and “traditional” internet research. An initial knowledge test regarding R and statistical knowledge is followed by an introduction to R, followed by a *tutorial phase* where participants must solve tasks in R. Further, participants must solve the tasks either with or without time pressure (2x2-between-subject design). Afterwards, we test learning outcomes in the *transfer phase*, in which they must solve tasks in R without support from ChatGPT/Internet. After one week, subjects take part in a follow-up. For the explorative analysis of usage behaviour, we evaluate screen recordings.

Outlook on the Results: Data collection is supposed to be completed by April 2024, so we can present final results at the conference. The planned sample size of 45 subjects per condition ($N = 180$) is based on an a-priori-power analysis for an ANOVA with four groups, $\alpha = 0.05$, power = 0.8, expecting a medium effect size. For learning outcomes, we will apply a mixed ANOVA with repeated measures on learning outcomes. The study has been preregistered.

Conclusion: If our findings support that learning with ChatGPT is beneficial compared to traditional internet research, we could infer that GAI use may function as an important learning tool which is worth to be implemented into organizational structures. However, if we find the expected boundary conditions regarding time pressure, this will suggest that job demands may induce superficial learning while using GAI, offering implications for work design.

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Is it My Time to Thrive? The Role of an Employee's Chronotype and Time of Day

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Background: Thriving at work is defined as the subjective experience of personal development without feeling strained, but instead feeling energized and alive. Thriving employees therefore experience a sense of vitality and learning at the same time. In the past decade, thriving has been recognized as an important psychological catalyst for sustainable health and functioning. In this study, we contribute to the existing precursors of thriving by introducing employees' chronotypes, which determines interindividual differences in biologically preferred periods of diurnal activity and sleep habits, as a biologically determined factor that may predict the time of day at which thriving is most likely to occur. Specifically, drawing on the two-process model of sleep regulation, we posit that within-person variation in the experience of thriving can be attributed to the alignment between time of day and employee chronotype.

Method: To test our hypotheses, we conducted a diary study involving a sample of 80 employees. Participants worked an average of 39.51 hours ($SD = 9.47$) per week. We used multilevel analyses to test our hypotheses. Specifically, employees' chronotypes were entered as a between-person variable that was expected to moderate the within-person relationship between time of day and the experience of thriving at work (i.e., vitality and learning).

Results: Our findings show that for employees with an earlier chronotype, vitality decreased from an earlier to a later time of day, while the experience of learning remained stable. For employees with a later chronotype, learning increased from an earlier to a later time of day, while the experience of vitality remained stable.

Conclusion: Our results demonstrate that the chronotype and time of day jointly determine employees' experiences of thriving at work. Next to complementing known predictors of thriving at work, these findings further highlight the merits of including biological theories such as the two-process model to the literature of occupational health psychology. This may represent an opportunity to enrich our understanding of the biological determinants and mechanisms associated with psychological phenomena at work. Finally, this study has important practical implications: when seeking to promote thriving at work, organizations should consider employees' chronotypes and, whenever possible, allow employees to schedule tasks and commitments according to their chronotype.

S268

Helping in the right way: how neglecting emotional aspects of social support limits thriving at work

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Background: As Freaney and Collins (2015) pointed out, social relationships and the support they provide are central to personal thriving. However, as several researchers have noted, social support can also be a stressor and a jeopardizing factor for thriving at work (Beehr et al., 2010; Gray et al., 2019). Semmer et al. (2008) noted early on that instrumental social support without consideration of the social meaning conveyed, i.e., when support is offered in an insulting or disrespectful manner (i.e., banalizing the problem or providing premature solutions without first listening to the problem), can be detrimental to the support recipient. Such support can be characterized as dysfunctional social support because it is intended to help instrumentally, but fails to support at least on an emotional level. While initial findings provide proof of concept for dysfunctional social support as a stressor (Rynek et al., 2021; Gray et al., 2019), little is known about specific mechanisms relating dysfunctional social support to central work-related outcomes. Therefore, this paper focuses on whether and how dysfunctional support limits workplace thriving by looking more closely at basic psychological need frustration as a mediator.

Method: To test our hypotheses, a three-wave longitudinal study with a two-month lag was designed, of which two waves of data collection have already been completed ($N_{T1} = 550$; $N_{T2} = 334$). The sample represents a broad spectrum of the German labor force. Random intercept cross-lagged panel models and cross-lagged panel models are used to test the hypotheses within-subjects and between-subjects, respectively.

Results: Preliminary results suggest that dysfunctional social support increases frustration of basic psychological needs, particularly relatedness and autonomy needs, which in turn decreases engagement and increases emotional exhaustion as well as turnover intentions.

Conclusion: When providing support, one should always consider the social message that is conveyed by providing help. Even if the help is instrumentally useful, i.e., solves the problem, it may convey incompetence or a lack of care that interferes with the usefulness of the support provided.

S269

Work Design and Personal Growth: A Person-Centered Perspective on How Work Characteristics Influence Experiences of Thriving at Work

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Background: Thriving represents a psychological state of personal growth, encompassing feelings of vitality (being energized and alive) and learning (improving and excelling in one's endeavours). It is key to enhancing employees' ability to withstand work-related stressors and to adapt to and navigate periods of change. This is especially crucial for employees in the healthcare and social assistance industry, who are often faced with poor well-being challenges due to industry-wide changes (e.g., policy and funding shifts, workforce shortages). However, the strategies organizations can adopt to foster thriving remain unclear. One overlooked approach involves focusing on work design - the organization of work tasks, interactions, relationships, and responsibilities at work. Prior research has mostly examined the impact of individual aspects of work design characteristics, disregarding the fact that work design involves specific complex combinations of work demands and resources. To gain a deeper understanding of how different patterns of work designs, as they manifest in practice, influence thriving, this study employs a latent profile analysis to develop a typology of work design profiles and how they act as a force for enhancing, or impairing, experiences of thriving in terms of vitality and learning at work.

Method: Latent profile analysis (LPA) in Mplus was conducted to identify emergence of sub-populations according to feedback from manager, decision-making autonomy, co-worker support, and emotional demands of employees working in the Health & Social Assistance industry in Australia (N = 1344, 84.4% female). In order to evaluate the means for dimensions of thriving at work (i.e., learning, vitality) across sub-populations, an automatic auxiliary approach for continuous outcomes has been applied.

Results: Iterative mixture modelling identified a 4-profile solution (entropy = .89) for work design characteristics, consisting of a High Resources (21.13%), Moderate (51.27%), Moderately Low (23.73%) and a Dominant Low Supported (3.87%) profile. Results of applied auxiliary estimation approach showed that perceptions of both learning and vitality were significantly higher in the High Resources profile (M = 4.19, M = 4.16, respectively) compared to the Moderately Low (M = 3.60, $p < .01$; M = 3.77; $p < .001$) and Dominant Low Supported (M = 2.27, $p < .001$; M = 3.03; $p < .001$) profiles. Comparing the High Resources with the Moderate profile, only vitality remained significantly different (M = 3.99, $p < .01$), but not learning (M = 4.08, $p = .30$).

Conclusion: Configurations of work design characteristics are differently associated with employees' perceptions of thriving at work. Combinations of high resources availability and low demands showed highest scores on learning and vitality whereas low experiences in work design undermine experience of personal growth. Results underpin the importance of person-centred studies that contribute to a nuanced and holistic consideration of work design in both research and practice.

Symposium 55: Finding the Right Balance: Insights for Well-being and Satisfaction in Challenging Work and Life Realities

Chair Kang Leng Ho

Discussant: Jessica de Bloom

The Covid-19 pandemic accelerated the pervasive transition to hybrid work, introducing a paradigm shift towards hybrid working as the “new normal” during and after the pandemic. This transition has fundamentally redefined the intricacies of balancing work and personal lives. Current research explores how the transition influences not only where and how we work but also how we interact with our work and non-work lives. In a series of five presentations, concluding with a discussion by Jessica de Bloom, we address the challenges and opportunities of work and private life arising from these transformative changes. We present insights that explore the passion of work, diversity of roles, interpersonal dynamics, contextual factors, and adaptive and management strategies relating to ill-being, well-being and satisfaction across life domains.

The first study by Giroux et al. investigates changes in passion for work among Canadian non-profit workers and its relevance for job demands and resources antecedents throughout the pandemic. Moreover, it explores whether the trajectories of harmonious and obsessive passion predict work-related well-being and burnout in these challenging times. The second study by Paryono et al. investigates the implications of individuals juggling multiple roles across life domains from the time perspective by introducing the novel concept of temporal role integration. The impact of temporal role integration on role strain and role accumulation will be examined. Next, Ho et al. identify longitudinal latent profiles of mental well-being before and during the pandemic, and study the role of crafting, demands and resources at work and home on these profiles. As there is a need to find a balance between work and family, Maricuțoiu et al. provides insights into the complex interactions between married couples' life satisfaction and their similarity in boundary management strategies while working from home. Lastly, delving into the protective contextual factors against work-family conflict, Ménard et al. examine whether spouses' instrumental support mediates the relationship between strain-based work-to-family interference and parents' life satisfaction, particularly when they experience work-family guilt.

In this new hybrid work context, these studies underscore the importance of harmonious passion for work, effective juggling of multiple roles, maintaining balanced boundary management strategies within couples, and home resources, including spousal support. Our findings can inform organizational policies, support systems and individual strategies for successful work-life integration. Importantly, our findings can help individuals and couples prevent ill-being, enhance their well-being and gain work-life satisfaction in ever-changing environments.

S270

Predicting Longitudinal Trajectories of Passion for Work, Well-being and Burnout During the COVID-19 Pandemic

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Work is an important activity that can become a passion for some individuals. Passion for work can vary in intensity and how it is internalized within the person's identity (i.e., harmonious and obsessive passion; Vallerand, 2010; Vallerand, 2015). While a harmonious passion for work that is well integrated with other spheres of life can be associated with many positive outcomes (e.g., work performance, well-being; Pollack et al., 2020), an obsessive passion for work can

have damaging consequences (e.g., rumination, burnout; Pollack et al., 2020). The quantity and quality of passion for work can remain relatively stable over time or fluctuate according to changes in one's life conditions (Schellenberg & Bailis, 2015). They can also be influenced by organizational factors, such as job demands and resources, according to the JD-R model (Bakker & Demerouti, 2007) and some empirical studies (Trépanier et al., 2014). In this vein, the COVID-19 pandemic, with all the associated repercussions on the workplace, may have led to changes in passion for work. However, no studies to date have examined this hypothesis. To address this gap, the aim of this study was to: 1) examine changes in passion for work (quantity and quality) and determine if these changes could be predicted by workers' initial perceptions of job demands and resources and 2) investigate if the trajectories of harmonious passion (HP) and obsessive passion (OP) can predict well-being at work and burnout. A total of 289 Canadian health and social services non-profit workers (F= 85.8%, M=11.8%, NB=1%) completed a four-measurement time online survey. The questionnaire assessed perceived job demands and resources, level and type of passion for work, well-being at work and burnout.

Multilevel growth curve analyses were conducted in Mplus. The results showed that the passion quantity trajectory decreased over time for an average of 1.5 years and then tended to increase again ($B = .17, p = .002$). The linear trajectory for HP revealed that it decreased significantly over time ($B = .11, p = .027$). The quadratic trajectory for OP showed that it marginally increased over time for an average of one year and then tended to decrease ($B = .10, p = .066$). Regarding job demands and resources as predictors of the trajectories, colleague support partially predicted the passion quantity trajectory (slope: $B = -0.64, p = .026$, quadratic term: $B = 0.27, p = .102$), whereas colleague support ($B = -0.28, p = .054$) and strengths use ($B = -0.14, p = .046$) fully predicted the HP trajectory. Finally, the HP trajectory positively predicted well-being at work at Time 4, while controlling for well-being at work at Time 1 ($B = 2.39, p = .006$). However, burnout was not predicted by the OP trajectory. This study showed the fluctuations of passion for work are possible for non-profit workers and that the job demands and resources can play an active part in these fluctuations. It also offers some insights on how the COVID-19 might have played a role in these fluctuations and how to foster harmonious passion that contributes positively to psychological health at work in these challenging times.

S271

Temporal Role Integration Matters Among People with Multiple Roles Across Domains of Life

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In contemporary work arrangements, individuals frequently occupy various roles across different life domains, with increasingly blurred boundaries between them. However, existing research predominantly focuses on dual-domain roles, such as work-family roles (Anglin et al., 2022), while overlooking the intricacies of performing multiple roles simultaneously with blurry boundaries. This limitation hinders our understanding of how individuals react to the diverse roles across domains. Additionally, the integration of roles usually focuses on the perceived psychological integration instead of observed temporal integration. We introduce the "*temporal role integration*" concept to capture the time dimension of role integration, building from time as a container perspective (Thompson & Bunderson, 2001). Our goal is to elucidate its implications for individuals juggling multiple roles.

We conducted a study to examine the consequences of temporal role integration to role strain (Goode, 1960) and role accumulation (Sieber, 1974). In this study, 202 participants completed a two-wave time-lagged survey. We assessed role conflict and role

ambiguity (Bowling et al., 2017) as the measurements of role strain. We also assessed role enrichment (Kacmar et al., 2014) and role efficacy (Heskiau & McCarthy, 2021) as role accumulation measurements. Our hypothesis is drawn from a suggestive perspective that role integration may lead to both high role strain and high role accumulation at the same time (Rothbard et al., 2021). While the analysis is ongoing, we will present the results at the upcoming conference.

Our research contributes to the literature in two ways. Theoretically, we introduce the concept of temporal role integration, offering a more nuanced understanding of multiple-role phenomena for researchers. This fine-grained approach may yield fresh insights into the implications of performing multiple roles across diverse life domains. From a practical perspective, our findings could offer guidance on how temporal integration, or fragmentation on the other continuum, of multiple roles influences well-being.

S272

Patterns of Changes in Well-Being During the COVID-19 Pandemic in Germany, Switzerland and Austria: Investigating the Role of Crafting, Demands and Resources in Work and Non-Work Domains

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The Covid-19 pandemic accelerated the transition to remote and digitalized working. While these transitions offer greater flexibility (e.g., Galanti et al., 2021), employees have experienced various challenges. Work and home characteristics have changed drastically throughout the pandemic, characterized by initial decreases in workload and job autonomy, followed by subsequent increases, as well as increased childcare responsibilities (Syrek et al., 2022). Employees' resulting increased emotional exhaustion (Brooks et al., 2020) have become a concern for employers.

Amid these changes in work and home characteristics, our study explored how employees adapt and its interrelation to their mental well-being. Employees may utilize job and off-job crafting, which refers to proactive changes in work characteristics and private activities to meet their preferences, goals and personal needs (Tims & Bakker, 2010; de Bloom et al., 2020; Kujanpää et al., 2022).

Adopting a person-centred approach, we first investigated whether we could identify profiles of changes in mental well-being before and during the pandemic. Identifying these profiles is imperative to understand the distinctiveness of employees' experiences and how they navigate these challenges during the pandemic. Second, we aim to examine whether these profiles of changes in mental well-being over time are explained by crisis-related changes in job and off-job crafting behaviours and work and home characteristics. Our study contributes to understanding the interrelations between work and non-work characteristics, crafting behaviours and mental well-being during the pandemic.

The current study was conducted in five waves from June 2019 to December 2021, before and during the pandemic, among 585 German-speaking employees (Germany, Austria, Switzerland). Measures included job crafting (Job-Demands and Resources model; Tims & Bakker, 2010), off-job crafting (DRAMMA framework; Kujanpää et al., 2022; de Bloom et al., 2020), crisis-related work and home demands and resources (i.e., workload, overload, job and home autonomy, supervisor and colleagues' support, home social support, developmental possibilities at work and at home, and quantitative, emotional and mental home demands;

Cousins et al., 2004; Demerouti et al., 2010; Peeters et al., 2005), and mental well-being (Stewart-Brown et al., 2009). Repeated measure latent profile analysis (RMLPA) was used to identify mental well-being subpopulations or profiles over time, and these profiles were subsequently examined in relation to lagged antecedents of job crafting, off-job crafting, work and home demands and resources.

Results indicated a relatively stable three profiles solution over time, revealing distinct levels of well-being within each profile. During the pandemic, autonomy and skills developmental possibilities at home differed significantly across all three profiles, whereas no significant differences in profile membership was observed pre-pandemic. During the pandemic, home developmental possibilities, mental home demands and social support at home now significantly predicted profile membership for certain profiles. Off-job crafting and colleagues' support, which previously indicated predictive profile membership differences pre-pandemic, showed no such relation during the pandemic.

Our findings highlight the employees' resilience of mental well-being under challenging circumstances and the type of resources that may be promoted for preserving employees' well-being in the respective profile. Further, organizations may develop interventions to boost employees' job crafting for better mental well-being in times of crises.

S273

Boundary Management Strategies and Life Satisfaction in Married Couples Working from Home: An Actor-Partner, Surface Response Polynomial Regression Study

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In the wake of the COVID-19 pandemic, remote work has become a prevalent mode of employment, fundamentally altering how couples navigate their professional and personal lives. This study investigates the intricate interplay between life satisfaction and the level of similarity or dissimilarity in boundary management strategies among married partners when working from home. The sample consisted of 110 married couples (average age: 33.9 y.o. for the wives, 36.5 y.o. for the husbands). Participants completed Life Satisfaction Scale (Diener et al., 1985) and the Behavioural Assessment of Telework Strategies scale (Rad et al., 2023).

Data analyses involved the use of Surface Response Polynomial Regression (SRPR – Edwards, 2002) to unravel the complex dynamics of these relationships within an Actor-Partner analysis framework. Our results indicate a significant link between the congruence or incongruence of boundary management strategies and the life satisfaction of married couples working from home. Employing SRPR allowed us to uncover intricate, non-linear patterns and interactions between various boundary management strategies, providing insights into the nuanced dynamics of work-life integration within a spousal context.

Interestingly, we found that both excessive similarity and excessive dissimilarity in boundary management strategies had adverse effects on life satisfaction, highlighting the importance of balance. This research contributes to the burgeoning body of literature on work-family balance, emphasizing the need to consider the unique interplay of boundary management strategies within couples. The practical implications of our findings are noteworthy, as they can guide couples and organizations in fostering the well-being and life satisfaction of employees engaged in remote work. Achieving the right equilibrium between shared and individual boundary management strategies emerges as a key factor for promoting harmonious relationships and overall satisfaction within the context of remote work, marking an essential facet of contemporary employment practices.

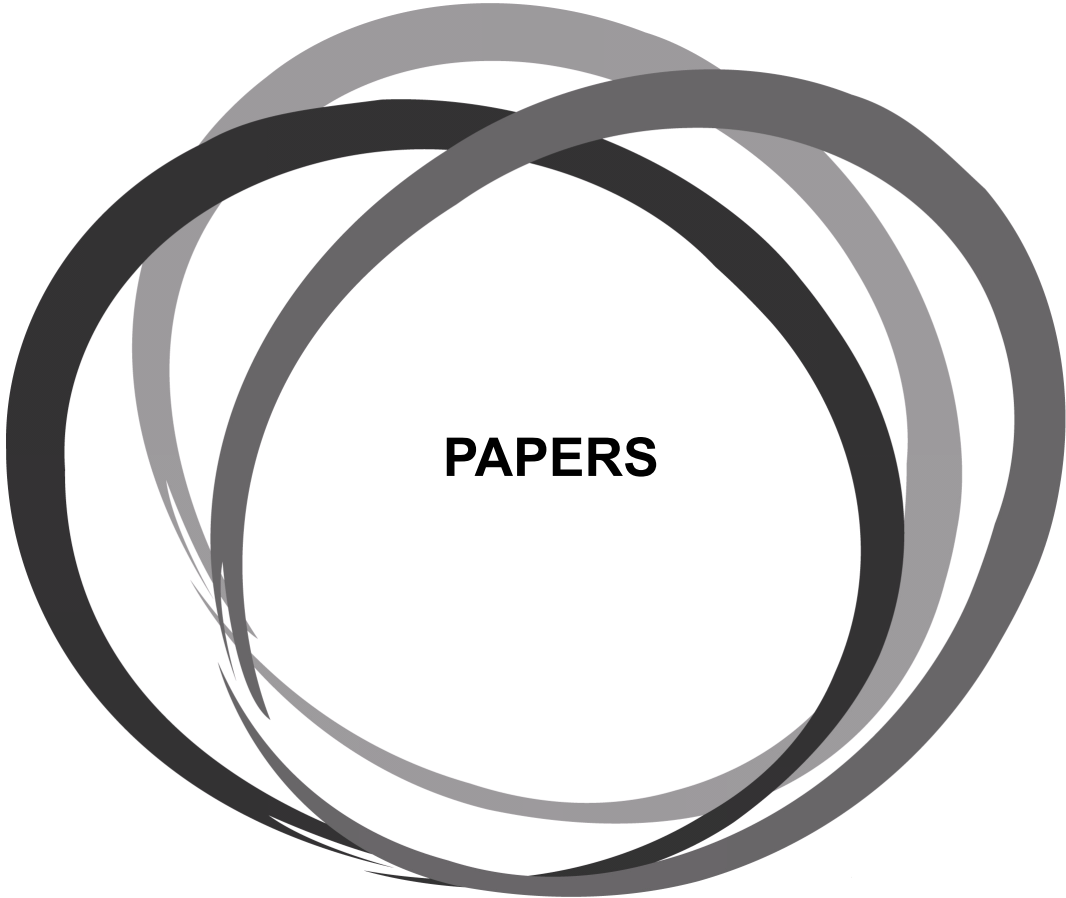
S274

Spouse Instrumental Support and Work-Family Guilt Jointly Influence Parents' Life Satisfaction

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Strain resulting from parents' work-related duty may lead parents to choose to devote more energy to work to the detriment of family and this can lead to work-family guilt and poor life satisfaction. No study has ever determined if spouses' instrumental support could help foster parents' life satisfaction when they feel work-family guilt. This study examined whether parents' belief in their spouse's support is a resource that fosters their life satisfaction and how work-family guilt (WFG) modulates this relationship. A two-wave prospective design was used over a three-month period among a sample of 289 working parents with children between the ages of 5 and 10. Path analyses show a significant moderated mediation. While accounting for the negative impact of strain-based work-interference with family on parents' life satisfaction, spouse instrumental support mediates the changes in life satisfaction among parents with high levels of WFG. Perceiving high support buffers against the negative impact of WFG on life satisfaction while perceiving low support exacerbates that detrimental relationship. Spouse support plays a key role in the life satisfaction of parents who experience high WFG. Thus, instrumental support from one's spouse is crucial for maintaining adequate life satisfaction in parents of elementary school-aged children who feel high level of guilt.



PAPERS

O1

The Workplace Dialogue; a Digital Support for Managers to Handle Work-Related Ill Health

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Introduction: Work-related ill health is common and a growing problem. As manager, you are responsible for the work environment as well as vocational rehabilitation for employees. Managers ask for support to deal with work-related ill-health. The Workplace dialogue is an evidence-based method that now has been digitalized to meet these needs among managers. The purpose of this study was to explore managers' experiences of using the Workplace Dialogue in case of employees' ill-health.

Method: The Workplace Dialogue is a digital tool to support managers in their systematic work environment work to manage work-related ill health. The tool contains concrete support in form of text, short films, client examples and concrete guides that provide support in how managers can concretely act in the event of ill health, for example creating dialogue and adjusting the work. It can be used in its whole or complement other existing tools in the workplace and contains four chapters: a) detect early signs of ill-health, b) hold dialogue conversations, c) adjust the work when necessary, and d) follow up the measures. A total of 5 public and private organizations and companies participated in an intervention study, implementing, and using the Workplace Dialogue for one year. In total 85 managers were engaged (mean age 43 years, 51 % women). The intervention was evaluated with questionnaires that examined the usability of the Workplace Dialogue. Further, we did individual interviews and focus groups with a purposeful and representative sample (n=22) to explore their experiences of using the workplace dialogue. Data was analysed using Qualitative Content Analysis.

Results: The usability of the Workplace dialogue was reported as good. The experiences of using the workplace dialogue are presented in one overall team; Provides a guidance for management of work-related health and four sub-themes; Requires organizational legitimacy, Facilitates management of work-related health, Strengthens manager-employee collaboration, Contributes to leadership development. The Workplace Dialogue was described as a method that contributed to work health, by having attention on prevention, as well as early identification of problems. Manager – employee collaboration was improved and made clearer. By using the method also, a personal manager development was also possible. Some requisites were pointed out as time and a need for support from the company or work organization.

Conclusion: The Workplace Dialogue was found supportive in the work with employee ill-health by for example having attention on prevention, as well as early identification of problems. Manager – employee collaboration was improved, and individual managers experienced that they were strengthened by the method. However, some organizational requisites for implementation were pointed out. Consequently, the Workplace Dialogue can support managers to meet and act in the event of employee ill-health.

O2

Health and Readiness: Associations Between Participation in a Workplace Health Program and Health and Sustainable Employability in a Predominantly Military Population.

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Introduction: Due to the globally increasing life expectancies, many countries are raising their official retirement age to prevent labor shortages and sustain retirement systems. This trend emphasizes the need for sustainable employability. Unhealthy lifestyles pose a risk to sustainable employability as they contribute to chronic diseases and decreased productivity. Workplace Health Promotion (WHP) programs have gained attention as a strategy to enhance employee health and well-being.

Method: The Netherlands Armed Forces, a unique employer with demanding psychological and physical requirements, was used as a case study to investigate the associations of a WHP Program with workers' health and sustainable employability. The 'Health & Readiness' program was a tailor-made program. A professional lifestyle coach supported participants (N=341) in an individual coach trajectory based on their needs and goals. Participant met with the coach periodically (typically every 2-4 weeks) to receive guidance and to discuss progress. Motivational coaching was used by the coaches. The program's impact was evaluated by measuring self-reported health (general health and body mass index (BMI)), mental well-being (work engagement and burn-out complaints), and sustainable employability (ability to recover after work, work-home balance and work ability) over a 6-month period.

Results: There was a significant change from pre- to post-intervention for all the measures of health, mental well-being, and sustainable employability. The largest changes from pre to post-intervention were observed for general health (MM0 = 3.05, MM1 = 3.33, Z=-7.338, P<.001), recovery after work (MM0 = 2.76, MM1 = 3.06, Z=-6.889, P<.001), BMI (MM0 = 26.20, MM1 = 25.75, Z=-4.820, P<.001) and work ability (MM0 = 7.47, MM1 = 7.79, Z=-4.513, P<.001). The smallest, yet significant, change was observed for work-home balance (MM0 = 4.17, MM1 = 4.27, Z=-2.307, P<.05).

Conclusion: This study contributes valuable insights into the benefits of tailor-made WHP Programs. While limitations exist, including the lack of a control group, this study supports the importance of incorporating individualized approaches in WHP initiatives to foster positive outcomes in health and sustainable employability.

O3

Navigating the Complexity of Organizational Sustainability Change-Agency Through Emotion Regulation

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In this paper we explore how organizational sustainability change-agents (OSCs) navigate the complex, tension-filled and emotion-laden context of their work through emotion regulation. Climate change and environmental degradation signal an urgent call to organizations to challenge linear economic structures and create a shift to a greener economy. OSCs play a key role in addressing these issues. OSCs are broadly defined as individuals who initiate,

lead, direct or take responsibility for making change happen (Caldwell, 2003) and they often occupy leadership roles (Boyrall, Cayer & Baron, 2009; Robertson & Barling, 2013). These individuals typically take responsibility for delivering systems change in economically, socially and environmentally sustainable ways (Elkington, 1994; Heiskanen, Thidell & Rodhe, 2016). OSCAs are often confronted with a context characterized by complexity and uncertainty (Whiteman & Cooper, 2011). The climate crisis and environmental issues have, for instance, been labelled as “wicked” problems without definitive solutions (Incropera, 2015). There is also an element of tension in the principle of meeting widely divergent, yet interdependent, concerns for the natural environment, for social welfare and for economic prosperity (Hahn et al., 2015; Wright & Nyberg, 2017; Walker, 2012). At the same time organizational sustainability change-agency is an emotional endeavour. OSCAs have for instance been found to be passionate about their work, often to the extent that they see their work as a calling (2012). In addition, they face the negative emotions commonly associated with climate change such as anxiety and grief (Clayton, 2020). OSCAs also find themselves embroiled in a difficult emotional landscape as they navigate their work (Wright and Nyberg, 2012). However, less is known about the emotional experiences of organizational sustainability change-agents and how they regulate their emotions within the context of their work. This is unfortunate considering that we rely on the emotional well-being of organizational sustainability change-agents for them to continue to create, maintain, and accelerate positive organizational change.

In this paper we refer to emotion regulation as the ways in which individuals influence the types of emotions they experience; when they experience them; and how these emotions are expressed and experienced on an everyday basis (Gross, 1999).

In an inductive qualitative study, we interviewed 29 founders and managers of small and medium sized businesses based in the UK (mainly London) that aimed to address and/or adapt to environmental issues or problems. We found that taking action through starting and engaging with the business was a strategy in and of itself to find an outlet for negative emotions around climate change, and to cultivate positive emotions around work in meaningful ways. At the same time it was considered crucial to engage in various emotion regulation strategies (e.g. exercise, meditation and perspective taking) on an everyday basis not only to build emotional resilience and grit, but to develop the emotional flexibility in order not become too attached to the outcomes and achievements of their work.

O4

How Proactive Behaviour at Work Enhances Our Sense of Coherence at Work?

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Introduction: Our study explores the relationships between job crafting and work-related Sense of Coherence (Work-SOC). Salutogenic model of health focuses on the origin of health rather than disease and defines Work-SOC as the most important personal resource in the work environment (Vogt et al., 2013). In line with the conception of positive health development (Bauer et al., 2019) we adopt job crafting as a mechanism promoting Work-SOC. Our study thus links the field of health promotion with occupational psychology and aims to clarify the role of proactive and intentional behaviour that job crafting represents in promoting employee comprehensibility, manageability and meaningfulness at work.

Method: The study used a longitudinal panel design including two waves of data. Data were collected in Germany and the German-speaking part of Switzerland via an online survey in December 2021 (T1) and June 2022 (T2). The final sample involved N = 924; of those 740 participated also in the second wave of data collection so we could pair them. The survey

included the following scales: Work-SOC scale (Vogt et al., 2013), Needs-based job crafting scale (Tušl et al., 2023, under review) and sociodemographic characteristics. We performed confirmatory factor analysis and structural equation modelling using the maximum likelihood estimation procedure.

Results: The results showed a significant reciprocal relationship between job crafting and Work-SOC. Our study thus provides evidence on the beneficial role of employee proactive behaviours for their Sense of Coherence at work.

Conclusion: Our study provides evidence that employee proactive efforts at work act as a predictor strengthening a context specific personal resource (Work-SOC).

O5

Antecedents of Job Burnout: A Qualitative Study Among Burned-Out Employees

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Background: Job burnout, which is typically referred to chronic job stress syndrome with several core symptoms (e.g., exhaustion, cynicism, cognitive and emotional impairment), has typically been explained by work-related causes. Quantitative research carried out so far has shown that job burnout develops in working conditions where job demands (e.g., workload, time pressures) are high and work resources (e.g., support and feedback from supervisors and colleagues) are low (Maslach et al., 2001; Mäkikangas et al., 2021). However, in addition to work-related causes, individual risk factors related among others to personality dispositions and a burdening life situation have also been identified. The great majority of the current research on burnout has been quantitative and has suffered from the so-called "healthy worker syndrome" that is, job burnout has been studied among healthy or mildly symptomatic individuals. This study addresses this gap and contributes to the existing literature by investigating the antecedents of job burnout in a post-pandemic working life, based on the experiences of burned-out individuals. More specifically, our research question is: How do burned-out individuals themselves see the factors that contributed to the development of burnout?

Method: The interviews of 17 burned-out individuals constitute the main material of the study. The interviews were conducted in the autumn of 2023, using the Burnout Assessment Tool (Schaufeli et al., 2023) scoring result "severe burnout" as an interview criterion. The average age of the interviewees was 41 (range 27-60). The interviewees represented a variety of industries, but knowledge workers with expert positions and women were overrepresented in the sample. The interview texts were analysed by using qualitative content analysis (Knippendorff, 2012).

Results: The results showed that work-related reasons were the most prominent causes of job burnout experienced by the burned-out individuals. The underlying roots were divided into traditional, current work-life related and process-related reasons of burnout. Traditional causes were for example excessive workload and a lack of social and organizational resources. The experiences of the burned-out individuals also revealed issues related to the present insecure and changed work life situation, and thus issues such as high job insecurity and temporary contracts as well as challenges of multi-locational work (physical distancing, self-management, long commuting distances) were perceived as origins of burnout. The study also identified process-related reasons, such as poor onboarding, leading to role ambiguities. Individual factors, such as high perfectionism and low self-efficacy, and demanding life circumstances served as risk factors for burnout, but not its primary causes.

Conclusions: The results of the study highlighted the multiple causes of burnout. In addition to the traditional underlying reasons for burnout (i.e., high demands, low resources), factors related to the current labour market situation were identified, as well as long-term causes that have started to accumulate since the beginning of the employment contract. Overall, the results suggest that interventions of burnout need to be tailored in accordance with the individualised causes of burnout, for example, whether individual vulnerability is among the causes of burnout symptoms alongside job features.

O6

The Impact of Technostress on the Relationship between Working Conditions and Professional Burnout

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Background: Information and communication technologies (ICT) in the knowledge-based economy have transformed how professionals define and solve problems to generate actionable knowledge. Despite ICT advantages such as increased flexibility and accessibility, these tools present challenges affecting employee performance and wellness. Psychological risk factors such as technostress - stress experienced by an individual due to ICT use to perform their work - are widely observed among knowledge workers such as legal professionals. Information overload, communication overload and pressure due to client misinformation are among the techno stressors affecting these professionals. Based on the transactional stress and coping (TSC) theory and the job demands-resources (JDR) model, which argues that working conditions, such as job demands, are associated with occupational health, this research investigates the mediating role of technostress in the relationship between job demands and burnout among Canadian legal professional.

Method: This research used secondary data ($n = 3497$ Canadian legal professionals, including lawyers, notaries, and paralegals) collected through a self-report questionnaire by Cadieux et al. (2022). The data were weighted to consider gender representation and representation across Canadian provinces. The database includes measures of various job demands validated by Cadieux et al. (2022), the *TechnoStressors Index* (Cadieux et al., 2021) and professional burnout (Kristensen et al., 2005). The mediation analysis was performed using structural equation modelling with Smart PLS 4. After evaluating the measurement model, the bootstrap procedure with 5,000 samples was conducted to evaluate the structural model and the mediating effect interpreted per Zhao et al.'s (2011) guidelines.

Results: In the measurement model, which required two sets of assessments, all constructs exhibited satisfactory quality levels, as recommended by Hair et al. (2022). For reflective constructs, reliability, convergent validity, and discriminant validity all respected the recommended thresholds. The measurement model presents no collinearity issues for the reflective-formative higher-order construct; all lower-order constructs are significant and relevant. The structural model analysis shows the significant contribution of work-life conflict, quantitative psychological demands, lack of resources and emotional demands in understanding technostress. Furthermore, technostress contributes significantly to professional burnout. The mediation analysis indicates a complementary mediation (partial mediation) of technostress in the relation between job demands and professional burnout.

Conclusion: Analyzing the grip of technostress on legal professionals through the JDR model contributes to pinpointing crucial actions to take for professional burnout prevention or mitigation. This research contributes to the technostress and burnout literature by highlighting

the complementary mediating role of technostress and provides insightful recommendations. The study's limitations stem from the cross-sectional survey design from which the archival data are drawn. To ensure a well-rounded ICT implementation process, considering technostress with the psychosocial work environment and professional burnout contributes to promoting good health and wellness.

O7

Levers for Successful Reintegration After Burnout? An Exploratory Intervention Development Using Design Thinking

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Background: With proposed study, we contribute to two major gaps in intervention research on Return To Work (RTW) after burnout. First, RTW interventions often ignore the workplace context. This can cause relapse (Nielsen, 2018). RTW research on burnout is scarce (Ahola, 2017) with the focus of existing work largely being on the period leading up to RTW. Such research looks at the employee's medical/psychological treatment during the recovery period. This is problematic because it does not consider the context of the workplace and workplace actors and what happens at work after RTW and in the months that follow (Pijpker, 2019). Given that the World Health Organization defines burnout as an occupational-related phenomenon, incorporating the work context into interventions could have a significant impact on the success of RTW. Second, little is known about how RTW interventions are developed and what aspects are considered. Most studies are about testing interventions. However, there is a great need to bring science and practice closer together and align interventions with practice needs to prevent problems such as relapse (Schaufeli, 2019; von Thiele Schwarz et al., 2021) Including the work context in intervention development therefore seems to be a necessary prerequisite for this.

Objective: To contribute to these gaps and to find solutions that work for practice, we conducted an exploratory study to develop an intervention that can facilitate a successful RTW after burnout in co-creation with employees and their work context. The central research question was "What are the levers for successful reintegration after burnout, to prevent relapse?"

Method: We situated our method within "Human Centered Design" (Giacomin, 2014) and chose design thinking as an application. The starting point was to engage and understand the needs of all users of the services to be developed while maintaining a systems perspective (Flood, 2021) Central to our approach was the Double Diamond process (Design Council). Applying triangulation we collected 3 types of data, obtained by at least 3 research techniques, and conducted by 3 researchers (multidisciplinary). For example, qualitative techniques such as probes and focus groups were used to understand the target population in depth. We conducted a quantitative survey to validate the qualitative data with a larger sample.

Result: 6 outcome areas serving as the base of the new intervention: importance of contact; key role supervisor; stigma; stakeholder perceptions; neutral counseling; ability to make adjustments at work especially increasing social resources and challenging task demands. Based on the research results, an intervention was developed in co-creation with the end user and workplace actors. For the theoretical framework, we applied the Job Demands Resource (JDR) and job crafting themes.

Conclusion: With this study, we contribute in three ways. First, gaining new knowledge on barriers and facilitators for RTW. Second, providing inside on how an intervention is build using design thinking, bridging the gape between science and practice. Third, we apply JDR to RTW. This is a new application of the JDR model. Follow-up research should demonstrate the impact of the intervention.

O8

Comorbidity Between Burnout, Depression, and Generalized Anxiety Disorder. A Symptom Network Approach.

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Background: Burnout, depression, and generalized anxiety disorder (GAD) are prevalent mental health conditions and burdensome for the individuals as well as for employers and the health care system, with a yearly cost estimated at 940 million euros due to productivity loss (WHO, 2022). The high comorbidity between these mental health conditions (Guixia & Hui, 2020; Ernst et al., 2021; Fischer et al., 2020) can even result in inferior prognoses (Almeida et al., 2012; Formane-Hoffman et al., 2018; Zhou et al., 2017), e.g., worse health outcomes and complex clinical management (Valderas et al., 2009). Therefore, we need a better understanding of how these three conditions are linked. In this study, we investigated burnout, depression, GAD and their comorbidity using a network approach. The network approach postulates that psychological phenomena emerge because of the causal relationships among directly measurable symptoms (Borsboom, 2008, Cramer et al., 2010). Here, comorbidity is explained by the existence of bridging symptoms, which are symptoms that connect different clusters of symptoms representing separate mental health phenomena (such as burnout, depression, and GAD) (Blanchard & Heeren, 2022). Numerous network studies on depression (see Wichers et al., 2021) and a handful of studies focusing on anxiety (Beard et al., 2016; Peng et al., 2022) and burnout (Ernst et al., 2021; Xue et al., 2023) have been conducted. However, none of these existing network studies investigate these three conditions together and explore the potential connections (bridging symptoms) among these conditions. Studying which symptoms are bridging symptoms can help explain why comorbidity arises and can help design interventions to prevent one mental health condition's transitioning into another.

Method: In a sample of Flemish employees (n=215), we assessed burnout (Burnout Assessment Tool, Schaufeli et al., 2020), depression (VierDimensionale KlachtenLijst, Terluin et al., 2008; Patient Health Questionnaire, Kroenke et al., 2001), and GAD (Generalized Anxiety Disorder scale, Spitzer et al., 2006). We then generated Gaussian Graphical Models (GGM) (network models) that include the items (symptoms) of all questionnaires.

Results: We hypothesized that 'depression' and 'exhaustion' would be central symptoms in our networks, i.e., symptoms that have the most connections to other symptoms. Only for depression this held true. Physical characteristics ('slow/restless') were bridging symptoms between anxiety and depression. 'Mental distance' formed a bridge between burnout and depression but not between burnout and GAD. Other bridging symptoms were 'difficulty relaxing' between GAD and depression/burnout, 'feeling anxious' between GAD and depression; 'worrying behaviour' between burnout and GAD; and 'sleep problems' and 'worrying' between burnout and depression. Symptoms of depression and GAD were not more strongly connected than they were to burnout, respectively.

Conclusions: Our study shows that the symptoms clustered according to their respective mental health conditions, supporting the current assumption that burnout, depression, and GAD are different conditions. However, high comorbidity, potentially explained through the bridging

of symptoms among these conditions, was observed. Conceptualising burnout from a network perspective is a promising new way to explain comorbidity and improve prognoses. Future research should focus on examining the temporal relationships among symptoms across these conditions.

O9

The Impact of Compressed Work Schedules on Sickness Absence: A longitudinal study on unit level

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Background: The health and social care sector is one of the largest industries in Europe, characterized by shift work, high sick leave rates, and a current staffing shortage. Organizing shift work in this sector to promote employee well-being and reduce absence is therefore central. One organizational intervention that is gaining increasing attention is the adoption of Compressed Work Schedules (CWS), where employees work extended daily hours in exchange for a reduced number of total workdays. In Norway's health and social sector, there has been a substantial increase in the use of CWS, with the number of units implementing this schedule more than doubling from 2018 to 2022. Despite this increase, there are few studies examining the impact of CWS on employee sickness absence, and the existing studies offer mixed results. This study aims to investigate the effects of CWS on employee long-term sickness absence, while addressing several of the methodological challenges from prior studies.

Method: We analysed data from approximately 116 000 employees, from home care organizations, nursing homes, and residential facilities between 2018 and 2022. Data on CWS was measured at the organizational level using a web-based survey aimed at managers of healthcare and social care organizations across Norwegian municipalities. Managers reported on their organizations' current shift arrangements and retrospectively since 2018. The study received responses from 1,443 units spread across 264 municipalities, achieving a response rate of 35%. Of these 342 units implemented CWS during the period. Data on long-term sickness absence (>16 days) for each employee was measured using Norwegian register data, which included government records of sickness absence at the individual level. We will first analyse the data utilizing fixed effects models, enabling comparisons within employee and each unit before and after the implementation of Compressed Work Schedules (CWS) in relation to sickness absence rates. Secondly, we will utilize the full dataset using interrupted time series analyses to analyse the development in sickness absence in the intervention units compared to control units in the same time span.

Results: Results are pending. The data will be analysed primo 2024.

O10

If I Could Have More Time: Gender and Temporal Differences in Emotional Exhaustion and Recovery Experiences

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Background: According to the International Labour Organization (2016), around 70% of workers worldwide face job-related stress, exposing them to the risk of experiencing burnout and psychological disorders. Occupational stress remains a widespread problem in the workplace due to its ongoing negative impact on workers' well-being, ranking fourth among the

most common health problems (EU-OSHA, 2022). Therefore, several authors have highlighted the crucial role of recovering from stress to prevent or buffer its negative consequences (Sonnentag et al., 2017). For example, according to the stressor-strain model (Frese and Zapf, 1988), it is supposed that there is an improvement in psychological functioning once the stressor is removed. In that sense, it is important to incorporating the role of recovery experiences and addressing the temporal aspects of the stressor-strain relationship. However, theoretical models that incorporate time are rare exceptions in occupational health psychology. Thus, the present study aims to examine the fluctuations in emotional exhaustion and recovery processes at two time points with different time-lags between them (i.e., within a week and within a month). In doing so, we also consider gender as a crucial variable.

Method: We conducted two intensive longitudinal studies (i.e., diary studies). Both studies followed a non-random snowballing sampling technique. Participants completed a general online questionnaire to assess trait variables and working conditions. Then, in the first study (N = 35), participants answered a daily survey during ten consecutive days (including one weekend). In the second study, participants answered a weekly survey, every Friday, during four consecutive weeks. It is important to notice that in the second data collection time, participants experienced additional days off during the week, potentially allowing for a longer break from work.

Results: A repeated measures General Linear Model (GLM) was conducted with time as a within-subject factor, biological sex as a between-subject factor (0 = female vs 1 = male), and well-being measures as dependent variables. In the first study, results showed no significant differences between men and women over time for any of the well-being variables. In contrast, in the second study, results showed that only at time 2, there was a significant difference in emotional exhaustion depending on the participants' biological sex. Indeed, in such a week, female participants self-reported higher levels of relaxation. Therefore, it seems that there is a decrease in their demands that allows recovery experiences during the days off.

Conclusion: Despite the limitations inherent to any research design, our findings suggest that time plays a relevant role in the stress and recovery processes, showing that these experiences can change over time depending on gender. These findings can add some insight into the role of time in order to further explore when stress becomes uncomfortable or when relaxation may buffer stress and its associated strain over time.

O11

Alternative Working Time Models: An Examination of the Compressed Work Week's Influence on Well-being and Productivity and the Role of Employees' Expectations

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Introduction: The scarcity of skilled professionals in various sectors (Gaubitsch & Luger, 2012) has prompted companies to adopt measures to increase their appeal as employers, to attract prospective employees and to retain staff. One such measure is the implementation of alternative work schedules, such as the compressed work week. Even though the effects of the compressed work week have been previously investigated and research indicates positive attitudes towards the compressed work week (Delaney & Casey, 2022; Facer & Wadsworth, 2010), studies lack methodological rigor and research findings remain inconsistent (Campbell, 2023). The present study aims to gain more insights into the effects of the introduction of a compressed work schedule. In particular, we investigated the effect on time pressure, fatigue, work-life balance, and perceived productivity as well as the role of employees' expectations prior to the implementation of the new work schedule.

Method: We collected longitudinal data among white- and blue-collar workers of a construction company. To that purpose participants completed one questionnaire prior to the implementation of the compressed work schedule (t1), and a second questionnaire three months after the implementation (t2). A total of 247 participants responded to both questionnaires and were included in the analyses. We used Latent Change Score Modelling (LCSM; McArdle, 2009) for data analysis, which assesses how focal variables change over time (Sorjonen et al., 2022) and explicitly investigates change as an outcome (Klopck & Wickrama, 2019). We modelled changes in time pressure, fatigue, work-life balance, and perceived productivity and included employees' expectations regarding the effect of the implementation of a compressed work week as a predictor of changes in the focal variables.

Results: We found that time pressure ($\lambda = -.39, p < .001$) and fatigue ($\lambda = -.31, p < .001$) decreased over time, while work-life balance increased ($\lambda = .44, p < .001$). Perceived productivity remained stable three months after the implementation of the compressed work schedule ($\lambda = -.02, p = .40$). Individuals' expectations regarding the effect of the compressed schedule predicted changes in time pressure ($\gamma = -.38, p < .001$), fatigue ($\gamma = -.35, p < .001$), and work-life balance ($\gamma = .54, p < .001$), but not in perceived productivity ($\gamma = .11, p = .13$).

Conclusion: Results indicate that the implementation of a compressed work week can be beneficial for employees without entailing losses in perceived productivity. Moreover, they highlight the importance of employee expectations in shaping the outcomes of the adoption of alternative work schedules. The study contributes valuable insights to the broader conversation on the merit of a compressed work week in contemporary workplaces and emphasizes the need for organizations to consider employees' attitudes and expectations before implementing changes.

O12

A Diary Investigation of the Impact of Work Intensification on Daily Emotional Exhaustion Through Daily Workload: Empowering Leadership as a Curvilinear Moderator

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Background: A growing number of workers worldwide face rising work demands, driven by factors such as the adoption of high-speed, high-performance work modes and understaffing. Given the mounting evidence linking work intensification with emotional exhaustion, this study aims to investigate how leaders can influence the impact of work intensification on emotional exhaustion. Drawing on Conservation of Resources theory, we view work intensification as a resource-depleting condition, leading to elevated daily workload and, consequently, heightened levels of daily emotional exhaustion. Furthermore, we propose that empowering leadership, which focusses on the provision of psychological resources for employees, will buffer the relationship between work intensification and workload, as well as the relationship between workload and emotional exhaustion. However, grounded in the too-much-of-a-good-thing-theory, we argue that an excessive degree of empowering leadership can also become a burden which will be reflected in a curvilinear moderating role of empowering leadership.

Method: To test our model, we used a daily diary methodology. Work intensification was measured prior to the diary study, and subsequently, daily measurements of workload, empowering leadership and emotional exhaustion were captured via a daily questionnaire during ten consecutive workdays. The sample consists of 137 (n = 137) workers from a variety of industries in the Netherlands.

Results: Multilevel analysis revealed that work intensification indirectly increased daily emotional exhaustion through daily workload. Furthermore, empowering leadership mitigated the effect of work intensification on daily workload and moderated the relationship between daily workload and daily emotional exhaustion. However, the latter effect was curvilinear. At low and medium levels of empowering leadership, the positive effect of daily workload on daily exhaustion was weakened, while high levels of empowering leadership strengthened the effect of daily workload on exhaustion.

Conclusion: This study deepens our understanding of how work intensification influences daily work life and explores leaders' role in alleviating its negative effects. Empowering leader behaviours seem beneficial in providing psychological resources to cope with increased workload and emotional exhaustion. However, leaders should balance their approach, avoiding excessive empowerment, which may backfire, particularly for employees facing a heavy workload.

O13

Job Demands, Job-related Anxiety and Acute Fatigue Among School Teachers: A Diary Study on the Role of Rewards and Psychological Detachment

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Background: Work stress is undoubtedly inevitable at work, necessitating an array of resources to play a crucial role in eliminating the negative effects of job demands. Given that numerous studies focus largely on either personal or job-related resources, the aim of this study was to investigate how the combination of these resources mitigates the stressor-strain consequences. Derived from the perspective of the resource caravan passageway, we propose that rewards could possibly be regarded as environmental conditions that serve to complement other resources, specifically psychological detachment during off-job times. So that, these interactions eventually boost recovery, which then leads to a decrease in employees' psychological strains.

Methods: A daily diary study over five consecutive working days were collected from 40 teachers in Selangor, Malaysia ($N = 200$ diaries). Data were analysed using Hierarchical Linear Modelling (HLM) version 8.2. Job demands, job-related anxiety, and acute fatigue were collected on a daily basis, whereas rewards and psychological detachment were measured once per diary.

Results: The study discovered a non-significant direct association between job demands, job-related anxiety, and acute fatigue. In terms of the three-way interactions of rewards, psychological detachment, and job demands, the study revealed that rewards moderate the interaction of psychological detachment for both psychological strains (job-related anxiety and acute fatigue). Under conditions of high rewards and high psychological detachment, high job demands resulted in the lowest levels of daily anxiety. Additionally, high job demands were associated with the lowest levels of daily acute fatigue in conditions of high rewards and high psychological detachment.

Conclusion: Hence, this study offers empirical evidence by confirming the role of rewards as a "moderator of moderators" in complementing other resources. These complementary resources proved that they could lessen the adverse effects of demands on psychological strains,

specifically job-related anxiety and acute fatigue in short-term occurrences. The findings of the study are believed to assist the practitioner in developing better rewards or compensation systems that are tailored to the nature of demands on specific professions for the improvement of employees' psychological health. Organizations that are viewed to be substantially equitable in providing rewards are perceived to be more enticing places to work.

O14

Stressed about Money and the Future: How Students' Financial Strain Relates to Informal Learning, Career Distress, Self-efficacy and Satisfaction with Career Prospects

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Background: Students in higher education face financial risks due to the cost of studying (e.g., tuition fees and loans), on top of the current cost-of-living crisis and low incomes to begin with. Students are thus a vulnerable population regarding financial strain, which can impede their well-being, constrain learning and academic performance, and have long-term consequences for their career. The aim of this study is to investigate how students' financial strain relates to their informal learning activities and career perceptions, exploring the moderating role of work experience. We argue that financial strain hinders students' career development by draining their resources, resulting in increased career distress, decreased career self-efficacy and career satisfaction. Reduced informal learning activities may explain the link between financial strain and career perceptions: Informal learning complements formal learning through activities such as self-reflection, feedback-seeking or trying new methods when completing class assignments, thereby fostering career-related resources. But this also requires investing resources, which is more difficult when resources are already limited or threatened. Work experience may influence these mechanisms as a contextual factor. On the one hand, balancing a job with university can be an additional resource drain, competing with academic obligations for students' time and energy. However, work experience can also benefit students' employability. We hypothesize that, to the extent that it is relevant to their field of study, students' work experience can buffer the detrimental effects of financial strain on career perceptions via informal learning.

Methods: Our analyses are based on N = 121 university students in Germany, who provided weekly reports of their financial strain, informal learning, career distress, career self-efficacy, and satisfaction with career prospects across four weeks. We calculated multilevel regressions, separating person-level differences from week-level fluctuations in the study variables, testing direct effects of financial strain on career perceptions and indirect effects via informal learning, as well as moderating effects of current and prior work experience.

Results: Financial strain was positively related to career distress, and negatively to career self-efficacy and satisfaction at the person-level, as well as increased career distress at the week-level. Informal learning was unrelated to financial strain at both levels and did not mediate the effects. Weekly increases in informal learning were related to increases in career self-efficacy and satisfaction, but, surprisingly, also to increased career distress. Cross-level interactions revealed that students without discipline-relevant work experience reacted to increases in financial strain with more informal learning than those with relevant experience.

Conclusion: This study highlights the detrimental role of students' financial strain for their career development, as it relates to distress and negative career perceptions. Rather than reducing resource investment in learning activities, increases in financial strain may relate to compensatory coping efforts of increased informal learning, but only among students who

cannot rely on relevant work experience as an additional resource. Limitations include using single items for career satisfaction and self-efficacy. The focus on synchronous effects limits causal inferences. Future studies could explore effects of students' financial strain for later career success in the transition to employment.

O15

Technostress, Burnout and Intention to Continue using Technology in Secondary School Teachers. The Role Played by Organizational Support

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Background. Digital technologies (DT) have significantly transformed many aspects of workplace context in recent years. The educational sector has also been engaged in this transformation, requiring teachers to incorporate DT into their daily work experiences. Although digitalization has brought significant benefits, it has also created new demands, such as technostress (that is, the stress that people experience due to the use of DT). Some recent studies have shown that technostress has a harmful impact on teachers' well-being and the degree of DT use during job-related tasks. In this study, we examined whether the increase in teachers' burnout might act as an explanatory mechanism for the relationship between technostress and teachers' intention to continue using DT. Given the consequences of technostress, we also examined the role of technical and institutional support offered by educational centres in order to mitigate the negative impact of teachers' technostress.

Method. A cross-sectional study involving 591 Spanish secondary teachers was conducted. Participants answered an online questionnaire. Fifty-seven per cent were women; the mean age was of 46.6 years (SD = 9.9). The macro PROCESS, model 9, was used to test the mediation of burnout, moderated by technical and institutional support for digitalization.

Results. Our findings revealed that only two technostress dimensions, techno-invasion and techno-complexity, showed a significant positive relationship with teachers' burnout. Burnout mediated the relationship between these two dimensions and teachers' intention to continue using DT. Furthermore, the results indicated that organizational support, and technical and institutional assistance for digitalization displayed a significant negative relationship with both technostress dimensions.

Conclusion. Our results highlight the importance of both technical and institutional support promoted by educational organizations in reducing technostress, thereby reducing burnout among teachers and increasing the use of DT in their teaching functions.

O16

Healthy and Successful - Exploring Female Entrepreneurs' Health, Success, and Recovery Strategies Using a Mixed-Methods-Approach

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Background: In the dynamic realm of entrepreneurship, achieving success might come at the expense of personal well-being being. Coping with stress is crucial for sustained success (Baron et al., 2016; Wach et al., 2021), yet there is a gap in understanding how entrepreneurs, especially females, manage stress (e.g. Chadwick & Raver, 2019; Stephan et al., 2023). Female entrepreneurs, burdened with unique responsibilities such as childcare, face distinct

challenges compared to their male and corporate counterparts (Brush et al., 2009; Cardon & Patel, 2015; Patzelt & Shepherd, 2011; Rauch et al., 2018). This study addresses the question of how female entrepreneurs can safeguard their health, achieve sustainable success, and adeptly balance the demands of their personal and professional lives. Using a mixed-methods approach, this study aims (1) to gain insights into the recovery, health, well-being, and work-life balance of self-employed females, (2) to examine gender-specific differences among entrepreneurs as well as differences among female entrepreneurs and employees, (3) to analyse temporal dynamics and cross-level effects of recovery and work-life balance on health and well-being over time, and (4) address support needs and preferences of female entrepreneurs.

Method: The study employs a mixed-methods approach. Semi-structured qualitative interviews with 10 to 15 male and female entrepreneurs examine gender-specific challenges concerning entrepreneur's recovery strategies as well as strategies to balance work and private life, their health, well-being, success, and expectations for support services. To analyse the material, the qualitative content analysis by Mayring (2022) will be used.

Quantitative data will be gathered from the German Bundesanstalt für Arbeitsschutz und Arbeitsmedizin (BAuA-Working Time Survey, Wöhrmann et al., 2020) to analyse differences between female and male entrepreneurs and female entrepreneurs and female employees. Intraindividual differences in female entrepreneurs and temporal dynamics will be examined through longitudinal analysis of the data form the biennial data collection from 2015-2021.

Results: This study aims to uncover how female entrepreneurs can achieve success while prioritizing their health and well-being. This study combines qualitative insights and quantitative analyses to uncover gender-specific challenges and strategies of female entrepreneurs. Qualitative interviews guide theory development for subsequent quantitative analysis, aiming to unveil differences between male and female entrepreneurs and across employment categories. Longitudinal data analysis provides a comprehensive view of temporal dynamics within the entrepreneurial journey. Initial findings of the study are presented and discussed.

Conclusion: The study's objective is to identify best practice strategies for female entrepreneurs - an understudied group in organizational health psychology - to effectively address significant challenges. Additionally, it seeks to provide guidance on specific support methods that can help entrepreneurs in developing and implementing these effective strategies. These findings can inform gender-specific policies for (political) decision makers, promoting an environment supportive of the long-term success and well-being of female entrepreneurs and other employment categories.

O17

Remote4All: Voicing and Assessing the 'Lived Experience' of Disabled and/or Neurodivergent Remote Workers

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Background: Following the pandemic, there has been an exponential growth of remote working around the globe. Whilst there has been an explosion of research into the impact of remote working on workers, there has been a dearth of studies specifically focusing on the experiences of disabled and/or neurodivergent workers. This community of workers are often overlooked by employers, leaving their needs unmet and at times rendering them invisible. Therefore, research is needed to understand how disabled and/or neurodivergent workers respond to remote work, in order to facilitate work environments that support their needs, ensure they

flourish, and provide opportunities to achieve their potential and capabilities (Szulc et al. 2023). This qualitative study gives a voice to this community of workers and assesses the 'lived experience' of remote working for disabled and/or neurodivergent workers. Conservation of Resources theory (Hobfoll, 1998) provides the theoretical framing for the research, offering a lens for understanding the specific resources required by this group and how these can be effectively utilised in remote work.

Method: This study comprises in-depth, multi-informant, semi-structured interviews with 24 employees with disability and/or neurodivergence, 5 employers, and 8 stakeholders from a variety of organizations (public/private sectors) within the UK. Thematic analysis was used to analyse and discuss the findings from all interviews.

Results: The study focussed on barriers, enablers and support required for this community of remote workers. Thematic analysis revealed 7 key themes relating to the resource requirements of disabled and/or neurodivergent remote workers: (1) the working environment, (2) well-being (including positive coping and openness), (3) social network and relationships (including controlled interaction and invisibility) (4) communication preferences, (5) work-life balance, (6) line manager and organizational support, and (7) psychological safety (including acceptance and disclosure). Four key themes emerged from the employers and stakeholders data, relating to how they promote inclusive and efficient remote working practices for this group: (1) developing inclusive, compassionate work cultures and remote working policies, (2) recruiting for and developing talents and skills specific to disabled and/or neurodivergent workers, (3) early and personalised advocacy and support (from on boarding/induction onwards), and (4) defining and understanding the important role of line managers.

Conclusion: The current study provides a comprehensive understanding of the 'lived experience' of remote working for disabled and/or neurodivergent workers. Considering the multi-informants' nature of the study, the findings support individuals, organizations, and practitioners to feed into guidance to influence wider societal and government policy, enabling a more inclusive approach to remote workers. Conservation of Resources theory when applied found that for this group of workers personal, social resources need to be managed carefully, ensuring that appropriate ameliorations are in place in case these are depleted while remote working.

O18

The Impact of Language Proficiency, Self-efficacy and Job Skills Mismatch on UK-based Migrant Workers' Mental Well-being: A Serial Mediation Model

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Over the past 25 years, the demographic landscape of the UK has undergone significant changes due to diversified and intensified migration trends. According to the Office for National Statistics, in 2021, foreign-born individuals accounted for approximately 14.4% of the total population of 67 million, and 18% of the UK workforce of 32 million. The UK heavily relies on migrant workers for high-skilled employment, with their representation amounting to 26% in health and social work, 25% in the professional and scientific sector, and 18% in education. Prior research has consistently shown that migrant workers have poorer mental well-being compared with their native counterparts, and that language proficiency may be an important predictor of migrant workers' psychological adaptation, employment opportunities and mental well-being. Language proficiency has been associated with higher levels of self-efficacy, which, in turn, influences one's competence to effectively carry out specific job search actions and secure employment. The authors argue that the relationship between language proficiency,

self-efficacy, and well-being among migrants intersects with the concept of job skills mismatch - the discrepancy between a worker's educational qualifications and the skills required for their job. Because migrant workers often find themselves in situations where their education and skills are undervalued and underutilized, this mismatch between their qualifications and the jobs they eventually obtain, could, in turn, affect their well-being.

The present research aims to explore the intricate connection between language proficiency and mental well-being, through a serial mediation model in which language proficiency is related to mental well-being, via self-efficacy and job skills mismatch, in a sample of 269 Chinese and Indian UK-based migrant workers. The following hypotheses were proposed: Language proficiency (1a), self-efficacy (1b), and job skills mismatch (1c) are related to mental well-being. Self-efficacy mediates the relationships between language proficiency and job skills mismatch (2a); and language proficiency and mental well-being (2b). Job skills mismatch mediates the relationships between self-efficacy and mental well-being (3a); and language proficiency and mental well-being (3b). Self-efficacy and job skills mismatch mediate the relationship between language proficiency and mental well-being (4). Results showed self-efficacy and job skills mismatch were directly related to mental well-being, but not language proficiency, partially confirming hypotheses 1. Self-efficacy mediated the paths between language proficiency and job skills mismatch and language proficiency and mental well-being, confirming hypotheses 2. Job skills mismatch mediated the relationship between self-efficacy and mental well-being, partially confirming hypotheses 3. Self-efficacy and job skills mismatch fully mediated the relationship between language proficiency and mental well-being. Cross-cultural comparisons between Chinese and Indian migrants were also discussed. Implications of the study findings will be delineated with a view to identifying factors and strategies that facilitate migrant workers' adaptation to their host country and improved employment prospects.

O19

Promoting Labor Participation of People With Sensory Impairments: Barriers and Facilitators From a Multi-Perspective Study

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Having paid employment is meaningful and important, as it provides financial independence, meaningful daily activities, social contacts, it contributes to one's identity, and it enables individuals to contribute to society. In the current study, we defined labor participation as being able to acquire and maintain suitable paid employment. Despite the increased attention for labor participation of people with disabilities, the employment gap between the general population and people with disabilities in the Netherlands has not decreased in the past decade. People with sensory impairment (SI; a loss in vision and/or hearing) are of particular interest, as international research has shown that their labor participation is relatively low, and they experience specific barriers and facilitators in finding and retaining work.

However, research regarding labor participation of people with SI has been incomplete and focused on either people with hearing impairment (HI) or visual impairment (VI), without sufficiently recognizing the overlap in experiences (and thus, possible solutions) for the whole group. Specifically, research in this field lacks focus on employment factors such as types of work and working conditions. Having a broader understanding of the relevant personal and environmental factors influencing labor participation can contribute to increasing opportunities for sustainable labor participation of people with SI. The aim of this study was to identify and

explore different stakeholder perspectives on the barriers and facilitators for labor participation of people with SI, in the context of personal factors and environmental factors as described by the International Classification of Functioning, Disability and Health (ICF).

This qualitative study explored the personal and environmental barriers and facilitators for labor participation of people with SI by using a multi-perspective approach to obtain insights of multiple stakeholders involved in promoting labor participation of people with SI. Data were collected via two focus groups with people with SI and interviews with work reintegration professionals, advocates for people with SI, and diversity & inclusion professionals. Two experts by experience (one with VI and one with HI) were involved as co-researchers during the entire project.

Timing of disclosure of impairment, bias and underestimation due to lack of knowledge about SI, fatigue due to impairment, unclear legislation, communication barriers, central accessibility of information and intermediates, insufficient job fit, and an unsuitable workplace were identified as barriers to labor participation of people with SI. Improvement of legislation, access to a central point of information, use of alternative application trajectories, better preparation before entering the job market, improving communication on the job, and improving job fit were identified as facilitators for labor participation of people with SI. All themes were categorized into personal and/or environmental factors. Results indicated that while both factors are important, stakeholders mostly referred to environmental factors as barriers and facilitators for labor participation.

In conclusion, while stakeholders generally agree on personal and environmental barriers and facilitators for labor participation of people with SI, working towards a more inclusive labor market for people with SI is a complex process that requires commitment from all involved parties.

O20

Giving Back, Not Giving In: Generative Legacies Among Long Term Survivors of HIV

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Background: Extant theory documents that as people age, they experience an intrapersonal shift in which they reprioritize their activities to maximize the time they have left. People describe wanting to 'leave a legacy' or 'leave the world a better place' and thus prioritize activities that contribute to society. We seek to understand how employees gain the generative legacies that many look forward to in the years prior to, and during, retirement. To do so, we examine the lived experiences of a population of individuals who have contemplated generativity early due to their anticipated shortened lives and work lives: long-term survivors of HIV.

We integrate concepts from the future time perspective literature, socioemotional selectivity theory, generativity, and recent conceptualizations of the motivational processes related to successful aging at work to develop a grounded theory to inform our understanding of how a shortened future time perspective impacts the choices that employees make in their careers across their lifetime.

Method: We adopted a qualitative grounded theory approach in which we interviewed 50 individuals living with HIV (55 hours of audio recordings, transcribed to 1,219 pages and 465,332 words). We followed best practices in purposive sampling and coding, following principles from Lincoln and Guba to enhance trustworthiness of our findings.

Results: Overall, the data suggest that, for most participants, receiving an HIV diagnosis led people to adopt a shorter future time perspective; this perceived short future time perspective initiated a shift towards generativity; this shift developed into a pursuit of work that fulfilled generative goals; and engaging in more generative work yielded positive consequences for one's own well-being, despite the complications associated with living with HIV. This exemplary quote strongly captures the results:

"I do need oxygen. So, what is my oxygen? Where is my oxygen? So my oxygen arrived when I decided I need to not waste my days just walking around the lawn, I need to feel active. I need to feel purposeful. *I need to give to people because by me giving to people I receive so much.* I know this. This has happened year, over year, over year, it has happened."

Conclusion: This work is a unique examination of workplace experiences and aging among a population yet to be considered in the organizational science: long-term survivors of HIV. We demonstrate that processes that are often described as 'successful aging' can manifest at any age, not just among older adults. Further, we contribute to the socioemotional selectivity theory literature by considering how a shortened future time perspective over an extended period of time can impact career choices over the lifespan.

O21

What is that Drives Hiring Discrimination Against Trans People? An Experimental Study

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Background: Trans people are twice as likely to be unemployed (14%) or out of the labor force (27%) and earn 32% less per year than cisgender people (Shannon, 2022). Although the data show that there are significant limitations in access to work for trans people, the literature exploring the reasons for their employment situation is very limited. Some experimental studies have shown that the perception that trans men have poorer mental health has an influence on hiring decisions. However, no strong relationships have been found to date on other factors that may play a role, and this may be related to the way in which the experiments are designed. Given the data showing the situation of exclusion of trans people in the labor market and the scarcity of studies that explore the reasons why they are discriminated, this study seeks to analyse the factors that influence the decisions of recruiters and hinder access to the labor market.

Method: This study has a 2 x 2 x 2 experimental design. A total of 360 people working in the Business Administration field were recruited through Prolific. They were presented with a job description and candidate description, manipulating the candidate's gender (man vs. woman), trans status (trans vs. cis) and employment situation (employed vs. unemployed) in each condition. Afterwards, the participant was asked to rate the candidate on the basis of his or her warmth and competence and to make several hiring decisions (i.e., salary, suitability, hiring probability). Participants also responded to scales of social dominance, level of transphobia, contact with the trans community, and various sociodemographic data.

Results: The data has just been collected and the team is in the phase of data analysis. Data analysis is expected to finalize by the end of December.

We expect to find that trans candidates will receive worse hiring outcomes than cis candidates and that this relationship will be stronger for unemployed candidates. Transphobia and social dominance will moderate these relationships. We also expect that female trans candidates will have worse hiring outcomes than male trans candidates. Trans candidates will be evaluated as

less warm and less competent than cis candidates. Finally, we expect that warmth and competence will mediate the relationship between trans status and hiring outcomes.

Conclusion: The results of this study have important implications for organizations, since it shows the possible biases that are behind situations of employment discrimination against trans people. Identifying the causes is the first step to reduce its incidence, which has a devastating impact on the living conditions of trans people and their mental health.

O22

The Circle of Resource Gaining: Leaders and Followers Influencing Each Other in the Healthcare Context

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Background. Although leadership has been defined as a relationship of influence between two or more people (Hollander & Julian, 1969), studies on leadership often focus on the leader's influence on followers. The Crossover Theory (Westman, 2001) is one of the possible lenses through which to describe this influence, with psychological states, experiences and emotions being transferred from one person to another. A systematic review of the literature about the crossover in the leader-follower relationship (Caputo et al., under review) shows that very few studies analyse the crossover from followers to leaders (e.g., Wirtz et al., 2017; Pindek et al., 2020). Therefore, the objective of this study is twofold: 1) to evaluate if and to what degree followers could transfer positive psychological states to leaders; 2) to explore potential differences between the leader-to-followers and followers-to-leader influence. Using a positive psychology approach, our study investigated positive psychological states (i.e., job satisfaction and dedication) and perceptions of positive leadership style (i.e., transformational leadership).

Method. A sample of 1505 nurses and 143 head nurses was involved. Two random intercept multilevel SEM models were performed. Model 1 is a 2-1-1 mediation model, analyzing the crossover process started by the leader. Model 2 is a 1-1-2 mediation model, analyzing the crossover process started by followers.

Results. Model 1: Leaders' dedication affects the followers' perceptions of leaders' transformational leadership which, in turn, affects followers' job satisfaction ($\chi^2(df)= 5212.702$ (51), $p < .001$, RMSEA = .02, CFI = .99, TLI = .99, SRMRwithin = .01, SRMRbetween = .08), i.e. an indirect crossover (indirect effect at between-level: $\beta = .14$, $p < .05$). Model 2: Followers' perceptions of transformational leadership enhance followers' job satisfaction, which, in turn, affects leaders' dedication ($\chi^2(df)= 5929.785$ (51), $p < .001$, RMSEA = .03, CFI = .99, TLI = .99, SRMRwithin = .02, SRMRbetween = .08), i.e. a direct crossover (direct effect at between-level: $\beta = .35$, $p < .01$). Results show that: 1) leaders influence followers' well-being, but the converse is also true, with followers influencing leaders' motivation through their well-being by a direct crossover process; and 2) according to the differences in the between components of the dependent variables' R-squared significance, leaders' influence on followers seems more powerful than the opposite process.

Conclusion. Leadership cannot be fully understood without considering followership (Uhl-Bien et al., 2014). Followers contribute to build leadership by interpreting an active role (Dvir & Shamir, 2003). This study adds a contribution to the role of followers in influencing leaders, which are also capable of starting a crossover process. Furthermore, it expands the literature on the crossover theory within the leader-follower relationship. Practical implications regard the role of both actors in co-creating a positive working climate, a shield against the recent Great

Resignation which also affected the Italian healthcare sector. Limitations regard the cross-sectional nature of the study and the use of self-report questionnaires. Supporting reasons about overcoming the common method bias will also be discussed.

O23

Does Hardship for Women in Leader Roles Establish at an Early Stage? A Mixed Method Approach on the Work Environment and Well-being of Young Female Leaders

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Background: Leaders' work environment and well-being is essential because it affects their ability to behave constructive and subsequently the well-being and performance of employees (Barling & Cloutier, 2017; Kaluza et. al., 2019). Recent empirical studies indicate that young leaders experience a poorer work environment and well-being compared to older counterparts (Irehill et. al., 2023) indicating that young leaders could be particularly vulnerable. Regarding gender, there is ample evidence that female leaders are at a disadvantage (Eagly & Karau, 2002) however, research is lacking on what it is like to be a young female in a leader role. Theoretically, based on lifespan theories (Zacher, 2015) and role incongruity theory (Eagly & Karau, 2002), there are reasons to believe that young female leaders are in a particularly vulnerable position. The aim of the present study is to investigate how young female leaders experience their work environment and well-being and further what prerequisites they meet in different organizations.

Method: A mixed methods approach was conducted to capture the complexities of being a young female leader. In phase one we investigate how demands, resources and well-being is experienced by young female leaders through a national survey study on leaders in the private sector throughout the lifespan (N=1033). In phase two we nuance our findings by investigating how the intersection of age and gender apply in three mixed gendered organizations by conducting interviews (N=38) with young leaders, support functions, followers and senior leaders. In this way we aim to capture context-specific challenges and structures. Finally, we integrate these findings to a comprehensive picture of what prerequisites organizations need to provide to keep young female leaders in this carrier choice.

Results: Results from phase 1 reveal a significant interaction between age and gender regarding possibilities to influence ($\beta = -.246, p < .001$) and perceived organizational support ($\beta = -.395, p < .01$) indicating that young female leaders experience less of these resources. Concerning well-being, the interaction of age and gender on well-being was significant in terms of vigour ($\beta = -.276, p < .05$) but not for burnout. Tentative analysis from phase 2 reveal at this point that being young and female yield different challenges depending on context. For instance, in the male dominated context young female leaders' faced obstacles through established gender norms and a highly valued vocational culture whereas in the gender mixed organization both youth and gender were downplayed at lower levels of the organization. Further up in the organizational hierarchy the intersection of age and gender were more complex.

Conclusion: As age and gender intersect, young female leaders experience less possibilities to influence, perceives organizational support as lower and rate their well-being poorer in terms of feeling less vigour. Our results indicate that gender inequalities might be founded at an early stage, which underlines the importance of creating a better start. The lived experiences of young female leaders and surrounding functions provide important in-dept information regarding how the leader role is experienced and what type of support is needed.

O24

Exploring the Pros and Cons of Organizational Pulse Surveys

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Background. Workplace surveys are widely used in organizations for assessing different factors in the psychosocial work environment. Most commonly, such surveys are conducted annually or every second year. There are several problems with these surveys, e.g., response burden, lack of follow up, and giving a static picture. However, in recent years so called pulse surveys with fewer questions and shorter intervals (e.g. every week, month, or quartile) have become increasingly popular in Sweden like in many other countries. Among the arguments in favour of pulse surveys is a need for less time-consuming surveys that can capture “real-time” experiences, which is made possible in practical and economical terms by the rapid technological development. Pulse surveys seems to have a strong practical appeal for organizations, but there is lack of research in this area. Thus, the aim of this study is to investigate how the pulse surveys are used in different organizations, their potential and pitfalls.

Methods. Data was collected through 16 individual in-depth interviews with key employees from organizations that use pulse surveys. We aimed at achieving variation regarding the role of informants in relation to use of pulse surveys (HR staff, line management, employee, developer), work sector (public, private, NGO), and size of workplace/organization. Informed consent was obtained from all participants included in the study. Interviews were based on a semi-structured interview guide covering following topics: background information, concrete use of pulse surveys, the process surrounding the survey, main arguments for using pulse surveys, extent of integration with other organizational initiatives as well as experienced potential and pitfalls. The interviews were documented through audio files that were transcribed into text files without personally identifiable data. The material has been analysed according to a qualitative thematic analysis.

Results. The results revealed a considerable variation in how pulse surveys were implemented and used across the organizations. Following four themes emerging from the preliminary analysis will be presented and discussed: 1) Tailored versus standardized methods; 2) Individual versus organizational focus; 3) Commitment from stakeholders in all phases; and 4) Ethical perspectives.

Conclusion. Pulse surveys have potential in monitoring the employees’ perceptions of the psychosocial work environment continuously, especially to following up on organizational changes and action plans, and for specific segments of the workforce. However, there are several pitfalls that need to be attended to.

O25

Do Strengths-Based Leaders Help Employees Cope with Stressors? Implications for Employee Well-Being

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Background: Stressors in the workplace are unavoidable, especially in this fast-paced and rapidly changing society but are not necessarily detrimental to employees’ well-being. On the one hand, hindrance stressors such as organizational politics and red tape are usually considered as obstacles that stop employees from obtaining their goals. However, on the other

hand, challenge stressors such as time pressure and job responsibility may also motivate employees to grow and develop themselves. Leaders have a key responsibility to provide employees with the resources to cope with their challenge-hindrance stressors. Especially relevant in the context of dealing with challenge-hindrance stressors are strengths-based leaders, who help employees to identify, utilize, and develop their strengths. Specifically, we propose that strengths-based leadership buffers the indirect relation between hindrance stressors and meaning via accomplishment but strengthens the indirect relation between challenge stressors and meaning via accomplishment.

Method: A total of 887 employees filled out the survey at two time points with a six-week interval.

Results: Structural equation modelling analyses partly supported our hypotheses. Strengths-based leadership indeed buffered the negative indirect effect of hindrance stressors on meaning through accomplishment, but it did not strengthen the positive indirect effect of challenge stressors on meaning through accomplishment.

Conclusion: Our study contributes to the literature on challenge-hindrance stressors and strengths-based leadership by exploring how strengths-based leadership works as the boundary condition of employees' reactions toward stress. Our research verifies strengths-based leadership is an important organizational resource that helps employees to face and tackle hindrance stressors directly to reduce their negative impact on task accomplishment and meaning. Our research also demonstrates that strengths-based leadership did not help to amplify the positive relations of challenge stressors on well-being outcomes, which can be due to the nature of challenge stressors. We suggest organizations pay attention to the regulation of challenge-hindrance stressors, and nurture strengths-based leadership so as to provide enough support for employees to cope with stressors effectively.

O26

"I can('t) handle it" - An Experimental Study on Antecedents of Health-oriented Leadership Behaviour in Employees with Early Warning Signals

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Background: Leaders play a decisive role in employees' health. When employees display early warning signals of emerging mental health issues, leaders' responsibility becomes even more important. Recent health-specific leadership approaches (health-oriented leadership, HoL) emphasize how important it is for leaders to be aware of employees' early warning signals (staff care awareness) in order to take appropriate health-promoting action (staff care behaviour). However, little is known about the factors facilitating or hindering the transition from staff care awareness to staff care behaviour.

Methods: In an experimental vignette study (N = 91), we examined and manipulated three antecedents of staff care behaviour: (a) employees' disclosure, (b) leaders' HoL skills, and (c) leaders' goal conflict in a 2 × 2 × 2 mixed factorial design.

Results: Employees' disclosure and leaders' HoL skills were positively related to staff care behaviour. Leaders' goal conflict diminished the positive relationship between employees' disclosure and staff care behaviour.

Conclusions: Against the background of an increase of mental illnesses in the last years leaders' have to deal with mental health problems sooner or later. Even when leaders recognize employees' warning signals, it cannot be taken for granted that this perception will automatically lead to subsequent health-related actions. It is important to understand the difficulties that may hinder further staff care behaviours in order to support affected employees in the best possible way. Our results show that it is much more difficult for leaders to offer support when employees conceal their mental health issues ("everything is fine"). At the same time, leaders' were more sensitive and offered more support to indispensable employees ("top performers") even when they did not open up. In addition, the knowledge of mental health risks and illnesses and concrete possibilities for health-oriented actions leave leaders more confident to offer further support.

O27

Beyond the Average: Exploring Individual Responses to Servant Leadership within Teams

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Background: Servant leaders, focusing on the growth, well-being, and personal development of their team members, have a positive impact on job satisfaction, organizational citizenship behaviour (OCB), and employee engagement. Servant leadership shows a stronger relationship with engagement and satisfaction than transformational leadership styles. However, much research overlooks how team members might perceive their supervisor's leadership style differently. This gap implies that research does not fully capture that an employee perceiving their leader as more of a servant leader than the team average may experience less emotional exhaustion and greater work engagement, regardless of the overall level of servant leadership. This perspective highlights the subjectivity in leadership perception within teams. It underscores the importance of individual differences in assessing the effects of servant leadership on outcomes like emotional exhaustion and work engagement. We also propose that servant leadership indirectly influences emotional exhaustion and work engagement through the appraisal of stressors.

Method: Our study employed a three-wave longitudinal design, with measurements taken at one-month intervals. The final participant pool included 324 employees organized across 110 teams. To assess within-team effects, we implemented group-mean centering of predictor variables. We incorporated the grand-mean centred group mean into our model to evaluate between-team effects. This approach aligns with the methodology recommended by Raudenbush and Bryk (2002), allowing us to accurately determine the net between-group effect by analyzing the compositional effect. This dual-level analysis enabled a comprehensive examination of our study's individual and team dynamics.

Results: Servant Leadership at T1 showed negative relationships with the global assessment of stressors as hindrances and threats at T2 on the within-team and between-team levels. However, a positive link between servant leadership and challenge appraisal could only be found at the within-team model, indicating that this effect is only apparent when employees perceived their supervisors to show more servant leadership behaviours toward them than their team colleagues. Indirect effects of servant leadership on work engagement and emotional exhaustion (T3) were only found in the within-team analyses.

Conclusion: The study found that indirect effects of servant leadership on work engagement and emotional exhaustion were only present in the within-team analyses. This highlights that the positive outcomes of servant leadership, such as increased engagement and reduced emotional exhaustion, are more likely to occur when employees perceive a higher degree of servant leadership behaviours in their immediate work environment than their colleagues. The findings underscore the importance of considering individual perceptions of leadership within teams. It is not just the overall level of servant leadership exhibited by a supervisor that matters, but how each team member perceives and experiences this leadership style relative to their colleagues. The study suggests that organizations and leaders should focus on understanding and addressing individual team members' perceptions and experiences of leadership styles. Future research should also consider these individual differences in perceptions within team dynamics to understand better the impact of leadership styles such as servant leadership on employee outcomes.

O28

Understanding Burnout and Professional Commitment Among Lawyers: A Multidimensional Approach

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Background. Mental health is a concern in numerous professions, including physicians (Boutou et al., 2019), nurses (Woo et al., 2020), and lawyers (Cadieux et al., 2022). Lawyers are particularly affected by mental health issues, a trend observed across many countries and continents (Cadieux et al., 2022; Krill et al., 2016; Leignel et al., 2014; Skead et al., 2018). A study reports that 55.8% of Canadian lawyers experience symptoms related to burnout (Cadieux et al., 2022). The literature indicates that burnout influences job attitudes, such as affective professional commitment (Chênevert et al., 2021; Chang et al., 2017). Since phenomena are rarely explained by a simple stimuli-response process (Rasclé and Irachabal, 2001), it becomes relevant to assess the mediating role of burnout in the relationship between job demands/resources and affective professional commitment. Additionally, there is a scarcity of studies taking a multidimensional approach to understand affective professional commitment, although this method is crucial for attaining a deeper and more comprehensive comprehension of this phenomenon (Marchand et al., 2006). Following the recommendations of Marchand et al. (2006) and based on the Job demands-resources model (Demerouti et al., 2001), this study aims to analyse the impact of factors belonging to different dimensions of the social environment (i.e., work environment, family or social network) and individual factors on burnout, and ultimately, on affective professional commitment.

Method. Using secondary data collected through a self-reported questionnaire by Cadieux et al. (2022). After excluding any missing data, the final sample includes $n = 1,749$ Canadian lawyers, with 52.1% women and 47.9% men. The average age is 39.3 years old, and the average years of experience is 11.5 years. The model was tested using structural equation modelling with SmartPLS 4 software (Hair et al., 2021). Following an evaluation of the measurement model (outer loading, construct reliability and validity, AVE and discriminant validity), a Bootstrap procedure with a resampling of 5,000 samples was conducted in SmartPLS 4 to evaluate the structural model and validate the model's hypotheses.

Results. Preliminary results indicate that all the factors included in the model and explaining burnout are significant. Overall, while job demands are positively associated with burnout, job resources are negatively associated with it. Furthermore, job demands/resources, work-life conflict, social support outside of work, and individual factors all have an indirect effect on affective professional commitment via burnout. Emotional demands and work-life conflict exert

a dominant direct influence on burnout and, ultimately, on affective professional commitment. The results also show the specific role of years of experience, whose direct effect on burnout is greater than that of several job demands and job resources.

Conclusion. As the data is derived from a cross-sectional design, caution must be exercised in interpreting the results. The study highlights the importance of emotional demands, work-life balance, and experience in reducing burnout, and ultimately, fostering affective professional commitment. It also underscores the relevance of employing a multidimensional approach to understand affective professional commitment. Theoretical and empirical implications will be discussed during the presentation.

O29

Daily Illegitimate Tasks, Workplace Embitterment, and Work-related Rumination After Work: The Regulatory Role of General Work Engagement

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Background: Embitterment is defined as an emotional response to unjust experiences that can have a toll on employee well-being. Previous research suggested that daily workplace embitterment may be triggered when employees are exposed to high levels of illegitimate tasks (ITs). Also, embitterment was found to impair recovery during off-job time because it promotes work-related rumination in the hours after work. The present study takes this stream of research a step further by looking at boundary conditions that can alleviate the vicious cycle from ITs to work-related rumination via embitterment. To this end, we introduce general work engagement as a potential moderator on the indirect, positive relationship between daily ITs and work-related rumination (i.e., affective rumination and problem-solving pondering) via embitterment. In line with self-regulation theory, we hypothesize that the positive indirect effect of ITs on work-related rumination via embitterment will be weaker for employees higher (vs. lower) in work engagement. Employees who are generally more engaged in their work have a better self-regulation capacity and therefore, may deal more effectively with ITs preventing feelings of embitterment. Further, employees high in work engagement are better able to regulate their feelings of embitterment thus, mitigating the unfavourable impact of embitterment on their free time in the form of work-related thinking.

Method: The study hypotheses were tested in a daily diary study (N = 45). Daily diary data were collected for three to five consecutive workdays, twice a day: at the end of the workday, and before bedtime. Information about daily ITs and embitterment was collected with the end-of-work survey, while work-related rumination during off-job hours was assessed at bedtime. Participants' general level of work engagement was assessed with a survey that was completed before the diary study.

Results: Results of multilevel analyses indicated that work engagement moderated the positive relationship between daily ITs and daily embitterment. However, contrary to expectations, the positive relationship between daily ITs and daily embitterment was stronger for employees who reported higher levels of general work engagement. Also, analyses indicated that the relationship between daily embitterment and daily affective rumination was positive only for highly engaged employees. Results did not support the study hypotheses for problem-solving pondering.

Conclusion: The study findings contribute in better understanding for whom ITs are more likely to elicit embitterment and consequently, affective rumination during off-job time. Contrary to

expectations, results suggested that highly engaged employees are at a higher risk to feel embittered when exposed to ITs and are more likely to ruminate about work when feeling embittered. Our findings indicate that employees who are energetic, dedicated, and absorbed in their work are more likely to perceive ITs as an offense to their work-self, resulting in feelings of embitterment. Also, generally engaged employees seem to ruminate more on days they feel embittered because their feelings do not match with their overall work-related state.

O30

Daily Empowering Leadership and Work Engagement: The Mediating Roles of Psychological Empowerment and Basic Needs Satisfaction

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Background: While extensive research exists on various leadership styles and employee work engagement, there is a limited understanding of how empowering leadership – a desirable style in today’s dynamic environment – impacts work engagement and its underlying mechanisms. Combining empowering leadership and self-determination theory, the present study aims to (1) investigate whether and to what extent empowering leadership behaviour, specifically autonomy- and development support, influences daily employee work engagement, (2) examine the degree to which psychological empowerment, and satisfaction of basic psychological needs mediates the relationships between empowering leadership and work engagement, and (3) explore whether development support positively moderates the indirect relationships between autonomy support and employee work engagement through (a) psychological empowerment and (b) basic psychological needs satisfaction.

Method: Using a quantitative daily diary design, 86 cadets from the Norwegian Navy completed a diary booklet over 30 days while on a transatlantic voyage (response = 97%; n = 2022 observations). The sample comprised 68 male participants (79,1%) and 18 female participants, with a mean age of 23 ($SD = 2.56$). The cadets were organized into teams, each consisting of 8 to 9 cadets, rotating as team leader. To account for the multilevel structure of the data, we conducted multilevel analyses using MPLus 7.

Results: The results indicate that empowering leadership, manifested as autonomy support ($B = .131, p < .001$) and development support ($B = .061, p < .05$) positively influences daily work engagement. Furthermore, the results of multilevel modelling analyses show that psychological empowerment significantly mediates the positive impact of both daily autonomy support ($B = .064, p < .001$) and development support ($B = .025, p < .01$) on daily work engagement – also after controlling for previous-day levels of the mediators and outcome. Similarly, basic needs satisfaction also emerges as a significant mediator in the relationship between autonomy support ($B = .031, p < .001$) and development support ($B = .010, p < .05$) with work engagement, demonstrating explanatory power beyond psychological empowerment. Additionally, the analysis indicates that the interaction between daily leader autonomy support and development support significantly influences work engagement through psychological empowerment ($B = .018, p < .05$). Contrary to our hypothesis, this relationship was not observed when mediated through basic psychological needs satisfaction ($B = .002, p = .533$). Finally, the autonomy support x development support interaction term also showed a positive relationship with next-day work engagement through psychological empowerment ($B = .027, p < .01$).

Conclusion: Our study highlights the significant role of empowering leadership in fostering daily work engagement through psychological empowerment and satisfaction of basic psychological needs. The findings provide insights into the dynamic interplay between leadership behaviours and employees' psychological states, thereby improving our understanding of the immediate, daily impacts of leadership, its mediating mechanisms, and the unique contribution of key motivational constructs. Furthermore, our study emphasizes the importance of leaders supporting employee development to strengthen the influence of autonomy-supportive behaviour on psychological empowerment. These insights can equip practitioners with actionable strategies to enhance employee work engagement.

O31

Do Workaholics Procrastinate? The Role of Psychological Detachment and Welfare Climate in the Association Between Workaholism and Procrastination

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Background: Workaholism is a critical form of addiction within the modern workforce. Recently, this construct has been conceptualised as multidimensional, encompassing motivational (inner compulsion to work), cognitive (persistent thoughts about work), emotional (experiencing negative emotions when not working), and behavioural aspects (working excessively). Previous studies have clearly demonstrated that workaholism is strongly detrimental for employee well-being. However, a lack of consensus exists on how workaholism affects employee performance, despite workaholics are increasingly regarded as “hard workers” rather than “smart workers”. In the current study we extend existing literature on this topic by examining the association between workaholism and procrastination, and explore the mechanisms that may drive and mitigate this relationship. Procrastination at work is an indicator of poor performance that has received little attention, although it is recognised to be deleterious for later employee well-being and organizational productivity. Drawing on the Conservation of Resources theory and the Stressor-detachment model, we expect that workaholics may adopt procrastination as a defensive mode to preserve the self and to avoid excessive personal resource loss. Since workaholics generally fail to disconnect from work during off-job hours, thus not dedicating enough time to restoring their resources, we hypothesise that (lack of) psychological detachment may be the mechanism through which workaholism leads to procrastination. Furthermore, as individual behaviours do not occur in a vacuum, we hypothesise that an organizational climate based on respecting and valuing employees (“welfare climate”) may buffer the direct effect of workaholism on (lack of) psychological detachment, and, in turn, its indirect effect on procrastination.

Method: We performed a longitudinal study with three measurement points involving a sample of 795 Italian employees (60.5% females). Participants completed a questionnaire which included the Clark and colleagues' Multidimensional Workaholism Scale, the Steel's scale on Procrastination, the Sonnentag and Fritz's scale on Psychological Detachment, and the Patterson and colleagues' Organizational Climate measure. We employed structural equation modelling to investigate our hypotheses.

Results: Workaholism at T1 was positively associated with (lack of) detachment at T2, which in turn was positively associated with procrastination at T3. As hypothesised, workaholism at T1 was indirectly associated with procrastination at T3 through detachment at T2. Welfare climate at T1 moderated the relationship between workaholism at T1 and (lack of) detachment at T2, so that this association was not significant at higher levels of welfare climate. Finally, welfare climate at T1 buffered the indirect association between workaholism at T1 and procrastination at T3 through (lack of) detachment at T1.

Conclusion: Our research provides new evidence on the negative implications of workaholism for employee performance. To our knowledge, this is the first study which empirically tests the association between workaholism and procrastination. Our results suggest that organizations should be particularly attentive to employees displaying high levels of workaholism, since creating healthier work environments may reduce the detrimental effects of workaholism tendencies.

O32

The Mediation Effect of Individual Work Performance and the Moderation Effect of Presenteeism on the Relationship Between Engagement and Job Satisfaction

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Background: Over the years, various empirical contributions have shown that individual work performance (IWP), understood both at the individual and collective level, can be interpreted and considered within what is the general understanding of the concept of work performance (Campbell et al., 1993; Sonnentag et al., 2008; Martocchio, 2015). Of all the attempts to framework performance within a specific conceptual framework, Motowidlo (2003) identifies it based on specific behaviours occurring within a defined period. These behaviours constitute the expected value and expectations for the organization and represent the way it discriminates between behavioural patterns adopted by different workers or by the same worker but at different times. Therefore, performance encompasses only those behaviours that have the potential to positively influence the achievement of the objectives set by the organization. This opens an interesting debate on how different the fundamental components of job performance are and that the research conducted must necessarily follow the different differentiations and the different effects this may have on job satisfaction. One of the variables that may influence job satisfaction is presenteeism, high levels of absenteeism may in fact be signs of low engagement with one's job and job dissatisfaction.

In the literature, presenteeism can be supported and enhanced by the active involvement of employees during their work activity, involvement must be cognitive, emotional, and behavioural, in this sense correlating it with work engagement can help to better understand the phenomenon (Koopmans et al., 2002; 2015).

Based on the literature presented, our study aims to verify on a sample of workers working in the health sector, the mediating effect that individual work performance has on the relationship between work engagement and job satisfaction and the interaction effect that presenteeism (absenteeism vs. presenteeism) has on this relationship.

Method: A sample of 789 health workers (359 women, 430 men) working in different facilities (hospitals, private nursing homes, outpatient clinics etc.) with different roles (doctor, nurse etc.) participated in the study. The measures used for the study were: The Individual Work Performance Questionnaire (IWPQ); Utrecht Work Engagement Scale (UWES); Job Satisfaction Survey; Stanford Presenteeism Scale (SPS-6). After conducting a CFA to test the adequacy of the mediation model and the goodness-of-fit indices, we tested the direct and indirect effects of the variables in the model. Finally, we tested the interaction effect of presenteeism on the model.

Results: The results confirm our hypotheses based on the literature. High levels of work engagement promote high levels of satisfaction, and these are reinforced by performance tasks and the performance context. While low levels of presenteeism foster counter-productive behaviour within organizations and high levels of presenteeism interact effectively with work engagement.

Conclusion: In conclusion, studies of individual work performance within organizational contexts are critical to understanding the relationship and meaning that workers attach to their work. This is critical to ascertain in all work contexts but even more so in health care settings where individual performance is associated with the ability on the part of the worker to provide a helping relationship.

O33

Self-endangering Work Behaviour – Organizational and Personal Impact Factors

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Background: Confronted with progressively increasing demands for greater flexibility, organizations apply organizational and managerial practices that build on the employees' self-organization and self-control and thereby increase the employees' control over the fulfilment of their everyday work tasks. Although these practices offer opportunities for self-growth and the coordination of work and life, the increasing autonomy and self-organization demands may overtax the employees' capacities and lead to strain reactions. Furthermore, we increasingly observe employee reactions to high work load and self-organization demands that are characterized by self-exploitation and behaviours that are detrimental for employee health. In the presented study we focus on the concept of *Self-Endangering Work Behaviour*, a behaviour that is considered to be functional with regard to work goal attainment but dysfunctional with regard to health and long-term work ability. Examples of *Self-Endangering Work Behaviour* may be extending workhours, skipping of breaks and recovery periods, sickness presenteeism or the consumption of performance enhancing substances. *Self-Endangering Work Behaviour* can be viewed as a form of coping reaction when workers are confronted with work overload when goals are not attainable with the regular work efforts. The aim of the presented study was to examine which factors at the organizational and at the individual level might contribute to the manifestation of self endangering work behaviours. More specifically, we assumed that organizational factors such as result-based management (indirect control) and personal factors such as impression management and impostor phenomenon may be associated with the occurrence of self-endangering work behaviour.

Method: To investigate the role of these factors, we conducted a weekly diary study with 5 measurement points plus a basic questionnaire to assess the stable personal and organizational factors. Using Multilevel-modelling we analysed the effects of weekly work overload on self-endangering work behaviour. Furthermore, we tested the direct effects of the organizational and personal factors and the cross-level interaction with weekly work overload. *Results:* The results indicate that work overload is associated with increased self-endangering behaviour. In addition, indirect control, high impression management and impostor is associated with increased self-endangering work behaviour. The interaction of the stable factors and weekly work overload will be analysed.

Conclusion: *Self-Endangering Work Behaviour* has been shown to act as a mediator in the effect of high workload (e.g. time pressure) on impaired well-being. The findings of this study provide further insight into the determinants of this dysfunctional and health impairing behaviour. Reducing work overload by work redesign may be the principal step to reduce *Self-Endangering Work Behaviour*. In addition, the study results point at the organizational context as well as to personal factors that may be addressed by interventions to further avoid the occurrence of *Self-Endangering Work Behaviour*.

O34

A Diary Study on Leaders' Daily Impact on Followers' Well-Being – The Mediating Role and Variability of Work-Related Sense of Coherence

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Leadership has a crucial impact on followers' well-being, which has mainly been shown cross-sectionally (Inceoglu et al., 2018). However, leaders do not act the same every day and followers' daily leadership ratings are not always congruent with their more general ratings (Hopton, 2016). The purpose of this study is to regard this variability of leader behaviour in relation to followers' well-being and to investigate the daily mediating mechanism of this relationship.

Based on job demands-resources (JD-R) theory, leaders can positively influence followers' well-being by increasing their resources and reducing demands on them (Tummers & Bakker, 2021). Jenny et al. (2022) integrated JD-R theory with Antonovsky's (1996) theory of salutogenesis into the JD-R Health Model. They argue that demands and resources unfold their impact on employee well-being through influencing employees' work-related sense of coherence (Work-SoC) – the trust that one's work surroundings are comprehensible, manageable, and meaningful (Vogt et al., 2013). Work-SoC specifically addresses the work surrounding and is more variable than the context-free, general sense of coherence (Vogt et al., 2013). Nevertheless, the timeframe of Work-SoC's variability remains unexplored. We expect that on days with more positive leader interactions, followers perceive an increased Work-SoC on this same day and an enhanced well-being in the next morning, i.e. even after a period of recovery from work (cf. Sonnentag et al., 2017).

In a currently conducted online diary study, participants first answer a preliminary questionnaire. Then, on 14 consecutive days (10 working days), they answer one questionnaire every morning (before work) and one questionnaire every afternoon (after work). In the afternoon, participants rate the quality of their interactions with their direct leader at this working day (positive/constructive vs. negative/destructive) and their own Work-SoC during this day. The current well-being is rated in the morning to separate the assessment of predictor and criterion in time and to test lagged effects (Ohly et al., 2010).

The collected data (targeted $N_{\text{level}2} = 100$ participants), that currently comprise $N_{\text{level}1} = 1023$ days nested in $N_{\text{level}2} = 84$ participants, will be analysed using multilevel modelling. Final results will be available before June 2024. We expect that more positive and constructive daily interactions with the leader will be related to better follower well-being in the next morning and that this relationship will be mediated by an increased Work-SoC.

Even though dependent and independent variables are rated separately in time, a possible methodological limitation is that independent variable and mediator are rated at the same time. Future research could use event-sampling so that participants rate interactions with their leader directly after they have occurred. Nevertheless, the diary study design should reduce retrospective bias (Bolger et al., 2003) and thus also the risk of common method bias (Podsakoff et al., 2003). We expect our results to be helpful for understanding the dynamics and mechanisms in the relationship between leader-follower interactions and followers' well-being and for improving leaders' awareness that every interaction has the potential to affect their followers' well-being even the next day.

O35

Ambiguous Implications of High-Involvement Management for Occupational Health in a Large-Scale Sample

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Introduction: Research on high-performance work systems posits that integrated sets of complementary human resource (HR) practices promote job attitudes and behaviours that contribute to organizational productivity. So-called “high-involvement” and “high-commitment” management practices are advocated as mutually beneficial for employers and employees. High-involvement practices emphasize employee control and influence (e.g., participation in managerial decision-making). High-commitment practices focus more strongly on employee welfare (e.g., job security, benefits). While most research has fixated on positive outcomes, some studies suggest negative side-effects of high-involvement management. Critical analyses postulate a paradoxical “dual role” of participatory practices in enhancing work motivation and performance, while also aggravating job stress and strain as “hidden costs” of increased efforts. Highly involved individuals may overexert themselves in pursuit of challenging work goals, exhibiting patterns of self-directed work intensification with detrimental implications for occupational health. Testing the validity of concerns that high-performance management may come at the expense of employee health, this study examines moderating and mediating roles of job involvement between perceived HR practices and self-reported work ability.

Method: Data stem from a large-scale commercial best employer survey conducted among municipal employees of a German city (N = 14,372). Two distinct sets of HR practices were extracted: Participatory management style (6 items; e.g., trusting and involving employees) and decent working conditions (6 items; e.g., safety and health, pay and benefits), representing core aspects of high-involvement, respectively high-commitment management. Job involvement was measured with another study-specific scale (6 items; e.g., significance and meaning of work). Subjective work capacity was assessed with the work ability index (WAI; 7 dimensions). Analyses were based on structural equation modelling with latent interactions terms, controlling for gender, age, disability, organizational tenure, employment level, supervisor position, and occupational groups.

Results: Both participatory management style and decent working conditions were positively associated with self-reported work ability. Additionally, job involvement acted as a partial mediator between both types of HR practices and work ability. Counter-directed were a negative two-way interaction of participatory management style with job involvement as well as a negative three-way interaction of job involvement, participatory management style, and decent working conditions. High job involvement thus weakened the positive effects of participatory management as well as the synergistic interaction of both types of HR practices on employee health.

Conclusion: Results confirm an ambiguous role of high-performance work systems. Constraints in work ability may arise from elevated job involvement linked to organizational use of high-involvement and high-commitment management practices. Stimulating motivation and performance, employee-oriented HR practices may paradoxically result in over-engagement and self-endangering work intensification, leading to diminishing work ability. Sustainable implementation of such HR practices implies not merely viewing involvement and commitment as instrumental to boosting productivity, but requires monitoring harmful side effects and integrating health-promoting structures and interventions to secure well-being and work ability in the long term. Occupational psychologists need to advocate for HR practices that facilitate stress-free levels of sustainable performance without undermining preconditions of continued health and work ability. This includes scrutinizing discretionary and self-directed work efforts as sources of occupational health impairments.

O36

Cognitive Job Demands: Challenges and Hindrances Related to Self-Reported Stress

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Background: This study focuses on the cognitive demands present in modern work environments and aims to determine which demands are harmful and which may support well-being. Intense demands for attention, memory, and flexible thinking are common at work, and various cognitive conditions, such as interruptions and disruptions, can be straining and have a negative impact on employee well-being and performance. However, cognitively intense work can also be motivating and rewarding, and cognitive demands can be viewed as positive challenges. We tested a hypothesis derived from the latest refinements proposed to the Challenge-Hindrance Stress Model to investigate how 14 specific cognitive demand factors are perceived and whether the effect of the frequency of a particular cognitive job demand on stress is partly mediated by the appraisal of the demand as a challenge or hindrance.

Method: The study involved 10,660 survey respondents working in healthcare organizations or in expert or clerical roles across various work environments. Participants completed the BrainWork Questionnaire, developed at the Finnish Institute of Occupational Health, which assessed the frequency and energizing/engaging or straining nature of various cognitive tasks and conditions. The BWQ contains 39 items categorized into 14 subdimensions of cognitive work. Self-reported stress levels and background information were also collected.

Results: Regression analyses revealed that higher frequencies of cognitive demands and higher levels of appraised cognitive strain were associated with higher levels of stress. However, the negative relationship between cognitive engagement and stress was weaker. Specific cognitive job demands were appraised in different ways. Cognitive condition demands, such as working on multiple tasks simultaneously or under unclear instructions or distractors, contributed significantly to the general level of stress. Most responses indicated that these conditions were hindrances, suggesting that they are universally perceived negatively. Appraised hindrance partially mediated the relationship between a specific cognitive demand frequency and self-reported stress level. Challenge appraisal did not mediate this relationship.

Conclusion: Our study highlights the significant impact of specific cognitive demands on self-reported stress levels. The frequency of these demands matter, as their effect on stress cannot be solely explained by negative experiences. Interventions should focus on reducing cognitively strenuous conditions and their negative impact on health and well-being, rather than solely addressing how they are experienced. In order to manage daily cognitive stressors at work it is essential to implement specific cognitive ergonomic actions to improve practices in and conditions of straining cognitive tasks.

O37

A Longitudinal Study Evaluating the Effects of a Boundary Management Workshop for Teams

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Background: The New Ways of Working allow employees to work from anywhere and at any time. This flexibility blurs the boundaries between work and private life, which may lead to work-family conflicts and poor well-being (Dettmers et al., 2016). Therefore, managing the boundaries between life domains is a key competence. Previous research shows that, besides individual boundary control, employees' boundary management largely depends on their team members' behaviour (Derks et al., 2014). As such, interventions on a team-level seem to be a promising approach to improve employees' boundary management. Addressing recent calls for more intervention studies (Day et al., 2019), this study examines to what extent a workshop for

teams improves boundary management. Boundary Management in teams is influenced in three ways. First, it is associated with the use of boundary tactics (Kreiner et al., 2009). Second, integration norms shape team members' behaviour (Derks et al. 2014). Third, family-friendly team behaviour (adapted according to Hammer et al., 2009) plays an important role. Hence, we hypothesize that participation in a boundary management workshop improves boundary control (H1a), reduces the integration norms in teams (H1b), and fosters family-friendly behaviour among team members (H1c). Additionally, we hypothesize that participation in the workshop reduces the integration of life domains (H2a) and increases the use of segmentation strategies (H2b). As the effects of health interventions are influenced by participants' appraisal of the intervention (e.g., relevance, comprehensibility) (Fridrich et al., 2020), we hypothesize that the effects are stronger when the workshop is appraised positively (H3).

Method: The sample includes 50 teams, each consisting of one supervisor and at least three subordinates. The half-day workshop is embedded in a longitudinal study with a measurement prior to the intervention, a measurement at the end of the workshop, and two follow-up measurements after four and eight weeks. The workshop aims to foster one's application of boundary tactics by raising awareness of the topic, by getting to know each other's boundary preferences, and by adapting one's own boundary tactics. The integration norms are addressed by clarifying mutual expectations and developing common behavioural standards. The family-friendly team behaviour is supposed to be improved by offering emotional and instrumental support to each other.

Results: The workshops took place between May 2022 and June 2023. The data is currently being analysed and results will be ready to be presented at the conference.

Conclusions: Blurring boundaries between work and private life are a critical challenge for employees in the changing world of work. This study examines how a team workshop can improve the boundary management of teams. The intervention aims to enlarge the competencies for employees and their supervisors to deal with the risks that are associated with the New Ways of Working and to benefit from its advantages. By considering participants' attitude towards the intervention, insights can be gained about for whom and under which circumstances the workshop is most effective. Thus, the study offers great practical value for organizations and their employees.

O38

Walking on Country: Evaluation of Engagement-based Safety Training Amongst Australian Indigenous Rangers

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Background: This presentation describes the qualitative evaluation of an engagement-based safety training program, undertaken by the Bunya People's Aboriginal Corporation (BPAC) Indigenous Rangers over a three-year period, beginning in 2020. BPAC is an innovative Aboriginal organization that aims to "heal country, strengthening songlines, living and sharing culture" in south-eastern Queensland. The work of the BPAC Indigenous Rangers is outdoors and inherently dangerous, working on steep slopes of the rainforest with chainsaws and heavy machinery, in all weather, with snakes, ticks, and hazardous plants, such as the Queensland stinging tree. Safety in this changeable outdoor environment is vital, and safety procedures for factories and more structured outdoor work (e.g., road construction, mining) may not be applicable to the dynamic situations encountered by the rangers. This presentation will show how training led to novel ranger-designed safety procedures, enhanced situational awareness, and in doing so, strengthened the culturally important role of Indigenous Rangers in fire management.

Method: Using a longitudinal, qualitative design, focus groups (FGs) were conducted in August 2022 (T1, n=9) and February 2023 (T2, n=7), separately for senior and junior rangers. All staff answered the same questions at both time points, with questions around quality of training, process of developing SWSs, and use of new SWSs. FGs were transcribed verbatim and analysed using thematic analysis.

Results: All rangers contributed to new SWSs, and these had become more engrained from T1 to T2, as “they come from us, built from us, that’s how we do it”, “it’s our plain language”. Interestingly, the process of working together to make thorough and useful SWS for chainsaw usage (to account for very different operating conditions) lead to the novel solution (to make a “Judgement Call”) which anyone in the team to deal with ambiguity in this and enabling spontaneous solutions to multifaceted and multi-layered problems. “The “Walking on Country” SWS provided an action plan for situational awareness, structuring the observations, communication, and management of hazards as these appear. Observations of the environment then underpinned the “Right Fire” SWS, to track seasonal change and readiness for appropriate fire management using “cool” burns (i.e., low intensity fires).

Conclusion: Engagement-based safety training has successfully built skills that rangers used to formalise their cultural traditions of caring for country and highlight the importance of bottom-up design, as the joint, collaborative design of safety procedures had ensured their successful uptake and acceptability. The rangers expressed great pride in what they had achieved and were strongly committed to new procedures. The novel and very successful Judgement Call ensured that safe work solutions could be easily found in dynamic or uncertain situations. Situational awareness kept rangers safe from immediate hazards and builds knowledge of the yearly cycles and current state of the forest. Intimate knowledge of seasonal change increases preparedness for cool burning, which has cultural significance of providing appropriate care for the bush, its wildlife, and for the eradication of weeds and pest animals. Working safely benefits both connection to country and culture that underpins Indigenous mental health outcomes.

O39

Effectiveness of a Stress Management Training for Managers in SMEs Regarding Psychological Well-Being and Psychophysiological Measures of Stress: Preliminary Findings of a Randomized Controlled Trial

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Background: Managers in small and medium-sized enterprises (SMEs) face multiple work-related challenges that expose them to increased levels of stress. Frequently encountered stressors for managers in SMEs include high workload, the requirement to fulfil multiple work roles, SMEs’ vulnerability to environmental and economical changes, and high responsibility as decisions frequently have more direct and potentially far-reaching impact on the success of the organization and thus on its employees. Furthermore, managers in SMEs frequently do not have many peers within the organization, thus experiencing lack of social support and loneliness. Finally, managers in SMEs rarely have the opportunity to participate in work-related training programs such as stress management trainings because such trainings commonly target employees at lower hierarchy levels. As part of a wider research project, funded by the

German Federal Ministry of Education and Research, a stress management training was developed, addressing managers in SMEs and their particular challenges. The principles of the training build on the *effort-reward imbalance model* by Siegrist (1996, 2002), particularly on the concept of overcommitment. The training aims to support managers in SMEs in their individual stress management and resilience, but also to promote health- and relationship-oriented leadership. This stress management training was subsequently evaluated using a randomized controlled trial design, focusing on aspect of psychological well-being and psychophysiological measures of stress.

Method: This study was conducted in Southern Germany with managers from SMEs and applied a randomized controlled trial design, with interested managers being randomized into an intervention group, receiving the training, and a waitlist control group. Contents of the stress management training include coping strategies taken from cognitive behavioural therapy and psychodynamic psychotherapy, training in health- and relationship-oriented leadership as well as building a social support network with peers. The training itself took 1.5 days, followed by two booster sessions of three hours each. Psychological well-being outcomes, including stress reactivity and symptoms of depression and anxiety, were measured via online questionnaires before training participation as well as after 6 and 12 months following the training. Psychophysiological measures, including heart rate variability, saliva alpha-amylase and hair cortisol, were collected twice, before training participation and 12 months after.

Results: 155 managers provided questionnaire data before training participation and at least at one follow-up measurement point; psychophysiological measures, due to their demanding data collection nature, were provided by less participants. At the time of abstract submission, data collection has been completed and data analyses is ongoing. Preliminary analyses indicate group differences over time between the intervention group and the waitlist control group, with the former showing improvements in terms of their psychological well-being in line with our hypotheses. In terms of psychophysiological measures, initial analyses have not found group differences over time.

Conclusion: This stress management training was developed for specific stressors encountered by managers in SMEs and evaluated applying a randomized controlled trial design. Based on promising initial findings, the training could be a highly useful resource for managers in SMEs in German-speaking countries and be adapted for other languages and cultural backgrounds.

O40

Stress Management Intervention for Leaders of SMEs in Germany – A Health-economic Perspective

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Background: Leaders in small and medium-sized enterprises (SMEs) are exposed to a twofold burden of high occupational stress and high responsibility, leading to a higher risk of stress induced health effects, like cardiovascular diseases, depression, or burnout. Preventing these with a stress intervention could play a significant role in reducing costs for SMEs, the healthcare sector, and the society as such. The objective of this health-economic evaluation

was to examine the cost-effectiveness of a stress management intervention from a societal and employers' point of view. Decision makers in health care funding and politics need reliable information regarding effective health interventions. This health economic analysis provides information for decision makers for the respective stress management intervention.

Method: As part of a multicentre randomised controlled trial, data for 94 participants in the intervention group and 100 participants in the control group was collected before the intervention, after six and twelve months using the German version of the Client Sociodemographic and Service Receipt Inventory (CSSRI-D). Calculation of quality-adjusted life years (QALYs) was based on measurements with the EQ-5D-5L questionnaire of the euroqol research foundation. The current German utility values set was used. A cost-utility ratio (ICUR) was calculated and non-parametric bootstrapping was used to take into account stochastic uncertainty.

Results: Average annual costs of overall health care use for the intervention group amount 2.189,56 € (SD 3.065,76 €) and 1.858,87 € (SD 3.166,69€) for the control group. The ICUR is located in the upper left quadrant and the variance reveals a distribution over all four quadrants of the cost-effectiveness plane without an estimable 95% confidence interval.

Conclusion: The inconclusive result of the cost-utility analysis due to the stochastic uncertainty made it impossible to draw clear conclusions regarding the cost effectiveness of the stress intervention. Since stress related diseases are a major health risk and a financial burden further studies are needed.

O41

Where are you Freelance Journalists Going? A Paradoxical Perspective on the Determinants of Psychological Distress at Work

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Background. The last few decades have been characterised by the global media crisis (e.g., UNESCO, 2022) and a sharp increase in the number of freelance journalists in Canada and around the world (Wilkinson & Winseck, 2019). Freelancing in journalism involve more precarity than wage earning and this has been highlighted through deterioration of freelance journalists working conditions (Gollmitzer, 2014). This situation is particularly true in Quebec (Canada), where low remuneration, limited control over contractual terms, and weak protection against risks illustrate this deterioration (D'Amours, 2014), and whose employment conditions have potentially worsened with the ongoing global media crisis (e.g., UNESCO, 2022). These conditions are not only determinants of psychological distress at work (Vézina et al., 2011), but also have the potential to subject freelance journalists to paradoxical tensions (Ancelin-Bourguignon, 2018; Girard, 2021; Smith & Lewis, 2011). Paradoxical tensions appear when interdependent and contradictory elements last in time (Schad et al., 2016). Indeed, freelance journalists are the archetype of a new class of solo freelance workers called "small dependant producer" (D'Amours, 2019, p.80). The latter are subjected to "controlled autonomy" but assume a large part of the risks related to their work (D'Amours, 2019, p.80). These tensions also put freelance journalists' psychological health at risk (Ancelin-Bourguignon, 2018). Despite these observations, few studies to date have contextualised the psychological health issues specific to freelance journalists, let alone the paradoxical tensions that are likely to underlie them. This study therefore aims to identify and theorize the paradoxical dynamics that may influence to psychological distress at work of these professionals. The results will shed new and more nuanced light on the rising phenomenon of self-employment - whose trajectory in journalism intensely manifests some of the essential, but difficult to document, traits and dynamics.

Method. Semi-structured interviews were conducted with fourteen freelance Quebec journalists. Interview transcripts were subjected to inductive thematic analysis.

Results. Preliminary results highlight that the working conditions of the interviewed freelance journalists expose them to paradoxical tensions: little control over their work context, but full individual responsibility for the consequences (autonomy/control); desire to preserve professional integrity while respecting it complicates profitability (belonging/profitability); working alone but needing others to face professional challenges (collective/individual); low recognition while being passionate about their work (intrinsic/extrinsic motivation).

Conclusion. Most participants simultaneously see their profession as a quasi-imperious vocation with no future. Thus, while they find ways to navigate the tensions generated by their paradoxical circumstance, they nonetheless doubt their ability to cope in the long term. Based on these results, we will argue that the challenges faced by freelance journalists illuminate traits of a reality increasingly shared by contemporary workers, independent or employed. The implications of this will fuel the discussion of this presentation.

O42

Emotional Reactions as Mediators and Attachment Orientations as Moderators in the Relationship Between Workload and Co-Worker Relationship Quality: A Diary Study

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Background: Occupational stress research considers co-worker relationships as a social support resource. In order to use this resource, good social relationships with colleagues are necessary. However, previous findings show that high workloads promote interpersonal conflict (Jaramillo et al., 2011), suggesting that co-worker social support may be unavailable in times of stress. Furthermore, employees experience more negative emotions on days with high workloads (Schusterschitz et al., 2018). Building on these findings and on Affective Events Theory (AET), we hypothesise that daily workload, as an affective event, elicits immediate emotional reactions, which in turn influence daily co-worker relationship quality. Thus, our diary study examines daily negative emotional reactions to workload as a mediator in the daily relationship between workload and co-worker relationship quality.

AET further postulates that personality differences influence emotional responses to affective events, as well as the relationship between emotional stress responses and subsequent attitudinal and behavioural responses (Weiss & Kurek, 2003). Previous research applying attachment theory to the work context demonstrates the relevance of attachment orientations for coping with stressors (Johnstone & Feeney, 2015), for affect and emotion regulation at work (Kafetsios et al., 2014), and for the quality of work relationships (Harms, 2011). We therefore consider attachment orientations to be a promising dispositional variable and, building on AET, propose that attachment anxiety and avoidance moderate daily emotional responses to workload, as well as the impact of these emotional responses on co-worker relationships.

Method: In our diary study, 339 employees completed daily reports on workload, negative emotions and co-worker relationship quality over ten working days. Attachment orientations were measured once, before the start of the daily surveys.

Results: Results of multilevel moderated mediation analysis show that workload influences co-worker relationship quality via emotional reactions to workload, both at the day and the person level. Specifically, we find that negative emotional reactions to high daily workload worsen daily

co-worker relationship quality. Findings also suggest a moderating role of attachment orientations: Attachment anxiety and avoidance both strengthen the positive daily relationship between workload and negative emotions. At the person level, high avoidant employees differ from low avoidant employees in that the former respond to high workloads with more negative emotional reactions. In addition, the person-level results unexpectedly suggest that high attachment avoidance buffers the negative consequences of negative emotional reactions on co-worker relationship quality.

Conclusion: Our findings provide evidence that negative emotional reactions to daily workload worsen daily co-worker relationship quality. This suggests that co-worker support is questionable in times of stress and challenges the conceptualisation of co-worker social support as an always available resource. Attachment avoidance emerges as the more prominent moderator in the emotionally mediated relationship between workload and co-worker relationship quality and as a double-edged sword: while attachment avoidance enhances negative emotional workload reactions at the day and person level, it buffers the impact of negative emotional reactions on co-worker relationship quality at the person level.

O43

Investigating the Nexus of Digital Challenges and Work Intensification: A Latent Profile Approach

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Background: The contemporary workplace is marked by rapid technological advancements and evolving digital landscapes, reshaping job roles and employee expectations. This study will focus on illuminating the association of digital stressors and -resources, such as overload, unreliability, technical support, and usefulness, with work intensification, using a large sample of public sector employees in Norway. This research is important as it addresses a gap in the understanding of specific effects of digitalization on employees' experienced workloads and levels of stress in a sector that plays a crucial role in societal functioning.

Methods: Latent profile analyses will be applied to categorize distinct profiles of digital stressors and -resources. The validated Digital Stressors Scale (DSS) by Fischer, Reuter, & Riedl (2021) will be used to assess the patterns of presence and intensity of various digital stressors and resources. Following this, the Intensification of Job Demands Scale (IDS) by Kubicek et al. (2015) will be used to compare levels of perceived intensification of work demands across these profiles. This analytical approach will provide a comprehensive and nuanced understanding of how digital stressors are experienced and how they may correlate with perceptions of increased work intensity.

Results: We anticipate that the study will reveal a range of profiles, reflecting different experiences and intensities of digital challenges/resources and their associations with work intensification. Moreover, the analysis is expected to shed light on whether certain digital resources, such as perceived usefulness and adequate technical support, can buffer the negative impacts of digital stressors like overload and unreliability. These insights will be crucial in understanding the multidimensional nature of digital stressors and their varying effects on work intensification.

Conclusions: The findings are expected to have significant implications for the management of digital challenges in the workplace. By enhancing our theoretical understanding of the relationship between digital stressors, resources, and work intensification, the study will contribute valuable insights for organizational leaders, policymakers, and human resource

managers to translate into practice. These insights will inform strategies to implement new technologies responsibly, improve employee experiences, and ensure a balance between technological advancement and employee well-being. The study's findings will contribute to the broader discourse on digitalization in the workplace, emphasising the need for holistic approaches to manage its impact on employees.

O44

Examining Employee Experiences of Having a Mental-Health-Supportive Supervisor and Co-workers Who Stigmatize Mental Illness

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Background: It is estimated that approximately 1 in 4 workers suffer from significant mental health (MH) problems. Research has shown that employees with more supportive supervisors tend to report better MH and are more likely to use MH-supportive resources provided by their organization. In contrast, working in settings where mental illness (MI) is stigmatized relates to impoverished employee MH and represents a potential barrier to using MH-supportive resources. We aimed to better understand how employees experience having a more MH-supportive supervisor while simultaneously having co-workers displaying stigmatized views of MI. We expected that having such co-workers would act as a counterweight to having a more MH-supportive supervisor and could potentially even weaken the strength of associations between having such a supervisor and various employee outcomes. The outcomes we considered included work engagement, symptoms of MI (depression, anxiety disorder), willingness to use MH-supportive organizational resources, actual use of such resources, and turnover intentions.

Method: We surveyed 487 individuals employed full-time in the United States and Canada. Data was collected at two points (separated by two weeks) to reduce concerns with occasion-induced common method bias. Time 1 variables included ratings of MH-supportive supervision, perceptions of co-workers in the unit having stigmatized views of MI, and previous diagnosis of MI (control variable). Time 2 variables included employees' willingness to use MH-supportive resources over the following two weeks if they were to struggle with MH, and a series of experiences over the preceding two weeks, including use of MH-supportive resources, having wanted to use such resources but deciding not to, work engagement, MI symptoms, and turnover intentions.

Results: We found that employees having a more MH-supportive supervisor reported higher engagement, lower turnover intentions, and higher willingness to use MH-supportive resources over the following two weeks if they were to struggle with MH. Having co-workers displaying stigmatized views of MI was related to reduced work engagement, higher turnover intentions, reduced willingness to use resources if they were to struggle with MH, greater symptoms of MI, as well as increased probabilities of having used a MH-supportive resource and also of having wanted to use them but choosing not to. Lastly, the relationship between having a more MH-supportive supervisor and being more willing to use MH-supportive resources was weaker when employees perceived their co-workers as holding more stigmatized views of MI.

Conclusion: Although our research design prevents causal inference, results suggest that having co-workers who show stigmatized views of MI counterweighs having a more MH-supportive supervisor. Also, having such co-workers could potentially increase employees' symptoms of MI, prevent them from using MH-supportive resources despite wanting to, and even weaken the degree to which having a more MH-supportive boss is associated with

greater willingness to use MH-supportive resources. Although MH-supportive supervision shows some promise in benefitting employees, it clearly does not prevent employees' co-workers from expressing stigmatized views on MI. MH interventions aiming to educate supervisors *and* those aiming to reduce stigma in the unit *both* appear necessary to best support employees' MH.

O45

The Double-Edged Sword Effect of Performance Pressure on Employees' Work Passion and Family Life

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Background: Performance pressure refers to the subjective experience that employees must continuously raise performance efforts to achieve high-level performance goals or face substantial negative consequences, such as demotion or termination. Previous studies on performance pressure have focused on its positive and negative effects on work-related outcomes. The current research extends our understanding of performance pressure by examining its paradoxical consequences in a non-work domain (i.e., home) and focusing on family performance and family undermining behaviours. Integrating the Work-Home Resource (W-HR) model and the dualistic model of passion (Vallerand et al., 2003), we argue that performance pressure, as a job demand, may have both resource-enriching and -depleting effects. We further conceptualize the harmonic work passion (HWP) and the obsessive work passion (OWP) to reflect the resource-enriching and -depleting processes. Finally, we argue that a contextual characteristic, pay for performance (PFP), may affect when performance pressure is likely to trigger the resource-enriching versus -depleting processes, thereby moderating the indirect effects of performance pressure on different family behaviours.

Method: We recruited full-time employees and their spouses as participants from an online platform of Credamo. The employees completed two online surveys that were two weeks apart, with time 1 survey assessing their performance pressure (four-item, $\alpha = .64$) and demographic information, and time 2 survey measuring their HWP (six-item, $\alpha = .82$) and OWP (six-item, $\alpha = .84$), and the extent to which they have pay for performance for their job (three-item, $\alpha = .84$). Two weeks after employees' time 2 survey, their spouses completed an online survey reporting the employees' family performance (five-item, $\alpha = .86$) and family undermining (five-item, $\alpha = .92$). A total of 301 couples provided matching information to be included in the final study.

Results: We conducted a path analysis to test our model. Performance pressure was positively related to HWP, which was in turn positively related to family performance and negatively related to family undermining. The positive indirect effect of performance pressure on family performance and the negative one on family undermining via HWP were both significant, providing support for the resource-enriching mechanism. In addition, performance pressure was positively related to OWP, which was positively related to family undermining. The positive indirect effect of performance pressure on family undermining via OWP was significant, and accentuated by higher PFP. This provided partial support for the resource-depleting mechanism.

Conclusion: We supported the paradoxical effects of performance pressure on employees' family behaviours. HWP explains how employees with higher performance pressure may mobilize resources gained through work to facilitate their family performance and reduce their family undermining. On the other hand, PFP accentuates the resource-depleting effect of performance pressure by enhancing its relationship with OWP and its indirect effect on family undermining.

O46

Telework as an Enabler of Work-life Balance: Exploring its Impact on Work Performance

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Background: Organizations require a multifaceted view of employees to ensure ongoing prosperity in the contemporary competitive landscape. Within the exploration of performance-related issues, work-family conflict (both Work-to-Family and Family-to-Work) stands as a key variable, as organizations struggle to navigate between personal and professional realms (Byron, 2005; Campo et al., 2021). The present study aims to analyse the relationship between work-family conflict and employee performance. It provides insights into the mechanisms through which this conflict influences both performance (in-role and creative performance) and well-being (engagement), and how organizations may influence the strength of these relationships via supervisor support with work-family conflict and telework.

Method: A total of 1589 employees completed the full questionnaire. We used MPlus 8 to perform SEM to examine the significance of conditional indirect effects, employing the Monte-Carlo method for assessing mediation with 20,000 iterations to generate confidence intervals.

Results: The results of the SEM indicate a good fit of the proposed model (RMSEA=0.045, CFI=0.985, TLI=0.954, and SRMR=0.013). In the case of employees that telework, the variables in the model collectively account for 25.4% of the variance of in-role performance and 28.5% of creative performance. For face-to-face workers, the variables explain 20.8% of the variance of in-role performance and 17.2% of creative performance. Results showed differences between the telework group and the face-to-face work group across almost all stated hypotheses. First, results support the direct negative relationship between Family-to-Work conflict and employees' performance. Second, results showed a positive relationship between Work-to-Family conflict and workers' in-role performance for both telework and face-to-face groups. Regarding creative performance, results showed a positive relationship between Work-to-Family conflict and workers' creative performance for the face-to-face group. Third, for the telework group, a significant indirect effect through engagement was found in the relationship between Family-to-Work conflict and performance. However, results did not support the indirect relationship between Work-to-Family conflict and performance. Regarding the face-to-face group, the indirect effect was not significant for the relationship between Family-to-Work and performance, as well as between Work-to-Family conflict and performance. Finally, for the telework group, a significant moderated (supervisor's support being the moderator) mediation through engagement was found between Family-to-Work conflict and both in-role, and creative performance. However, results did not support the moderated mediation when it comes to Work-to-Family conflict and performance. For the face-to-face group, nonsignificant effects were found.

Conclusion: In contrasting the telework cohort with the in-person work group, telework emerges as a condition where the supervisors' support lowers the strengths of the negative relationship between work-family conflict and engagement, and even converts it to a positive relationship where engagement is positively affected by the interaction of supervisors' support and telework. Hence, our results point to teleworking as a condition for achieving a balance between family and work, when combined with supervisors' support, with clear implications for employee performance. These findings also highlight that failing to make the distinction between Work-to-Family and Family-to-Work conflict may result in a loss of information.

O47

Facilitators and Barriers in Return to Work After Physical Injury; a Qualitative Study From the Perspectives of Patients and Health Care Professionals.

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Introduction: Physical injury may constitute a major life event, and could have a profound impact on various aspects of an individual's life, including work-life balance. Although most patients return to work (RTW) relatively quick after physical injury, some patients experience long-term health problems which may result in prolonged absenteeism or unemployment. Since (temporary) loss of work is associated with poorer quality of life, various psychosocial issues may arise, which might fuel the negative cycle. In an effort to avoid this, this study aims to identify facilitators and barriers in RTW after injury. Previous studies investigating facilitators and barriers in RTW after injury often included one or two types of injury. Moreover, perspectives are often limited to patients, and to a lesser extend to health care professionals (HCPs). To address this gap, this study identifies facilitators and barriers in RTW by looking at the experiences of a heterogeneous patient population and the perspectives on RTW of a diverse range of HCPs. Therefore, this study aims to gain insight into the facilitating and hindering experiences of patients in RTW after injury, using a multi-stakeholder perspective.

Method: Three focus groups and four interviews were held with patients ($N = 17$) of working age, who sustained an isolated fracture, spine injury or mild traumatic brain injury (TBI) between 9 months and 5 years ago, and had paid work when they got injured. Four focus groups were conducted with HCPs ($N = 19$) involved with injured patients (e.g. occupational physicians, psychologists). Data was transcribed verbatim and thematically analysed.

Results: Results show that across injuries, patients perceive appropriate work adjustments related to their injury and support from colleagues to facilitate RTW. Nevertheless, according to patients and HCPs, mainly TBI patients experience psychosocial issues due to a lack of understanding in the workplace because of invisible disabilities. TBI patients feel that colleagues and employers mistake their inabilities for unwillingness, causing stress and feelings of insecurity. Furthermore, it was found that it can be difficult to accept that work adjustments are necessary and that recovery progresses gradually, which may have patients from all injury groups overestimating their abilities and RTW too fast, hindering an effective RTW process. Also, perceived lack of aftercare focused on RTW seemed to hinder patients in RTW, as proper guidance from HCPs could benefit reintegration. This is supported by HCPs who feel that a good work-life balance and RTW should be discussed earlier during rehabilitation.

Conclusion: Across injuries and professions, long-lasting and effective RTW after injury is experienced to be an important topic. TBI patients in particular could be prone to experiencing psychosocial problems in the workplace, which may obstruct RTW. Patients and HCPs indicate that adequate aftercare provision and guidance in RTW after injury could benefit reintegration, and therewith may contribute to a better work-life balance after injury.

O48

Changes in Work-Family Situation and Boundary Management Fit – Can Psychological Safety Serve as a Buffer?

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Introduction: Changes in work or family situations can occur suddenly at all stages of career and put additional demands on employees (e.g. increased work-load after re-organizations or increasing care demands due to an ill family member) (Demerouti et al. 2012). One way to adapt to these changes is boundary management (separating or integrating different role demands). Boundary management styles/preferences are individual and there is no right way to manage your boundaries, however, boundary management fit (i.e. the fit between a person's preference and the opportunities in the environment) can be a good indicator for successful boundary management and has been linked to lower work-family conflict and resulting stress (de Gieter et al. 2021). We propose that changes in work or family situation can go along with a (temporary) impairment in boundary management fit because adaptive behaviours possibly change or might no longer fit the work environment in the same way. Additionally, we want to explore whether psychological safety (feeling that you are safe to take risks or ask for help in a team) (Edmondson, 2018) can moderate the relationship between changes in work-family situations and boundary management fit. Specifically, we expect that employees who perceive a high psychological safety in their teams will have a weaker link between changes in work-family situation and changes in boundary management fit.

Method: We use data from a wider longitudinal study about work experiences within an existing panel of the Dutch (working) population, collected via a local internet research agency in the first half of 2023. Survey data was collected across three measurement points with 6 weeks apart. For this study, all participants who have experienced a change in work or family situation between T1 and T2 and work within a team are included (n=338). Changes in work or family situation is assessed with two items at T2 ("To what extent has your work/family situation changed in the past 6 weeks?") ranging from 1- Not at all (excluded from analysis) to 5 – Drastically. Perceived boundary management fit is measured with a 4-item scale (Bogaerts et al. 2018) and the difference score between T1 and T2 is calculated. Psychological safety score is composed of 7 items (Edmondson, 2018), answered at T1. Hypotheses are tested with hierarchical linear regression models including interaction terms.

Results: Data screening is still in process and the final analyses will take place in early 2024 and results will be presented at the conference.

Conclusion: The study will investigate boundary management after changes in work-family situations and the role of psychological safety as a possible buffering resource in this process. The results can help to improve the understanding of the underlying mechanisms of adaptation and serve as a starting point for future research on ways to support employees going through these changes.

O49

Linking Health and Safety: The Effect of Work Incivility on Employee Safety Citizenship Behaviour

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Background: Whilst 'health and safety' is a well-established term in organizational practice, within the scientific arena employee health *and* physical safety have largely been studied independently. The present study investigates the relationship between workplace incivility and

safety citizenship behaviours as an example of how negative work experiences might bear cost for health as well as safety. Workplace incivility describes low-intensity deviant behaviours such as condescending comments (Porath & Pearson, 2020). There is strong support that experiencing incivility has negative consequences for worker health (e.g., Cortina et al., 2001). However, the detrimental impact of incivility may have consequences beyond one's health by also affecting one's safety. Not only does incivility affect health through affective strain, but employees might also cognitively respond and perceive their work environment as psychologically less safe. Reduced psychological safety in turn has been shown to erode positive safety behaviours (e.g. Leroy et al., 2012). Thus, we propose that experiencing incivility spills over into a negative effect on safety citizenship behaviours by lowering perceptions of psychological safety. We also propose that targeted employees are less likely to enact safety behaviours as they receive *less* safety citizenship from colleagues. Drawing on equity and social exchange principles, if individuals experience incivility and at the same time do not receive safety citizenship from their peers, this might exaggerate the negative impact on their own safety citizenship. Thus, our study tests a mediated moderation model whereby incivility experiences indirectly relate to enacted safety citizenship behaviour mediated through psychological safety (H1) and received safety citizenship behaviour moderates the relationship between psychological safety and enacted safety citizenship (H2).

Method: We collected cross-sectional data from N = 391 participants via Prolific. A screening question ensured that only participants who worked in safety-critical environments were included. Previously established scales were used to measure all study variables, i.e. workplace incivility, psychological safety, enacted safety citizenship behaviour, received safety citizenship behaviour. Analysis was performed using PROCESS (Hayes, 2022).

Results: Results supported that workplace incivility had a significant negative effect on safety citizenship mediated by psychological safety (H1). This relationship was significantly exacerbated by lower levels of received safety citizenship (H2). That is, individuals who experience incivility, and therefore feel less psychologically safe, enact less safety citizenship when they receive less safety citizenship from team members. The findings suggest that individuals who experience incivility from colleagues are likely to feel less psychologically safe which reduces their engagement in safety citizenship behaviours.

Conclusion: The findings underpin the idea that negative work experiences not directly related to safety can still carry a cost for workplace safety. Theoretically, this is important as it shows that mechanisms such as social exchange are not restricted to certain work domains. The results also carry important practical implications as safety professionals might not be attentive to issues that on the surface seem outside the remit of workplace safety (e.g. incivility) but as our findings suggest can still negatively impact safety. Overall, our research suggests that 'health and safety' belong together after all.

O50

Workplace Ostracism and Employee Outcomes from a Psychological Safety Perspective: A Weekly Diary Study

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Background. Workplace ostracism comprises ambiguous and often low-intense interpersonal mistreatment related to ignoring or excluding an employee or a group of employees. It is recognized as a significant work stressor with detrimental consequences for those exposed, and concurrently, there is a need to further delineate specific mediators that may explain these outcomes in a work setting. In this study, we posit that workplace ostracism impairs individual

sense of psychological safety (i.e., the subjective feeling of being safe to take interpersonal risk), which further mediates the relationship between ostracism and outcomes related to affect (i.e., affective well-being) and the subjective work experience (i.e., work engagement). We base this proposition on the notion that ostracism comprises a salient, yet ambiguous social cue signalling to the target that their behaviour or appearance is deviating from expectations or norms, while conveying little or no information about how to adjust or adapt. This, we argue, spurs uncertainty and limits perceived latitude for interpersonal risk-taking, which has been established as an antecedent of impaired affective well-being and loss of work engagement in previous studies.

Method. We collected data using a weekly quantitative diary design in a sample of Norwegian workers (N=351) with five measurements over four weeks, resulting in 1,402 weekly observations. The hypotheses were tested using Bayesian multilevel structural equation modelling (MSEM) in Mplus, by addressing whether within-person fluctuations from week to week in exposure to ostracism behaviours predicted weekly levels of the proposed outcomes.

Results. On weeks characterized by a higher degree of exposure to ostracism behaviours than usual, the respondents reported lower levels of psychological safety and affective well-being, also after adjusting for prior week levels of these outcomes. This tendency could not be reliably established for work engagement at the within-person level. Psychological safety mediated the same-week relationship between ostracism and affective well-being. Moreover, despite the null finding regarding ostracism and work engagement within the same working week, there was also evidence of an indirect effect of ostracism on work engagement through psychological safety. Finally, the between-person relationships were all in the hypothesized direction and reliably different from zero.

Conclusion. The hypotheses of this study were largely supported. First, workplace ostracism has immediate negative effects on individual sense of psychological safety. Second, these impaired safety perceptions have consequences for affective well-being and work engagement within the working weeks characterized by higher levels of ostracism. This suggests that there are significant short-term effects of ostracism at work, and that sense of psychological safety comprises a key mediator of the consequences of ostracism in a work setting.

O51

Managerial Antecedents of Workplace Ostracism: A Weekly Diary Study on the Role of Laissez-Faire Leadership and Perceived Conflict Management Climate

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Background: Workplace ostracism denotes a significant interpersonal stressor related to the experience of being excluded and ignored at work. The consequences for targets are often detrimental, and in order to develop preventive measures, there is a need for knowledge related to antecedents and explanatory conditions. In this study, we predict weekly occurrence of workplace ostracism based on the managerial dimension of the work environment hypothesis, which posits that workplace mistreatment (e.g., ostracism) can be explained and predicted by deteriorated management- and leadership practices. Specifically, we address laissez-faire leadership and perceived conflict management climate as potential antecedents of ostracism within a working week. This study offers novel contributions to the literature in terms of employing workplace ostracism specifically as an outcome of managerial risk factors previously investigated in connection with more active/direct forms of workplace mistreatment, and by applying a weekly diary-study framework to the question of antecedents of workplace ostracism.

Method: Data for this study were collected at five time-points over four weeks using quantitative surveys among a sample of Norwegian workers (N=351). A total of 1,402 weekly observations were collected. The hypotheses were tested using multilevel modelling. Specifically, we assessed the hypothesized main and interactive effects of laissez-faire leadership and perceived conflict management climate on employee exposure to weekly workplace ostracism behaviours both at the within-person and between-person level.

Results: On the between-person level, the results showed that employees who experienced higher levels of laissez-faire leadership across the study period also reported significantly higher levels of perceived exposure to workplace ostracism behaviours. As hypothesized, baseline levels of perceived conflict management climate moderated this relationship, such that higher levels of perceived conflict management climate buffered the impact of laissez-faire leadership on exposure to workplace ostracism. Perceived conflict management climate also had a significant negative main effect on exposure to workplace ostracism behaviours. The same pattern was found at the within-person level, such that weekly fluctuations in laissez-faire leadership positively predicted same-week exposure to workplace ostracism behaviours, yet only among those employees who reported lower levels of conflict management climate at baseline.

Conclusion: The results of this study establish laissez-faire leadership as a significant risk factor for employee exposure to workplace ostracism, a tendency that has mainly been demonstrated for more direct/active forms of workplace mistreatment in previous research. Importantly, the results also indicate that weekly variations as well as more stable levels of laissez-faire leadership denotes a less potent risk factor for workplace ostracism when the conflict management climate is robust. These findings offer novel insights regarding managerial antecedents of ostracism at work, with implications for theory, research, and practice

O52

Onset of Workplace Conflict, Incident Cardiovascular Disease and Changes in Biomarkers

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Aims: To assess the associations of onset of workplace conflict with incident cardiovascular disease (CVD) and changes in biomarkers.

Method: Baseline (T0) participants were 2415 employees (aged 18-65 years) and free of workplace conflict, sourced from the Swedish Work, Lipids, Fibrinogen study. Exposure to onset of workplace conflict was measured at T1 using self-reports. Participants were linked to nationwide registers to ascertain incident CVD. Changes in biomarkers, including body mass index, waist-hip ratio, high-density lipoprotein cholesterol, triglycerides, glucose, fibrinogen, and their composite allostatic load scale, were measured and calculated between T0 and T1. Cox regressions and linear regressions were applied for CVD-related analyses and continuous changes of biomarkers, respectively. Age, sex, educational level, marital status, pre-existing comorbidities, employment contract, and shift work were adjusted in the main analyses.

Results: About 9% experienced onset of workplace conflict between T0 and T1. Among 2394 participants who were free from CVD at T0, 78 CVD events were recorded (mean follow-up: 7.8 years). Onset of workplace conflict at T1 were associated with 2.36 times (95%CI 1.34-4.15) higher risk of developing CVD. Among 767 participants with information on changes in fibrinogen, onset of workplace conflict at T1 was associated with an elevated level of fibrinogen

from T0 to T1 (Mean difference=0.20, 95%CI 0.06–0.35). These associations were robust for additional adjustments, restrictions and consideration of selection bias and were less likely to be affected by reverse causation.

Conclusions: Onset of workplace conflict were related to substantial higher risks of developing CVD and elevated fibrinogen. This may support low-grade inflammation as potential intermediate target for stress-related CVD prevention.

O53

Opportunities Following a Crisis: A Framework Analysis Exploring Stressors and Lessons Learned Among ‘Forgotten’ Healthcare Workers

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Background: Healthcare workers (HCWs) are experiencing poor mental health, leading to adverse health and workforce outcomes, including sick leave and intention to leave the profession. These issues have worsened since the COVID-19 pandemic. Despite the increased volume of research on HCWs’ mental health, some healthcare groups remain underrepresented, which is an issue that predates the pandemic. These groups include laboratory, pharmacy, and rehabilitation professionals.

Objective: This study aimed to understand the challenges these occupational groups face to identify opportunities to improve employee mental health and, by extension, service and care provision with an emphasis on policy changes.

Methods: We conducted a secondary analysis of qualitative data using framework analysis. In seven separate studies, we conducted semi-structured interviews and focus group sessions with medical laboratory technologists (n = 30) and assistants (n = 6), pharmacists (n = 38), pharmacy technicians (n = 16), occupational (n = 20), physical (n = 29), and respiratory (n = 27) therapists. Using the job demands-resources model, we deductively coded, categorized, and contrasted data collected within and across these healthcare groups.

Results: We identified the following themes for stressors: (1) sensing staff shortage becoming the ‘new pandemic’; (2) unique challenges in both patient-facing and non-patient-facing HCWs; (3) a mismatch between levels of risk and reward when comparing between the public and private sectors; (4) dealing with morally distressing clinical events; and (5) feeling forgotten and misunderstood in a thankless work environment. For opportunities, the following themes emerged: (1) embracing and integrating technology in service provision; (2) HCWs’ educational training has the potential to expand their scope of practice; (3) improving communication at work, with other health settings, and with the government to ensure the accuracy of information; and (4) increasing awareness of job roles within healthcare, government, and the public.

Conclusion: Study findings identified a mismatch between job demands and job resources in occupational groups that have received little attention in the scientific literature and the media. Nevertheless, the pandemic’s consequences led to kickstarting innovative solutions such as virtual care delivery and expanding scopes of practice. We recommend leadership training to improve communication skills and workplace culture in healthcare settings. We also recommend further examinations of scopes of practice and increasing regulatory positions by offering tiered support, combined with telehealth options, which have favourable implications for HCWs and patients.

O54

Follow-up of Psychosocial Risk Management in the Petroleum Industry: A Regulatory Perspective

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Background: The Petroleum Safety Authority Norway (PSA) is a government supervisory and administrative agency with regulatory responsibility for safety, the working environment, emergency preparedness and security. Our supervisory responsibility embraces petroleum activities on the Norwegian continental shelf in addition to onshore petroleum facilities, and associated pipelines. PSA has a system perspective when following up on the psychosocial and organizational working environment. In recent years, PSA has strengthened its follow-up of companies' management of psychosocial and organizational risks.

Method: We follow-up the psychosocial and organizational work environment through supervision, knowledge development, and regulation. Based on developments in the industry and society in general the PSA has in recent years pursued targeted knowledge development and follow-up of company's psychosocial risk management processes. As such, this paper explores available data collected through PSA's follow-up.

Results: (1) Supervision: The petroleum industry is associated with risks related to health and safety. Work related to drilling operations, maintenance of safety-critical equipment, and monitoring of process plants in control rooms depends on personnel making correct decisions and performing their tasks in accordance with relevant work descriptions and processes. Investigations link high workload, insufficient competence, vague roles, poor communication, and inadequate situational awareness to various incidents and accidents. Supervision has revealed weaknesses in how companies manage psychosocial and organizational risks, with their measures often not reflecting risk assessments of specific conditions like task distribution and interaction patterns. Companies seldom focus on work organization, opting for individual, reactive responses instead. We have seen that there is a need to increase understanding of how one works systematically with the psychosocial and organizational factors at the group level to prevent and reduce the risk of illness and injury. (2) Knowledge inquiry and development: We have conducted a study aimed at enhancing understanding of how companies should systematically work with psychosocial and organizational factors to prevent and reduce the risk of illness and injury at the group level. The work included activities focusing on enhancing the psychosocial and organizational work environment by gathering research data for targeted, risk-reducing strategies, learning from completed audits, identifying methods to pinpoint local and specific factors for risk assessment, and summarizing relevant petroleum regulations for effective follow-up in this area. (3) Regulation: In 2022, the Labour Inspection Authority formed a working group with industry stakeholders, PSA and the National Institute of Occupational Health to address psychosocial work environment issues under the Working Environment Act. The Authority's report highlighted the need for improved regulation of these aspects. By clarifying what is included in the law's requirements, the Labour Inspection Authority aims to simplify systematic work and strengthen companies' preventive efforts in the psychosocial work environment. As an authority responsible for overseeing the psychosocial work environment, it is important for us to establish a robust and user-friendly set of regulations in this area, and we will therefore contribute to the ongoing regulatory work.

Conclusion: We will continue to follow up on this important topic in our further work, both through supervision and guidance.

O55

Current State and Challenges of National Regulations and Policies to Protect and Promote Mental Health at Work in Latin America

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Since the last century, the nature of work has been shifting from being mainly composed of physical tasks into psychological demands, implicating that nowadays most job tasks require highly developed cognitive, emotional and social skills to cope with complex situations (Leka & Jain, 2010). These working conditions have been conceptualised as psychosocial hazards, which the joint committee of the World Health Organization (WHO) and the International Labour Organization (ILO) defined in 1984 as "the interactions between and among work environment, job content, organizational conditions and workers' capacities, needs, culture, personal extra-job considerations that may, through perceptions and experience, influence health, work performance and job satisfaction" (ILO, 1986, p. 3).

Furthermore, WHO (2022) has indicated that national policies and programmes are a key element in protecting and promoting employees' mental health because they mobilise enterprises to assess and manage their psychosocial risks. However, according to the WHO Mental Health Atlas (2020), only 35% of countries have adopted national instruments to address work-related mental health. Particularly in Latin America, although since 2008 several countries from this region have started to adopt legislation regarding psychosocial risk management, so far there has been a lack of reports that examine these initiatives. Therefore, through a document analysis (Gomez, 2010), this paper systematises the developments of the 34 countries that compose the Latin American region in terms of their national regulations and policies to protect and promote mental health at work. This was done by i) identifying which countries in the region have adopted national regulations and policies related to mental health at work, ii) examining the aspects covered in these instruments and iii) depicting the main challenges the region has in this topic, based on provisions from ILO (2019 & 2022), WHO (2022) and the Organization for Economic Cooperation and Development (OECD) (2015 & 2022).

By reviewing 84 policy documents, this paper identified Chile, Colombia and Mexico as the most developed countries in Latin America in terms of their national instruments to protect and promote mental health at work. This is because they have included mental disorders in the national list of occupational diseases, and implemented specific regulations that enforce employers to assess and manage their psychosocial risks. Furthermore, Chile and Colombia have also developed protocols to categorise if a mental disorder was caused by working conditions and provided specific guidelines to groups most exposed to psychosocial hazards.

Nonetheless, despite these developments, this paper evidences the main challenges in the region are related to less than a third of the Latin American countries have developed national instruments to protect and promote mental health at work. Likewise, it was identified that the main approach used in these countries to mobilise enterprises to improve their psychosocial work environment has been through regulation and enforcement, thus being necessary to promote social adherence towards this topic. Finally, it was identified that only Colombia and Peru have developed national mental health policies and programmes with a multisectoral approach, in which there is in place a national strategy to holistically enhance social environments.

O56

Enhancing the Impact of Research: Cooperation between Research and Policy in Building and Implementing Activities to Support Mental Health in the Working Life

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Background: In Finland, a National Mental Health Strategy and Suicide Prevention Program for the years 2020-2030 were launched to establish a comprehensive approach to mental health. As part of the implementation, activities were initiated to promote mental health in workplaces. This presentation aims to illustrate the collaborative process between research institutes and government, showcasing the effective application of research evidence at a national level. Research evidence was used at different levels and stages of the implementation of the strategy in the working life context.

Methods: Various steps were taken to implement research findings into policy and practice. Firstly, a systematic review was conducted to identify effective interventions for promoting mental health in the workplace, serving as the evidence base for decision-making. Secondly, researchers and specialists engaged end-users in the development of digital tools that encompassed these effective measures. Implementation theory was utilized to plan the dissemination and support the use of these digital tools at the workplace level. Research-based classification of implementation strategies was used to arrange the dissemination and the support of the use of digital tools at workplace level accordingly. Multifaceted evaluation was carried out in different phases, including impact process evaluation, user feedback, monitoring national mental health indicators, and assessing the implementation process. Research was also employed to monitor the progress of the measures by tracking selected indicators.

Results: By using research data in the preparation of workplace related measures for the implementation of National mental health strategy and suicide prevention programme, an effective strategy guiding and influencing measures in the wanted direction was created. At the implementation stage, it has been possible to allocate resources to the most effective measures. Regarding working life, the development work has focused on digital solutions that support the promotion of mental health at workplaces. The evaluation of the development of the digital tools indicated successful digitalization of the measures. However, there was a lack of sufficient evidence regarding the actual utilization of these tools in workplaces. This was taken into consideration during the planning of the next phase, which focused on effectively disseminating and implementing the digital tools. These efforts will be evaluated as the program continues until March 2025.

Conclusion: Research evidence and information has a better impact the earlier it is brought into the political field. When implementing the strategy in the working life, research evidence played a crucial role in the development, implementation, and dissemination of measures to promote mental health in Finnish workplaces. Several projects have contributed to this ongoing process. The positive experiences thus far encourage long-term collaboration between research, policy, and practice in promoting mental health in the working life on a large scale. For the implementation chain to be complete, it would be important to get workplace decision makers to commit to the process.

O57

Applying Neuroscience in Career Coaching to assess the Coach-Coachee relationship

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Background: Life transitions represent significant moments in a person's life that are marked by substantial and transformative changes that influence an individual's life trajectory and profoundly affect subjective well-being. These transitions encompass a wide range of experiences, from educational achievement to career changes, and play a key role in shaping the overall life experience. Navigating these periods of change involves facing challenges and adjustments that become integral to personal well-being. Recently, career coaching has emerged as an important tool to help people navigate these complex life transitions. This specialized form of coaching goes beyond career counseling and offers a holistic approach to personal development and self-awareness. Transitioning from an academic environment to the dynamic professional world requires a support system that goes beyond traditional counseling, and career coaching, with its emphasis on individual growth, provides people with the tools and insights they need to manage this journey successfully. While the importance of the coach-coachee relationship to the effectiveness of coaching programs has been widely recognized, the challenge has been to objectively quantify the quality of this relationship.

Method: Our pilot study addressed this gap by taking a neuroscientific approach, using electroencephalography (EEG) to measure and analyse brain activity during coaching sessions. Therefore, 14 university students and one professional coach trained in the Core Coaching approach participated in coaching sessions characterized by three sequential phases, while the neurophysiological activity of both the coach and the coachee was continuously and simultaneously recorded (by means of EEG). In the first phase, the coach and coachee establish contact, build a relationship, and identify the main theme of the coaching intervention. In the second phase, with the help of the coach, the coachee gains greater and deeper self-awareness by focusing more on him/herself than on the relationship with the coach. In the final stage, the coachee reaches a level of self-awareness that leads to a state of well-being. The use of neuroscientific tools allowed the observation of neurophysiological patterns associated with different mental states, providing insight into the affective states of both the coach and the coachee during the three different phases of the coaching session.

Results: Distinct variations in electroencephalographic indicators emerged across different phases of the coaching session. Specifically, the first and third phases were associated with higher levels of emotional valence (Approach-Withdrawal Index), arousal (BAR index), and cognitive engagement (BATR index) than the second phase.

Conclusions: The implications of our research extend beyond academia and provide practical insights for coaching interventions. The introduction of objective metrics to evaluate the coach-coachee relationship helps to refine coaching practices, thereby facilitating smoother transitions from academic to professional life. By shedding light on neural activity in the coach-coachee relationship, our study is at the forefront of the intersection of neuroscience and career coaching. In doing so, we deepen our understanding of the coaching process and provide a pathway for fostering resilience and success across life transitions.

O58

The Journey to Hybrid Working: How London-Based Employers Experienced Forced Work From Home and Their Intentions for the Post Pandemic Era

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Background: The COVID-19 pandemic precipitated an identifiable shift in the amount of remote working and the characteristics of remote workers (CIPD, 2020). Since the pandemic, diverse practices continue to unfold through a process of experience and negotiation within organizations (Kossek & Keliher, 2022). Drawing on processual model of organizational change (Pettigrew, 1985), the manifestation of these practices can be seen as materialising through a process of collective sensemaking and ongoing negotiation within a given context (Langley & Tsoukas, 2010,p.4). This study draws on this model to peruse two related aims. First is seeks to understand how London-based employers experienced the COVID-19 pandemic and how this affects their future intentions towards managing employees' methods of work. Second it seeks to provide insight into, and innovative recommendations towards, managing the future workplace with particular emphasis on employee well-being.

Design/Methodology: Following the findings of our related survey of 2000 London workers, this research utilises thematic analysis to analyse data from 12, in-depth, semi-structured interviews with senior managers from 12 large London-based organizations. Respondents span the legal, infrastructure, retail, banking, tech, media and telecommunications industries, and London-based local authorities.

Results: Analysis revealed that organizations across sectors and industries accept, and generally embrace, hybrid working preferring a 2-3 days per week office attendance. Most organizations delegate responsibility for employees' specific working patterns to line management to enhance flexibility and inclusivity. However, results also indicate that certain groups could be inherently advantaged or disadvantaged by this arrangement. Traditionally marginalised groups, such as disabled and neurodivergent employees, potentially experience life-changing benefits from increased hybrid working. Conversely, those who thrive in office environments face notable challenges. Employers report valuing employee presence but experience a power-shift where they now feel compelled to justify requesting it. Inducements and working space strategies to increase employees' attendance are employed but may ultimately deter employees' office attendance in some circumstances. Going forward, the study identifies five overarching employer-related challenges. These are, rectifying inconsistent perceptions of the benefits and challenges of hybrid working between groups; knowing which practices to retain or reverse; clarifying roles and expectations of senior leadership, line managers, and Human Resource managers; employees' reluctance to return; and optimally designing office space.

Conclusion: The findings can assist organizations in developing policy and practice which emphasise inclusion and safeguard employees' well-being in hybrid settings creating mutual gains for both employees and organizations. For example, by targeting specific groups, such as disabled and younger workers, and developing tailored organizational polices to assist these groups in achieving their preferred working environment, essential improvements in employee well-being, recruitment, and retention may follow. Given the altered characteristics of hybrid workers (CIPD, 2020), a theoretical contribution follows from the identification of specific mechanisms by which these employees' work outcomes, including well-being, may be enhanced in this new context. Finally, while this study draws on a small sample of 12 London-based respondents, purposive sampling ensured perspectives from a diverse range of industries and comparison with our previous survey of 2000 London workers enhanced triangulation of the findings.

O59

Attendance Dynamics in the New Workplace: Exploring the Role of Technology Use

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Background: The acceleration of change in organizations since the COVID-19 pandemic has brought with it a dire need to study emerging forms of work and organization (Malhotra, 2021). These changes have moved the topic of technology to the forefront of discussions around organizational structure, design, and work-related well-being. Organizational scholarship, therefore, has the potential to contribute to our understanding of the complex interactions that take place between individuals and technology in the workplace. The aim of this paper is to develop our understanding of attendance dynamics and the role of technology in the new workplace.

A sharp increase in the prevalence of flexible work arrangements since the COVID-19 pandemic has led to a shift in the nature of work, with implications for attendance behaviours (Shiffrin & Michel, 2022; Poethke et al., 2023). Furthermore, research has explored the 'boundaries' between home and work, showing how mobile technology enables 'work extension', increasing flexibility and the expectation to be always available for work (Towers et al., 2006). Indeed, communication technologies have a direct impact on worker visibility and 'perceived proximity' (van Zoonen et al., 2023).

Importantly, this technological bridge between home and work domains requires further exploration. For instance, technology-mediated work interactions have implications for employee affective reactions as well as stress-related outcomes (Barber & Santuzzi, 2014). Yet recent research has distinguished between 'flexibilization' (which promotes agency and facilitates flow experiences), and the demands caused by 'boundaryless work' (Poethke et al., 2023). Further research is needed to explore the link between technology use in newer forms of work and associated implications for attendance dynamics.

Method and Results: Towards this end, this conceptual paper applies a multidisciplinary lens and draws on literatures exploring forms of work, technology use at work, work-life balance, and attendance dynamics. Key research is reviewed across disciplines (including psychology, sociology, information management, information technology, organization studies, and others). A conceptual framework of attendance dynamics and the role of technology use in the new workplace will be presented.

Conclusion: Overall, this paper presents theoretical contributions to the future of work and occupational health psychology. The paper adds to our understanding of flexible work, attendance dynamics, technology use, and implications for worker health and well-being. Practical implications are also discussed, as the findings have important considerations for worker well-being, change management, and the organization of work.

O60

Work Arrangements and the Future of Work

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Background: Several and partially overlapping efforts by government, academic, non-profit, and other organizations are underway to improve the quality of jobs through improved work design. These efforts include understanding the role of work arrangements and related concepts, such as contingent work and work precariousness, in the future of work (FOW).

Method: We review the definitions, classification, and prevalence of work arrangements and related concepts, based on recent U.S. research. We also review the evidence on their impact on work design and worker and family well-being and focus on their role in the FOW.

Results: We describe a two-tiered approach to define and classify work arrangements. Using findings from several surveys, we assess their prevalence and their association with indicators of work design and well-being. For example, job stress continues to be an important determinant of worker health-related quality of life (HRQL), with stressed workers faring worse than non-stressed workers across arrangements. Focusing on the FOW, we present evidence of the importance of secondary jobs for the overall earnings of multiple jobholders, increasing multiple jobholding rates for women, and a gender pay gap among gig workers. These findings support further exploring and addressing disparities in earnings and benefits, which are important elements of work arrangements and determinants of worker and family well-being. Focusing on access to benefits, we discuss proposals for benefits that move with workers as they change jobs. We summarize aspects of two recent proposals with different emphases on private and public sector roles. The first proposal suggests enabling a gig economy (including workers who provide work intermediated by digital online platforms and other gig workers) that allows more opportunities for part-time work for those who prefer not working full-time. The proposal suggests four policy changes: reducing professional-licensing mandates; creating an employment status called the “flexible worker” and a type of employer called a “job platform;” and developing a mostly private social safety-net system consisting of worker-controlled benefits exchanges that provide a minimum level of social protections. The second proposal advocates for effective benefits that are portable (connected to the worker, not the employer), prorated (provided according to the work performed), and universal (accessible to workers in all work arrangements). These benefits would focus on improving worker and household financial security, create more equity among workers in standard and nonstandard arrangements, and result in a more dynamic labor market. Finally, we summarize National Institute for Occupational Safety and Health (NIOSH) efforts to advance research on work arrangements including through its FOW initiative (<https://www.cdc.gov/niosh/topics/future-of-work/default.html>). Efforts to improve surveillance on work arrangements include 2021 data collected with NIOSH support (<https://www.cdc.gov/nchs/nhis/2021nhis.htm>), that asked about whether employers deduct or withhold taxes from pay (to ascertain employee versus independent contractor status), the magnitude of changes in earnings month-to-month, usual work shift, ability to change work schedule, frequency of changes in work schedule by supervisors, advance knowledge of work schedule, and the likelihood of losing one’s job in the next year.

Conclusion: Information from the research and data collection efforts presented can identify and address remaining gaps and point to opportunities for improved practices and policies.

O61

Recovery from Work: Exploring the Association Between Work-related Rumination and Activities after Work

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Background: Living in an era of increasing technological change has revolutionized the way people work while it has created new challenges to employees such high demands, fast paced of work and constant connectivity with work related tasks. It is therefore important that employees recover after a working day to maintain their well-being. Recovery from work refers to the process during which employees replenish their personal resources that were depleted

during work. Insufficient recovery can lead employees to experience work fatigue that can have a negative impact to their cognitive, emotional, and physical abilities. Work-related rumination during off-job time has been identified as a key contributor to prolonged occupational stress and insufficient recovery. Given the pivotal role of work-related rumination during off-job time, it is not surprising that a significant amount of research has been devoted to examining various aspects of work-related rumination. Recent literature suggested that there is a relationship between off-job activities (time spent outside the workplace) and the recovery process. However, it remains unclear whether there are specific off-job activities that can improve work-related rumination and facilitate recovery from work. The aim of the study was to explore the relationship between various activities after work and the subtypes of work-related rumination (affective rumination, problem-solving pondering and detachment).

Method: Participants of the study were one hundred seventy three males and females (N=173) full time employees (108 females, 65 males). The age of the participants ranged from 20 to 75 years old (M= 37,82) (SD= 12.43) The Work-Related Rumination Questionnaire (WRRQ) was used to measure the levels of work-related rumination and in particular the subtypes of affective rumination, problem solving pondering and detachment (Cropley et al.,2012).Furthermore, a list of various activities was used to explore their recovery potential.

Results: A linear regression analysis revealed that activities in nature accounted for 2.7% of the variance in affective rumination ($R^2 = .027$; $F = 5.718$; $p = .018$). Besides, there was a significant negative association between activities in nature and affective rumination ($b = -0.59$; $t = -2.391$; $p < .05$). Furthermore, it was found that there was a significant positive association between activities in nature and detachment ($b = 0.66$; $t = 2.628$; $p < .05$). Moreover, the results showed that activities in nature contributed to the prediction of detachment accounted for 3.3% of the total variance ($R^2 = .033$; $F = 6.907$; $p = .009$). However, there was no statistically significant relationship between activities in nature and problem solving ($b = -0.29$, $p > .05$).

Conclusions: The results of the current study provide evidence regarding the connection between activities in nature and work-related rumination among employees. Besides, our findings can have an important contribution regarding the improvement of the recovery process. For example, future studies could examine the possible beneficial outcomes of activities in nature in relation to work-related rumination. Based on the present results, organizations can help employees unwind from work and minimize work-related rumination by encouraging employees to engage in nature-based activities after work.

O62

Digitalized Work-Life Balance Coaching for Copreneurs: Key psychological mechanisms considering intervention fidelity

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Introduction: We present our research on key psychological mechanisms considering intervention fidelity (IF) of a digitalized work-life balance (WLB) coaching for small family business owners and their spouses, so-called copreneurs. IF describes the degree to which core components of the coaching intervention were delivered by the coach as it was described in the written manual (Gearing et al., 2011). Small business copreneurs actively co-work in their business with fewer than 50 employees (Barnett & Barnett, 1988). They lack organizational resources and frequently experience a high workload and considerable difficulty detaching from work (DET); they blur work-life boundaries (Helmlé et al., 2014). Small business copreneurs need individualized, tailored interventions to promote their mental health (Gerhardt et al., 2019). We used Conservation-of-Resources (COR) theory and the conceptual framework of

result-oriented coaching (Greif, 2008) and the Zurich Resource Model (ZRM, Storch, 2004) with their theoretical foundation in the Personality Systems Interaction (PSI) theory to develop a blended copreneurial WLB coaching over eight months (six f2f-sessions + three online courses covering psychoeducation). Each client works on their own goal, but in consultation with and supported by the spouse (Busch & Dreyer, 2020). Driven by the Covid-19 pandemic, we further developed the coaching to an online coaching with the coaching platform www.coachingspace.net and solely videoconferencing-sessions. Empirically, the blended coaching showed its effectiveness on general (clients' goal attainment, GA; and coaching satisfaction, SAT) and specific (clients' DET, and WLB) outcomes over eight months independent of coaches' IF. We confirmed our hypotheses concerning the key psychological mechanisms, namely coaches' empathic communication (a), clients' result-oriented self-reflection (b), positive affects (c) and spousal social support during the coaching (d) for GA and SAT, but only when IF was given (Busch et al., 2021, 2022).

Method: We evaluated the effectiveness of the online coachings (n=36) in comparison to the blended coachings (n=42) on DET and WLB with 2-factor ANOVAs with repeated measures over eight months. Controlling for IF, we used regression analyses on the general coaching outcomes to test our hypotheses concerning the key psychological mechanisms.

Results: We found significant improvement for DET and WLB over eight months without any interaction effects. In contrast to the findings with the blended coachings, the hypothesized mechanisms of coaches' empathy and clients' self-reflection predicted clients' GA, but not their SAT. Clients' perceived spousal social support and their positive affects during the coaching predicted their SAT, but not their GA.

Conclusion: Our findings support the effectiveness of the digitalized WLB coaching tailored for small business copreneurs on the COR-theoretical foundation and the result-oriented ZRM coaching concept. We can underscore the importance of IF for the key psychological mechanisms, which differed for the blended and the online coachings. In the online coachings, an empathic coach and a self-reflected client had predictive value for clients' GA, whereas in the blended coachings clients' perceived spousal support and positive affects during coaching also showed to be the psychological mechanisms for GA.

O63

Harness Your Best Self: Testing a Novel Strengths-Based Internet Intervention From Feasibility to Efficacy

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Background: Strengths-based interventions for employees have emerged within the framework of positive psychology, emphasizing the utilization of one's talents and positive attributes for professional development. These programs employ various techniques that centre on identifying, utilizing, and cultivating these positive attributes to achieve goals, surmount challenges, and enhance overall performance and well-being. Given the significant shift towards remote work arrangements and the widespread access to the Internet, online interventions have become invaluable tools for easily reaching employees. In this context, our objective was to develop and assess the feasibility and efficacy of a novel strengths-based internet intervention designed to enhance employee well-being and performance.

Method: To achieve this goal, we designed and conducted two preregistered trials. Study 1 was a one-arm open trial in which we assessed the feasibility and acceptability of the intervention—initially developed as six weekly modules delivered via an LMS platform, the program aimed to

investigate participants' satisfaction and interaction with both the intervention and the platform. Additionally, we examined baseline-to-post-intervention changes in work engagement, strengths use, PsyCap, job satisfaction, job performance, burnout, and employability. Study 2 was a randomized trial with two arms: an intervention group and a wait-list control group. Building upon the findings from the first study, we reorganized the content into four weekly modules and tested its efficacy on the same outcomes as the previous trial, except we also included life satisfaction.

Results: In Study 1, the 18 participants (out of 42; 44% dropout rate) who completed the program provided feedback and filled in the satisfaction and outcome measures. All participants reported high satisfaction levels and rated the platform as excellently usable. Moreover, work engagement, PsyCap, job satisfaction, and employability improved significantly (with moderate and high effect size estimates). In study 2, the 43 participants (out of 84; 49% dropout rate) from the intervention group reported significantly higher work engagement, strengths use, PsyCap, job satisfaction, job performance, employability, and life satisfaction relative to the control group (n = 62). Effects size values were small to moderate, and as in study 1, burnout symptoms were not diminished significantly.

Conclusion: In summary, corroborating the collected data, it can be concluded that the intervention program is both feasible and well-received by the participants. Additionally, except for burnout symptoms, it positively impacted all measured outcomes. An important point to note is the unexpectedly high dropout rate observed in both studies, surpassing our initial expectations. Future research should prioritize strategies to enhance treatment adherence for Internet interventions tailored to employees. Exploring more effective use of gamification approaches or developing personalized interventions could serve as potential means to overcome such challenges. Overall, the findings suggest that strengths-based internet interventions hold promise for enhancing employee well-being and performance.

O64

Long-Term Effects of a Career Renewal Intervention on Competence Development and Employee Well-Being – An RCT Study

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Lack of occupational competence may result in being unable to meet with job demands and contribute to impaired employee well-being (e.g. Leiter & Maslach, 2017). However, the extent to which employees engage themselves towards competence renewal in their careers may vary based on individual factors and organizational practices (e.g. Major, 2006; Patterson et al., 2005; Wilckens et al., 2020). The aim of our study was to assess the long-term effects of our workplace-based resource-building intervention in increasing employees' participation in learning activities as well as promoting employee health and well-being. We also expected the intervention to be most beneficial when the organizational climate is perceived as flexible and age-inclusive, and for less proactive employees who may less independently adopt self-directedness in their careers (Wiernik et al., 2019).

The resource-building group intervention utilized specific self-efficacies based on theories of social learning (Bandura, 1986) and planned behaviour (Ajzen, 1991), along with preparation against setbacks as personal resources (Meichenbaum, 2007). The intervention program was built utilizing prior preventive group methods that aim at increasing preparedness in educational and employment transitions (e.g. Koivisto et al., 2011; Vinokur et al., 1995; Vuori et al., 2002). The active components of the intervention included active learning techniques, supportive learning environment, skilled trainers, career renewal skills training, and inoculation training.

The intervention consisted of four 3-hour modules, covering topics and exercises such as competence development and decision-making in the career as well as utilizing social networks and support to promote career renewal.

The study was conducted as a randomized controlled trial (RCT) in 15 different work organizations from public and private sectors between 2022 and 2023. Two to four trainers from each organization were trained to conduct the group-coaching intervention in their workplaces. Participants were randomly assigned to the intervention (group-training, 4x3h) and control groups (written material). All participants were asked to fill out online questionnaires before the treatment (T1), immediately after (T2) and after six months (T3). The data consists of those participants who returned the T3 questionnaire (N = 245). Due to the hierarchical structure of the data and potential non-independence of the measurements, we used a linear mixed-effects modelling in the analyses, identifying organization as a random effect.

The results of the long-term effects showed a statistically significant main effect on work engagement as an indicator of employee well-being but the main effect on participation in learning activities was not significant. However, the intervention increased participation in learning activities as a measure of competence renewal when the organizational climate was perceived as age-inclusive. Additionally, the intervention effect on burnout seemed especially high for less proactive employees and for those who perceived their organizational climate as age-inclusive.

These results demonstrate how employees well-being and competence development can be enhanced in work organizations with a resource-building intervention. However, it seems that a prerequisite for the intervention's positive long-term effects is the organization's emphasis on offering equal opportunities for development. Moreover, the results indicated that less proactive employees benefited the most from the intervention regarding their well-being.

O65

Framing Effects in Weightings of Push and Pull Influences on Staff Retention: A Study of UK National Health Service health Professionals, Using the Method of Paired Comparisons

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Staff turnover represents a significant cost for all employers. Understanding why staff leave and what might need to change to motivate or support them to stay is key to human resources intervention aimed enhancing retention rates. This issue is of particular salience for State sector healthcare due to international labour shortages and falling rates of health professional graduates in the UK and a number of other European States. In common with other risk management domains, trail indicators, in this instance quit rates, provide limited insight into root causes and incubating issues. Intention to quit data is also problematic due to its routinely weak relationship to behaviour. Moreover, both afford limited insight into the key intervention issue of why staff leave, the relative weighting of different push (leave) variables and critically, what might need to change to motivate/enable (pull) them to remain.

To date, the academic evidence-base on retention is dominated by findings based on discrete topics, e.g. job-stress, working hours and single professions, the most widely studied being nurses working in acute care settings. This raises questions over the generalisability of findings and affords limited insight over priority issues or demographics for intervention.

Perspectives on root causes have tended to focus on reasons why staff leave, with the implicit assumption that this mirrors what might need to change to motivate/enable them to stay, Based on a case study of the UK National Health Service, this paper reports on findings from research that used the method of paired-comparisons to determine and compare the relative weighting of widely identified push and pull influences across the principal health professions employed in secondary care. Two independent samples (each comprised of doctors, nurses, allied health professionals and emergency ambulance paramedics, working in acute, community, mental health and ambulance services), rated the relative importance of: recognition of effort, working hours, time pressure, work-home life balance, pay, workload intensity, staffing levels, and mental health/stress with reference to the alternative frames of "Why do staff who do your type of job leave NHS employment?" (N= 1958) or 'What needs to change to make staff who do your type of job stay in NHS employment?' (N= 1994).

Statistical analysis detected a significant correlation between the push and pull frames for the non-segmented (all professions) samples (Tau 0.72, p.0.02). There was also high concordance between the different professions regarding the primacy of mental health/stress and staffing levels, for both frames. However, notable differences were detected between the push and pull frames and professions in the weightings of the remaining variables in the set. Of particular note, pay was ranked 1st or 2nd in the pull frame, compared with 4th or 5th within the push frame and work-life balance was a markedly more salient to paramedics leave/remain criterion than the other professions.

Findings identify priorities for intervention, potential gains from a segmented approach tailored to the different profession families. The methodological implications of push verses pull question framing in staff retention research will be discussed.

O66

Evaluating the Effect of the ReTA Model on the Level of Mental Health: A Rehabilitation Treatment for Doctors and Nurses on Sick Leave for Burnout

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Background: The prevalence of stress-related illness among doctors and nurses is a growing problem in Sweden and about 30% of Sweden's nurses and doctors have a risk of burnout. Burnout is one of the most common reasons for sick leave in Sweden and is higher for women than for men. In recent years, burnout and other stress-related illnesses have become the subject of research regarding diagnosis, prevention and treatment. Scientific projects have developed rehabilitation methods for people on long-term sick leave for burnout and most treatments lead to symptom relief. Still, there are few studies with a scientifically acceptable control group or sustained effect after follow-up. Based on previous knowledge we have developed Rehabilitation to Work (ReTA), a multimodal intervention method implemented in a residential format. Using a clinical trial design, we tested ReTA on nurses and doctors on sick leave due to clinically assessed burnout. This study aimed to evaluate the effect of the ReTA model on mental health (primary outcome: burnout, secondary outcome: depression) among nurses and doctors who were on sick leave for burnout.

Method: Nurses and doctors were semi-randomized into either a control group who received treatment as usual or an intervention group who received treatment according to the ReTA model. The treatment and control groups answered surveys at baseline and follow-up (3 months and 1 year). To investigate the potential effect of the intervention on the level of burnout (assessed using the Karolinska Exhaustion Disorder scale: KEDS) as the primary outcome and depression (assessed using the MADRS) as the secondary outcome. A mixed-

design ANOVA was used allowing us to combine both between-group factors (groups) and within-group factors (time).

Results: The preliminary results show a decrease in the level of burnout both within and between the treatment and control groups from baseline to follow-up. We also see a difference between groups and the decrease in burnout was larger for the treatment group compared to the control group. The mean value of burnout at baseline was 28.9 for the intervention group and 28.2 for the control group and respectively for depression was 18.5 for the intervention group and 15.1 for the control group. At 3 months follow-up the degree of self-reported burnout decreased by 28.7% for the intervention group and 13.4% for the control group. Depression decreased by 33.5% for the intervention group and 20.5% for the control group. At 1 year, the mean value of burnout was 19.7 for the intervention group and 22.6 for the control group. This means that in 1 year, the level of burnout for the intervention group had decreased by 31.8% compared to baseline, and 19.8% for the control group and for depression, the intervention group remained at the same level while the control group continued to decrease (23.2%).

Conclusion: The ReTA model could be an effective method to decrease stress-related ill-health among healthcare professionals compared to care as usual, and the effect seems to be sustained after 1-year follow-up. However, these results have not been statistically established yet.

O67

How Can We Address Job Demands in the Aged-care Sector? An Evaluation of a Participatory Work Redesign Intervention in a Quasi-experimental Trial

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Background: Population ageing, a now global phenomenon, highlights the need for sustainable and high-quality aged care services. This is threatened by complex sector issues that contribute to the presence of high job demands (e.g., workload, emotional demands) and injure the aged-care workforce. Work redesign interventions, that aim to improve the content and organization of work tasks, activities, relationships, and responsibilities may have the potential to address the job demands of aged care workers.

Method: A participatory work re-design intervention was evaluated with four Australian aged-care facilities in a non-equivalent quasi-experimental trial. The four facilities (two large, two small) were allocated evenly into either intervention or comparison conditions. Two intervention facilities participated in a work redesign intervention, in which a small group of frontline workers participated in workshops to suggest actions that could address job demands. These actions were then deliberated on and enacted by management. The two comparison facilities conducted business as usual. Employees at all facilities were surveyed before and after the work redesign intervention to capture changes in self-reported job demands, job resources, and well-being outcomes. Organizational data on personal leave was also collected throughout the study period.

Results: Analyses demonstrated that there was a significant decrease in self-reported time pressure and emotional demands in the larger intervention facility and a significance decrease in self-reported time pressure in the smaller intervention facility. No changes in self-reported demands occurred in the comparison facilities. However, there was no indication of significant changes on self-reported job resources (organizational change consultation, peer and supervisor support) or job satisfaction across any intervention or comparison facility. The large intervention facility demonstrated greater decreases in average personal leave hours and

duration of personal leave hours than the large comparison facility, and the small intervention facility demonstrated greater decreases in average personal leave hours than the small comparison facility.

Conclusion: Participatory work re-design interventions may have the potential to address job demands in critical sectors such as aged-care, however the anticipated consequential impact on employee well-being was not observed. Further limitations, implications, and advice for research practitioners will be provided.

O68

Examining the Capability Set of Medical Doctors: Its Relation to Sustainable Employability Indicators and Job Demands and Job Resources

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Background: The medical profession is nowadays confronted with significant staffing shortages, increased burnout levels, and increased job dissatisfaction and turnover. A new model of sustainable employability (SE) builds on the capability approach and the notion of valuable work, identifying important work-related aspects (values). Work aspects become capabilities when (a) employees value these aspects, and (b) the work context enables them, and (c) employees are able to achieve these aspects. The premise is that a higher capability set contributes to sustainable employability.

The aim of the current study is (a) to describe the capability set of medical doctors, (b) to examine its association with SE indicators, i.e. burnout complaints, work engagement, and job satisfaction, and (c) to examine its association with the work context in terms of job demands and job resources.

Method: A sample of 599 medical doctors (73% response) working in diverse Dutch healthcare settings filled out an online questionnaire, including the Capability Set for Work Questionnaire (CSWQ) addressing seven work-related aspects (values), the Leiden Quality of Work Questionnaire (LQWQ) – doctors version (assessing five job demands, twelve job resources, and job satisfaction), the Burnout Assessment Tool (BAT), and the Utrecht Work Engagement Scale (UWES). Regarding the CSWQ, an aspect is considered part of an employees' capability set if it is (a) valued, (b) enabled, and (c) achieved. Next to descriptives to examine the CSWQ scores, regression analyses were used to examine relationships between capability set, job demands and resources, and SE indicators.

Results: The vast majority of the medical doctors value the seven aspects. Most valued aspects are: use of knowledge and skills (99%), building and maintaining meaningful contacts at work (98%), development of knowledge and skills (96%), contributing to something valuable (96%), and involvement in important decisions (95%). The relatively least valued aspects, having a good income and setting own goals, are still rated as important by 88-90% of the sample. The capability set score ($M=3.8$, $SD=1.97$) indicates that on average less than 4 out of 7 aspects are part of a doctors' capability set. The following aspects are least included: involvement in important decisions (72%), setting own goals (61%), and development of knowledge and skills (52%). A lower capability set score is significantly associated with more burnout complaints ($r=-.46$), lower work engagement ($r=.46$), and lower job satisfaction ($r=.45$). Job demands and job resources explained 40.3% of the variance in the capability set score. A lower capability set score was predicted mainly by higher time pressure, lower autonomy, less developmental opportunities, and lower recognition and reward.

Conclusion: Despite being in a high-level professional occupation, the capability set of medical doctors seems compromised. This is mainly attributable to valued aspects of work not being enabled by the work context and not being achieved. The strong association of the capability set with the SE indicators highlights its relevance. High time pressure and low job resources seem to hamper doctors in reaching their valued work aspects, and therefore seem important focus points to increase their capability set and sustainable employability.

O69

SelfCare When Working From Home: Easier but Also More Important

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Introduction: Working from home (WFH) brings opportunities (e.g., flexibility), but also risks for health (e.g., fewer boundaries, constant availability). Self-leadership skills are especially important when it comes to maintaining and promoting one's own well-being and health while WFH. The Health-oriented Leadership approach by Franke et al. (2014) includes SelfCare which comprises specific health-related self-leadership cognitions and behaviours. So far, SelfCare has been mainly studied in the traditional work context. It is unknown, if SelfCare at home is also important in hybrid work arrangements or when fully working from home. The question if there are actually more opportunities for SelfCare when WFH has not yet been studied. Moreover, the effectiveness of SelfCare when WFH is yet unclear. For hybrid work, there are two venues for taking care of one's health while at work: SelfCare at the office and SelfCare at home. The question arises whether SelfCare at both work contexts is distinct and makes an independent contribution to health and whether they even reinforce each other.

Method: Our hypotheses were tested in a study with N = 727 employees from different industries using two different points of measurement. This study examined (1) the level of SelfCare in the office (on-site) and when WFH (within- and between-person effects), (2) the moderating effect of WFH intensity on the effectiveness of SelfCare on strain, health complaints, relaxation, and performance, and (3) the independent effects of SelfCare at home and SelfCare on-site and their interplay with regard to health.

Results: Intraindividual and interindividual comparisons show that SelfCare is more prevalent when WFH compared to on-site. Furthermore, SelfCare is related to less strain and health complaints and more relaxation and performance for individuals with higher WFH intensity. Testing both, SelfCare at home and on-site as parallel predictors of strain and health complaints revealed that they independently predict the outcomes. Moreover, concerning strain, we found an interaction between SelfCare at home and on-site (but not for health complaints).

Conclusion: SelfCare appears more relevant with higher WFH intensity and is thus an even more important health resource in the remote work context. High SelfCare when working on-site can boost the positive effects of SelfCare when working from home. Organizations should therefore provide continuing interventions and online tools to promote SelfCare among employees and leaders. Since little is known about the level and the effects of SelfCare in the remote context, these findings expand previous research on Health-oriented Leadership in the digital context.

O70

Compositional Effects of Tech-related Resources and Demands on Work Engagement and Psychological Stress

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Introduction: New technological developments in work arrangements are changing the characteristics of work (e.g., new technological demands) and the way in which jobs are designed and organized (e.g., remote working). Within this background, it arises the need to understand how these changes impact workers' occupational health and motivation. While most of research focused on both bright and dark sides of tech-related variables on employee well-being, the role of organizational context and work groups in promoting tech-related advancements and hindering tech-related stress has been only partially addressed. Consistent with these premises and adopting the JD-R theory as an overarching theoretical framework, we propose a multilevel approach to disentangle individual- and departmental-level effects of technological acceptance and techno-overload on motivational and psychological health outcomes. We expect tech-related resources and demands to operate in line with motivational and health-impairment paths proposed by the JD-R model at both levels of analysis, and that departmental-level (shared) tech-related resources and demands may influence such outcomes more strongly than the mere sum of individual perceptions (i.e., at the departmental level, we expect both resources and demands to act "as more than the sum of its employees").

Aims: We conducted a multilevel study aimed at investigating how positive and negative aspects of technology may associate differently at different levels of the organizational system (i.e., between individuals and between departments) with outcomes of psychological distress and work motivation; Furthermore, we aimed to investigate the individual- and departmental-level effects of the job tech-related resource (i.e., technological acceptance) and the job-related demand (i.e., techno-overload) on the selected outcomes (i.e., work engagement and subjective appraisals of stress).

Methods: The final total sample is composed of 19,334 workers nested within 123 production units sampled from a large electricity company. Appraisals of tech-related resources and demands were measured by administering a self-report questionnaire filled by the employees within each unit. The data analysis phase was conducted by following the Multilevel Covariate Approach. We decomposed each variable into two latent uncorrelated variable parts instead of being treated as an observed variable as in conventional multilevel regression modelling. Finally, we examined the contextual effects of tech-related job resources and demands on work engagement and subjective stress, namely the difference between individual- and departmental-level effects.

Findings: Consistent with the hypotheses, results showed that technological acceptance was positively related to work engagement and negatively associated with perceived stress at both levels of analysis, while higher levels of techno-overload were associated with higher subjective appraisals of stress (at both levels) and negatively associated with work engagement only at the departmental level. All contextual effects resulted significant (except for tech-acceptance on work engagement).

Conclusions: Results suggested that the combination of individual tech-related resources and demands at the departmental level shed more light on motivational and well-being functioning than the mere sum of their individual appraisals of tech-related protective and risk factors. Organizations may implement group-level interventions to deal with techno-demands and to better deploy techno-resources.

O71

Work Intensification During the COVID-19 Pandemic, Unwell-being and Procrastination: Home Office as Risk, Social Support as Buffer?

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Background: The technological acceleration due to the use of information and communication technologies while working from home during the COVID-19 pandemic may have, among other reasons, increased work intensification (WI) - which in turn jeopardizes well-being and task performance. With this in mind, we hypothesized that there is a positive relationship between WI and both unwell-being as well as procrastination. Furthermore, it was hypothesized that working from home would strengthen these relationships, and social support would attenuate the moderation by home office.

Method: The assumptions were tested in two independent, comparable samples (S1, $n = 347$; S2, $n = 1066$) during two stages of the COVID-19 pandemic (November 2020, 2021). Established scales were used for the independent variable (), dependent variable and moderator variables (). Data were collected via online questionnaires using established scales (preregistered prior to analyses). The analyses included regression, moderation, and moderated moderation using the Process Macro in SPSS.

Results: WI was positively related to irritation, physical pain, and procrastination at both points in time. The extent of home office strengthened the relationship between WI and pain (S1) as well as procrastination (S2). Social support did not moderate the moderation. However, in a subsample of persons entirely working from home (S2), social support attenuated the relationship between WI and procrastination.

Conclusion: Our manuscript highlights the challenge of work intensification whilst working remotely, the degree of working from home as an important risk factor, and preliminary evidence for counteracting its detrimental relationships by social support. Testing the hypotheses in two different samples, thus strengthening the validity of our results, this study is the first to examine the relationship between WI and pain as well as procrastination, to our knowledge, while confirming the positive relation to irritation. An increasing extent of home office may even foster these detrimental relationships. Especially given that the pandemic paved the way for working from home to a high extent, future research should further investigate beneficial contextual factors to provide the evidence base for the design of healthy and productive working conditions.

O72

The Role of Gender and Telework-life Conflict in the Relationship Between Leader-Member Interaction Quality (LMX) and Job Isolation

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Background: Isolation at work is a significant challenge in teleworking situations. Physical distance coupled with a lack of formal or informal interaction with co-workers can easily lead to a perception of social disconnection. In this context, the role of leaders and especially the quality of the relationships they develop with their co-workers (LMX) can be a crucial factor. To reduce the perception of isolation, a high-quality relationship based on trust is essential, with a high level of instrumental, social, and emotional support that enables work-life balance. In addition, research conducted during the COVID-19 pandemic showed differences in how men

and women experienced work-life balance and their levels of well-being, highlighting the importance of considering gender roles. The present study aims to analyse the mediating role of telework-personal life conflict in the relationship between LMX and job isolation in telework and the moderating role of gender in conflict-isolation relationships.

Method: A sample of 524 teleworkers (261 women and 263 men) aged 18-67 years ($M = 40.54$, $SD = 9.6$) participated in the study. Participants completed three self-report scales: one to assess the quality of the leader-member exchange (LMX), a second one on the work-life conflict (EWL) and the third one on the level of work isolation. The moderated mediation model was conducted using the PROCESS macro for SPSS.

Results: The results revealed no differences between men and women in LMX. Contrary to our expectations, men showed higher perceptions of work-life conflict and job isolation than women. Consistent with the hypothesized hypothesis, LMX showed negative relationships with work-life conflict and job isolation, and support was found for the indirect effect of LMX on job isolation through telework-life conflict (partial mediation). This effect was moderated by gender so that the positive relationship between work-personal conflict and isolation was stronger for men than for women.

Conclusions: In telework, feelings of isolation and higher work-life interference are more likely to occur, leading to a deterioration of the psychological connection with the team and affecting commitment and motivation. According to our results, leaders might play a significant role on these relationships by offering high quality relationships that decrease work-life interference and in turn isolation. Our results contrast with previous studies which reflect higher work-life interference and social isolation for women due to their higher level of home/family responsibilities. In this study, we found that men experience higher interference between work and personal life, possibly because their role-prescribed coping strategies are more limited. In addition, if their social network is more closely linked to the work context social distance with colleagues and supervisors may increase the perception of isolation. In conclusion, our research support leader-member exchange theory, showing its negative relationships with work-life conflict and social isolation. Leaders can recognise employee contributions through frequent communication and trust building, reducing uncertainty and strengthening the support network and does improving well-being. However, these relationships appear to be more relevant for men than for women teleworkers.

O73

Loneliness as an Ambivalent Experience: Developing a Holistic Understanding of Loneliness in Work

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Background: The challenges of loneliness in work are increasingly salient due to global technological advancements and digitalisation combined with the further exacerbation of remote work during the Covid-19 pandemic which have had a major impact on how work is designed, managed, and organized. The pertinence of this research is amplified by a robust stream of empirical evidence that indicates that feelings of loneliness are associated with diminished mental health and well-being, depression, heart disease, suicidal ideation, and mortality, amongst others at the individual level. Additionally, at the organizational level, workplace loneliness increases employee turnover, organizational cynicism, and organizational alienation, in turn affecting organizational performance. This research focuses on developing a more robust and comprehensive understanding of loneliness in work by empirically testing a revised process model of loneliness in work.

Method: Quantitative data have been collected through a standardised cross-sectional online questionnaire which contains 6 scales with 126 closed-response questions. The questionnaire has been administered to 588 workers in the United Kingdom. The data will be statistically analysed using SPSS v.28 and MPlus v.8.9, including t-tests (i.e., gender) and ANOVA (i.e., location, and marital status) for independent samples, confirmatory factor analysis (CFA, to examine the fit of the 15 variables), and a path analysis (to identify causal pathways).

Results: Based on a revised process model of workplace loneliness, we find that interpersonal relationships at work, the home-work interface, and organizational culture emerge as the three key work-related psychosocial factors in determining UK employees' relational categories (and therefore, experiences of loneliness in work and related well-being and performance outcomes) at any given time in the workplace. It is further anticipated that employees living on their own (single person household) could be more predisposed to experiencing loneliness in work.

Conclusion: Overall, the results of this study will be used to fully conceptualise loneliness in work at both the individual and organizational levels to primarily support employees' mental health and well-being, and secondarily, to support factors such as organizational performance. The findings will enable suggestions for interventions at the organizational and national levels, which are necessary due to the structural nature of global societal changes in remote and hybrid forms of working, and the increasing prevalence of loneliness in the UK.

O74

Emotional Dissonance and Mental Health Among Home-care Workers: A Prospective Study of the Moderating Effect of Leadership Behaviours

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Background. Emerging evidence suggests that emotional dissonance, which refers to the discrepancy between one's genuine emotions and the emotions expressed to align with organizational expectations, heightens the risk of mental distress. In health care occupations, employees face the necessity of exerting such emotional efforts as a part of their job role. In accordance with theoretical considerations, namely the job demands-resources model, good leadership is recognized as a vital resource in the work environment that can assist employees in coping with stress. We aimed to determine whether the quality of leadership mitigates the potential adverse impact of emotional dissonance on mental health among home-care workers.

Method. A probability sample of 2591 (response rate $n = 37\%$) home-care workers distributed across 130 organizational units were surveyed in 2019 with follow-ups after 8 and 14 months. Emotional dissonance was measured by four items from the Frankfurt Emotion Work Scales ($\alpha = 0.86$), whereas leadership behaviours were measured using validated scales from the General Nordic Questionnaire for Psychological and Social Factors at Work (QPS_{Nordic}), i.e., support from the immediate superior (three items; $\alpha = 0.89$), empowering leadership (three items; $\alpha = 0.88$), and fair leadership (three items; $\alpha = 0.78$). Mental distress was measured using HSCL-5 ($\alpha = 0.88$). Prospective associations between emotional dissonance and mental distress, including interaction between emotional dissonance and leadership behaviours, were determined by means of lagged linear mixed models. The clustering of repeated measurements within individuals was accounted for through the estimation of a random intercept. Exposures were measured at time $t-1$ (T1–T2), i.e., 8 and 14 months before the outcome, and the outcome was measured at time t (T2–T3). Adjustments were made for sex, age, time, education, and percentage employment.

Results: Emotional dissonance was positively associated with mental distress (adjusted $p < 0.05$), whereas supportive, empowering, and fair leadership were negatively associated with mental distress (adjusted $p < 0.05$). All three investigated sources of leadership behaviours moderated the direct association between emotional dissonance and mental distress (adjusted $p < 0.05$).

Conclusions: The study results suggest that supportive, empowering, and fair leadership can buffer the negative impact of emotional dissonance on mental distress. Hence, implementing strategic interventions to enhance the quality of leadership may help prevent mental ill health among employees in professions characterized by emotionally demanding job tasks.

O75

Exposure to Multiple Psychologically Straining Working Conditions and Subsequent Risk of Onset of Depressive Disorder

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Background: Depressive disorder is one of the most prevalent mental disorders in the workforce. The aetiology of depressive disorder is complex and multifactorial, involving biological, social, and psychological risk factors. Whether psychologically straining working conditions are causally related to risk of depressive disorder is controversially discussed in the literature. Most occupational epidemiological studies have focused either on testing working conditions in accordance with specific theoretical models (such as job strain or effort-reward imbalance) or have studied single adversities (such as workplace bullying). In this study, we examined the prospective association between exposure to multiple psychologically straining working conditions and subsequent risk of onset of depressive disorder, measured by treatment with antidepressants. We adjusted estimates for a wide range of potential confounders, including exposure to severe life-events and childhood adversity.

Method: The study sample consisted of 61,945 workers who had responded to the Work Environment and Health in Denmark Survey between 2012 to 2018. We assessed four psychologically straining working conditions in the survey: High quantitative demands, high emotional demands, high role conflicts, and exposure to workplace bullying. We linked the survey data to the Danish National Prescription Registry that includes information on all purchases of prescribed medication in Denmark and defined onset of depressive disorder by first purchase of an antidepressant during follow-up. Participants with a history of purchase of antidepressants before baseline were excluded from the study. Using Cox Proportional Hazard Regression, we estimated hazard ratios and 95% Confidence Intervals (95%CI) for the association between exposure to the four psychologically straining working conditions at baseline and onset of depressive disorder during follow-up. We adjusted the estimates for gender, age, educational attainment, cohabitation, children at home, sampling method and sampling year, smoking, alcohol consumption, leisure time physical activity, parental history of psychiatric disorders, participants' history of other psychiatric disorders, severe life events in the year preceding baseline, and childhood adversity.

Results: During a mean follow-up of 1.7 years, we identified 850 cases of onset of depressive disorder. Compared to participants with no psychologically straining working condition ($n=8,467$), the hazard ratios for one ($n=17,250$), two ($n=19,788$), three ($n=14,004$), or all four ($n=2436$) straining working conditions were 1.40 (95%CI: 1.08-1.81), 1.54 (95%CI: 1.19-1.99),

1.67 (95%CI: 1.28-2.18), and 3.15 (95%CI: 2.28-4.35), respectively, in the fully-adjusted model. None of the confidence intervals included unity, suggesting that there was a statistically significant increased risk of depressive disorder, when exposed to one or more psychologically straining working conditions.

Conclusion: In this sample of the Danish workforce, 86% of the workers were exposed to at least one psychologically straining working condition. We observed that exposure to psychologically straining working conditions was associated with an increased risk of onset of depressive disorder. The estimates increased with the number of straining working conditions, indicating an exposure-response association. The estimates remained robust after adjustment for numerous covariates, including severe life events and childhood adversity. The results suggest that psychologically straining working conditions, in particular if there is multiple exposure, may play a role in the aetiology of depressive disorder.

O76

Exploring Illegitimate Tasks Across the Life Course

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Introduction: Understanding what makes for inclusive workplaces can ensure healthy organizational cultures will support all employees in positive work environments, whilst limiting the experience of illegitimate tasks. Illegitimate tasks are those tasks that extend beyond those reasonable expectations of a person's job, as these tasks are seen as being either unwarranted or unjust. Further, illegitimate tasks impinge on how workers perceive themselves within their professional roles and are more likely to happen when workers compete for resources. Interestingly, differences between age groups have been less explored. Age may operate through fewer opportunities for early-career employees (i.e., less experience, low level jobs) or as ageism (e.g., unfavourably perceptions of how older worker continue to fit into organizations). Another consideration may be employees' psychological entitlement and how such feelings of deservingness could change perceptions of the justness of one's work tasks. This may explain distinctions between workers with respect to age, and may drive who are more likely to be asked to undertake illegitimate tasks. The current study explores these factors and the impact of illegitimate tasks on work outcomes.

Methods: Volunteers in the general population and amongst undergraduates at a regional university completed an online survey. Data were collected on demographics (e.g., age, lifestage), personal characteristics (e.g., psychological entitlement (PE)), work characteristics (e.g., hours, illegitimate tasks) and outcomes (e.g., work engagement, turnover intentions). Data collection has commenced and will be completed in early 2024.

Results: In the preliminary data collection (N=117, 84% female), participants ranged in age from 17 to 64 years (M=28.9, SD=12.0), and were mostly younger non-parents under 40 years (72.4%), rather than parents with children of any age. Illegitimate tasks were negatively correlated with age ($r=-.27^{**}$) and work engagement ($r=-.43^{***}$), whilst positively correlated with turnover intentions ($r=.38^{***}$). Interestingly, PE was not significantly correlated with age ($r=-.14$) or illegitimate tasks ($r=.10$). Most were Gen Z (n=64) or Gen Y (n=29), rather than Gen X (n=12) or Baby Boomers (n=4). Comparing Gens X, Y, and Z, MANOVAs found that Gen X worked significantly more hours and were more optimistic than Y or Z, whilst Z had more occupational role salience.

Preliminary discussion: These first analyses showed that younger employees work fewer hours, experience more illegitimate tasks, and had greater turnover intentions, although psychological entitlement was not associated strongly with age or perceptions of illegitimate tasks. The final analyses will expand on the findings.

O77

Disentangling Promotion- and Prevention-Focused Job Crafting: A Diary Study on Energetic and Motivational Outcomes

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Background: This daily diary study focused on the differential effects of daily promotion-focused (seeking resources, seeking challenges, optimizing demands) and prevention-focused (reducing demands) job crafting. We examined daily work engagement and energy depletion at noon and at the end of the workday as outcomes, and needs satisfaction (autonomy, competence, relatedness) as mediating mechanisms. We tested trait promotion and prevention focus as predictors of promotion- and prevention-focused job crafting.

Method: Diary data were collected from 95 employees (N = 327 days) three times per day (i.e., before and after a break and at the end of the workday) over one workweek. As diary data follow a nested structure all person-level predictors and mediators were centred at the grand mean and all day-level variables at the person mean and data were analysed with a hierarchical linear modelling approach.

Results: As hypothesized, analyses showed that daily optimizing demands (but not seeking resources and seeking challenges) was positively associated with daily work engagement. Daily autonomy and competence need satisfaction mediated this relationship. Contrary to expectations, daily optimizing demands and seeking resources related negatively with daily energy depletion at noon and were unrelated to energy depletion at the end of the workday. Furthermore, we found that daily seeking resources related positively to satisfying the need of relatedness, while the trait of promotion focus related positively to daily optimizing demands. Additional analyses revealed that daily reducing demands related negatively with daily work engagement, while competence satisfaction mediated this relationship. Finally, optimizing demands related negatively and indirectly to energy depletion at the end of the workday via the negative relationship with energy depletion at noon.

Conclusion: With our daily diary study, we found differences in energetic and motivation outcomes of promotion- and prevention-focused job crafting. Daily optimizing demands (i.e., ensuring that one's work processes are more effective), seems to be a promising job crafting behaviour, as it was positively related to daily work engagement via the satisfaction of basic needs for autonomy and competence. So, employees should engage in proactive job crafting and work smarter, not harder, to align their work with their needs and improve their motivation and protect their energy levels.

O78

Challenge, Hindrance, or Threat? A Systematic Review and Meta-Analysis of Appraisal-Based Approaches in Work Stressor Research

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Although the challenge-hindrance stressor model (CHSM) proposes that work stressors can unambiguously be divided into challenge and hindrance stressors, there has been mixed support for this model. Recently, researchers have proposed moving away from the current CHSM to an appraisal-based approach. Thus, we conducted a comprehensive literature review and meta-analysis. In particular, using a meta-structural equation Modelling approach (Cheung

and Chan, 2005), we will test whether appraisals can mediate the relationship between work stressors and outcomes. We will use relative weight analysis (Tonidandel and LeBreton, 2015) in meta-analysis to test whether appraisals can explain critical work outcomes beyond work stressors and whether we can differentiate challenge, hindrance, and threat appraisals. This will provide the incremental validity of appraisals. Results from 63 empirical studies with 70 samples (N = 21,928) showed that (1) work stressors can be appraised as challenges, threats, or hindrances; (2) challenge appraisals of work stressors generally have positive effects on employee work attitudes, well-being, job performance, behaviour, and health-related outcomes. Conversely, hindrance and threat appraisals have negative effects on these outcomes; and (3) appraisals can both mediate and moderate the relationships between stressors and work outcomes. Building on the extant knowledge, we provide detailed suggestions for future research.

O79

Are Management Priority of Psychological Health and Safety, Psychological Detachment from Work, and Insomnia Related over Time? A Random Intercept Cross-Lagged Panel Model among Social Workers in Norway

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Background: Restorative sleep is essential for individual health, well-being, and day-time functioning, also in the workplace. However, insomnia (i.e., difficulties initiating and maintaining sleep, or experiencing non-refreshing sleep) is a widespread problem in contemporary society, representing considerable costs for individuals, organizations, and society at large. Previous literature points to work-related stress as an important precursor of sleep problems and identifying contributors to the path from work stressors to insomnia is therefore important.

Method: We examined reciprocal relationships between management priority of psychological health and safety, psychological detachment from work, and insomnia symptoms with a random intercept cross-lagged panel model (RI-CLPM) differentiating between time-invariant, trait-like differences at the between-level and lagged relationships across time at the within-level. Data came from a longitudinal survey among a sample of employees working in the Norwegian Child Welfare Services (N = 944) conducted across three measurement occasions (March 2020, September 2020, March 2021). Response rates were 50 percent or higher at all three occasions.

Results: Preliminary results at the between-person level indicated stable, trait-like individual differences in all three constructs. Furthermore, individuals who experienced more insomnia symptoms in general, tended to also experience less management priority of psychological health and safety and less psychological detachment in general. At the within-person level, there were statistically significant spill over effects from management priority of psychological health and safety to psychological detachment and from psychological detachment to insomnia. Specifically, psychological detachment from work increased for individuals who had experienced an increase in management priority of psychological health and safety six months earlier, whereas increases in psychological detachment were followed by subsequent decreases in insomnia symptoms. The spill over effect from management priority of psychological health and safety to insomnia was moderate in size, but not statistically significant. Results did not indicate any reverse causal relationships.

Conclusion: Main findings at the within-level suggest that psychological detachment from work may be important for later sleep quantity and quality, and that individuals may find it easier to detach from work if they experience that the organization prioritizes employees' psychological

health and safety. An important strength of the study is that these lagged relationships pertain only to within-person fluctuations in the constructs, controlled for any stable differences between individuals and time-invariant confounders. The study design and findings have important theoretical, methodological and practical implications that will be discussed.

O80

Work Environment Competency: Prospective Results from a Survey-Based Multi-Level Analysis

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Background: The effects of organizational level interventions at the workplace vary a lot between studies and there is therefore a large interest in identifying the underlying conditions and competencies that predict the outcome of these interventions. The abilities of workplaces to successfully undertake deliberate processes aiming at improving the psychosocial working conditions might be an important predictor. We developed the concept of work environment competency, which describes the ability of work units to identify and deal with problems in the work environment. We understand the concept as a dynamic, group-level phenomenon. The aim of this study was to investigate whether work environment competency (measured at the work-group level) predicted individual level measures of psychosocial working conditions and worker well-being in a prospective analysis.

Methods: We conducted a prospective cohort study on employees in 64 work units in workplaces organized under the regional level of government (i.e. somatic hospital, psychiatric hospitals, and sheltered housing). The data collection was part of an intervention study investigating methods to improve psychosocial working conditions in regional workplaces. We measured work environment competency using an eight-item scale. Psychometric analyses showed that all items loaded satisfactorily on one factor and that the measure of work environment competency qualifies as a group-level measure. The items operationalize the following aspects of the concept of work environment competency:

- Cooperation between employees and managers to improve the work environment
- Perceived efficacy of initiatives to improve the work environment
- Attention towards emerging problems in the work environment
- An open dialogue about problems in the work environment
- Motivation in employees and managers to improve the work environment

At baseline, we sent questionnaires to 1,754 workers in the 64 units and obtained response from 1,207 (Response rate: 68.8). Of these, 683 participated at follow-up. We assessed the prospective associations between work environment competency (measured at work-group level) at baseline and the dependent variables (measured at individual level) at follow-up using multi-level regression analysis. We adjusted all analyses for job title, age, sex, baseline levels of the dependent variables, and random effects at the work-group level.

Results: The results from the prospective analyses showed that higher baseline levels of work environment competency (measured at work-group level) significantly predicted increased levels of psychological safety, quality of leadership, cooperation with colleagues, and recognition (measured at individual level) at follow-up in the fully adjusted model. The results also showed that higher baseline levels of work environment competency significantly predicted increased levels of commitment to the workplace and overall satisfaction with the psychosocial work environment in the fully adjusted model. We found no statistically significant associations between higher baseline levels of work environment competency and workload or job stress.

Conclusion: The results suggest that work environment competency is an important indicator of the abilities of workplaces to identify and deal with challenges in the psychosocial work environment. The results also indicate that work environment competency is an important determinant of the quality of the psychosocial work environment.

O81

Reduction of Time and Performance Pressure - Preparation and Usability Evaluation of an Action Guide for Companies

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Background: Many employees have to deal with time and performance pressure (TPP) in their everyday work. Research shows that TPP is a relevant risk factor for employee's health and well-being. Therefore, work design to reduce TPP and to foster a good coping with TPP is a key requirement for companies. Nevertheless, companies and occupational health and safety stakeholders are often overwhelmed by this requirement and are reaching their limits. In particular, condition-related measures to reduce time and performance pressure are rarely implemented. There is therefore an obvious need for information and support for operational stakeholders.

Method: Data and results of several prior research projects in the period from 2012 to 2022 concerning work design to reduce TPP were reviewed and processed in an overarching manner. In addition, the preparation of two overviews was commissioned about 1) the current state of knowledge on work design measures to reduce TPP and 2) prerequisites for successful work design processes in companies. Based on an overall thematic analysis, fields of action for the reduction of TPP and prerequisites for work design processes were identified, prepared and published in form of an action guide for companies in a preliminary version. The action guide was discussed in two expert meetings with participants from human resources, professional associations and scientists from applied research. The discussions were recorded by hand and analysed thematically. In addition, the action guide was discussed in two online focus groups with operational stakeholders to capture their experiences, needs and the usability of the action guide. The focus groups were video recorded and also analysed thematically.

Results: The action guide contains among others five thematic fields of action for the reduction of TPP: 1) to obtain a balance between demands and resources, 2) to create transparency and smooth workflows, 3) to ensure necessary autonomy at and over work, 4) to develop, communicate and live a realistic and health-compatible performance culture and 5) to create a caring climate in the company and to live mutual care. The fields of action include both condition-related as well as behaviour-oriented measures to reach the aims. The measures address different design levels from the organizational level down to the level of individual employees. In addition, the action guide deals with ten factors for successful work design processes in companies. Overall, the feedback of the interviewed experts and operational stakeholders was positive. They valued the content of the action guide as a good orientation and regarded the fields of action as a helpful collection of work design options. However, they would like to see more concrete details regarding some work design options, as their transfer to the specific operational situation is challenging. They would also prefer a stronger reader guidance and more decision-making aids for the different design options.

Conclusion: The action guide is suitable for the initiation and support of work design processes in companies with the aim of reducing the important demand of TPP. However, some improvement is needed and planned for a future version.

O82

What Works in Organizational-level Psychosocial Work Environment Interventions? Results from an Umbrella Review

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Background: The effectiveness of organizational-level interventions addressing the psychosocial work environment remains unclear. To get a clearer picture of the current state of knowledge, we conducted an umbrella review, i.e. a systematic review of systematic reviews. Compared to reviews of primary studies, umbrella reviews have the advantage of inspecting the field from “higher up” and thereby have the potential to find patterns that can be difficult to detect in reviews of primary studies. In order to find these more general patterns, our search was very broad and not limited to a specific type of organizational level intervention or a specific outcome. The aim of this study was to systematically review the effectiveness of organizational-level interventions in improving the psychosocial work environment and workers' health and retention.

Methods: We searched PubMed, Web of Science and PsycINFO for systematic reviews published between 2000 and 2020, screened reference lists and consulted experts, yielding 27 736 records. All identified reviews were independently screened for eligibility by two researchers. The quality of all eligible reviews were assessed independently by two researchers using an established quality assessment tool. Of the 76 eligible reviews, 24 of weak quality were excluded, yielding 52 reviews of moderate (N=32) or strong (N=20) quality, covering 957 primary studies. Inspired by other rating systems, we assessed quality of evidence based on quality of review, consistency of results, and proportion of controlled studies.

Results: We identified two different approaches in the reviews: 30 reviews examined specific intervention approaches, whereas 22 reviews examined specific outcomes. Regarding reviews of a specific intervention approach, we found strong quality of evidence for interventions focusing on “Changes in working time arrangements” and moderate quality of evidence for interventions focusing on “Influence on work tasks or work organization”, “Health care approaches” and “Improvements of the psychosocial work environment”. The quality of evidence for the remaining interventions in this group of reviews was “low” or “inconclusive”. Among the 22 reviews that focused on a specific outcome, we found strong quality of evidence for interventions about “Burnout” and moderate quality of evidence for interventions about “Health and Well-being”. The quality of evidence for the remaining interventions in this group of reviews was “inconclusive”, including interventions aiming to improve workers' retention.

Conclusions: This umbrella review covering almost 1000 primary studies from 52 systematic reviews showed moderate or high quality of evidence for effectiveness for four intervention approaches and two health outcomes. This suggests that the work environment and the health of employees can be improved by certain organizational-level interventions. More research, especially about implementation and context, is needed to further improve the evidence.

O83

Pathways to Psychosocial Risk Management in the European Union - Insights from Qualitative Case Studies Comparing Action Orientations of Key OSH Players

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There is an evolving consensus among OSH stakeholders in Europe that more action is needed to address the high level of stress at work. According to EU surveys, four in five managers express concern about work-related stress (Glaise & Cefaliello 2022). However, although the management of psychosocial risks is a legal obligation on employers, the scale of the problem contrasts with a low level of compliance. Accordingly, unions in the EU recently have stepped up their campaign for a directive on the prevention of psychosocial risks (Glaise & Cefaliello 2022).

This study is based on the assumption that the assessment and prevention of psychosocial risks is based on national legislation and is particularly shaped by cultural traditions and labour relations. To attain a better compliance, it is necessary to understand the complex processes - facilitators and impediments - of psychosocial risk management at workplace level and in different cultures. The Europeanization of the legal OSH Framework since 1989 sets the frame for OSH players at workplaces. Hence, they determine how they will fulfil OSH requirements, and so their role understandings and action orientations become more relevant (Ertel/Schmitt-Howe 2022). For this purpose, we re-analysed data from a qualitative case study that was based on 41 semi-structured interviews with key OSH players from management, worker representatives and OSH experts that were conducted in ten organizations in Denmark, Sweden, Spain and the UK between 4/2014 and 8/2015. After being tape-recorded and transcribed, the interviews were analysed – deductively and inductively- along thematic categories (Janetzke/Ertel 2017, 2017a). For the present re-analysis, we used reconstructive analytic tools - agency and metaphor analysis - in order to investigate explicit (articulated) vs. implicit understandings of roles and action orientations of OSH actors in the process of psychosocial risk management (PSRM).

Comparing different countries and cultures, our analysis revealed a broad spectrum of action orientations towards PSRM. Its poles are characterized by a strategic and long-term approach towards PSRM (particularly in Denmark and in Sweden) in contrast to a short-term and ad-hoc approach. Impediments to PSRM were present at different levels and in different stages. In a manufacturing company in Spain, workers´ representatives had to initially address workers´ fear of stigmatization which resulted from a misunderstanding of what PSRM was about. When the focus of PSRM was on changing authoritarian leadership styles and met with resistance by the management, union support, based on the legal OSH framework, and determination of workers was essential to continue the process. All in all, national OSH cultures (following Hofstede) which interact with organizational cultures and the extent of management concern for workers psychological health shape the process of PSRM. It can be concluded that by reconstructing the role understandings and actions orientations (agency) of key OSH players, we were able to gain a deeper understanding of the complex process of addressing and managing psychosocial risks in the workplace.

O84

A Workplace Intervention to Strengthen Supervisor Support for Employees With Common Mental Health Problems: A Mixed Methods Realist Evaluation

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Background: Over the last decades, mental health of employees is a growing concern of organizations and the society as a whole. Supervisors in those organizations have shown to be key stakeholders to signal and address (the onset of) behavioural changes at work, as a result of mental health problems. However, there is still limited evidence on effective supervisory interventions while supervisors feel unsure about how to enable those employees to keep working and perform well in their jobs. The purpose of this study is to obtain insight into whether, how and under which circumstances a novel workplace intervention targeting supervisory support works. This intervention aims to strengthen supportive behaviour of Dutch supervisors in promoting work participation of employees with common mental health problems (CMHP), through coaching provided by occupational health professionals (OHPs) based on an evidence-based online guideline.

Method: A mixed-methods realist design was chosen, in order to triangulate results and provide a more in-depth evaluation of the mechanisms of change. We first drafted the initial program theory and validated it by interviewing participating supervisors at baseline. Then, we used quantitative data to test the initial program theory, evaluating whether the intervention works (change over time of supportive behaviour and behavioural determinants, i.e. self-efficacy, social influence, attitude, intention, and skills) and for whom and under which circumstances (testing for personal-, organizational- and intervention factors). Questionnaires were distributed at baseline (t0), directly after the intervention at 3 months (t1) and post follow-up, at 6 months (t2). Finally, at post follow-up, we collected qualitative data through interviews with the OHPs and participating supervisors to explain and nuance results on how and why the intervention works.

Results: Compared to baseline (n=92), supportive behaviour, self-efficacy and skills of supervisors increased significantly post intervention (n=65, 3 months) and post follow up (n=56, 6 months). A statistically significant regression model ($R^2 = 0.29$) indicated that factors such as not being assessed on sick leave numbers, previous collaboration between OHP and supervisor, and having dealt with CMHP before were related to the changes. According to supervisors, working mechanisms on the interpersonal level were the OHPs' expertise and trust, and co-supervisors' social support. On the individual level, mechanisms were self-efficacy, willingness to learn and use of action planning. Conditional organizational circumstances were being given time and structural, low-key access to OHP expertise, in a safe learning climate. Supervisors expressed to appreciate the monthly coaching by OHPs because the practical suggestions and reflections that helped them out in current cases of team members struggling with CMHP.

Conclusion: This preventive, multifaceted, action-oriented workplace intervention had a positive impact on supervisor support in promoting work participation among employees with CMHP. Our results provide guidance to which contextual and working mechanisms implementation should address in such interventions. These findings may encourage employers to invest in supervisors' capacity, thereby enabling employees with CMHP to keep working and perform well in their jobs.

O85

Bullying's Toll : Unveiling the Resource Depletion Epidemic in Indian Nurses

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Background: Workplace bullying is a widely recognized phenomenon, especially in healthcare. Surprisingly, despite increased academic interest as well as awareness of the issue, the problem still remains less explored in countries like India. This was highlighted in a recent review by Karatuna et al. (2020), which reported that in nursing, evidence of bullying from South Asian countries was scant. This study reports empirical evidence from an understudied population in bullying research. Additionally, the majority of studies have examined the protective role of personal resources in such circumstances. This paper argues that relying on personal resources might not suffice. Instead, the resource drain view of the Conservation of Resources theory must be taken into account in order to understand that strained interactions with bullies can deplete those protective resources over time. Furthermore, this study has employed the Shattered Assumptions theory to explain the decline in personal resources as a result of bullying exposure.

Methods: A cross-sectional survey was conducted among Indian nurses post COVID-second wave (February 2022-June 2022). Permissions were taken from the relevant authorities and questionnaires were distributed among the nurses. Data analysis was done using SMART-PLS 4.0.

Results: Out of 529 nurses, a total of 312, were categorized as targets of bullying based on the cut-off score method. The findings suggest that bullying leads to a decline in the positive psychological capital of the targets. This decline in psychological capital partially explained the mechanism linking bullying to poor mental health.

Conclusion: The study argues for the resource drain induced by Workplace bullying. It sheds light on the mechanism, linking bullying to poor mental well-being. The study contributes to the existing literature on bullying and reports results from India. Zero tolerance or enabling open communication seems like a far-fetched dream in countries with high power distance. Thus, focused efforts are required to use various methods which can minimize the overall negative impact on the targets. The interventions to build positive capacities like psychological capital must be used at regular intervals to ensure that negative outcomes are minimized.

O86

Short and Long-Term Outcomes of a Workplace Civility Intervention in Three Different Organizations

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Background: Workplace mistreatment continues to be a problem that negatively affects individuals across the globe. Workplace civility interventions have been suggested as one possible countermeasure, with the possibility to reduce workplace incivility and promote a culture of civility and respect within workgroups (Osatuke et al., 2009; 2013). Such interventions have been found to be effective in facilitating both short and long-term change (Leiter et al., 2011; 2012). However, civility interventions have almost exclusively targeted healthcare professions such as nurses and hospital staff. Consequently, there is still a lack of knowledge about how civility interventions are received in different contexts, and whether they are effective, over both short and long-term, in occupational groups outside of hospital settings.

The aim of the present study was to evaluate the effects of a civility intervention delivered to three different organizations, in order to investigate whether the intervention was associated with reduced levels of workplace incivility, as well as increased levels of civility and norms for respect over time.

Method: The study had a quasi-experimental wait-list control design, meaning that workplaces were allocated to either an intervention group or a control group. Individuals in the intervention group participated in a series of monthly workshops over the course of six months focusing on workplace (in)civility and workplace culture. After the intervention group had completed the intervention, it was implemented in the control group. Questionnaires were administered prior to the intervention (time 1), after the intervention group had completed their participation (time 2), and six months later, when the control group had also completed the intervention (time 3). The questionnaires measured workplace incivility, workplace civility, and norms for respect. Participants were employed in workplaces within two different municipal organizations, and one construction company, in Sweden. One of the municipal organizations employed staff at disability care homes ($N = 51$). The other municipal organization employed nurses, physical/occupational therapists, and case officers ($N = 160$). The construction company employed carpenters, supervisors, and site managers ($N = 46$).

Results: During the presentation, results from all three measurement waves will be presented, exploring whether the intervention is associated with change in workplace incivility, civility and norms for respect over time. Trajectories for both the intervention group and the wait-list control group will be investigated. Possible differences between organizations will also be analysed.

Conclusion: Although workplace interventions can be one way to address workplace incivility and reduce workplace mistreatment, they can require consistent effort and maintenance to be effective. The presentation will, on the basis of the results, discuss possible factors influencing the efficacy of civility interventions.

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O87

Managing Workplace Conflict – Understanding System Complexity in Organizations Undergoing a Conflict Intervention

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Background: Conflict is dynamic, as is conflict management. However, scant research has examined how workplace conflict may evolve over time, or specifically, how events at multiple levels during an intervention period may impact intervention outcome. Previous research indicates that workplace conflict holds a dual nature, causing both detrimental effects on individuals and groups. Yet, research also indicates that workplace conflict has a potential for positive outcomes, for example better decision making, problem solving, and innovation. Therefore, there is a need to clearly identify, define and understand how the interaction of interdependent causal conditions (e.g. cultural, structural or processual), impact the outcome of a conflict intervention. Unpacking these causal combinations and how they interact could further guide which approaches, methods and organizational interventions that should be tailored to the conflict situation and organizational context at hand. In the present study we use Dynamic Systems Theory (DST), which suggests shifting our thinking from focusing on isolated objects to their context, from separate parts to relationships. Applied to conflict management, dynamical system theory is a way to explicitly model how affective and cognitive processes

operate together with system characteristics. The main aim of the present study is to explore the interdependent relationship between organizational context (discrete and omnibus) and the mechanisms affecting conflict levels in units undergoing a conflict intervention.

Method: Inspired by the Critical Incident Technique, we use an abductive approach combining a newly developed method, Effect Modifier Assessment (EMA) with Process Tracing (PT). More specifically, we ask participants in a workshop to recall and describe significant events (e.g., events modifying conflict levels in the working environment), over a specified intervention period, and then use PT to identify the causal event structure impacting intervention outcome (conflict levels). We are currently collecting field data in 3 separate cases, from both the public and private sector, containing between 7-13 participants. The data seems promising, and we are aiming for 2-3 additional cases by the end of February 2024.

Results: First, in line with previous research on organizational interventions and conflict management, we expect conditions from both the planned intervention activities and context conditions to impact intervention outcomes. Second, we expect to identify a combination of events at multiple levels (IGLO) leading to intervention outcomes. Third, we expect that conflict levels will evolve in a non-linear way during the intervention period. Fourth, we expect similar themes and mechanisms to emerge across cases.

Conclusion: We hope that applying dynamic and systems approaches to conflict management may help identify and address the underlying organizational structure and culture norms impacting conflict levels and conflict management outcome. Rather than seeing conflict as individual or dyad 'noise', we hope organizations will analyse and manage conflicts at work more holistically. And by doing so, enabling the development of competent organizations implementing primary interventions protecting and promoting employee mental health.

O88

Guilt From Organizational Unethical Practices is a Stressor but May Be Partly Buffered by Ethical Leadership and Peers

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Background: One of 20th century philosopher, John-Paul Sartre's (1956) most pervasive ideas is the notion of "bad faith," which arises when individuals must suppress their true values in order to fulfil a role. Bad faith situations may occur when individuals are contributors to supporting a system that is antithetical to their values. Scholars have theorized about the influence of unethical behaviours in organizations for employee well-being and performance (Giacalone & Promiselo, 2010; Rupp et al., 2006). The research literature has predominantly contended with workplace unethical behaviours committed by individuals. However, increasingly workers may expect and care about their organization's unethical practices. This is evidenced, for example, when hundreds of thousands of employees at organizations including Amazon, Google, Microsoft, and Facebook went on strike to protest the negative impacts their companies' practices had on the environment (Givetash et al., 2019). Moving beyond the individual-level for unethical actions and drawing from bad faith and social identity theory, we consider employee's guilt about their organization's unethical practices as a stressor, with implications for their well-being and attitudes towards the organization.

Method: We conducted a time-lagged survey of employees (N=334) recruited through Prolific. Participants completed measures of their felt guilt about their organization's unethical practices, and potential buffers of ethical leadership and ethical peers. They were also asked to report and describe any practices that their organization engaged in that they viewed as unethical, if

applicable, in an open-ended qualitative response. One week later, they completed measures of strains (depression symptoms and psychological strain) and organizational attitudes (affective commitment and turnover intentions). The multivariate multiple regression moderation model was analysed in Mplus version 8.0 with centred predictors and controlling for age and gender.

Results: In a qualitative open-ended response, the majority of participants (81%) were able to name practices that their organization engaged in that they viewed to be unethical (e.g., unfair personnel decisions, being environmentally unfriendly). As predicted, employees' guilt about their organization's unethical practices was associated with greater depression ($b = .06$, $se = .02$, $p = .004$) and psychological strain ($b = .05$, $se = .02$, $p = .01$). Hypothesized main effects for guilt predicting organizational attitudes were not supported. However, there were interactions between guilt and ethical leadership and ethical peers in predicting organizational attitudes, such that having an ethical leader or peers protected from negative attitudes towards the organization in relation to guilt about unethical organizational practices.

Conclusion: The literature on unethical actions in organizations has largely been limited to the individual level. This study suggests that employees monitor, form judgments about, and are affected by their organization's unethical practices. Moreover, we provide evidence that employees' guilt about their organization's unethical practices may function as a stressor. Finally, an ethical leader or peers may potentially buffer employees from developing negative attitudes towards the organization as a function of their guilt about unethical organizational practices.

O89

Neurodiversity in Business – Take Two. Insights from Employees and Their Colleagues About Strengths, Challenges, Psychological Safety Well-being.

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Background: Neurodiversity at work, defined here as the consideration of human neurocognitive differences with a focus on strengths as well as any challenges, is gaining prominence as a focal topic for organizational inclusion practice and initiatives. Yet not all activities and policies are based on sound evidence and could even have detrimental consequences. For example, autism at work programmes attract and foster certain demographics only, and there is intersectional impact on perceptions of including and belonging (Doyle, McDowall & Waseem, 2022). To date, research and national statistics have focused on labour force participation rather than in work and career experience. In 2023, the first academically grounded survey of neurodiversity at work was conducted in the UK; this elicited evidence for the important role of psychological safety and career satisfaction for well-being at work for neurodivergent (ND) workers, but also concerning low well-being. The present submission builds on this foundational work to ask: a) what are neurodivergent strengths at work, c) the challenges experienced, how do psychological safety, career satisfaction and support influence well-being and motivational experience? We draw on a relational model of inclusive talent management to frame our predictions. We expect that higher levels of psychological safety and better support for specific career development are linked to enhanced well-being.

Method: We are taking a co-production approach to designing a bespoke survey which includes some pre-validated measures which is currently being refined. This paper will report data from employees and their colleagues. Data will be analysed with crosstabs, regressions and thematic analysis (Braun & Clarke, 2022) for open ended questions. Measures will include

self-reported conditions, strengths, challenges, any experience of subtle slights, psychological safety, engagement, and well-being. Further, the survey will include measures of support from different sources and hyper and hypo sensitivity (so how people react to stimuli around them).

Results: Full results will be available at the time of the conference. We expect that these will include a) benchmarking of levels of well-being by neurodivergent condition and presence of co-occurrence (multiple condition) and b) comparison between ND workers and their colleagues as well as c) analysis to interrogate intersectional aspects. For example, the 2023 showed lower levels of well-being for people identifying as cisgender women and for non-binary people.

Conclusion: Our conclusions will report implications for future theory and research in this field to further develop the relational model.

O90

Why Do Some Autistic Adults Have Paid Employment Whereas Others Do Not? A Focus Group Study Comparing Views and Experiences of Autistic Adults With and Without Paid Employment.

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Background: Despite efforts to improve employment outcomes for autistic adults, internationally their employment rates remain low. In this focus group study, we evaluated what autistic people with and without paid employment reported as barriers and facilitators to sustainable, competitive employment. Research questions were: (1) What barriers and facilitators do autistic adults report in finding and keeping competitive employment?; and (2) What are differences and similarities between autistic adults with and without paid employment regarding the barriers and facilitators they report for sustainable employment?

Method: A total of 8 focus groups were conducted, including a total of 64 participants: 4 groups with paid, competitive employment, and 4 groups without. All meetings were transcribed verbatim and analysed separately for the groups with and without paid employment (inductive thematic content analysis), using ATLAS.ti 9.

Results: There was no simple answer to why some had paid employment whereas others did not: ten major themes were found to affect sustainable employment, subdivided into 34 subthemes. The major themes were: (1) workplace atmosphere; (2) supervisor skills and attitudes; (3) interesting versus uninteresting work; (4) working conditions; (5) receiving support in finding or keeping employment; (6) self-insight and self-knowledge; (7) self-esteem and assertiveness; (8) proactivity versus passivity/fatigue; (9) communication; and (10) the disability benefits trap. Many factors were interrelated, adding to the complexity. Most themes and subthemes emerged from both groups, which highlights their importance, as the analyses were conducted separately for both groups. Themes facilitating sustainable employment included a positive workplace atmosphere, a good supervisor, doing work that aligns with interests and talents, favourable working conditions, good coaching, higher self-insight, higher self-esteem, and proactivity. Differences between the groups were that those with paid employment seemed to have experienced more friendly workplaces and supervisors, had received better coaching in finding and keeping employment, had higher self-insight in their talents and needs, had higher self-esteem, were more assertive and were more proactive.

Conclusion: Considering many factors were interrelated, especially two key areas seem promising for improving the sustainable employment of autistic adults and should therefore receive more attention: (1) more (autism) friendly and inclusive workplaces need to be realized, and (2), autistic adults' self-insight and self-knowledge, needs to be improved e.g. regarding their needs, talents, wishes and boundaries.

O91

Inclusion of People with Disabilities and Job Health: How an Organizational Inclusive Climate can Improve Job Health Levels on Employees with Disabilities and Their Co-workers

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Background: Research about job inclusion of people with disabilities is still scarce. Nevertheless, a few recent findings signal the positive influence of an adequate level of inclusive climate on this process. However, the influence of an inclusive climate on job health of employees with disabilities and their co-workers is still unexplored. This is even more evident talking about an inclusive climate towards disability where the organization is the focus of analysis. Thus, the main objective of this study was to examine the impact of an inclusive organizational climate towards disability, as key factor to enhance the job health of both employees with disabilities and their co-workers. Specifically, we conducted separate analyses to examine this influence on employees with disabilities and their co-workers without disabilities. We also explored explanatory mechanisms underlying this relationship.

Method: Our sample was composed by 258 employees from 15 organizations located in Spain. Two sources of information were used: Employees with disabilities (n=66) and their co-workers without disability (n=192). To test our hypotheses including mediation and moderation models we used PROCESS macro for SPSS. Our study variables included, organizational inclusive climate, job satisfaction, job health (GHQ), teamwork climate and psychological safety.

Results: Considering employees with disabilities, our findings showed a direct and positive effect of organizational inclusive climate towards disability on their job health. In contrast, for their co-workers—employees without disabilities—our results indicated that organizational inclusive climate towards disability did not have a direct effect on their job health. However, job satisfaction played a significant role as an explanatory factor in this relationship, acting as a mediator. Additionally, the relationship between job satisfaction and job health in co-workers without disabilities was moderated by teamwork climate and psychological safety. Specifically, lower levels of teamwork climate and psychological safety intensified the positive impact of job satisfaction on job health.

Conclusion: Organizations promoting adequate levels of inclusive climate, showing to their employees with and without disabilities how inclusive the organization is, can improve their job health. Nevertheless, the explicative mechanisms are different for employees with and without disability. An inclusive climate has a direct impact on their psychological health for employees with disabilities and an indirect impact for their co-workers without disabilities, mediated by job satisfaction. A possible explanation for these differential findings could be due to that organizational inclusive climate towards disability is directly related to how organizations show sensitivity, understanding, support, openness, and attention to aspects and needs related to disability. Thus, employees with disability are directly affected by these questions. Nevertheless, for their co-workers without disability the influence of these factors is not so evident, being needed other mechanisms to explain the relationship between an organizational inclusive climate and their job health.

O92

Does Neurodiversity Awareness Training Work? Implications for Future Research and Practice.

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Background: The neurodiversity movement, which recognizes diversity in minds as different, not disordered, has led workplaces to begin to consider ways in which they can improve inclusivity for neurodivergent workers. Neurodivergent workers are more likely than neurotypical workers to experience exclusion, lower performance ratings, and poorer work-related well-being. One way to build a neuroinclusive culture is through knowledge building, typically via diversity and inclusion training despite scarce evidence evaluating the efficacy of such interventions. The present study investigates the efficacy of neurodiversity awareness training implemented at a conservation organization housed within a university in the US.

Method: A volunteer sample of staff from a conservation organization were recruited to take part in the study. Participants completed two surveys approximately 6 months apart. The pre survey ($n = 158$) assessed baseline knowledge of neurodiversity, experience of interacting with neurodivergent workers, and feelings of inclusion (through belonging and uniqueness). The post survey ($n = 63$) measured knowledge, experience, and inclusion, as well as collecting training evaluation using Kirkpatrick's model. Hypothetical vignettes were also used to assess transferability of knowledge pre and post training. Both surveys collected quantitative and qualitative data. Participants who indicated that they did not take part in any training were used as a control group ($n = 31$).

Results: A mix of t-tests, ANOVA's and linear regressions were used to analyse the quantitative data. Preliminary results indicate an increase in knowledge of neurodiversity among all staff between the timepoints, however, this was not related to whether they had attended the awareness training. There was no change in experience of interacting with neurodivergent colleagues or general feelings of inclusion. Although there was an increase in inclusion for neurodivergent staff, the change was not significant. Awareness training attendees rated the training as easy to follow, helpful, engaging, and informative. Training transfer data is in the process of being analysed. Thematic analysis of the open-ended responses revealed those who did not attend the trainings felt they had no time due to their work constraints and workload. Those that did attend, felt that although the information was helpful, they had minimal opportunities to implement their learning and utilize the resources.

Conclusion: More research is needed to evaluate the efficacy of neurodiversity training beyond increasing knowledge to further understand transfer of training to regular implementation of inclusive practices. Training itself needs to be accompanied by other inclusive strategies throughout the employee lifecycle to build an inclusive organizational culture. These include inclusive hiring and onboarding practices, flexible scheduling policies, and proactive approaches to promoting well-being.

O93

Development of the Remote4All Scale for Disabled and/or Neurodivergent Remote Workers

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Background: Notwithstanding the fact that disabled and neurodivergent people make up 20% of the working population (ONS, 2023), their experience of remote working has been overlooked in both research and practice. Disabled and/or neurodivergent people may benefit

from working remotely and/or in a hybrid form, as this offers the opportunity to positively accommodate their needs (McNamara, & Stanch, 2021). Further, it offers a flexible way of working, to enable employees to better manage their disabilities and, for some, to stay consistently and gainfully employed (Adams et al. 2021, Zablotsky et al. 2019). At present, fully inclusive organizational policies/guidance on remote working for disabled and/or neurodivergent people are lacking, as are ways of measuring their remote working experience. In this study, we report on the development of the Remote4All scale - a new psychometric scale designed to assess the quality, efficacy, and well-being of disabled and/or neurodivergent remote workers. The scale was developed to understand and assess the extent to which the specific needs of this group are being supported by their employers, when remote working.

Methods: The scale development and validation process followed a stepwise approach, based on the recommendations of DeVellis and Thorpe (2021). Themes and associated items for the Remote4All Scale were developed following (i) a literature review on the topic, and (ii) analysis of the qualitative findings of a UK study on disabled and neurodivergent remote workers. The scale was cross-validated on N=621 disabled and/or neurodivergent remote workers in the UK, through an online survey.

Results: Exploratory Factor Analysis (N=290) and Confirmatory Factor Analysis (N=331) results offer support for the 34-item scale, assessing 6 dimensions (communication, isolation, psychological safety, well-being, work-life balance and working environment). The scale showed face, content, and convergent validity. Specifically, other measures of remote working were utilised alongside the Remote4All scale to check validity and to provide further detail on related dimensions, including the E-Work Life Scale (i.e., Trust, Flexibility, Work Life Interference, Productivity), the E-Work Self-efficacy scale and the E-Work Well-being scale (i.e., emotional exhaustion, cognitive weariness, commitment, colleagues, line manager support, isolation, autonomy, competence, career, fatigue).

Conclusions: The newly devised Remote4All scale shows psychometric robustness and validity across a broad range of neurodivergent and/or disabled remote workers in the UK. The scale can be used to diagnose the extent to which the needs of this overlooked community of workers is being supported in any organization. This will support the development of impactful and 'actionable' interventions for individuals, organizations and practitioners, to address any need gaps. Individualised support and guidance can be devised and more inclusive and fairer policies and practices can be developed and tested. The Remote4All scale will give researchers and line managers a tool for studying, evaluating, and supporting inclusive work that meets the needs of these workers.

O94

Neurodiversity in Business – Take Two. Insights from Employers About Strengths, Challenges, Psychological Safety Well-being.

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Background: Neurodiversity at work is currently 'hot' as a focal topic for organizational inclusion practice and policies. Organizations are initiating distinct programmes with focus for example on autism at work, charities and government efforts are also concerning themselves with this topic (e.g. Buckland, 2023). However, not all such well meant efforts align with evidence from wider diversity research (see e.g. Alejji et al, 2016) or reflect prevalence rates of different relevant conditions in the general population (Doyle & McDowall, 2021). To date, research and national statistics have focused on labour force and little is understood about the employer perspective. In 2023, the first academically grounded survey of neurodiversity at work was conducted in the UK; comparing the perspectives of employers and employees. The findings

signposted that employers and employees converge on the importance of neurodivergent potential, bringing specialist and creative 'out of the box' contributions. The findings also indicated that stigma remains widespread, as employees are not disclosing conditions as a disability because of fear of being judged differently by colleagues and their employers. Further, we found very low levels of well-being for employees. The present submission builds on this foundational work to ask: a) how does the well-being of employers and employees compare? How do employers and employees converge and diverge in their perceptions of the psychosocial environment? What are the implications for neurodiversity practice?

Method: We are taking a co-production approach to designing a bespoke survey which includes some pre-validated measures which is currently being refined. This paper will report data from employers, cross referenced against employee and colleague data where appropriate. Data will be analysed with cross-tabs, regressions and thematic analysis (Braun & Clarke, 2022) for open ended questions. Measures will include self-reported conditions, strengths, challenges, employer size and presence specialised support functions, any experience of subtle slights, psychological safety, engagement and well-being, as well as specialised closed and open ended questions to be finessed in the co-production phase.

Results: Full results will be available at the time of the conference. We expect that these will include a) gap analysis between employers' and employees' and co-workers' perceptions, links between psychological safety and well-being.

Conclusion: The conclusions of this paper will take a balanced approach to evidence-based management to incorporate our research findings with psychological theory and draw on the first author's decades of practice experience in this specialised field. We expect this to translate into practical guidance for consulting psychologists, which can in turn inform our HR, Occupational Health and management customers.

O95

Exploring the Interplay of Workplace Bullying and Consideration of Future Consequences (CFC) over time.

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Background: The Consideration of Future Consequences (CFC: the extent to which individuals consider, and are influenced by, the potential immediate and distant outcomes of their current behaviour) was initially proposed as a stable personality trait linked to various behavioural domains such as health, finance, and work. However, subsequent studies suggest that CFC may exhibit intraindividual fluctuations, even over short periods of time. In this regard, it has been proposed that relevant events could momentarily modify CFC. Then, considering findings that suggest a potential link between workplace bullying and various cognitive and behavioural changes, our hypothesis posits workplace bullying as a significant traumatic event that could potentially influence changes in CFC levels. This is particularly relevant given that CFC has been suggested to be positively associated with psychological well-being and various work-related outcomes, such as job safety and Innovative Work Behaviour.

Method: We gathered data from two diverse samples of Spanish workers across four distinct time waves. The measurements for the first sample were spaced at weekly intervals, while those for the second sample were separated by bimonthly intervals. Participants were specifically prompted to recollect their levels of CFC and workplace bullying experienced either over the past week or the last two months, depending on the sample. To examine the longitudinal relationship between these variables, we are employing mixed ANOVAs and multilevel Latent Growth Curve (LGC) analysis.

Results: Preliminary results indicate a positive relationship between individuals' levels of CFC and their experience of workplace bullying. Consistent with the former connection, mixed ANOVAs reveal that individuals who have encountered workplace bullying tend to report elevated levels of consideration for both distant (CFC-F) and immediate future consequences (CFC-I). Nonetheless, overall, there seems to be no significant fluctuations in CFC levels on either a weekly or bimonthly basis.

Conclusion: Preliminary findings substantiate the presence of a connection between workplace bullying and CFC. However, the temporal pattern remains unclear, mainly because CFC does not seem to show fluctuations in our dataset. It is important to acknowledge that this research has its limitations. The primary constraint lies in presenting preliminary results without employing more sophisticated analytical frameworks such as LGC analysis. Nevertheless, this study contributes to existing research on CFC and workplace bullying by suggesting that the latter might serve as an antecedent to interindividual differences in the former.

O96

Between Right and Wrong: Moral Stress in Academia

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Background: How far would you go for a good story in your paper? Research results in psychology are less likely to be replicated than it would be expected with appropriate research and publication practices. Particularly, p-hacking, HARKing, or deliberate falsification are considered to be reasons for this (Shrout & Rodgers, 2018).

Committing or witnessing moral misbehaviours (moral demands) can have severe consequences for researchers resulting in moral strain and moral injury. According to Jameton (1993), moral strain arises when a person feels that they cannot act in a way that is accordant to their moral values and beliefs. Moral demands trigger stress-related emotions such as anger or frustration. If moral strain persists and no recovery takes place, moral injury results as a condition in which the person has lost trust and faith in moral values. Conversely, moral injury and moral stress may also increase the perception of moral demands, resulting in a moral stress cycle. Emotions shape perceptions (Zadra & Clore, 2011). Negative emotions such as fear cause people to perceive a demands as higher (Zadra & Clore, 2011). Since moral strain involves negative emotions such as fear, persons experiencing moral strain and related negative emotions are more likely to perceive a situation as a morally demanding.

Research on possible moral stress cycles is entirely lacking thus far, and research on moral strain and moral injury has been almost exclusively studied cross-sectionally in the military context and among healthcare workers (Litz & Kerig, 2019; Williamson et al., 2021). However, researchers are also confronted with moral demands (e.g., committing, suggesting, or witnessing p-hacking) in their everyday work (Nelson et al., 2018). Thus, investigating researchers and possible moral stress cycles fills two important voids. In addition, looking for ways to break moral stress cycles is imperative. The JD-R model (Bakker et al.2023) proposes that job resources mitigate the effects of job demands on stress. In the case of moral demands, moral resources could reduce the occurrence of stress cycles, such as opportunities to discuss moral demands with colleagues or superiors. Our third contribution is to determine the extent to which moral support from colleagues and supervisors mitigates the moral stress cycle.

Method: We will conduct a three-week daily diary study in January 2024. Data will be collected by using online surveys among researchers. We are currently collecting the e-mail addresses of all researchers at German universities. The Moral Stress Inventory (OMSI; Müller et al., submitted), will be used. In addition, we measure a variety of control variables. We will analyse our data with continuous time analysis.

Results: We have already conducted a survey of the relevant constructs in another sample and found significant main effects in both directions. We expect similar results from our survey with academic staff.

Conclusion: Since there is alarming misbehaviour among researchers and we know that such misbehaviour can lead to a negative health cycle, it is important to find solutions to stop this negative spiral.

O97

Workplace Bullying in the Restaurant Industry, Psychological Well-Being and the Role of Work Motivation: A Latent Growth Curve Analysis

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Background: Workplace bullying (WPB) is the repeated and prolonged exposure to negative, hostile and unwanted acts by others in the workplace. WPB is a significant social stressor, with particularly damaging effects compared to other work-related stressors (Samnani & Singh, 2012). Research shows that workers in the restaurant industry are particularly vulnerable to WPB, given the difficult working conditions in this sector. WPB has notably been linked to burnout, job dissatisfaction, work-family conflict, and turnover in the restaurant industry (Høgh et al., 2021). However, research suggests that individual characteristics, including work motivation, may influence the relationship between work-related stressors and psychological well-being (PWB) (Fernet et al., 2004; Gillet et al., 2016; Trépanier et al., 2013). Indeed, work motivation can influence employees' adaptation to their work environment and research suggests that workers who are intrinsically motivated at work are more adequately equipped to cope with the demands encountered at work because this type of motivation enables the development of personal resources that facilitate the management of work demands. However, to date, no study has examined the role of work motivation in the relationship between WPB (as a negative factor in the work environment) and workers' PWB. Based on self-determination theory, the aim of this study was to assess the relationships between WPB, work motivation (autonomous regulation [conducting one's work for the satisfaction and pleasure it provides], external regulation [conducting one's work for external reasons, such as the pay and social recognition] and introjected regulation [conducting one's work out of internal pressure, such as to avoid feeling guilty]) and PWB at work (burnout and work-life conflict).

Method: This three-wave (3-month time lag) longitudinal study was conducted among a diverse sample of restaurant workers (T1 $n = 509$; T2 $n = 279$; T3 $n = 222$).

Analyses: Statistical analyses are currently underway. To this end, this study will use latent growth curve modelling (LGCM), which is a useful method for examining changes over time in work motivation among subgroups of workers. More specifically, the analysis will seek to identify relationships between WPB, work motivation and PWB at work on a longitudinal basis using profiles. Whereas other research methods measure the change applying three-wave panel data, the benefit of LGCM is the richer information it provides through the use of multi-wave data taking into account the individual differences systematically (Byrne, 2010). In addition, the relationship between different domains (e.g., work motivation and PWB) can also be analysed via LGCM. Therefore, using LGCM analysis can provide us with accurate information regarding the trajectory for each individual as well as inter-individual difference in their work motivation and PWB changes during the 3 time points along with the relationship between the three variables. Statistical analyses will be finalized before the conference date. The theoretical and practical implications of the study will be discussed.

O98

Organizational Change and Sexual Violence in the Workplace

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Background: This article aims to contribute to the comprehension of the factors influencing workplace sexual violence by investigating the impact of organizational change and working conditions. This research is based on the organizational model of sexual harassment in the workplace; we conceptualize organizational change as an event likely to reinforce or create vulnerabilities inside organizations and thus, increase the likelihood of sexual violence.

Method: Drawing from data gathered during the 2010 and 2015 European Working Conditions Surveys conducted by the European Foundation for the improvement of living and working conditions, our study examines the correlation between organizational changes, working conditions, and reports of workplace sexual violence among workers in the European labour force (N=69,454). We ran a path analysis with organizational change as the independent variable, working conditions as mediators (work intensity, physical strain, and atypical working hours) and unwanted sexual attention and/or sexual harassment as the dependent variable. In a second analysis, we ran a gendered analysis to assess for different effects among men and women.

Results: Our findings suggest that work intensity and physical strain have a partial mediating effect on the relationship between corporate organizational change and reports of unwanted sexual attention and/or sexual harassment. Our study reveals that organizational change has still a direct impact on the reports of sexual violence. The gender analysis uncovers disparities between genders concerning the impact on working conditions and the direct influence of organizational change on reporting sexual violence. Our results indicate that women's working conditions worsen further during times of change whereas the direct impact of organizational change on sexual violence is stronger for men.

Conclusion: This study sheds lights on the repercussions of organizational change and recommends approaches at the organization level to combat the epidemic of sexual harassment. We conclude that organizations have the keys to play a vital role in preventing sexual harassment by implementing inclusive corporate culture and policies to prevent and punish adverse social behaviours, especially of a sexual nature.

O99

Workplace Bullying, Symptoms of Anxiety and the Interaction with Leadership Quality – a Longitudinal Study Using Dynamic Panel Models with Fixed Effects

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Background: Exposure to workplace bullying has been suggested to increase symptoms of anxiety. A reverse relationship has also been proposed. To the best of our knowledge, these associations have not yet been tested in a multi-wave study in the general working population. Therefore, the main aim of this study is to examine the temporality and directionality between

exposure to workplace bullying and symptoms of anxiety, accounting for confounding from both time-variant and time-invariant factors. Furthermore, we aim to examine whether leadership quality modifies these associations. If a buffering effect is supported, this would suggest an important arena for interventions aimed at decreasing the negative mental health outcomes of workplace bullying.

Method: We included 13491 individuals from two nationwide cohort studies in Sweden and Denmark. By means of structural equation modelling (SEM), we used both cross-lagged panel models and dynamic panel models with fixed effects, in order to examine contemporaneous and lagged associations between self-reported exposure to workplace bullying and symptoms of anxiety. Cohort-specific results were estimated and combined using fixed-effect meta-analysis.

Results: The cross-lagged SEM models supported both contemporaneous and lagged relationships in both directions (from exposure to workplace bullying to symptoms of anxiety and vice versa). In contrast, only contemporaneous relationships remained statistically significant and of considerable magnitude in the dynamic panel models with fixed effects. Specifically, exposure to workplace bullying was related to a concurrent increase in anxiety symptoms [$b=0.61$, 95% confidence interval 0.32-0.90]. No support of interaction with leadership quality was found.

Conclusion: The results indicate that onset of exposure to workplace bullying increases the risk of symptoms of anxiety in an immediate or short-term time frame, but not in the longer term, when using a lag of 2 years and accounting for time-stable individual characteristics. Leadership quality does not appear to modify these associations. Our results provide novel insights about temporal aspects of the bullying-anxiety relationship and point towards primary prevention of workplace bullying as an important strategy for limiting proximal symptoms of anxiety. Future studies, applying similar analytic strategies with shorter time lags are warranted to further clarify the longitudinal effects of exposure to workplace bullying on anxiety.

O100

Adverse Social Behaviours Impact Mental Distress and Sick Leave due to Common Mental Disorders: A Prospective Study of Home Care Workers

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Background: Mental disorders are the second most frequent diagnoses underlying sick leave, and are associated with exposure to adverse work factors. Many occupations in the health and social sector experience adverse social behaviours as part of their work environment. This may have a negative impact on employee health and home care services in particular have high levels of sick leave. The work environment of home care employees and its relation to cause-specific sick leave has received little attention in previous research. To enable development of preventive measures to reduce sick leave, more knowledge on occupation specific risk factors is required.

Methods: A probability sample of Norwegian home care workers ($N = 2.591$) from 130 municipal home care services was surveyed in 2019, with follow-up surveys after 8 and 14 months. Prospective associations between bullying performed by colleagues, bullying performed by supervisors, violence, threats of violence, and sexual harassment, and mental distress (SCL-5) as outcome were estimated by means of lagged linear mixed models. Exposures were measured at baseline and after 8 months, and the outcome after 8 and 14 months. A large part of the sample ($N = 1.819$) was additionally followed up for 26

months in registry data from the Norwegian Labour and Welfare Administration. This included complete registrations of all medically certified sick leave from the first day absent, including diagnostic codes given by the general practitioner (ICPC-2 codes). Negative binomial regression analysis was performed to calculate incidence risk ratios (IRR) and 95% CIs for the association between adverse social behaviours and risk of sick leave spells due to common mental disorders.

Results: Results from the lagged linear mixed models suggest that bullying performed by colleagues, bullying performed by supervisors, violence, threats of violence, and sexual harassment were positively associated with subsequent mental distress ($p < 0.000$). Bullying performed by colleagues was associated with an increased risk of sick leave spells (IRR = 1.62, CI95% 1.17-2.23), whereas the remaining associations in the binomial regression analysis were not significant.

Conclusion: All five adverse social behaviours predicted subsequent mental distress, which over time can lead to development of mental disorders. However, only bullying performed by colleagues was associated with increased risk of sick leave spells due to mental disorders. The majority of the violence, treats, and sexual harassment was perpetrated by clients or others not employed in the home care services. The present study suggests that while all exposures were related to mental distress, the employees might be more resilient against negative acts committed by clients than by colleagues. Proactive measures to prevent workplace bullying may contribute to prevention of mental disorders and reduce sick leave levels.

O101

Perceiving and Reporting Harm in Elite Athletes

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Background: This qualitative study delves into the impact statements of elite athlete survivors of abuse, focusing on the role of Masculinity Contest Cultures (MCC), body commodification, and the persistent threat to physical integrity in shaping athletes' perceptions of harm and their likelihood to report it. Unlike previous research that emphasized organizational failures and power abuse, this study aims to provide nuanced insights into organizational-level factors influencing reporting behaviours among elite athletes, contributing to a paradigm shift in addressing cultural dynamics within elite sports for enhanced well-being.

Method: Using a dataset of 39 victim impact statements from a high-profile case's sentencing hearing, the study employs content analysis and thematic analysis. The selection criteria narrowed the original 148-statement data corpus from the primary survivors of abuse (<https://inourownwords.us>) to a sample of statements specifically addressing organizational culture, ensuring a focused exploration of the identified cultural dynamics. Themes from the statements, unveil the lived experiences of victims within the organizational culture of elite gymnastics.

Results: Elite sports, notably a male-dominated field, align with the characteristics of an MCC. This toxic culture, rooted in competition, strength, and sacrifice, extends to female-dominated sports like elite gymnastics, influencing athletes' identities, training interactions, and relationships with coaches and staff. The MCC context limits athletes' responses to unjust pressure or harm significantly. The analysis reveals the pervasive influence of body commodification: athletes express experiences of exploitation, a loss of autonomy endorsed by organizational leaders (coaches), and a high level of confidence in the organization that hinders

the recognition of harm or victimization. Athletes exhibit an awareness of the persistent threat of pain and injury, with personal encounters and observations of injuries contributing to the construct of injury heroism. This impacts athletes' perceptions of harm and their decisions to report under specific conditions. The 'Gymnastics World' emerges as a toxic environment, with survivors emphasizing the culture of gymnastics, indicating that the abuse was not an isolated event but deeply embedded in the broader gymnastics culture. Some athletes were unaware of their abuse until the allegations surfaced in 2016, highlighting their profound confidence in the organization, creating a challenging landscape for discerning specific types of harm.

Conclusion: This research challenges past paradigms, revealing a nuanced relationship among MCC, body commodification, and the persistent threat to physical integrity within elite sports, influencing athletes' perceptions of harm and reporting likelihood. The study advocates for a nuanced understanding of reporting mechanisms, urging a shift beyond structural limitations to encompass athletes' internal assessments of harm. The implications extend beyond gymnastics, hinting at these cultural conditions' potential presence in various high-level sports and possibly other industries rooted in MCC values. The unexplored impact on first responders and military personnel presents a crucial area for future research.

O102

The Ripple Effect of Unethical Behaviour in Organizations: A Systematic Review

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Unethical behaviour at work can have serious consequences for the social landscape of an organization, ranging from interpersonal conflict to decreased commitment and – in the worst case – more unethical behaviour. Previous studies on the aftermath of unethical behaviour at work focus primarily on the outcomes for individuals or the organization as a whole, yet we still lack a specific understanding of how unethical behaviour affects the social dynamics within different levels of organizations, ultimately cultivating toxic work environments. The aim of this systematic review is to examine and integrate the available literature on the interpersonal processes that follow from conducting, perceiving, and experiencing unethical behaviour in the workplace. Assisted by active machine learning algorithms with the software ASReview, two reviewers coded 1757 abstracts from a range of different fields, out of which 155 relevant papers – those that study outcomes of unethical behaviour at work involving more than one person – published between 1993 and 2023 were identified.

A critical analysis of these papers shows that more functional (e.g., warning, punishment) and more dysfunctional (e.g., retaliation, spillover) interpersonal reactions to unethical behaviour have been studied empirically. We map the different waves set in motion by unethical acts at work into a comprehensive ripple effect diagram and provide an overview of the theoretical arguments underlying the observed interpersonal reactions to unethical behaviour at work. Finally, we identify important gaps in the literature and present specific avenues for future research on the social dynamics that manifest from unethical behaviour in the workplace.

O103

A Prospective Twin Study Investigating the Role of Genetics, Early Environment and Neuroticism in the Association Between Exposure to Work-Related Offensive Behaviours and Sickness Absence due to Common Mental Disorders

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Introduction: Sickness absence (SA) has been shown to be associated with several negative consequences, both for the affected individual as well as for society on the whole, in terms of economic loss. The most common reason for SA is SA due to common mental disorders (CMDs). Previous studies have indicated that there is an association between exposure to work-related offensive behaviours, such as harassment, bullying, violence and threats of different kinds and CMDs. However, the mechanistic pathway in this association is still largely unknown. For example, the associations between exposure to offensive or abusive behaviours and health outcomes may partially be explained by individual characteristics, including genetic predispositions and early experiences. The aim of the present study was to investigate the role of familial factors (genetics and shared early-life environment) and neuroticism in the associations between exposure to work-related violence/threats and harassment/bullying, and SA due to CMDs.

Method: The study sample included 8795 twin individuals from the Swedish Twin project Of Disability pension and Sickness absence (STODS), including survey data from the Study of Twin Adults: Genes and Environment (STAGE) linked to national register data. Self-reported work-related violence and/or threats and work-related harassment including bullying and register data on SA due to CMDs were analysed using logistic regression on the whole sample, and conditional logistic regression among complete same-sex twin pairs discordant on exposures. Individuals were followed for a maximum of 13 years or until their first incident SA spell due to CMD. Interactions between neuroticism and exposures were assessed using both multiplicative and additive interaction analyses.

Results: Exposure to work-related violence/threats were associated with higher odds of SA due to CMDs when adjusting for age, sex, marital status, children living at home, education, type of residential area, work characteristics, and symptoms of depression and burnout (OR 2.11, 95% CI 1.52-2.95). Higher odds of SA due to CMDs were also found for exposure to harassment/bullying (OR 1.52, 95% CI 1.10-2.11) and a combined indicator of exposure to either of the kinds of exposure or exposure to both kinds, i.e. violence/threats and/or harassment/bullying (OR 1.98 95% CI 1.52-2.59), compared with the unexposed. Analyses of twin pairs discordant on exposure, using the unexposed twin sibling as reference, showed somewhat reduced ORs that were no longer statistically significant for all exposures. No multiplicative interaction was found between neuroticism and exposure to work-related violence/threats, or harassment. However, a statistically significant additive interaction was found between neuroticism and exposure to violence/threats, with higher odds of SA due to CMDs in the group scoring lower on neuroticism.

Conclusion: Exposure to work-related offensive behaviours were associated with SA due to CMDs. The results of the matched twin pair analysis indicated that these associations may be confounded by familial factors. In addition, an interaction effect between violence/threats and neuroticism was found. Thus, future studies investigating associations and causality between offensive behaviours at work and mental health-related outcomes should, when possible, consider familial factors and neuroticism.

O104

Third-Party Employee Reactions to Observed Customer Mistreatment

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Scholars have devoted significant attention to investigating the detrimental consequences of customer mistreatment on the mistreated employee. However, there is increasing recognition that employees who observe others being mistreated are also adversely affected. This research examines how third-party employees react after witnessing customer mistreating their co-worker. Integrating theoretical arguments from appraisal-tendency framework and vicarious workplace mistreatment literature, this study examines two affect-based reactions of third-party employees: anger displacement and fear-driven self-protective responses. Witnessing such mistreatment can trigger feeling of anger in third-party employees; and the anger will be redirected to their organization, leading to reduced job satisfaction and increased turnover intention. Service scripts, which can exacerbate perceived injustice, tends to amplify this anger displacement reactions. In parallel, observed customer mistreatment may elicit fear, prompting third-party employees to engage in more surface acting and customer-directed citizenship behaviours. This fear-driven self-protection response can be exacerbated if the observer employees has previously experienced more direct customer mistreatment. Study 1, an experimental design integrating the critical incident technique, provides empirical support for the dual affect-based reactions to observed customer mistreatment. Study 2, employing a scenario-based experimental approach, investigate how emotion-focused and problem-focused managerial interventions influence third-party employees' reactions to observed mistreatment. Together, this research contributes to the workplace mistreatment literature, offering a nuanced understanding of how third-party employees appraise and respond to customer mistreatment. Practically, this research offers insights for managers in service organizations to mitigate the broad negative implications of customer mistreatment in the workplace.

O105

Coding Return to Work Conversations based on Self-Determination Theory and Motivational Interviewing: Evaluation of an Online Training Program

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Background: According to Self-Determination Theory (SDT), supporting people's needs for autonomy, relatedness and competence can promote health behaviour change or workplace well-being and performance (Deci & Ryan, 2020). Return to work conversations at health insurances can be frustrating the basic needs as they are controlling in nature, since practitioners evaluate and sometimes cancel people's benefit claims. Therefore implementing SDT's concept of autonomy support, which is the opposite of exerting pressure or control, may be valuable. Teaching health insurance practitioners how to communicate in a need-supportive and motivating way could promote return to work. Therefore we developed a training that integrates SDT with motivational interviewing (MI) (Miller & Rollnick, 2013), i.e. a counseling style aimed at evoking autonomous reasons for change. They are assumed complementary as SDT's needs may provide theoretical explanation for MI's effectiveness, while MI's conversational techniques can strengthen SDT in a practical way. This study evaluates a motivational counseling training program in terms of practitioners' acquired skills and well-being at work.

Methods: 31 physicians and paramedics from four Belgian health insurances participated in an online, 10-hours training. Pre- (T0), during (T1) and post-training (T2: within four weeks; T3 within four months) data collection included a survey probing for well-being at work, as well as determinants regarding the adoption of motivational counseling (i.e. attitudes, motivation or self-efficacy). Online simulated patient conversations were recorded (T0, T2) for measuring communication skills through behavioural coding. Based on SDT, we used the Coding and Observing Need-Supportive Counselling in Chronic Care Encounters (COUNSEL-CCE) tool (Duprez et al., 2021). For analyzing conformity with MI, the Motivational Interviewing Treatment Integrity (MITI) code 4.2 was used (Moyers et al., 2016). After obtaining good inter-dependent reliability (Cronbach's alpha > 0.80), the four raters proceeded independently with the coding process. The data are further analysed through within-person comparisons using one-sided paired t-tests and repeated measures MANOVA.

Results: T0-T2 analyses revealed that after the training program, practitioners showed higher self-efficacy ($t(30) = -3.2, p = .002$) to adopt motivational counseling; and higher need satisfaction at work ($t(30) = -6.4, p < .001$). Autonomy-supportive ($t(30) = -4.4, p < .001$) and competence-supportive behaviour ($t(30) = -3.4, p < .001$) increased; while controlling or autonomy-thwarting behaviour decreased ($t(30) = 2.5, p = .01$). The practitioners engaged more in collaboration seeking, affirming and stressing people's autonomy ($t(30) = -1.7, p < .05$); and showed a better reflections/questions ratio ($t(30) = -3.0, p = .003$). They became better in evoking change talk and reducing sustain talk ($t(30) = -2.4, p = .01$); and engaged more in partnership and perspective taking ($t(30) = -3.8, p < .001$).

Conclusion: The motivational counseling training program improved health insurance practitioners' communication skills based on SDT and MI. The results indicate that adopting motivational counseling could also benefit the well-being of practitioners. Moving further, a custom-made coding instrument for motivational counseling could be developed. Future research could also look into barriers and facilitators for implementing motivational counseling, as in its effects for work-disabled people themselves.

O106

AspireAtlantic: Testing a Comprehensive Relationship-Centered Employment Services Approach to Build System Capacity Through Job Seeker and Sector Empowerment.

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Nova Scotia (NS), a Canadian province situated on the Atlantic Ocean, has a long history of labour market challenges. Despite recently population booms, NS has half the Canadian economic growth rate and unemployment exceeding the national average. With these unique challenges, businesses and citizens in NS require diverse and creative employment service solutions. As the existing services lack a sectoral focus or wraparound support, Pier Labs saw an opportunity to shape the system and launched AspireAtlantic. AspireAtlantic adapted and tested the WorkAdvance model in NS and evaluated future scaling opportunities to create more comprehensive career service options. WorkAdvance is a sectoral workforce development program by MDRC that aims to move people who face disproportionately higher unemployment or lower wages into growing sectors with vacancies and career opportunities. In the USA, WorkAdvance helped participants to secure long-term employment and increased their earnings.

AspireAtlantic was developed through community engagements then offered in partnership with a variety of employment service provider organizations and growing sectors. Motivated job

seekers experiencing unemployment or underemployment were selected to participate in the program. They were matched with an Advancement Coach and a Case Manager to support them throughout their journey. Job seekers received training on topics such as work norms, job searching skills, and relevant technical abilities. They were also provided with wraparound support to help them complete the training and thrive in future employment.

In total, 97 job seekers began AspireAtlantic and 88 graduated from the program. Eight cohorts were offered at three different times between January 2022 and May 2023. 68% of participants were unemployed, while those who were employed had an average hourly wage of \$16CAD. Participants came from diverse backgrounds, including Black, Indigenous, People of Colour and immigrants. Using qualitative and quantitative approaches, Pier Labs assessed the usefulness of AspireAtlantic for job seekers, employers, and government partners. This model appears to provide job seekers with necessary knowledge and support to succeed in finding a career, thus giving employers a stronger pool of potential candidates. 66% of graduates are now employed in their industry, starting a business, or pursuing relevant studies, with 47% of those finding jobs within 3 months of graduating. Some graduates have already begun advancing through their organizations. The AspireAtlantic program has demonstrated the value of a sector-based model that focuses on relationship-centered approach to help job seekers navigate personal and employment challenges. Working collaboratively with an ecosystem of partners empowered program staff to be proactive and responsive in addressing job seeker needs that helped them advance in the program and their careers. AspireAtlantic helped build sector capacity by connecting and working with employers to attract and retain skilled workers. AspireAtlantic has proven to be a flexible, adaptable, and scalable model that is highly responsive to high growth sectors.

O107

The Managing Minds at Work Plus (MMW+) Intervention: Pilot Testing a Blended Learning Intervention for Line Managers on Workplace Mental Well-being

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Background: Workplace well-being interventions increasingly recognise the vital role that line managers play in employee mental well-being (e.g. Dimoff et al, 2016; Gayed et al. 2109; Hammer et al, 2023; Milligan-Saville et al, 2017). However, many of these interventions have a secondary-level focus on raising mental health awareness in line managers and improving their ability to sign-post employees to support. Managing Minds at Work (MMW) has been developed as a digital learning intervention that provides line managers with the skills and knowledge to promote better mental well-being at work through engaging in primary-level preventative actions and practices (Blake et al, 2022). During its feasibility testing in 24 organizations (Thomson et al, 2023), possible improvements to how MMW is implemented within organizations were identified. These related to enhanced integration within existing organizational practices and the provision of shared learning opportunities. This paper will describe the results of the pilot testing in two organizations of Managing Minds at Work Plus (MMW+), the enhanced version of the training which incorporates group-based learning and reflection activities alongside the MMW online modules.

Methods: A quasi-experimental design is being used to test MMW+. Line managers from two organizations will receive the MMW+ intervention. A non-randomised comparison group of line managers in a third organization will complete the online-only version of the intervention

(MMW). Survey data will be collected from all line managers at baseline, 3- and 6-month follow-up to assess any changes in knowledge about mental health at work (Moll et al, 2017), confidence regarding mental health at work (Gayed et al, 2018, 2019), management competencies for preventing stress (Stress Management Competency Indicator Tool, 19-item version; Dulal-Arthur et al, in prep), and mental well-being (WEMWEBS 7-item version; Stewart-Brown et al, 2009). Data will also be collected from line managers' direct reports (DRs) to measure employee mental well-being (WEMWEBS 7-item version; Stewart-Brown et al, 2009), self-reported absence (1-item, 5th European Survey on Working Conditions, 2010) presenteeism (1-item, Aronsson, et al 2000), productivity (3-item engagement at work scale, 2-item quality of work scale from COPSOQ; Burr et al, 2019), ratings of their line manager's competencies (Employee version of Stress Management Competency Indicator Tool, HSE 2009), and perceptions of the workplace climate (4-item Psychosocial Safety Climate Scale; Dollard, 2019). A qualitative process evaluation will use semi-structured interviews with line managers and direct reports to explore barriers and facilitators to implementation, and contextual factors and mechanisms that might influence the training outcomes.

Results: The MMW+ intervention is currently being implemented and is due to finish in January 2024 with 6-month follow-up data collection due in June 2024. We will present the results of comparative analysis of the baseline and 3-month follow-up data for LMs and DRs from the intervention and comparison group alongside findings from the qualitative process evaluation.

Discussion: We will reflect on the contributions of our findings to the growing evidence on line manager interventions for workplace well-being and the identification and management of key implementation barriers and facilitators for workplace health interventions.

O108

When Work Aligns With Values: An Intervention Study to Strengthen the Well-being, Work Engagement and Employability of Healthcare Professionals

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Background: The healthcare sector faces high sickness absence levels and growing shortages of healthcare professionals, making staff retention crucial. While it is recognized that mental health issues, employee absenteeism, and turnover in the healthcare sector have taken on problematic proportions, there is in practice limited attention to the well-being and work engagement of healthcare professionals. To address this, the 'Work Values'-intervention was developed, aiming to assist supervisors and team members in identifying (a) valuable work goals that employees/teams have through team conversations; (b) work context factors that align with these valuable work goals; and (c) individual/team actions that contribute to realizing these valuable work goals. This study investigates barriers and facilitators for implementation and perceived effectiveness of the Work Values-intervention in a hospital care setting.

Methods: The Work Values-intervention was implemented in 15 nursing units of a Dutch non-university hospital among both healthcare professionals (i.e. team members) (n=392) and their supervisors (n=40). To provide insight in the perceived effectiveness and feasibility a mixed-methods study was used. Semi-structured interviews were conducted with 16 team members and 9 supervisors to investigate the barriers and facilitators for implementation and perceived effectiveness of the intervention on work-related well-being, team cohesion and employability. Interviews were transcribed verbatim and Atlas.ti software was utilized for coding the interviews. The analysis followed the steps of thematic analysis: open coding, axial coding, and

selective coding. In addition, after participating in the intervention, online questionnaires about the perceived effectiveness were filled out by N=179 team members and N=11 supervisors. Descriptive analysis were used.

Results: Qualitative data analyses indicate that the intervention is feasible for the hospital care setting. Important facilitators include the supportive role of supervisors and structured and peaceful team conversations. Identified barriers were: employee (lack of) motivation to participate, time constraints during team conversations, and organizational aspects. Interviews highlighted that Work Values team conversations had positive effects on reflection and communication among healthcare professionals; team members felt being heard and seen by their supervisor which contributed to their well-being and engagement. The opportunity to share experiences and understand each other's viewpoints was valuable for fostering team cohesion, a positive work environment and addressing work-related issues. Quantitative data show that supervisors as well as team members found the team conversations useful (resp. 100% and 75,4%). In addition, a large majority of the team members reported increased insight in their own valuable work goals (84,4%) and in what they needed to achieve those goals (64,9%).

Conclusion: This mixed-method study has shown that the Work Values-intervention is feasible to implement in the hospital care setting. Supervisors and team members are highly satisfied with the intervention. The findings underscore the importance of open communication in healthcare teams and the promotion of a culture of mutual understanding. The Work Values-intervention is one of the few positive psychology interventions to enable personally meaningful work values. This study contributes to the understanding of what is needed for healthcare professionals to stay motivated, engaged, and healthy at work and how sustainable employability can be promoted.

O109

Is a Women's Health-friendly Work Culture Associated with Menopausal Women's Symptom Experience and Perceived Job Stress?

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Background: With an ageing workforce, increasing numbers of women are working until older age. In western culture, most women experience their menopause (the last menstrual period) and their menopausal transition in their 40s and 50s. The majority will experience some symptoms, the most common being vasomotor (hot flushes, night sweats). The context of work can be challenging for working women and research suggests that women want a work culture that is open towards menopause and women's health. This paper presents the results of a UK investigation of possible associations between working in a women's health-friendly work culture (WHF-WC) and menopausal women's experience of problematic vasomotor symptoms and their reports of job stress.

Method: An online survey gathered quantitative data from working menopausal women aged 18-65 years in the UK. The sample was recruited from various organizations through recruitment emails and adverts shared via social media, business networks, and contacts of the research team and funder (Well-being of Women). Participants were asked to provide information about their vasomotor symptom frequency and problem-rating/interference (overall problematic rating scores calculated from the mean score of 3 items taken from Hot Flush Rating Scale, Hunter & Liao, 1995), job stress (single-item, Houdmont et al., 2012), and whether they currently perceived themselves as working in a WHF-WC (dichotomous item). Biserial correlations were conducted using SPSS to examine associations between working in a WHF-WC, job stress and problematic vasomotor symptom experience.

Results: A sample of 300 participants provided data. 48% did not feel they worked in an organization with a WHF-WC. Statistically significant associations were found between participants working in a WHF-WC and their experience of job stress and problematic menopausal symptoms. Participants working in a WHF-WC reported lower job stress ($r_b = -.12$, $p < .05$, $n = 300$) than those not working in a WHF-WC. Participants experiencing vasomotor symptoms reported less problematic symptoms if they worked in a WHF-WC compared to those that did not ($r_b = -.19$, $p < .05$, $n = 179$).

Conclusion: Working in a WHF-WC may be associated with experiencing less job stress and less problematic menopausal symptoms in workers going through their menopausal transition. Future research is needed to understand this concept, its measurement, and the creation of such a work culture in practice. In addition, exploring this aspect of work culture and its relationships with other work outcomes, as well as with in other countries, would be advantageous.

O110

The Relationship Between Emotional Demands, Individual Affect, and Psychological Health: The Role of Team Emotional Intelligence

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Background. Affective experiences in the workplace are key for understanding organizational behaviour. Empirical evidence shows that work contexts evoke diverse emotional responses as an initial reaction to events in the work environment and job characteristics. These emotional responses subsequently impact employees' psychological health. Thus, emotional demands in the workplace would serve as a significant antecedent, giving rise to dysfunctional states of psychological health. This study examined the mediating role of employees' affective experiences in the relationship between emotional demands and psychological health. Given the negative consequences of affective experiences stemming from work-related demands, we also explore the moderating role of team emotional intelligence in the relationship between individual affective experiences and employees' psychological health. We argue that team emotional intelligence could be considered an organizational resource, helping the management of team members' affective experiences arising from work situations.

Method. The sample was composed of 304 participants from 55 work teams. A multi-level moderated mediation analysis was carried out using Mplus. Our study included individual variables (emotional demands, positive and negative affects, psychological health) and a team variable (team emotional intelligence).

Results. The results showed that employees' affective experiences explain the relationship between work-related emotional demands and workers' psychological health. Team emotional intelligence moderated the impact of affective experiences on psychological health. Emotional demands decreased positive affective experiences and increased negative affective experiences.

Conclusions. Emotional demands generated by job tasks have an impact on the workers' psychological health depending on how they experience and feel emotional events in the workplace. Team emotional intelligence emerges as a key organizational resource. Team emotional intelligence contributes to promote the individual psychological health within work teams, moderating the impact of individual affective experiences (positive and negative affect). When the team possesses a high level of emotional intelligence, it mitigates the

negative impact of low positive affect and high negative affect on the psychological health of team members. As consequence, an adequate level of emotional intelligence protects the workers' psychological health. Our study highlights the need to actively develop and enhance this resource within organizations.

O111

How Do Employees with Disabilities Manage Exposure to Coworker and Supervisor Incivility? It Depends

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Workplace incivility has been found to be one of the most prevalent and consequential forms of workplace mistreatment among general work populations. Yet, we know little about how employees with disabilities (EWDs) manage workplace incivility from their co-workers or supervisor(s), with few exceptions (e.g., Labelle-Deraspe & Mathieu, 2023). Building on the literatures on incivility spiral (Andersson & Pearson, 1999) and selective incivility, we examine the psychological processes underlying, and boundary conditions of, the incivility spiral amongst a sample of 191 employees with hearing disabilities who completed two surveys three months apart. We draw from social exchange theory and group engagement theory to put forth a new understanding of why and how EWDs with different ages at disability onset may “even the score” with individuals and organizations in different ways when they experience coworker versus supervisor incivility. We argue that given different socialization experiences employees who acquired their disability at birth (vs. after birth) are likely to have stronger (vs. weaker) identification with their disability identity, thus tend to have more (vs. fewer) resources/strategies in managing exposure to incivility from colleagues in optimal ways (Bogart, 2014).

All measures used in this study were validated and published in the literature. Using multiple regression with bootstrapping in Mplus 7.2 and SPSS 27 (Preacher et al., 2006), we tested proposed moderated mediational effects. We found that supervisor incivility was negatively related to EWD's organizationally-based self-esteem (OBSE) ($B = -.94, p = .00$), and coworker incivility was adversely related to both EWD's OBSE ($B = -.74, p = .00$) and state loneliness ($B = .49, p = .00$). Further, we found that OBSE significantly mediated the relations of supervisor and coworker incivility with EWD counterproductive work behaviour toward the organization—CWBO (bootstrapped *estimate* = .06 and .04, $p = .04$ and $.05$, respectively); these incivility-OBSE relations and conditional indirect effects of incivility on CWBO through OBSE were stronger (vs. weaker) for EWDs with acquired (vs. congenital) disabilities (i.e., disabilities diagnosed after vs. at birth). Surprisingly, we did not find a significant moderating effect of EWD's disability onset age in the relation between coworker incivility and loneliness, nor the hypothesized indirect effect of coworker incivility on counterproductive work behaviour toward other individuals at work (CWBI).

These findings suggest that the incivility source influences EWD responses, that not all EWDs respond to their experience of workplace incivility in the same ways. Coworker incivility might have implications for a wider range of EWD experience and behaviour (i.e., state loneliness, OBSE, CWBO), relative to supervisor incivility (only for OBSE and CWBO). This view complements the long-standing notion that mistreatment by a supervisor has stronger effects on target employees' (certain) attitudinal and behavioural outcomes than mistreatment by a coworker (for reviews, see Han et al., 2022; Hershcovis & Barling, 2010). Our study findings also suggest that organizational practices can benefit target EWDs of workplace incivility using targeted support and interventions, for EWDs with congenital versus acquired disabilities, to help them manage experiences of loneliness, OBSE and downstream performance behaviour.

O112

Alone in the Crowd? Loneliness Explains Bus Drivers' Emotional Exhaustion in Response to Customer Mistreatment

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Background: Loneliness is categorized as a priority public health problem by the World Health Organization. The experience of loneliness is defined as “the psychological pain of perceived relational deficiencies in the workplace”. Especially the focus on loneliness during the COVID-19 pandemic highlighted that loneliness is a phenomenon that occurs in social isolation. Yet, relational deficiencies might not only stem from the absence of other human beings but also from their presence when these violate relational norms. We therefore examine loneliness in a work environment that provides abundant social interactions, i.e., bus drivers on their daily route, but focus on negative customer behaviours, i.e., hurting social norms. Specifically, we suggest loneliness as the psychological mechanism explaining the relationship between customer mistreatment and emotional exhaustion. Furthermore, we test anger as an alternative mechanism. We thereby make three theoretical contributions. First, we examine loneliness in a work environment that is characterized by a high number of daily interactions and therefore, not typically associated with loneliness at work. Second, we provide an explanation for why customer mistreatment leads to emotional exhaustion; a relationship that has been recently established. Third, demonstrating loneliness as reaction to customer mistreatment highlights the deeply hurting nature of these customer behaviours.

Method: We conducted daily surveys over two weeks with bus drivers of the publication transportation company in a major German city. Demographics were collected in a pre-survey before the main data collection phase. Overall, we received 240 daily reports from 70 bus drivers. Measures for customer mistreatment, loneliness, anger, and emotional exhaustion were taken from previous research.

Results: We examined the indirect paths of our research model using the lavaan package in R. We used robust cluster standard errors to control for the hierarchical nature of our data and included traffic as additional control variable. Results confirm the hypothesized indirect paths via loneliness (estimate = 0.051, SE = 0.022, $p = .018$) resulting from the significantly positive relationship between customer mistreatment and loneliness (estimate = 0.160, $p < .001$) and the significantly positive relationship between loneliness and emotional exhaustion (estimate = 0.321, $p = .001$). The indirect relationship remained significant when additionally including anger as alternative mechanism. The indirect relationship via anger was likewise significant (estimate = 0.041, SE = 0.018, $p = .023$), resulting from a significantly positive relationship between customer mistreatment and anger (estimate = 0.168, $p < .001$) and a significantly positive relationship between anger and emotional exhaustion (estimate = 0.244, $p = .008$).

Conclusion: Identifying loneliness as the psychological mechanism of the relationship between customer mistreatment and bus drivers' emotional exhaustion, provides important indications for researchers and practitioners alike. First, it highlights the necessity of research outside the traditional focus of remote workers. Second, it provides concrete indications how workers can be protected against the detrimental effects of loneliness. Organizations need to find ways to restore the social community and sense of belongingness in occupations that are prone to customer mistreatment. Yet, further research is necessary to replicate the findings and test concrete interventions.

O113

Engaged, Burned Out, or Bored Out? The State and Changes in Employee Well-Being in Finland in 2019, 2021, and 2023

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Background: Given the importance of employee well-being for employees, employers, and society at large, we examined multiple dimensions of employee well-being (work engagement, job boredom, and burnout) in Finland before and after the COVID-19 outbreak, across 3.5 years. This study reveals the extent of changes in well-being and potential risk groups considering low well-being at work.

Method: We analysed three randomized population samples of employed Finnish respondents, which were collected in 12/2019 (T1, N=1567), 6/2021 (T2, N=1418), and 6/2023 (T3, N=3631). Data were analysed using t-tests, to examine differences in the mean levels across time (i.e., between data sets) and between demographic groups (gender, education, age, teleworking), and Pearson correlations. Statistical analyses were weighted by age, gender, and residential area to match the population distribution. Employee well-being scales were measured with multiple items. Response scales for work engagement and job boredom were 0-6 and for burnout 1-5.

Results: Across 3.5 years, work engagement decreased ($M_{T1}=4.30$, $M_{T3}=3.00$, $p=.021$). This decrease occurred between T2-T3. Both job boredom ($M_{T1}=2.89$; $M_{T3}=3.00$, $p=.007$) and burnout ($M_{T1}=2.11$; $M_{T3}=2.18$, $p<.001$) increased and these changes occurred between T1-T2. Similarly, the proportion of the sample who had an elevated risk of burnout increased from 21% at T1 to 26% at T3 ($p<.001$). Amongst women, job boredom ($M_{T1}=2.86$; $M_{T3}=2.98$, $p=.039$) and burnout ($M_{T1}=2.13$; $M_{T3}=2.22$, $p<.001$) increased whereas for men there were no changes. Increases in job boredom were especially prevalent amongst those with lower education ($M_{T1}=2.99$; $M_{T3}=3.16$, $p=.032$). Work engagement decreased especially amongst young adults (under 36 y/o; $M_{T1}=4.22$; $M_{T3}=4.00$, $p=.004$). Between T2 and T3, work engagement decreased amongst those who did not telework at all ($M_{T2}=4.31$; $M_{T3}=4.15$, $p=.005$) and who teleworked from ¼ to ¾ of their working time ($M_{T2}=4.45$; $M_{T3}=4.30$, $p=.031$). At T3, amongst those who teleworked, the amount of teleworking was associated with more job boredom ($r=.07$, $p=.019$) and loneliness ($r=.08$, $p=.008$) and with less work-non-work enrichment ($r=-.08$, $p=.008$) and workload ($r=-.10$, $p=.002$). Based on correlational analyses at T3, females ($r=.08$, $p<.001$), those with lower education ($r=.07$, $p<.001$) and young employees ($r=.05$, $p=.016$) reported more burnout symptoms on average. Yet, the strongest correlates of employee well-being were job characteristics. For instance, positive and strong correlations with burnout were found for job demands such as ethical stress ($r=.50$, $p<.001$), role conflict ($r=.49$, $p<.001$), and emotional labor ($r=.42$, $p<.001$). In turn, various job resources correlated negatively with burnout, such as relatedness ($r=.52$, $p<.001$), task resources (autonomy, learning, positive feedback; $r=.45$, $p<.001$), and fairness ($r=.43$, $p<.001$).

Conclusion: While employee well-being in general declined across the study's time span, changes in the mean levels were relatively minor. Yet, if the findings generalize to the whole Finnish working population, for instance, in 2023 there are potentially 100,000 employees more suffering from an elevated risk of burnout than there were in 2019. While females, those with lower education, and younger employees are slightly more at risk of lower well-being, our findings emphasize that those with high job demands and low resources are most at risk.

O114

Engaging in Work or Disengaging From Work During Breaks? the Impact of Current and Anticipated Demands on Work Break Behaviours.

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Work breaks have been identified as important energy management strategies that workers can employ to remain energetic and foster performance at work (Fritz et al., 2011; Kim et al., 2018; Op den Kamp et al., 2018). Given the importance of breaks for employees, and adopting a recovery perspective, many scholars have attempted to understand what work break behaviours are conducive to these positive outcomes, finding that activities that foster experiences of relaxation and psychological detachment are particularly conducive to positive break outcomes (Bosch et al., 2017; Rhee & Kim, 2016; Zhu et al., 2018). Less is known, however, about *why* workers may engage in different work break behaviours.

This is an important omission, because employees engage in varied and contrasting behaviours during breaks that can be conducive to positive outcomes after the break. For example, some employees relax and disengage from work during breaks (e.g., Bosch et al., 2017; Sianoja et al., 2017) which is in line with the predominant recovery perspective on work breaks, while others stay mentally engaged in work during breaks by thinking about solutions to work problems or discussing work related matters with their colleagues and supervisors (e.g., Berman & West, 2007; Trougakos et al., 2014; von Dreden & Binnewies, 2017), which is contrary to the recovery perspective that dominates work breaks research. Crucially, both types of behaviours (i.e., disengaging from work and staying mentally engaged in work during breaks) can have positive employee outcomes like reduced fatigue and increased positive affect (Bosch et al., 2017; Trougakos et al., 2014; von Dreden & Binnewies, 2017).

To address this issue, we develop and empirically test a comprehensive theoretical model to understand why employees engage in different work break behaviours that moves beyond the predominant recovery perspective in work break research and should help shed light about why employees would decide to disengage from work or remain mentally engaged in work. Specifically, employees who anticipate performance challenge demands (demands leading to gains, like status, prestige, or experiences of mastery, Lepine et al., 2005), will be more likely to invest resources during breaks (e.g., effort), to obtain resources relevant for task completion (i.e., problem-solving pondering). Instead, employees who anticipate hindrance demands (demands leading only to resources exhaustion, Lepine et al., 2005), will be more likely to engage in break behaviours that require little to no effort and allows for the natural restoration of relevant resources (i.e., relaxation).

Our model is tested through a time-separated cross-sectional study and a field experiment. Results in both studies show that employees who anticipate challenge demands are more likely to engage in problem-solving pondering during the break. Surprisingly, work demands were unrelated to relaxation during the break. Our findings align with the general principles of COR theory (Hobfoll, 2018) suggesting that employees who anticipate gains are more likely to engage in effortful behaviours conducive to positive employee outcomes. Importantly, these results offer a more nuance understanding of work break behaviours challenge the current conceptualization of work breaks as exclusively recovery opportunities.

O115

Improving Employee Perceptions of their Employer by Increasing Awareness of Workplace Mental Health Support: An Experiment

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Background: Contemporary organizations are increasingly investing in programs to support their employees' mental health, with a reported 52% growth in such spending and 40% of companies expanding their suite of mental health offerings in recent years. Although they appear to need such support, with 40+% of employees reporting mental health struggles affecting their work, employees underutilize these offerings. For example, although most businesses (70-90%) offer employee assistance programs (EAPs) for mental health, fewer than 10% of employees use these programs. Despite the increased investment and need, very little scholarly research focuses on this aspect of workplace employee benefits. The current research provides a descriptive snapshot of employees' understanding of mental health offerings and demonstrates how organizations can increase employee perceptions of organizational support and reported levels of mental health climate through better communication and awareness of these programs.

Method: A within-subjects sample (T1 n = 200; T2 n = 124, 62% retention rate) of employed adults completed two waves of identical measures at Times 1 and 2. In both waves, employees reviewed a list of 9 mental health offerings (e.g., Mindfulness Training, EAPs, Stress Reduction Programs) and reported the availability (Yes, No, Don't Know) and their awareness of the purpose (Unaware-Very Aware) of each offering. They then completed a Perceived Organizational Support (POS) scale and a Mental Health Climate (MHC) scale for their workplace. As an intervention to increase knowledge of availability and awareness of mental health offerings between waves, participants asked their HR representative about the availability and purpose of the 9 mental health offerings at their company. We then tested the effects of increasing employees' knowledge of availability (i.e., does our company offer this?) and awareness (i.e., what is the purpose of this?) of mental health offerings.

Results: When employees ask about the availability and purpose of mental health offerings in their companies, they discover their organization offer more programs than they previously believed (T1-T2 $t(119) = 4.48^{***}$) and they understand more about the purpose (T1-T2 $t(119) = 7.43^{***}$) of those offerings. Moreover, when employees learned their company offered more programs (at Time 2) than they knew of (at Time 1), they reported significantly higher levels of POS (T1-T2 $t(57) = 2.86^{**}$) and MHC (T1-T2 $t(57) = 2.72^{**}$).

Conclusion: This research indicates most employees underestimate the support their companies offer for mental health, and that simply asking about the availability and purpose of these programs in their companies increases their understanding and appreciation of what is offered and the purpose for the offering. Importantly, finding out these increased details increases employees' perceptions of organizational support and reports of their companies' mental health climates at a moderate effect level. As expenditures and need regarding workplace mental health programs increases, our research offers initial insight into increasing the perceived value of these offerings: simply increasing awareness of these programs increases employees' positive regard for their employers.

Exploring the Employment and Well-being of Skilled African Migrants in the UK: A Critical Examination

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The UK government introduced the 'Skilled Worker' and 'Skilled Worker – Health and Care' visas in 2020 and together replaced the 'Tier 2 – General' visa. The Skilled Worker Visa is available to individuals of any nationality (excluding British and Irish) who hold an offer for an eligible skilled job that meets specified skill and salary criteria from a Home Office-approved sponsor. The Skilled Worker - Health and Care Worker visa allows medical professionals to come to or stay in the UK to work with the NHS, an NHS supplier or in adult social care. According to the UK Home Office (2023), the number of visas granted in year ending June 2023 for skilled worker visa was 69,421 and 121,290 for the 'Skilled Worker – Health and Care' categories respectively. A significant proportion of these applications are from countries in the global south including Nigeria, Zimbabwe, Ghana etc.

In recent times, there has been a rising trend of international migration from countries in the global south to more developed countries. This exodus of professional workers in their quest for improved livelihoods is driven by persistent unemployment, widespread poverty, political instability and dissatisfaction with current work and salary level (Gibson & McKenzie, 2014). However, this search for greener pastures abroad sometimes falls short of expectations and may lead to negative consequences for these migrants in the host country. Indeed, skilled workers who are unable to fully leverage their skills and work experience in the host country may lead to poor mental health, career frustrations and lack of opportunities (Bahn, 2015). The motivation for migration encompasses cultural, family, economic, and global career influences, along with a desire for adventure and new experiences (Baruch et al., 2007). The integration of skilled migrant workers into the United Kingdom is marked by a constellation of pertinent social issues that significantly impact their experiences and well-being. Proficiency in English emerges as a pivotal factor in the social integration and professional success of migrants (Wang et al. 2018). Furthermore, skilled migrants often find themselves remunerated at levels below the established standards in the host country, raising concerns about fair labour practices (Berg & Farbenblum 2017). The underutilisation of migrant skills, particularly when English is not their first language, represents a complex issue (Shah & Burke, 2005). Language barriers can impede the effective utilisation of migrants' expertise, leading to underemployment or mismatched job placements. This underutilisation not only deprives the host country of valuable skills but also contributes to the frustration and dissatisfaction of skilled migrants, negatively impacting their overall well-being. Adapting to a new country can expose migrants to challenging social, cultural, economic, and emotional situations (Taylor et al, 2021). Miller et al (2019) and Chiswick et al (2008) analysis of barriers to mental well-being among migrants identified language difficulties, social integration, and lack of family/social support as critical elements.

This research investigates the intricate dynamics of employment and well-being among skilled African migrants in the United Kingdom, offering a critical examination of their experiences. Using a qualitative methodology comprising 25 semi-structured interviews, the study will address the following three research questions using Al Ariss and Syed's (2011) model of human capital: What motivates skilled migrant workers to relocate to the UK? What are skilled migrant workers experience of employment in the UK?? How do these employment experiences impact the well-being of skilled migrants? Data collection is ongoing.

O117

Quality of Working Life, Gender and Role Differences in University Teaching Staff: A Survey of Resources and Demands at Work

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Background: Over the past few years there has been increased attention to issues of well-being and health within academic settings. Recent studies show that academic staff is subjected to increased work pressures, both in quantity (e.g., work overload) and quality (e.g., increasing administrative demands) from a variety of sources, with important impacts on individual and organizational well-being. Moreover, literature suggests that gender and the academic position produce specific conditions of interrelated disadvantage for some academics. Academia has historically been dominated by gender asymmetries, in which men usually occupy higher-level academic positions. Studies indicate that women in academia may experience higher levels of intra- and extra-work stress. In addition, gender inequalities appear to be stratified based on academic role and age: satisfaction tends to increase with the position and age of the researcher, while those in early stages of their careers and in temporary research positions could experience worse working conditions. Despite some progress, Italy remains a country with a high gender gap. In this scenario, several movements have been started to promote a culture of organizational well-being in academia. In Italy, in 2016, a group of academics in Psychology founded the QoL@Work network (Quality of Life at Work; <https://aipass.org/qolwork-quality-life-work>), whose main purpose is to maintain high attention on this topic. The purpose of this contribution is to highlight some outcomes of the work of the QoL@W network, to explore, from the perspective of the JDR model (Demerouti et al., 2001), the levels of well-being and burnout of university teacher and research staff. Specifically, the present study aims to explore job demands and resources and test for significant differences in relation to gender and role.

Method: The study involved 1481 researchers and professors (male and female) of five Italian public universities, who were administered an online self-report questionnaire validated in Italian by the Italian research group QoL@work. The data were analysed using MANOVA models to test gender and role differences with respect to well-being indicators in the university context.

Results: The results confirm that gender and role dimensions are key factors for understanding the quality of working life in academia in Italy. Women have both higher levels of emotional exhaustion and lower job satisfaction, a greater tendency to work compulsively and overtime, and a lower perception of the resources they can rely on. As for women, in relation to academic roles, there are differences in the perception of job resources.

Conclusion: The current academic system seems to particularly disadvantage women and precarious positions: for them it is more difficult to have access to the symbolic and material rewards necessary to sustain job satisfaction. The study provides insights about the urgency for universities to actively address supportive work environments that take into account the diverse needs and challenges faced by academic staff, while providing resources and strengthening diversity management policies for a fair community, which does not use specificities related to gender and role as factors of discrimination

O118

Mental Health Issues and Illness (MHI) in the Workplace: Knowledge and Attitudes of Line Managers and their Willingness to Invest Time and Effort in Supporting Employees with MHI

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Background: The successful employment of people with Mental Health Issues or Illness (MHI) has become an increasingly relevant topic for employers. Despite the potential benefits both for individuals with MHI and society, their labour market participation remains inadequate. Line managers play an important role in increasing the employment opportunities of people with MHI. If we want to improve the willingness of line managers to support their employees with MHI, there is a need to understand the knowledge, and attitudes that underline that willingness. Therefore, the aims of this study are: (1) to assess the extent of line managers' knowledge concerning effectively supervising employees with MHI, (2) to assess line managers' attitudes towards employees with MH, especially their willingness to invest time and effort, (3) to identify factors, including knowledge, attitudes, and background characteristics, that are associated with the willingness of line managers to invest time and effort in supporting their employees with MHI.

Method: A cross-sectional survey was conducted among a nationally representative internet panel of 976 Dutch line managers. Descriptive statistics and multiple regression analysis were used to address the research aims.

Results: 28.8% of the line managers reported having sufficient knowledge about MHI to effectively supervise employees. 63.7% agreed that in their organization employees with MHI are looked down upon. A majority of line managers are willing to invest extra time and effort in supporting employees with MHI, particularly by being willing to allocate extra time for discussing employees' problems (81.8%). Several factors were found to be significantly related to a higher willingness of line managers to invest time and effort in supporting employees with MHI. Specifically, having a work-related disorder association with MHI and experience with discussing work adjustments were found to be significant predictors. Furthermore, line managers who expressed a desire to learn more about MHI in general, had access to sufficient opportunities for employees to arrange necessary accommodations, and were aware of the possibilities and programs provided by the employer were more likely to be willing to invest in supporting employees with MHI. Additionally, age was identified as a significant background characteristic positively related to their willingness.

Conclusion: The results indicated a potential gap in line managers' knowledge and training. It also highlighted the crucial role of the employer in creating a supportive environment by providing sufficient opportunities to arrange necessary workplace accommodations for employees with MHI. Furthermore, it emphasized the importance of raising awareness among line managers about the available programs and possibilities for supporting employees with MHI. In conclusion, these findings emphasize the need for targeted interventions and training programs for line managers to enhance their knowledge and skills in dealing with MHI in the workplace. Employers should create a supportive environment that encourages open communication about employees' needs. By addressing these factors, organizations can better equip line managers to provide effective support, ultimately contributing to a more inclusive and accommodating workplace for people with MHI.

O119

Enhancing Occupational Health Through a Proactive Recovery Intervention: A Randomized Controlled Trial

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Introduction: Prolonged work stress is a risk factor for employees' sustained occupational health, predicting severe health problems such as burnout and depression. Research on recovery from work has shown that off-job recovery experiences of detachment, relaxation, control, and mastery are key in protecting the individual against the accumulating effects of work stress. However, less is known on how these recovery processes may be proactively initiated, and whether such proactive attempts to enhance recovery are, in turn, beneficial for occupational health. Gaining further knowledge on proactive recovery strategies is an important step for further improving employee recovery interventions, where participants can be trained to engage in such proactive strategies. To this aim, we conducted an intervention with a focus on enhancing employees' proactive recovery strategies.

Method: We conducted a randomized controlled trial among knowledge workers in three Norwegian organizations (two banks and one university). A total of 136 employees answered the baseline questionnaire (total $n = 85$ in the intervention condition, and $n = 51$ in the control condition, with a higher sample size allocated to the intervention condition to take into account dropout). The proactive recovery intervention was divided in two parts, each consisting of a two-hour workshop and a subsequent two week-training period. Study questionnaires were filled at the baseline (T1, Week 1), at the end of the first training period (T2), at the end of the second training period (T3), and two weeks post-intervention (T4). Variables of interest were measured with previously validated questionnaires. Statistical analyses will be conducted using repeated-measures analysis of variance and path modelling. The training sessions were targeted at enhancing the participants' use of proactive recovery strategies, focusing on psychoeducation about recovery experiences and proactive recovery, as well as showing and discussing different potential ways to use one's recovery time in a proactive and self-initiated way. At the end of each workshop, participants formulated an individualized crafting plan to be implemented every day or every other day during a two week-training period after the training session. Participants received SMS reminders daily to remind them of following their individual plans.

Results: Preliminary results indicate that the intervention group increased their use of proactive recovery strategies during the intervention period. Moreover, the intervention group had an increase in recovery experiences of detachment, relaxation, and control over the intervention period, whereas changes in mastery were not significant. Finally, work stress decreased in the intervention group, whereas emotional exhaustion stayed stable. No significant changes occurred in the control group during the intervention period.

Conclusion: Evidence-based organizational interventions can be a cost-effective way for organizations to enhance the occupational health of their employees. Through the interventions focusing on proactive recovery, participants can learn new strategies and develop their existing strategies to promote their recovery and decrease work-related stress in a flexible and personally meaningful way.

O120

Career Mobility of Cancer Survivors: An Interdisciplinary Review, Synthesis and Future Research Agenda

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Background: Statistically, one in two individuals will get cancer during their lifetime. As the curability of cancer increases one focal question remains: How does this prevalent illness affect employees' careers after being cured? Career mobility papers have been published in journals across several disciplines such as management, psychology, economics and health science, however research has not spanned across disciplinary boundaries. While research on career shocks highlight that extraordinary events in the lives of employees may trigger reflection and career transitions, this has not been examined in the context of health and illness. The complex societal challenge of health and well-being across the population is pertinent in Career Studies. In this review paper, the focus is on the career mobility of post-cancer employees. This is relevant and timely due to the increasing incidence and prevalence of cancer in the workplace. Hence, this interdisciplinary systematic literature review of aims to explore the career mobility of cancer survivors.

Methods: An interdisciplinary systematic literature review was conducted as these reviews have been highlighted as an effective method of addressing societal grand challenges by spanning disciplinary boundaries. This systematic review followed the procedure outlined by Tranfield et al., (2003) who developed a three stage process including planning the review, conducting the review, and the reporting and dissemination of findings. Searches were conducted using keywords combined with Boolean terms across nine databases spanning across disciplines, specifically: Academic Search Complete, Business Source Complete, CINAHL, EMBASE, MEDLINE, PsycArticles, PsycInfo, PubMed and Web of Science. Following the screening process, 24 articles were included in the review stemming from fields such as health sciences, health economics and psychology.

Results: Following thematic synthesis across the interdisciplinary studies included in this review, six analytical themes were identified. Through integrating these themes along with the career shock lens utilised in management studies, a theoretical framework of career mobility post-cancer was developed highlighting the dynamic interplay that exists between individual agency and external factors when considering the careers of cancer survivors. This process model contributes to our understanding of how the experience of cancer may influence the careers and work lives of survivors. This theoretical framework contributes significantly to occupational health and management literature as it adds further nuance to our understanding of the process of career mobility post-cancer and can guide future research examining career mobility post career shocks and significant life events, informing organizational policies and practice.

Conclusion: As the rates of cancer continue to increase rapidly, it is important to shine a light on the careers of cancer survivors. The purpose of this systematic literature review was to identify, consolidate, and synthesise the findings from studies from different disciplines to gain further insight into the process of career mobility post-cancer. Through integrating the findings from the 24 included studies with the career shock lens utilised in management studies, an integrated theoretical framework of career mobility post-cancer was developed. Further, this review has identified potential directions for future research based upon this theoretical framework and the review findings.

O121

Empowerment and Well-being: Job Satisfaction in Nursing Staff in Spain

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Background: There is a growing concern in the occupational health of workers in healthcare settings especially due to increasing workload pressures, high demands and burnout (Bawafaa et al., 2015). In this context the study of job satisfaction among nurses is especially important due to their crucial role not only in the organizational setting, but also in public health where their work significantly impacts on the well-being of the population. Recent research highlights the importance of implementing policies to ensure nurses' job satisfaction by helping them to manage stress (Lo et al., 2017). In this regard, a meta-analytic study by Zangaro and Soeken (2007) concluded that increased delegation of power and job autonomy, together with reduced levels of stress and burnout, enhanced job satisfaction among nursing staff. These findings therefore highlight the need to restructure the work dynamics in the nursing sector, prioritising not only operational efficiency but also well-being and satisfaction, which would not only benefit the workers but also strengthen the health system as a whole.

Method: To carry out this study, we studied the relationships between empowerment, organizational commitment, and emotional exhaustion and how these variables affect the job satisfaction of nursing staff in a sample of 132 nurses belonging to a university hospital located in Granada, Spain. The Statistical Package for the Social Sciences (SPSS) version 25 was used to perform the different statistical analyses. Furthermore, the PROCESS interface was applied to study the indirect relationships and mediation effects between the variables included in the study.

Results: The preliminary findings suggest that both affective commitment and emotional exhaustion play a significant mediating role between empowerment, especially structural empowerment, and employee satisfaction. Furthermore, it was also found that organizational commitment not only precedes job satisfaction, but also inhibits the negative effects of emotional exhaustion.

Conclusion: The identification of these three variables and their interaction with job satisfaction highlights the multifaceted nature of work experiences in this field, allowing for the formulation of more targeted interventions and more tailored work policies that address not only the tangible aspects of work, but also its psychological and emotional implications.

O122

Qualitative and Quantitative Results from the European platform to Promote Well-being and hEalth in the workplace (EMPOWER) Project

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The EMPOWER intervention is a multimodal eHealth platform to promote well-being and reduce the impact of mental health problems in the workplace. It comprises a website (campaign to promote mental health at the workplace) and an app for workers with screening questionnaires to evaluate stress levels, depression, anxiety, somatic symptoms, presenteeism, absenteeism and psychosocial risk factors. It provides tailor-made evidence-based tips and tools, including recommendations for psychosocial working conditions, psychoeducational material and tools to help individuals to feel better. Additionally, the Work Functioning module supports employees who are working with psychological and physical symptoms and those who are on sick leave. A cluster RCT was implemented in 9 SMEs, 7 public agencies and two large companies from the UK, Spain, Finland, and Poland from February 2022 to September 2023. Participants completed questionnaires at baseline, post-treatment and after 21 weeks. The intervention group used the app for 7 weeks whereas the control group could use the intervention after completing all the assessment rounds. A total of 875 workers accepted to participate in the study, and 706 completed the baseline questionnaires (361 in the control group and 345 in the intervention group). We calculated linear mixed and generalized mixed effects models, including intervention status and time assessment interactions.

There were significant differences between the intervention and control group in several outcomes at baseline. Thus, we adjusted for the outcome level at baseline, and stratified by gender, age groups, country, and type of companies. One of the most consistent results was that of a positive effect of the intervention on improving general health symptoms, physical activity and reduce sedentarism. However, we also observed that participants from the intervention group showed higher levels of absenteeism. Overall, we found heterogeneous results depending on the stratification used. Additionally, qualitative interviews were conducted with employers and employees from Spain, Finland, and Poland, before and after using the intervention to understand the working mechanisms of the EMPOWER platform and collect user insights that are relevant for the implementation of the platform. Implementation of the EMPOWER intervention was mainly hampered by a lack of communication and information, disinvolvement of the employers and the non-supportive attitude towards mental health at the workplace. In contrast, the ease of use and efficiency had a beneficial impact on the results. Hence, future implementations of eHealth interventions at the workplace should prioritize the involvement of the employer. Both the qualitative and quantitative results of EMPOWER will be further discussed in detail.

O123

Promoting Mental Health and Well-being Across EC Workplaces: Insights and Innovations from the H-WORK Project

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Over the course of 45 months, the 14 partners of the H-WORK project coordinated by the University of Bologna (Italy), have implemented more than 40 targeted interventions to promote mental health in public institutions and SMEs, involving more than 1530 employees, managers, and coordinators and 16 teams in Italy, Spain, the Czech Republic, Germany and the Netherlands.

The H-WORK interventions were conducted in 10 intervention sites, including hospitals, universities, government agencies, social cooperatives, and SMEs, with the aim of promoting

both individual and organizational well-being. Not only managers and supervisors participated in the H-WORK interventions, but also employees, employee representatives and health and safety representatives. The continuous dialog conducted by the project partners enabled a thorough understanding of the different organizational contexts, identified specific needs, and addressed emerging challenges. Thanks to this participatory approach, stakeholders were able to decide on the most appropriate measures for their own organizations, which contributed to the success of the project.

A multi-level approach based on the IGLO model was chosen to implement the measures, with the aim of achieving a synergy effect. At the individual level, we tested supportive interventions to manage workload and stress, as well as the promotion of proactive behaviours to optimize career progression. At the group level, we evaluated team coaching sessions using digital tools to improve teamwork. At the leader level, the impact of a specific type of digital support offered to managers was investigated in a hybrid and remote work contexts.

The project also led to the development of the H-WORK Innovation Platform: a digital platform that provides tools and resources for employers, managers, occupational health and safety professionals and HR professionals. In the interactive area, users can assess the current status of their organization, select interventions and solutions and evaluate their potential financial payback.

In addition, the roadmap provides a step-by-step guide to promoting a corporate culture for individual and organizational health and well-being. In addition, 11 policy briefs were developed under the coordination of the EFPA - European Federation of Psychologists Association - to systematize evidence-based recommendations on a range of topical issues, such as the role of managers in promoting mental health, the role of social partners in addressing the needs of SMEs, the impact of social media in the workplace, the use of artificial intelligence for health and safety at work, and aspects related to the design and implementation of training. Although the project largely took place during the pandemic period, the extensive participation we encountered underlines a growing awareness and willingness to explore the topic of organizational well-being among employees, managers, and leaders: an indication of strong openness and innovation across EU countries.

O124

Implementing the Workplace Dialogue, a Health Promoting Workplace Method – HR Functions' Experiences and Influence in the Process

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Introduction: The burden of work-related ill health is increasing in working-life. The employer has the main responsibility for securing a healthy work environment, preventing ill health, and facilitating employees' return to work after sickness. In organizations, the responsibility for the systematic work environmental practice is often shared or divided between a first-line manager and a Human Resource (HR) function. The aim of this study was to describe how the work environmental responsibility is shared or divided in large and small organizations, and how this could impact the organizations' implementation and use of a health promoting workplace intervention.

Method: The Workplace Dialogue is a digital method that guides and supports an organization's work environmental practice, to discover, act on and adapt work to work-related ill health. It includes concrete support in the form of text, films, and discussion materials. This study is based on a one-year intervention which started in 2022 with the Workplace dialogue being implemented in five large (two public and three private) and seven small (three public and four private) organizations. Data was collected six and twelve months into the intervention and was based on focus-group discussions with eight and three HR functions from large and small organizations respectively. Interviews included questions concerning how HR functions experienced the implementation process, and how they perceived their mandate to influence this process. Interviews were transcribed and then analysed using qualitative content analysis.

Results: The preliminary findings indicate that, after the implementation, the practice of the Workplace Dialogue was more established in organizations where the board of management were leading the project. In large organizations where HR functions were not a part of the strategic board, the implementation was more complicated and dependent on the commitment of certain individuals. In small companies, a structure for the organization's systematic work environmental practice could be missing, which made the implementation more difficult. Albeit HR functions overall had positive attitudes towards the Workplace dialogue and were important resources for managers' use of it, HR functions' opinions and actions generally had less impact on securing the method practice in the organizations.

Conclusion: To facilitate the comprehensive implementation of a new health promoting workplace method, such as the Workplace dialogue, it is crucial for organizations to involve HR functions in the strategic management board. Further, to secure the practice of such method, organizations' management board needs to be involved in and support the implementation and use of it. However, small companies may have less organizational resources to realise the practice of a new health promoting workplace method.

O125

The Impact of Parents' Job Insecurity and Mental Health Status on Child Symptoms and Well-being: Which Role does Recovery Play?

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Background: Research into how working conditions affect employees' social environment has largely focused on the impact on their spouses, with little attention being paid to the effect on children. In order to prevent adverse crossover on employees' families, it is essential to identify the causes of unfavourable working conditions and develop measures to address them. Taking Conservation of Resources Theory into account, we suggest that having a mental disorder or perceiving high job insecurity can deplete resources needed for parent-child interaction which may affect child well-being and symptomatology. One potential mechanism that facilitates the availability of resources in parents, potentially counteracting the maladaptive transfer to children, is recovery.

Methods: This longitudinal study with two measurement points includes two samples with dyadic data: A sample with 183 parents, who were not diagnosed with a mental disorder, and their children (non-clinical sample), and a clinical sample consisting of 60 parents with a mental disorder and their children.

Results: Preliminary results indicate evidence for the assumption that job insecurity and mental health status are interdependent. Significant differences between the non-clinical and clinical sample in terms of mean job insecurity values were found. Having a mental disorder was

positively correlated with job insecurity and negatively correlated with recovery. Additionally, parents' job insecurity seems to increase child symptoms. Partial evidence that recovery might protect from the negative impact of parents' job insecurity was detected.

Conclusions: In line with findings of many different researchers linking job insecurity and mental health it is plausible that job insecurity and mental health status influence each other in a bidirectional manner, although the results of our study do not allow any conclusions to be drawn about causality. Future research on the protective properties of recovery experience in adverse parent-family transfer processes may be promising.

O126

For Better, for Worse: A Longitudinal Actor-partner Investigation of Job Insecurity Among Romantic Couples

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Job insecurity is a stressor that is associated with negative health and well-being outcomes. Although research shows that job insecurity may be related to individual as well as contextual factors (e.g., personality traits, population unemployment rates, organizational practices, etc.), little is known about how job insecurity manifests within a romantic couple. More specifically, little is known about how romantic partners influence each other's job insecurity perceptions and proactive career behaviours through the use of interpersonal emotion regulation strategies. This gap in the literature is significant because fear of losing one's job may have an effect not just on the person experiencing job insecurity, but also on their partner since a potential job loss may involve stakes for the partner as well. Using dyadic longitudinal data of four weekly waves for over 200 UK couples, we investigate how romantic partners interpersonally cope with job insecurity and influence each other's career behaviours. Moreover, we investigate how job insecurity crosses over to affect partners' psychological well-being. In doing so, we aim to extend theorizing on job insecurity by understanding how job insecurity affects romantic couples and how romantic partners influence each other's behaviours to deal with job insecurity.

O127

Longitudinal Effects of Perceived Quantitative Job Insecurity and Qualitative Job Insecurity Climate on Burnout: Buffering Role of Proactive Coping Behaviour, Supervisor Support and PSC as Moderators

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Increasing job insecurity and the changing nature of work are becoming more common in today's organizations. Research, to date, has revealed that different types of resources can reduce the effects of job insecurity on psychological well-being, especially burnout. Despite most studies utilising coping behaviour as one such resource, the different effects of competing coping mechanism strategies on burnout remain unclear. The present study aimed to investigate three different coping mechanisms, namely, proactive coping behaviour, supervisor support and psychosocial safety climate (PSC) as strategies for dealing with the effects of two different types of job insecurity, that is, perceived quantitative job insecurity and qualitative job insecurity climate. The study employed a multilevel longitudinal design with three waves four months apart involving 538 participants from 70 organizations (of the 192 organizations invited) in Malaysia. Drawing from conservation of resources (COR) theory, we sought to find which

resource was the most effective coping mechanism for buffering the impact of job insecurity on burnout. At Time 1 (T1), these resources were found to react differently in buffering the effects of job insecurity on employees' burnout at Time 2 (T2) and at Time 3 (T3). Our study concluded that proactive coping behaviour and supervisor support were important in reducing job insecurity's long-term impact, especially when the buffering role of psychosocial safety climate (PSC) only applied to the prolonged effect of job insecurity at the organizational level, and not at the individual level. Recognising that preventive coping mechanisms are an important resource; organizations need to improve their current strategies to maintain the preventive components addressing job insecurity and reduce the impact of workplace stressors.

O128

Job Insecurity, Job Autonomy, and Sickness Presenteeism Among Faculty in Swedish Higher Education: Investigating Burnout as a Mediator

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Background: Sickness presenteeism, or presenteeism, refers to working while ill, instead of being on sick leave. Presenteeism is associated with adverse health including poor self-rated health, depression, and future health adversity. Moreover, factors of the psychosocial work environment, including demands, have been related to presenteeism. Work in higher education is increasingly characterized by high demands such as job insecurity. This may lead faculty to work longer and harder, in efforts to keep the job. This may, in turn, be associated with greater presenteeism. Conversely, resources, including autonomy are related to employee health. Work in higher education is often characterized by high autonomy. This may, in turn, be associated with lower presenteeism. Job insecurity and autonomy may have direct relationships to presenteeism. However, the relationships between demands and resources and health behaviours such as presenteeism may be mediated through a process of health impairment, namely burnout. This study aimed to investigate if and how job insecurity (a demand) and autonomy (a resource) are associated with sickness presenteeism, and whether burnout mediated the relationship, among faculty in Swedish academia. Specifically, four hypotheses were tested: 1) job insecurity is positively associated with presenteeism, 2) autonomy is negatively associated with presenteeism, 3) the relationship between job insecurity and presenteeism is mediated by burnout: job insecurity has a positive relationship with burnout, and burnout has a positive relationship with presenteeism, and 4) the relationship between autonomy and presenteeism is mediated by burnout: autonomy has a negative relationship with burnout, and burnout has a positive association with presenteeism.

Method: Self-reports of quantitative job insecurity, autonomy, burnout, and presenteeism were collected via online questionnaires. The analytic sample included 1899 individuals (55% women; mean age: 48 years), with a doctoral degree, working in Swedish higher education institutions. Structural equation modelling was performed to test the hypotheses. Direct and indirect effects were tested separately in two models.

Results: The first direct effects model showed that increasing job insecurity was associated with increasing presenteeism, thus confirming hypothesis 1. Moreover, increasing autonomy was associated with decreasing presenteeism which confirmed hypothesis 2. The second model, testing burnout as a mediator, provided support for hypothesis 3, showing that job insecurity had a positive, indirect effect on presenteeism via burnout. Finally, burnout was found to mediate the relationship between autonomy and presenteeism so that autonomy had a negative effect on presenteeism via burnout, which confirmed hypothesis 4. Overall, the indirect model fit the data better and explained 24 percent of the variance in burnout and 6 percent of the variance in presenteeism.

Conclusion: This cross-sectional study suggests that faculty in Swedish academia facing job insecurity may experience increasing burnout and increasing presenteeism. Importantly, however, autonomy seems a beneficial resource. This is important given any future implications for the work ability of faculty who work when ill.

O129

Work Unpredictability and Burnout: A Negative Strain Spiral Over Time and the Mitigating Role of Social Support at Work

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Introduction: Work unpredictability (i.e., being unable to anticipate upcoming work tasks and associated activities) is inherent to changeful project-based work and thus a contemporary job demand more and more employees are exposed to over increasingly long time periods. Work unpredictability was linked to increased strain after work on the same day, but we do not know its longer-term psychological implications and thus its potential to promote burnout. Moreover, as project-based work became a favoured means for promoting organizational output, we aim to give answers to the question of what organizations can do to mitigate potentially negative effects on their employees' well-being. Drawing on job demands-resources model, we first hypothesize that work unpredictability is a job demand that requires compensatory mental effort to deal with and thus exhausts employees' energy over time. Emotional exhaustion is the first and most important indicator for the development of job burnout. Second, we hypothesize that social support at work buffers the potential negative effect of work unpredictability on emotional exhaustion: Informational and instrumental support by the supervisor may mitigate the consequences of work unpredictability by supporting problem-focused coping while emotional and appraisal support by the supervisor might help employees to cope with the stressful work situation on an emotional level.

Method: To test our hypotheses, we conducted a longitudinal study in which 457 participants filled in two questionnaires with a time interval of two months. To draw cautious conclusions about causality, we tested the relationship between work unpredictability and emotional exhaustion by means of cross-lagged analysis. The moderator hypotheses were tested by means of structural equation modelling.

Results: The cross-lagged analysis supported the hypothesized positive relationship between work unpredictability and exhaustion and further revealed the bidirectionality of this relationship: Work unpredictability increases emotional exhaustion and emotional exhaustion increases employees' perception of unpredictability. Structural equation modelling supported the mitigating role of informational-instrumental and emotional-appraisal social support by the supervisor in the effect of work unpredictability on emotional exhaustion.

Conclusion: We conclude that work unpredictability as well as emotional exhaustion are part of a negative spiral which enforces work strain over time. Work organizations need to prevent/stop this destructive situation by enforcing strong support structures.

O130

Burnout as a Network of Symptoms: Examining the Relationship Between Burnout Network Density and Chronic Stress

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Introduction: Burnout is typically studied as a latent construct, and has recently been conceptualized by the Burnout Assessment Tool as consisting of seven dimensions: exhaustion, mental distance, emotional impairment, cognitive impairment, psychosomatic and psychological complaints, and depressive symptoms. In this study, we challenge this traditional approach and apply a network perspective to burnout, in which we operationalize burnout as a network of interacting symptoms. We examine whether individuals' burnout networks differ depending on their chronic stress level. In particular, we test a foundational assumption of network models for psychopathology hypothesizing that the connectivity between symptoms in a burnout network is stronger for individuals experiencing high, as opposed to low, chronic stress.

Method: We collected data from 521 employees using a cross-sectional online survey design. Respondents completed the Perceived Stress Scale (PSS) and the Burnout Assessment Tool (BAT). Respondents who completed all items ($N=456$) were used to estimate Gaussian Graphical Models of burnout networks. We used two analytical approaches to examine the relationship between chronic stress and burnout network connectivity. First, we used the Network Comparison Test to examine differences in network strength between participants who experience low versus average to high stress (based on the norms of the PSS). Second, we estimated moderated network models, treating chronic stress as a continuous moderator of relationships between symptoms in burnout networks.

Results: Both analytical approaches confirmed that the connectivity between burnout symptoms is stronger for individuals experiencing high versus low chronic stress. In particular, the network comparison test revealed that the average strength of symptoms in burnout networks was higher for individuals with average to high chronic stress than for those with low chronic stress. This suggests that burnout symptoms are more strongly connected to each other for those individuals experiencing high levels of chronic stress. Moreover, the moderated network model analysis confirmed the relationship between chronic stress and burnout network connectivity, showing that relationships between depressive symptoms on the one hand and mental distance, emotional impairment, and cognitive impairment on the other hand become stronger for individuals facing high levels of chronic stress.

Conclusion: Our study is one of the first to apply a network perspective to burnout and demonstrates the lessons that can be learned from applying such a perspective to burnout. First, by confirming a central assumption of network models for psychopathologies in the context of burnout, we lay the foundation for studying burnout as a complex system of interacting symptoms, rather than a latent common cause that drives these symptoms (as done in the traditional approach to burnout so far). Second, our results show the important role of depressive symptoms in burnout development, as this particular symptom becomes more important as employees face higher levels of chronic stress. Hence, this finding offers additional insights into the ongoing debate on the comorbidity of burnout and depression.

O131

Depressive Symptoms as a Predictor for Subsequent Work Nonparticipation Due to Long-term Sickness Absence, Unemployment and Early Retirement in a Cohort of 2,413 Employees in Germany

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Background: This paper deals with depressive symptoms as a predictor for work non-participation within a period of five years. Work non-participation can be conceptualized as incapability or lack of opportunity to participate in the work role. Indicators for work nonparticipation are sickness absence, unemployment or early retirement. It might be that administrative statistics shed light on the predictive role of mental health in relation to sickness absence and disability pension only to a limited degree. Epidemiological evidence on the possible causal relationship between mental health conditions and work nonparticipation is needed that relies on longitudinal studies. We examined the association of depressive symptoms with subsequent events – and duration thereof – of work nonparticipation.

Method: We employed a 5-year cohort from the Study on Mental Health at Work (S-MGA), based on a random sample of employees subject to social contributions aged 31–60 years in 2011 (N=2413). Depressive symptoms were assessed at base-line through questionnaires using the Patient Health Questionnaire (PHQ-9), while work nonparticipation was recorded in follow-up interviews on individual employment histories from the baseline in 2012 to follow-up in 2017. Work nonparticipation and sickness absence was recorded for each month between 2012 and 2017. Associations of depressive symptoms with subsequent events of work nonparticipation were examined in two-part models, with events analysed by logistic regressions and their duration by generalized linear models.

Results: Medium to severe depressive symptoms were associated with events of work nonparticipation (males odds ratio [OR]=3.22; 95% CI=1.90–5.45; females OR=1.92; 95% CI=1.29–2.87), especially with events of long-term sickness absence in both genders and events of unemployment in males. Mild depressive symptoms were also associated with events of work nonparticipation (males OR=1.59; 95% CI=1.19–2.11; females OR=1.42; 95% CI=1.10–1.84). Among those experiencing one or more events, the duration of total work nonparticipation was twice as high among males [$\text{Exp}(\beta)$ =2.06; 95% CI=1.53–2.78] and about one third higher [$\text{Exp}(\beta)$ =1.38; 95% CI=1.05–1.83] among females with medium to severe depressive symptoms.

Conclusion: The present study focuses on both events and duration of work non-participation, which are both critical for examining societal consequences of depressive symptoms. It is a key to regard also mild depressive symptoms as a possible risk factor and to include different types of work nonparticipation. In light of the scarce evidence available, the present study is one of the first to suggest that depressive symptoms are a significant predictor of total work nonparticipation among both males and females. With regard to long-term sickness absence, unemployment and early retirement, our findings support the results of the few previous studies. From a clinical point of view, our study suggests that medium to severe depressive symptoms can lead to increased work nonparticipation. In addition, even mild-level depression can be predictive of increased work nonparticipation. Therefore, the early detection and treatment of possible cases of depression might contribute to an increased participation in work.

O132

Psychological and Organizational Welfare Climate and Burnout: A Multilevel Integration between Level and Strength Perspectives

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Background: Psychological and organizational climates are crucial factors for employee well-being and can be directed towards various perceptual targets (e.g., justice, safety, and security). Employees' perceptions (psychological) and their socially shared component (organizational) regarding organizational policies, practices, and procedures highlighting the organization's value and concern for employees (welfare climate) may play a key role in preventing burnout. While most theoretical perspectives and research findings emphasize that higher levels of positive psychological and organizational climates enhance employee well-being, the findings related to the association between organizational climate strength (within-organization variability generated from employees' responses) and employee well-being are somewhat controversial. The integration of psychological and organizational factors, operationalized in terms of both level and strength, along with their interplay, may provide new insights into how organizations can protect their employees from psychosocial well-being challenges. Drawing upon the integration of Conservation of Resources (COR) and Situational Strength theories, this study aims to propose a multilevel integrated approach to unravel the unique effects of psychological, organizational level, and organizational strength welfare climates (as well as their interplay) in explaining individual- and organizational-level components of experienced burnout. Core hypotheses include the negative effects of psychological and organizational welfare climates on burnout at both employee and organizational levels, a lower organizational strength of welfare climate (i.e., higher within-organization variability) associated with an increase in burnout, and a significant multiplicative effect of organizational level and organizational strength of welfare climate on the organizational component of burnout (i.e., a combination of low level and low strength of organizational welfare climate is expected to increase burnout).

Method: A self-reported questionnaire, including measures of welfare climate and burnout, along with other relevant socio-demographic and control variables, was administered to 3050 employees nested within 113 organizations (average cluster size = 26.99 employees) sampled from various economic and industrial sectors. Data collection adhered to commonly shared ethical guidelines and principles. After evaluating the psychometric multilevel isomorphism of the welfare climate measure, a Doubly Latent Multilevel Model (DLMM) was employed to estimate the hypothesized multilevel effects.

Results: Findings largely supported the hypothesized effects, even after controlling for relevant employee- and organizational-level potential confounders. At the individual level, a significant and negative relationship was found between psychological welfare climate and burnout. At the organizational level, higher levels of socially shared perceptions of welfare climate were significantly and negatively associated with burnout, while a lower organizational strength of welfare climate increased burnout levels. Moreover, the hypothesized organizational-level interactive effect between the level and the strength of welfare climate in explaining burnout was empirically supported.

Conclusion: Welfare climate may represent a crucial resource in preventing job burnout at different levels of the organizational system. Additionally, employees' agreement towards welfare perceptions may provide unique paramount information for a deeper understanding of burnout risk between organizations. Theoretical and practical implications of study results will be discussed, along with possible avenues for future research and potential improvements in current organizational practices for evaluating work-related stress risk.

O133

The Influences of Self-Care and Resilience on Occupational Fatigue in Airline Pilots

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Stress at work is thought to make people feel dissatisfied and/or psychologically exhausted with their jobs, and further impair their self-care and work performances. Likewise, poor performances may, in turn, aggravate individual's sense of stress. Such vicious cycle is suspected to jeopardize safety in aviation pilots. In aviation industry, a stressed civil pilot is one of the most devastating human factors to endanger flight safety. As such, effective stress management and coping behaviours of civil pilots are paramount issues for risk control purpose in civil aviation industry. Self-care and resilience are two mandatory indices to embark on stress management and coping. Accordingly, hypothesize that quantity of civil pilots' self-care and resilience may negatively associate with their complaints of workplace fatigues. This study aims 1) to first unveil critical factors in distinguishing the quality of civil pilots' self-care and resilience and then 2) to assess whether civil pilots' scores of self-care and resilience may predict their complaints of workplace fatigues. Flight Resilience Scale compiled by PI was employed in this study. Likewise, self-made Self-care Scale and Fatigue at Flight Work Scale were developed in this study. To sum, 748 civil pilots participated in this study. Current results have shown that the construct validity and reliability for each scale are great. Based on the results of regression analyses, the higher scores of civil pilots' self-care and resilience, the less scores of their workplace psychological fatigues. The hypotheses of current study have supported by the results. The new made Self-care Scale will be useful for the aviators trainings, especially for the trainings of human factors and stress copings.

O134

Individual Resources at Work: The Role of Psychological Capital

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Background: The Job Demands-Resources (JD-R) model is predominant in organizational health literature, categorizing job characteristics into two distinct psychological processes (Bakker et al., 2003). Job demands (e.g., overload, role ambiguity, and conflict) deplete physical and psychological resources, reducing well-being, while resources (e.g., autonomy, support, and feedback) mitigate the impact of these demands, fostering engagement and personal development (Demerouti et al., 2001; Bakker and Demerouti, 2017). However, consensus on the effects of demands is lacking, leading to a reconsideration of their conceptualization. Some suggest distinguishing between challenges and hindrances (LePine et al., 2005). Challenges predict positive outcomes (engagement, motivation, and performance), while hindrances detrimentally impact health and professional functioning. Despite the

popularity of this model, gaps exist in understanding how personal resources, like optimism and resilience, distinctly influence adaptation to challenges and hindrances.

Despite the popularity of the challenges and hindrances model (Gonzalez-Mulé et al., 2020) and the growing number of studies based on it (O'Brien and Beehr, 2019), certain gaps limit our current understanding of the effects of both types of demands on employee health. Firstly, while research suggests that personal resources (e.g., optimism and resilience; Schaufeli, 2017; Anasori et al., 2020) positively influence employees' adaptation to their work environment, we know little about how these resources enable employees to adapt distinctively to challenges and hindrances (Van den Broeck et al., 2013). In light of these limitations, this study examines the moderating role of personal resources (i.e., self-efficacy, hope, optimism and resilience) in the relationship between demands – challenges (i.e., information processing, task complexity, and problem-solving) and hindrances (i.e., role ambiguity and conflict) – and psychological health (i.e., burnout and engagement).

Method: This three-time measurement study conducted with 490 workers across various sectors, including finance, education, and management, examine associations between job demands (challenges and hindrance), psychological capital, and psychological health indicators (burnout and engagement) overtime. Cross-lagged autoregressive models are used to controls for stability and measure the effects from one measurement time to another (Zapf et al., 1996). Cross-lagged autoregressive model analysis is also used in order to facilitated the examination of alternative models (e.g., reversed or reciprocal) and to provide a better understanding of the temporal (i.e., directional) nature of the relationship between the variables under study.

Results: Preliminary results at T1, show a direct association of demands with burnout (challenges: $\beta = -.084$; $p < .05$, and hindrances: $\beta = .365$; $p < .001$) and engagement (challenges: $\beta = .310$; $p < .001$, and hindrances: $\beta = -.230$; $p < .001$). Preliminary results also indicate a moderating effect of psychological capital ($\beta = -.073$; $p < .05$) on the negative relationship between challenges and burnout. Further analysis aimed to support these associations overtime, using cross-lagged panel models, are currently made and will be presented as part of this study.

Conclusion: This study provides valuable insights into the role of psychological capital, emphasizing its importance as a moderator in the relationship between job demands and psychological health. These findings enhance the understanding of the impact of psychological capital in the workplace, underscoring its crucial role in maintaining workers' psychological health amid work demands.

O135

Understanding a Supervisor's Compassionate Approach When Dealing With a Team Member's Personal Loss or The Death of a Team Member

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Background: The aim of this study is to examine how supervisors can compassionately support a team member dealing with the death of a loved one or show compassion when confronted with the death of a team member, and to examine how organizational processes challenged or hindered them to respond (more) compassionate. Compassion is often described as an interpersonal process of noticing another employee's suffering, feeling the pain, and responding to alleviate the suffering (Kanov et al., 2004). Research on compassionate workplaces has already demonstrated the positive effects of experiencing or demonstrating compassion for both the suffering employee as well as the

compassion providers and organization (Dutton et al., 2014). However, we lack insights into how supervisors can foster such a compassionate work environment and how organizations can stimulate or hinder this through collective processes.

Method: We interviewed 20 supervisors who were confronted with the death of a team member or with a team member who lost a loved one in the past 5 years. Using a semi-structured interview technique, we asked participants to share their personal experience before elaborating on their personal behaviour and the collective processes and initiatives (or the lack thereof) supporting or hindering them in creating a compassionate work environment.

Results: Thematic analysis of the interview data revealed four common themes related to a supervisor's compassionate approach: recognition of loss as a major event, supervisors' compassionate behaviours (e.g. emotional support, communication), compassion capability, and organizational support measures (e.g., death protocol, interdepartmental collaboration).

Conclusion: Our study contributes to the understanding and development of more compassionate workplaces, by clarifying a supervisor's role in demonstrating compassion and identifying organizational policies that can foster compassion in organizations.

O136

An Ecosystem Approach for Managing Occupational Safety and Health Fostering Long-Term Effects

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Occupational Safety and Health (OSH) deals with the prevention of work-related injuries and diseases while promoting the overall health, safety, and well-being of workers in the workplace. Making workplaces safer and healthier stands as a pressing and contemporary issue, needing effective interventions to address the global dire situation of occupational accidents and diseases.

OSH discipline historically had a reactive approach where hazards were considered only once they occurred. In recent years, the importance of recognising, forecasting, and controlling hazards in advance before they produce injuries or illnesses has been widely recognised, which has implied a progressive switch towards proactive and preventative strategies. In this context, one of the most proactive organizations in Italy, the National Institute for Insurance against Accidents at Work (INAIL), continuously subsidizes projects in different disciplines to improve workers' well-being at work and reducing the occurrence of accidents, injuries and diseases.

Within this portfolio of research projects, the ongoing "PMP 5.0" project is particularly important since it aims to *the development of technical and organizational tools to support prevention interventions for the development of resilient network ecosystems*. The project goal is to investigate how OSH interventions can be made more effective when introduced in specific environments, leveraging the potential of the network by involving the right stakeholders, conscious of their and others' activities and roles. The sustainability of interventions is the next step to consider which enables their success to be retained over time, producing beneficial effects on the environment and the workers in the long term. From this, came the idea of studying "resilient ecosystems" for supporting the development of effective and sustainable interventions.

Hence, this research lays the foundation for the ecosystem concept in the OSH field by exploring non-OSH research fields with the explicit intent to investigate the available knowledge on ecosystems in other fields and seek potentially transferable concepts. The circular ecosystem's concept was deemed valuable to this aim as it encloses values and key drivers that are very close to those on OSH and can be pivotal for OSH interventions' effectiveness. Based on such knowledge, international experts in the field were involved in a structured discussion, built upon an overall focus group design with preliminary individual interviews. Three main questions led the discussion of the focus group and based on them experts started discussing generalizable insights on the sustainability of OSH interventions and the post-intervention phase. Through some selected elements – such as value, actors, circular activities and strategies, data, materials and flows, and governance – derived from circular ecosystems, it was investigated how different factors can affect the interventions' development and, in turn, detect those that can lead to more effective outcomes. From that discussion, many elements emerged providing a key to interpreting the diverse factors influencing intervention development and its long-term sustainability.

In conclusion, the hope is that the evidence obtained through such research will inspire people – from scholars to practitioners – to look for the sustainability of OSH interventions, avoiding opportunistic behaviours leading to short-term benefits and failing to create long-term effects.

O137

Assessing Digital (Administrative) Work: Deriving Targets for Interventions

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Background: Digitalization is changing the perception of work and its experience. Employees are facing multiple challenges amidst digital transformation processes and digital work itself. Research based on the JDR model shows, the use of digital technology (DTU) can positively and negatively affect job demands and resources and thus shape job experiences and well-being at work. These effects however, depend on the conceptualization, measurement, and specificity digital work entails. The lack of robust results impedes deriving suitable measures of health promotion interventions. Focusing on the example of administrative work, the present research builds on a recently developed digital administrative work model (Kaesmayr, Schorn, & Steidle, 2021) that differentiates five dimensions of digital work: digital information, interaction, integration, data processing and transaction. This assessment tool allows a twofold analysis of the degree of digitalization per dimensions and of the underlying availability of digital tools and frequency of digital work behaviour (Steidle, Kaesmayr, & Schorn, 2022). Combining these assessments with perceptions of job demands and resources grants insight to the overall impact of each dimensions and the consequences of using specific digital tools which provides potential target for interventions.

Method: 519 public servants of German municipal agencies participated in an online survey. providing information about DTU, job demands, job resources, exhaustion, and job engagement. DTU at work was assessed using 68 items reflecting the extent to which a work environment supplies digital devices, offers digital solutions, and incorporates automated processing for task completion. These digital work aspects are rated with regard to the extent of application and frequency of use during case management. Employing a weighting procedure, the items were transformed into 15 indices signifying the degree of digitalization. These indices subsumed in five dimensions as introduced above. Job demands and resources comprised workload, role conflict, role ambiguity, red tape, autonomy, feedback, and job significance.

Results: Structural equation modelling showed that three of five digital work aspects were experienced as challenging, increasing both job demands and resources and thus exhaustion and engagement. In contrast, participants reported work facilitation due to higher degrees of digital information and integration in form of higher job resources and lower (or no changes in) demands. Detailed analyses provide insights into which aspects of digital work were perceived as supportive or hindering and why (job demands, job resource). For instance, digitally refined information channels provided better support than lesser. Moreover, asynchronous and synchronous digital communication media were associated with increased job resources, while only synchronous ones were connected to higher demands in form of workload and role conflict.

Conclusion: The in-depth analyses provide a starting point for work specific measures to prevent health impairment in digital work settings. Two sets of measures on the management of IT infrastructure and applications and on digital leadership were deduced. In addition, to these practical implications, the two levels of analysing and understanding the effects of digital work may aid in explaining the apparent inconclusive evidence. Limitations comprise the cross-sectional design of the study and the data collection during the Covid 19 pandemic.

O138

A Meta-analytic Review of the Effectiveness of Work-related Interventions at Increasing Work Ability

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Background: In the Western world, the workforce in many countries is aging. Due to advances in healthcare, people are living much longer and healthier lives (Woolf & Schoemaker, 2019). Simultaneously, fewer people are being born, and thus, fewer people are entering the workforce, resulting in increased pressure on retirement systems. To alleviate this pressure, researchers are increasingly attempting to identify ways of supporting an aging workforce to extend working lives. Fostering one's work ability represents a promising approach given work ability's link to labour force and well-being outcomes (Brady et al., 2020). As such, researchers in the organizational sciences are progressively investigating strategies to support people's work ability, defined as one's ability, or perceptions of their ability, to meet their job demands. In recent years, there has been an increase in intervention studies aimed at improving work ability; however, it is unclear whether these interventions are effective. Therefore, our study will assess the efficacy of work ability intervention studies conducted to date.

Method: Our initial search identified 1720 papers across 5 databases (Web of Science, Science Direct, Scopus, PubMed, and PsycINFO). After removing duplicates, we screened 846 study abstracts and identified a possible 212 intervention studies that fit our criteria. Following a closer examination of each of the papers, we removed a further 119 studies for reasons such as insufficient pre/post-data reporting. The final number included in our meta-analysis is 93 studies. The types of workplace interventions include psychotherapy, strength training, individual coaching, and ergonomic interventions, amongst others. We recorded moderators such as whether participants were on sick leave or still working,

Results: Thus far, we have analysed the effectiveness of work-related interventions over time. We found that interventions were effective at increasing work ability ($D = .24$, 95%CI (.18,.31)); however, there were statistically significant differences across intervention types for effects on work ability ($Q = 9.78$, $p < .05$). The most effective interventions were psychosocial interventions

($K=29$, $D = .35$, 95%CI (.22,.48); e.g., psychotherapy, counselling), while the least effective interventions were organizational design interventions ($K= 6$; e.g., shift changes, job design). The full analysis will be presented at the conference, including within-study comparison (intervention vs control groups) and moderator analysis.

Conclusion: Our findings indicate that interventions can be effective at improving work ability; however, their effectiveness varies, indicating a need to focus on intervention design. Given the most effective were psychosocial interventions, our findings would suggest that employers should focus on supporting the mental health of their workers.

O139

Application of the RE-AIM Model and Realistic Evaluation in an Intervention to Enhance Workers' Well-being

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Background: Implementing interventions to promote workers' well-being is becoming increasingly relevant in light of guidelines proposed by both the World Health Organization and the International Labour Organization (WHO, 2022; ILO, 2020). Simultaneously, there is a growing imperative to generate empirical evidence regarding the effectiveness of such interventions. The Realistic Evaluation model emphasises the understanding of mechanisms triggered by certain contextual factors (what works for whom in which circumstances) (Nielsen & Miraglia, 2017), and the RE-AIM model encompasses dimensions such as reach, efficacy, adoption, implementation, and maintenance (Russell et al., 1999), offer frameworks to assess these interventions comprehensively. Additionally, organizational change contexts, known to introduce uncertainty, have been identified as potential threats to worker well-being (Bordia et al., 2004). Given these considerations, this study proposes an evaluation of an intervention designed to enhance workers' well-being within the dynamic context of organizational change using the frameworks mentioned.

Method: A quasi-experimental design was employed, featuring three workshops with 78 employees. Data collection occurred at three points in time: pre-intervention (T0), post-intervention (T1), and follow-up (T2) at three months. Measures included assessments of job demands (e.g., emotional demands, job insecurity), job resources (e.g., autonomy, peer support), stress (behavioural, cognitive, and somatic), and general health perception, utilizing the CoPsoQ Spanish version scales (Moncada et al., 2005). The RE-AIM model's dimensions were also assessed: reach, efficacy, adoption, implementation, and maintenance. For the latter three, specific Likert-scale items were created, from 1 ("in disagreement") to 6 ("in agreement"), to gauge participants' perspectives on the content and objectives of the intervention. To analyse pre-post differences, ANOVA tests were employed, with moderation analyses probing the role of contextual factors.

Results: Considering the RE-AIM model's reach dimension, 36 out of 78 workers participated voluntarily (46.2%), with 42 not participating (53.8%). In terms of adoption, attendance varied across workshops: 39 employees attended the first, 33 the second, and 33 the third workshop, representing diverse organizational areas. Regarding implementation ($\alpha=0.84$) ($M=4.16$; $sd=1.06$), effectiveness ($\alpha=0.87$) ($M=3.88$; $sd=1.29$), and maintenance ($\alpha=0.83$) ($M=3.96$; $sd=1.27$), no statistically significant differences were observed between participants and non-participants. However, in alignment with stress models, results confirm higher participation among workers facing elevated demands compared to those with lower demand levels

($F(2,713) = 2.577, p = 0.012$). Additional analyses shed light on intervention effectiveness. Repeated measures ANOVA revealed higher levels of global health ($t(32) = -2.143, p = 0.034$) and lower levels of job insecurity ($t(22) = 2.142, p = 0.034$) post-intervention. Notably, cognitive stress decreased post-intervention ($t(19) = 2.282, p = 0.034$). Corroborating stress models, the negative relationship between pre-intervention job demands and post-intervention global employee health was more pronounced for workers perceiving low social support from managers and colleagues ($B = 4.113; SE = 0.108; p < .001$).

Conclusion: This study's findings affirm that applying the RE-AIM model enhances our understanding of intervention effectiveness. The amalgamation of the RE-AIM model and realistic evaluation contributes crucial insights into the contextual factors influencing intervention effectiveness and their implications for organizations.

O140

Process Evaluation of a Multilevel Intervention to Manage and Prevent Emotional Demands in the Hospital Care Setting

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Background: Emotional demands at work can be defined as working conditions that require sustained emotional effort because of interactional contact with clients. Work in the healthcare sector requires empathy with people with complex problems, who are sick or dying in a context with few resources. Consequently, emotional demands may be considered inherent in the work in this sector. Since emotional demands have been shown to be associated with increased risk of depression, and long-term sickness absence, it is crucial to identify interventions that can buffer these potential negative consequences for the affected employees. However, knowledge is lacking, concerning whether, and how, these adverse outcomes may be prevented by workplace interventions on emotional demands. The aim of this study is to investigate the implementation and mechanisms of a multilevel intervention for prevention and handling of emotional demands in a hospital as part of a combined process- and effect evaluation. The intervention is hypothesized to work through the mechanisms of de-stigmatization of emotional responses to work, increased knowledge and possibilities for action on handling emotional demands and a focus on managers' own emotional strain.

Methods: We are currently conducting an integrated process and effect evaluation, to examine how the intervention is implemented and whether the intervention lead to changes in sickness absence, employee turnover and health care costs for employees and patients. The process evaluation is conducted as a realist evaluation with the use of a program theory. The effect evaluation is based on register data using an Interrupted Times Series design with another Danish hospital as matched comparison group. The intervention is offered to all staff and management of the hospital and is based on the IGLO principles that considers the individual, group, leader, and organizational level. Interventions include a) at the individual-level psychological first aid; b) at the group-level a digital course with group-based discussions about emotional demands; c) at the leadership-level a two days' workshop on leadership and emotional demands; and d) at the organizational-level enhancement of the systematization of the hospital's work environment work and a seminar linking prevention and the hospital strategy. Intervention activities are implemented during a period of two years and carried out by trained occupational psychologists. To assess implementation, we are measuring dose delivered, by the number of intervention activities that were held, and dose received, by the participation rate in the planned activities. To assess contextual factors and mechanisms we have conducted 39 interviews with representatives from all intervention activities; 16 interviews to establish

participant motivations and pre-intervention strategies for managing emotional demands and 23 interviews, three months post-intervention (fall 2023). Further 15 days of observation of selected intervention activities have been documented with written field notes.

Results: Data will be analysed in the spring of 2024 and results of the implementation degree and the process evaluation will be presented at the conference.

Conclusions: The results of the process evaluation will give important insights into the design, implementation and mechanisms of a multilevel intervention for prevention and handling of emotional demands at work.

O141

Work Stress Scale for Employees in Chinese Private Family Businesses: Development and Validation

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Since the 1980s China's economic transition has led to the rise of private enterprises (He, Lu and Qian, 2019). In China, majority of private enterprises are family owned (Kwan, Lau, & Au, 2011). These enterprises are said to be especially susceptible to stress and conflicts because they are involved in two dynamic systems that both overlap and compete at the same time (the family and the business). The unique structure of family enterprises make it an interesting context to understand what makes employees want to work and stay for family businesses yet little is known in terms of the nature of stress they experience at work. Chinese scholars often rely on Western theorisations and localised adaptations of scales to measure work stress amongst Chinese employees. This presents a number of gaps in the current research landscape: .Firstly, due to the disparities between Eastern and Western cultures, individuals' perceptions of occupational stress vary significantly, even within the same industry, given the distinct connotations and statuses of industries in the East and West. Secondly, empirical studies on work stress among employees of private enterprises are scarce. Due to factors such as data accessibility and ease of funding acquisition, Chinese researchers have predominantly focused their work stress investigations on state-owned enterprises, public institutions, and roles associated with public welfare. Thirdly, Chinese researchers often establish structural models for measurement scales primarily through exploratory factor analysis. However, these models are frequently accepted without further examination.

This study aims to address these gaps by developing and validating a work stress scale for employees in private family enterprises in China. Through a series of literature reviews, expert interviews and short open-ended questionnaires, an initial set of 39 items were developed. These items were then sent out to 350 employees from 9 family-owned businesses in Chongqing China. 332 responses were collected, of which 315 were deemed usable for analysis, resulting in a response rate of 95%. Exploratory Factor Analysis revealed five stress dimensions among family business employees in China: physical and mental stress, role stress, interpersonal stress, competitive stress, and family stress, with a cumulative variance contribution rate of 60.937%. In the Confirmatory Factor Analysis, the scale demonstrated good model fit with $\chi^2/DF=2.181$, $p<0.001$, $RMR=0.059<0.08$, IFI , TLI , and CFI above 0.9, and $RMSEA=0.058<0.08$. Composite reliability ranged from 0.781 to 0.93, surpassing the 0.7 standard, indicating good item-dimension explanatory power and internal consistency. Convergent validity values exceeded 0.474, indicating strong explanatory power for dimension constructs. Correlations between total and dimension scores ranged from 0.692 to 0.908, with dimension-to-dimension correlations between 0.455 and 0.607. This provides a potential measurement tool for assessing work stress among employees in Chinese private enterprises and provides empirical support for the theoretical research on work stress within this sector.

O142

The Presenteeism Types Questionnaire

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Background: To be able to manage sickness presenteeism we need to be able to measure it. Recent developments in the field have highlighted that presenteeism can be functional for health and performance. Specifically, presenteeism is now viewed as a behaviour that serves a functional and an adaptive purpose for the individual (Karanika-Murray, Pontes, Griffiths & Biron, 2015; Whysall 2018; Ruhle et al., 2020; Lohaus, Habermann & Nachreiner, 2022), and describes an attempt by the presentee to balance health limitations against performance concerns (Karanika-Murray & Biron, 2020). Therefore, support to presentees ought to be tailored to their needs and circumstances, starting with an evaluation of whether the presenteeism behaviour exhibited is functional, dysfunctional, therapeutic, or overachieving. However, current available measures of presenteeism focus on measuring frequency rather than understanding its functional and adaptive underpinnings. The use of a frequency measure of presenteeism is still widespread, but as Biron, Karanika-Murray and Ivers (2022) have shown, this measure is limited. There are marked differences between profiles for the same number of days of presenteeism reported. This has helped to progress research so far but is not appropriate for identifying the presentee type. Therefore, this presentation reports the development and validation of the Presenteeism Types Questionnaire.

Methods: This study proceeded in four steps: (1) an initial pool of 40 items was developed iteratively by the researchers, (2) a group of 12 experts in presenteeism were asked to review these items and the overall measure (as an assessment of its face and content validity), (3) the list of items was edited and reconfigured and administered as a survey with N=846 (age M=39.50, SD = 11.04; females = 53.2%) individuals via Prolific, which allowed us to test the measure's factor structure, internal reliability, model fit across sociodemographic and occupational subgroups, and predictive validity, and (4) a follow-up survey was administered with a subgroup from the first survey, which allowed us to assess its test-retest reliability.

Results: The emerging measure of presenteeism types includes 16 items (4 items per presenteeism type). Respondents were instructed to think about a typical time when they worked when they were either physically or mentally ill in the last month and then indicate to what extent they agreed with a list of statements (1=strongly disagree, 5=strongly agree). Analyses indicated an excellent model fit and measurement invariance for groups of different biological sex, participants with chronic or ephemeral conditions, participants with customer facing or non-customer facing jobs, and between groups whose presenteeism was associated with physical or mental conditions. In addition, predictive validity was supported. The test-retest analyses will be completed in early 2024.

Conclusions: The Presenteeism Types Questionnaire is a reliable and valid measure that can be used by researchers to advance presenteeism research and practitioners to identify what type of presentee an employee is, start considering appropriate actions to support them, with interventions specifically adapted to each profile.

O143

Development and Validation of a Scale for Measuring Working Excessively (WES)

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Background: Working excessively is often related to workaholism. It can be defined as an imbalance between work and home, leisure time and/or social relationships (Schaufeli et al., 2009a; Molino et al., 2012). Hence it represents a dysfunctional process that affects the whole life. Working Excessively encapsulates a behavioural dimension of workaholism, while Working Compulsively refers to its cognitive dimension (Schaufeli et al., 2009). Therefore, overwork is not defined by the intensity of the work, rather by the fact that the overwork would not be not necessary. The literature on this phenomenon is based on two main explanations, one based on excessive workload, and the other on an individual work style based on internal constraint. Existing research also highlighted that workaholism might somehow look similar to work engagement because of the amount of time engaged employees spend at work, which could be comparable to that of a workaholic person. Therefore, it might be difficult to distinguish one from the other. Most research, however, also showed that work enthusiasm - i.e., engagement - and work addiction - i.e., workaholism - are two separate phenomena because work addiction cannot be a source of pleasure for the individual. Working excessively seems then to be a fundamental condition of workaholism, but it is not enough to define workaholism. The purpose of this paper is to describe the preliminary development and validation of the Working Excessively Scale (WES) to detect workers' attitudes and behaviours towards their work and their relationship with their organization.

Method: Initially, nine focus groups were conducted with groups of workers from different sectors (such as schools, universities, hospitals, private commercial companies, and public administration). The groups were heterogeneous in terms of gender, age, length of service, and role. The questions for the focus groups were generated considering the four principles dictated by reference theory: perfectionist work style, loss of control, general opinions on work, pressure from the organization (Paluchowski et al., 2014). Subsequently, three studies were conducted to test the reliability and validity of the instrument: Study 1, EFA and normality of the distribution (N=299, 145 women, 154 men); study 2, CFA and concurrent validity (N=550, 253 men, 297 women); Study 3, criterion validity and discriminant validity (272 workers, 180 men, 92 women).

Results: A 4-factor structure was developed with 24 first-order items in the first study, which was then confirmed by the other two subsequent validation studies.

Conclusion: The WES could qualify as a useful tool to investigate the different ways of understanding "working excessively". It could represent a useful tool for investigating the different causes that may lead workers to work excessively and thus to prepare more targeted interventions. In particular, understand whether the excessive working is due to a perceived discomfort on the part of the worker or an internal drive due to strong work engagement.

O144

Cultural Adaptation and Validation of the Psychosocial Safety Climate Scale 12 (PSC-12) to the Chilean Context.

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The protection of work-related mental health requires an organizational culture that prioritizes the promotion of psychosocial health. As such, the literature has defined psychosocial safety

climate (PSC) as a macro construct that precedes and predicts psychosocial factors and their impact on employees' well-being (Dollard, 2019). PSC can be assessed through the PSC-12 (Hall, Dollard & Coward, 2010), an instrument of 12 items that examine four dimensions: senior-management commitment to work-related stress prevention, prioritization of psychological well-being, organizational communication regarding mental health issues, and involvement and consultation mechanisms to address psychological health and safety issues. Although there are several reports regarding PSC-12 implementation worldwide (Amoadu, Ansah, & Sarfo, 2023), in Chile there is a lack of evidence of its use.

Therefore, this research aims to adapt and validate the PSC-12 to the Chilean context by examining its psychometric properties in two organizations from the healthcare and education sectors. These objectives were achieved through two studies.

In Study 1, cultural adaptation and initial validation of the PSC-12 were carried out. This involved the procedure of translation, back-translation, and cultural adaptation; expert judgement (n = 17); cognitive interviews (n = 6); and piloting (n = 108). Afterwards, internal consistency through the categorical omega index, and exploratory factor analysis (EFA) were analysed. As a result, a version of the PSC-12 was obtained that provided initial evidence of an adequate adjustment of its respective theoretical model.

In Study 2, the psychometric properties and the final validation of the PSC-12 were analysed with a sample of 420 employees (319 women and 101 men) from organizations belonging to the healthcare (n = 214) and education (n = 206) sectors. Concurrent and convergent validity was determined by Pearson's bivariate correlations and construct validity was determined through confirmatory factor analysis (CFA). Additionally, measurement invariance was analysed through multigroup analysis, in which PSC-12 configurational and scalar invariance were determined for both samples.

In conclusion, these results provide evidence of the PSC-12 psychometric properties for its accurate assessment in Chilean organizations. Thus, providing a tool that will allow Chilean companies to strategically manage their psychosocial risks and protect and promote psychological well-being in the work context.

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O145

Designing Mini-Interventions for Job Crafting: A Playbook, Many Plays, and a Unifying Mindmap

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Background: New ways of working are being experimented with, and this experimentation is not just in the hands of organizations: individuals also need to ask themselves how their work should be designed in the future. This is where the approach of job crafting can provide guidance. Crafting means reflecting on one's own needs, perceptions, activities and relationships at work. On this basis one tries to strengthen resources at work, such as support, participation and development opportunities. Researchers have shown that crafting interventions can have positive outcomes (see e.g. Costantini et al., 2022). Most of these interventions last several weeks and include phases of analysis, goal setting and planning, and assessment of success. Inspired by novel approaches to job design - such as playful work design (Scharp et al., 2022) - and gamification approaches in the field of digital health

interventions (Jenny & Bauer, 2023), we decided to take a more agile approach to job crafting and develop mini-interventions in the form of digital "Crafting Plays".

Methods: An interdisciplinary group of researchers from the fields of occupational health psychology, organizational development, interaction design and education, together with practitioners and students, established a "double diamond" design thinking process to develop short crafting mini-interventions ("Crafting Plays") that follow a story-based pattern and are implemented in a web application ("Crafting Playbook"). These mini-interventions consist, for example, of short assessments of one's own balance of job resources and demands, short knowledge impulses on work and health, or quick tips for crafting social support.

Results: A first set of plays is currently being developed and will be presented at the conference. Furthermore, as a starting point, we developed a unifying crafting mindmap with four potential areas of crafting to guide the development process and also to inform users about the possibilities of job crafting. Finally, we developed a creative way of recommending these mini-interventions to the user, based on text input and recommendation algorithms.

Conclusions: The "Crafting Playbook" will be open source and available in multiple languages. We will encourage our community of occupational health psychologists to participate in the development of such crafting mini-interventions. Research opportunities on the use and effectiveness of this approach will also be outlined.

O146

Safety Voice Climate: Are Different Organizational Roles Associated with Different Climate Perceptions?

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Introduction: Safety voice involves the expression of safety concerns to prevent physical and psychosocial hazards and is exhibited by individuals across all organizational hierarchical levels. It is vital in detecting and rectifying unsafe working conditions and can reduce ill-health, injuries, and accidents. Voicing safety concerns is an extra-role behaviour, often demanding time and effort. It carries a degree of perceived risk, as it may trigger unfavourable reactions. Therefore, individuals are more inclined to engage in safety voice when they perceive their work environment as supportive and not overly demanding. The construct safety voice climate (SVC) pertains to the extent to which leaders and colleagues are perceived as encouraging safety voice. SVC serves as a tangible manifestation of the social exchanges that occur within an organization, delineating which safety voice behaviours are encouraged and which are discouraged. This study investigates whether different organizational roles are associated with distinct perceptions of SVC and proposes the following research questions:

1. Do leaders perceive the SVC more favourably than non-leaders? A psychological contract may develop between leaders and top management, wherein leaders are expected to emphasize the organization's positive aspects. Consequently, leaders may be inclined to perceive the SVC as more positive than non-leaders. Furthermore, since leaders are little involved in day-to-day work operations, they may be unaware of how individuals react when their colleagues raise safety concerns. Thus, a divergence in SVC perceptions may emerge between leaders and their subordinates.
2. Do HSE and Union representatives perceive the CVC less favourably than other employees? Individuals with these roles observe to a particular extent elements in the workplace that can pose risks to workers and whether the environment encourages speaking up about these risks.

Their contract entails alerting management when they observe risks, and they experience the reactions from leaders and colleagues when they voice safety concerns. If HSE and Union representatives perceive the SVC negatively, this may be an early indicator of a safety erosion process.

Method: We used data from the RNNP survey from 2011 to 2019, which is biennially distributed to personnel on facilities on the Norwegian Continental Shelf (N= 22,192). Repeated measures ANOVA was reported on facility level (N = 59). SVC was measured with the Safety Voice Climate Scale (SVCS) which includes the two dimensions “Work colleagues’ encouragement of safety voice” and “Leaders’ attitudes towards safety voice”.

Results: Participants with leader responsibilities had a higher SVCS score than non-leaders all years. HSE- and Union representatives had significantly lower SVCS score all years than individuals not having these roles. Despite the changes the industry underwent in the investigated timeframe, we found no significant change in leaders mean SVCS from 2011 to 2019. Safety and union representatives, and participants without overmentioned roles all reported a significant decline in 2017 and what appears to be a regression towards the mean in 2019.

Conclusion: As safety voice is an important safety behaviour, organizations should monitor SVC and develop strong SVCs among all groups of the organization.

O147

Why Don't YOU Just Take Care of This? Longitudinal Relationships between Voice Penalty, Occupational Status, and Perceived Stress

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Background: Employees voice refers to the discretionary communication of suggestions, ideas, and work-related problems and can enhance organizational functioning. Past research on voice consequences has often accentuated the benefits of voice for occupational well-being. In this research, we draw on the job demands-resources model and argue that engaging in voice can often result in a ‘voice penalty’. We define voice penalty as a perceived incident, where employees who engage in voice feel that they are given the sole responsibility to implement a suggested change or take care of a voiced problem. This perceived voice penalty is likely to result in additional task load for the voicing employee which, over time, can cause higher perceived stress. On the basis of theories on occupational status and power, we hypothesize that the relationship between voice penalty and perceived stress is moderated by occupational status. At medium levels of occupational status, employees have the required autonomy to implement changes but not enough power to distribute task load to co-workers.

Method: Using three waves of monthly longitudinal data from a highly diverse sample of working adults (N=368). We developed an 8-item measure of perceived initiative penalty (e.g., “When I spoke up with work-related issues, I was often tasked with taking care of the problem on my own”). We applied Random-Intercept Cross Lagged Panel Modelling (RI-CLPM) to investigate within-person relationships between voice penalty and perceived stress over time and test the moderating role of occupational status.

Results: Preliminary results suggest that at the within-person level and in line with hypotheses, increases of perceived voice penalty over time are related to increases in perceived stress ($B = .09$, $SE = .03$, $p < .01$). Findings also confirm the moderating role of occupational status ($B = -.05$, $SE = .02$, $p < .01$), such that the relationship between voice penalty and perceived stress was strongest at medium levels of occupational status.

Conclusion: Our research fits with emerging conceptualizations of voice as a double-edged sword for occupational well-being and point to occupational status as a boundary condition.

O148

Does it Take Two to Tango? Combined Effects of Relational Job Crafting and Job Design on Energy and Performance

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Background: Despite an extensive body of research on job crafting, our understanding of how bottom-up job crafting behaviours interact with top-down job design in influencing employee well-being and effectiveness remains limited. Drawing on the conservation of resources theory, our research investigates the impact of daily promotion- versus prevention-oriented relational job crafting on employees' energy and subsequent task performance within the context of relational job design (i.e., task interdependence). Relational job crafting, characterized by self-initiated changes in social interactions at work, manifests in either promotion-oriented (expanding interactions) or prevention-oriented (limiting interactions to trusted colleagues) behaviours. While promotion-oriented relational job crafting is generally linked to positive outcomes, research has taken an overall negative stance on prevention-oriented forms of job crafting linked with the deterioration of well-being and task performance.

In our research, we suggest both promotion- and prevention-oriented relational job crafting may represent purposeful work behaviours aimed at achieving desirable goals. In line with Conservation of Resources (COR) theory, we argue that employees engage in relational job crafting to build and protect their energetic resources, which are crucial for goal attainment. Most importantly, we argue that these effects may depend on the top-down relational job design context, indicated by overall task interdependence (i.e., the degree to which group members rely on each other to perform their tasks). In contexts with low task interdependence, where employees might feel socially disconnected, promotion-oriented relational job crafting may enhance employees' energy and task performance. In contrast, in high task interdependence contexts, prevention-oriented relational job crafting may preserve employees' energy and improve task performance by minimizing further draining social interactions.

Methodology: We conducted two daily diary studies over 10 workdays with full-time employees across various organizations (Study 1: Nday-level = 845, Nperson-level = 126; Study 2: Nday-level = 793, Nperson-level = 108).

Results: Multilevel path modelling indicated promotion-oriented relational job crafting was positively associated with subsequent task performance by increasing energy levels (Study 2), particularly when task interdependence was low (Study 1). In contrast, prevention-oriented relational job crafting was energy depleting in low-task-interdependent contexts (Study 2) but increased employees' energy in high-task-interdependent contexts (Study 1), with respective implications for task performance.

Conclusion: Our findings suggest different forms of day-to-day relational job crafting behaviours are relevant to employees' energy and performance, but their effectiveness may depend on the relational job design context. We further contribute to the literature by advancing a within-person, resource-based perspective of relational job crafting and identify energy as a pivotal mechanism that explains the effectiveness of either form of daily relational job crafting—in certain job design contexts. Our findings also contribute to the ongoing debate on whether

promotion- versus prevention-oriented job crafting can be considered “good” versus “bad” forms of job crafting, respectively, and may shift the perspective of prevention-oriented forms of proactivity to being adaptive for desirable organizational outcomes in certain job design contexts.

O149

Congruence in Managers’ Perceptions of Employee Well-Being and Organizational Performance Interdependency: A Three-Wave Study of Top, Middle, and Line Managers

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Background: The reciprocal relationship between employee well-being and organizational performance is widely recognized, as researchers, practitioners, and employers alike acknowledge that employees’ well-being significantly influences their organization’s overall performance. For organizations to be able to support well-being and performance in tandem, a unified understanding and consistent practice across all management levels of the organization is essential. Nevertheless, little attention has been paid to the perceptions and attitudes of managers across different management levels. The objective of this study was to (1) explore managers’ perceptions of the interdependency between employee well-being and organizational performance, (2) compare these perceptions across managerial levels (top management, middle managers, and line managers), (3) explore the role of individual and organizational characteristics in any difference among managerial levels and and lastly (4), to investigate managers’ perceptions regarding whether the organization supplies managers with the essential well-being tools to mitigate employee stress.

Methods: Data were collected from members of the Association of Managers and Executives in Denmark three times using a survey (N2020=2210, N2021=1379, N2023=1378). We asked managers at all levels to indicate their agreement with the statement ‘I believe that employee well-being has an impact on the overall performance of the organization’ (1=strongly disagree, 5=strongly agree). Demographic variables measured included gender, age, management level, educational degree, company size, sector (public-private), and industry.

Results: The data revealed that 98% of managers agree or totally agree that well-being and performance are interdependent. The data also showed that seniority level was unrelated to the manager’s perception of interdependence between well-being and organizational performance. In fact, perceptions of interdependence were congruent across the managerial levels. However, there were differences in managers’ agreement with the well-being support provided. Specifically, line and middle managers were less satisfied with how well-being is prioritized in their companies compared to top-level managers. Regarding stress handling, 70% of managers reported having access to psychological counselling, 58% got help from their managers, and only 42% got help from HR.

Conclusion: This study is the first to differentiate between managers at different seniority levels in order to understand their views on employee well-being and organizational performance. The study indicates that there is congruence across management levels on the interdependency of employee well-being and organizational performance. Findings have to be interpreted in light of two limitations. First, the study is country-specific. However, its large sample size makes it highly representative of the population of managers in Denmark and the hierarchy of managerial levels is consistent across organizations worldwide. Therefore, the findings can

apply to non-Danish managers with confidence. Second, a longer list of questions would have allowed us to examine these questions in more detail. Future research should use a more nuanced survey to examine a range of attitudes across seniority levels using validated scales. The next step will be to investigate managers' attitudes, skills, and experience related to interventions to support employee well-being. An extended understanding will allow us to develop tailored managerial training, tools, and programs to address well-being challenges and support organizational performance in tandem.

O150

Dualistic Passion Unveiled: Examining its Role in Understanding the Impact of Exploitative Leadership on Employee Well-being

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Background: The phenomenon of exploitative leadership has surfaced as a noteworthy and contemporary issue in the domain of destructive and harmful leadership behaviours over the past decade (Emmerling et al., 2023). Exploitative leadership is defined as a combination of manipulating and egoistic behaviours by a leader, including pressurising followers, undermining subordinates and using the work of followers for personal gain (Schmid et al., 2019). Recognising the difficulty in identifying exploitative leadership, as leaders always present a friendly and smiling demeanour in their interactions with followers, it is perceived to be more psychosocially hazardous than other forms of destructive and harmful leadership, such as abusive supervision (Schmid et al., 2019).

Scholars have developed measurement to assess this concept (Schmid et al., 2019). This has led to a gradually growing exploration of the ways in which exploitative leaders impact their subordinates (e.g., Cheng et al., 2021; Lyu et al., 2023; Syed et al., 2021), signifying a mutual effort to comprehend the dynamics associated with this specific form of leadership. Despite the increasing interest in understanding the detrimental consequences of exploitative leadership, there remains limited knowledge regarding variations in the stimulation of mental health-related outcomes, such as psychological distress and well-being, among employees who experience exploitation by a leader (with the exception of Majeed & Fatima, 2020). This study makes a valuable contribution to the limited body of research on exploitative leadership by providing empirical evidence of a moderated mediation mechanism through the lens of dualistic model of passion (Vallerand et al., 2003). This approach enriches our comprehension of those most adversely affected in terms of mental health and well-being by the impact of exploitative leadership.

Findings and Discussion: Responses from 494 teachers from public schools in a Vietnamese province were collected on two occasions to reduce the potential of common method variance (Podsakoff et al., 2012). We applied PROCESS Macro (Hayes, 2022, model 59) to examine how the moderation effects of harmonious and obsessive passion (Time 1) impact the mediation effect of psychological distress (Time 2) in the relationship between exploitative leadership (Time 1) and well-being of employees (Time 2).

We found that employees driven by highly dualistic passion encountered heightened psychological distress. This significantly diminished their well-being compared to those exhibiting lower levels of work passion. These findings provide substantial theoretical implications, revealing that individuals with high dualistic passion are notably sensitive and cynical toward harmful and destructive leadership behaviours. Such behaviours hinder the meaningfulness of their work, their social status and self-concept. Consequently, these employees are more susceptible to intensified psychological distress and lessened well-being,

compared to their low-passion counterparts. The findings underscore the importance for organizations to address exploitative leadership behaviours to foster mentally healthy workers who passionately love and engage in work. Exploring additional individual and contextual characteristics as potential moderators in the context of exploitative leadership represents a promising avenue for future research. This stream of research will contribute to the development of effective interventions aimed at preventing potential mental health-related impairments.

O151

Leaders' Dark Traits and Leisure: The Double Edge Sword of Leader Proactivity on Team Well-Being

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Background: The entrepreneurial journey primarily revolves around proactive goal-setting and achievement. However, proactivity is widely recognised to have adverse consequences. Integrating the wise proactivity concept, enrichment theory, and conservation of resources theory, this study aims to investigate why and when entrepreneurial leader proactivity is detrimental or beneficial for team outcomes and the dichotomy of its execution. This study addresses the dual mechanism of team proactive motivational states, involving cognitive motivational pathways (team intrinsic and extrinsic motivation) and affective motivational pathways (team happiness, stress, and negative affect). This study focuses on understanding the important role of the wise proactivity concept's components, including task-strategic (team autonomy) and self-regulation (leaders' leisure), and examines its potential association with entrepreneurial leader dark traits, including narcissism and perfectionism.

Method: A quantitative study has been conducted by investigating 165 small business ventures using longitudinal and multi-source approaches. The scope of this study encompassed emerging entrepreneurs from various sectors, including food and beverages, fashion, cosmetics, and technology-driven start-ups. The questionnaires were administered to team members and leaders at three different time points at one-month intervals. This study applied MPLUS to employ Structural Equation Modelling to examine the constructed hypotheses. Team size, education and tenure of team members were included as control variables.

Results: This study reveals that engaging in leisure practices is an effective internal way of regulating self that enables leaders to mitigate the dark side of being a proactive leader. The finding shows that when proactive leaders are actively involved in various leisure activities, such as virtual, intellectual, contemplation, and manual leisure, it can reduce the negative impact of their leaders' proactivity on team extrinsic motivation and team negative affect. Furthermore, this study demonstrates that team autonomy can mitigate the adverse impact of leaders' proactive personality on team stress. This result indicates that when leaders exhibit a high level of proactive personality and the organization allows a significant amount of team autonomy, team members experience lower levels of perceived stress. This study also suggests that leaders' narcissism was found to negatively moderate the relationship between leaders' proactive personality and team organizational engagement through team intrinsic motivation and team happiness. Meanwhile, perfectionism negatively moderates the relationship between leaders' proactive personality and team negative affect.

Conclusion: This study proposes leaders' leisure practices as leaders endeavour to promote self-regulation and team autonomy as important task-strategic aspects to enable individuals to conduct proactivity wisely. This study contributes to the theoretical trajectory of wise proactivity by investigating the role of leaders' leisure and team autonomy to mitigate the detrimental

effect of leader proactivity on team well-being. This study extends the conservation of resources theory by demonstrating the joining effect of leaders' proactivity and leaders' narcissism as well as perfectionism in undermining the positive impact of leaders' proactivity on team well-being. This study provides a path for future research to investigate leader proactivity's bright and dark sides within the team-level setting. Ultimately, this study presumes to present strategic encouragement for organizations to realise the concept of wise proactivity to maintain favourable outcomes.

O152

Navigating the Storm: Unveiling the Impact of Participative and Directive Leadership on Employee Well-being During Crises

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Introduction: During times of crisis, leaders in organizations play a pivotal role in crisis management. Research indicates that both participative and directive leadership behaviours are effective in sustaining performance through crises. However, there remains a gap in understanding how these leadership styles relate to the well-being of employees during such challenging circumstances. This study aims to shed light on this aspect and explores how personal resources of employees moderate this relationship. Grounded in the conservation of resources theory, we hypothesize that directive leadership becomes especially valuable when personal resources are scarce, offering clear guidance in turbulent times. Conversely, participative leadership is expected to have a more positive impact on employee well-being when personal resources are abundant, fostering collaboration and shared decision-making to enhance resilience and morale. By delving into these dynamics, we seek to provide insights that contribute to effective leadership strategies in times of crisis.

Method: One cross-sectional study (study 1) has been conducted during the beginning of the COVID-19 pandemic and a second longitudinal study (study 2) is currently being conducted in the multi-crises setting consisting of war on the European continent and the associated high inflation and high costs of energy. Participative and directive leadership behaviour has been measured in both studies and both variables are treated as predictor variables. In study 1, we operationalized employee well-being with work engagement and emotional exhaustion as the outcomes. Positive psychological capital (PsyCap) was used as a moderator.

Results: Preliminary analyses indicate that directive leadership has no main effect on work engagement, but a positive relationship with emotional exhaustion. PsyCap did not moderate either of these relationships. For participative leadership the main effect on work engagement is positive and on emotional exhaustion it is negative. Moreover, PsyCap moderates the relationship between participative leadership and work engagement so that it is significantly positive for high, but marginally significantly negative for low values of PsyCap. With study 2 we aim to replicate these findings in a longitudinal dataset. These results will be available at the conference.

Conclusion: Our data does not support the idea that directive leadership in a crisis might be relieving and resource preserving for employees with low personal resources. However, we could support the hypothesis that participative leadership is motivating for employees with high personal resources. Limitations are the cross-sectional nature of the data and the reliance on self-reports. Based on these results one practical implication is that leaders in crisis situations need to consider the level of personal resources of their employees when using participative leadership behaviours, because these run the risk of overburdening employees with low personal resources.

O153

Social Support Transitioning to the Profession and Family Social Support Decreases Health Issues Among Recently Graduated Social Workers While Exposure to Violence Increases the Risk Over Time

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Research has shown that social workers are exposed to violence, a known predictor of ill health. Previous research has also shown that the transition from higher education to a human service profession is a critical period with long term health consequences. As social workers are also more prone to prolonged sickness absence (14 days or more) than other professions in Sweden, exposure to violence might play a role, especially among the newly graduated. The aim of this longitudinal study was to investigate exposure to violence and other factors that could predict ill health and sickness absence respectively. We hypothesized that low social support and exposure to violence early in the career would increase the risk of ill health and sickness absence among social workers. The study also investigated whether social support and exposure to violence at Time 1 could predict sickness absence one year later at Time 2. Data was collected with postal surveys on three different occasions (2017, 2018, and 2019), with the help of Statistics Sweden (Statistiska Centralbyrån). Variables of interest for the present study were gender, living situation, co-worker social support, supervisor social support, family social support, social support during the transition into the profession, exposure to violence, and health (as measured by the General Health Questionnaire, GHQ-12, dichotomized at the cut off score 2/3). A sample of 1203 participants (146 men, 1045 women) was used to answer the hypothesis with hierarchical binary logistic regression. Of the sample 113 of participants reported having had prolonged sickness absence and 239 participants reported exposure to violence. Supervisor social support and family social support significantly reduced the risk of ill health. Social support during the transition was found significant for predicting sickness absence.

A sample of 837 participants (88 men, 741 women) was used to answer the research question about impact over time. At Time 2, 51 participants were on prolonged sickness absence. At Time 1, 104 participants had been exposed to violence.

Family social support and support during the transition were found significant in predicting ill health. Social support during the transition trends towards significance in predicting sickness absence ($p=.06$). However, exposure to violence was not found to be a predictor of ill health or sickness absence.

We concluded that social support in the transition at work and from the family are important factors affecting the health of recently graduated social workers. This is especially important as social workers are overrepresented among Swedish workers having long sickness absences.

O154

The Association Between Psychological Capital, ‘Inward-Facing’ and ‘Outward-Facing’ Work Outcomes Among Medical Practitioners

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Introduction: Medicine is a high-stress job, where lives are literally in the physicians' hands. In the course of work, physicians deal with critical decision making and the anxieties of patients and family members while juggling their own work-life balance sometimes in hostile environments and surrounded by illness and death. These pressures can negatively affect work-related outcomes namely well-being, attitudes and performance. Psychological capital (PsyCap) is a ubiquitous positive psychological resource comprising a composite of hope, efficacy, resilience and optimism. It belongs to the positive organizational psychology movement, which is fixated on strengthening and expanding positive human attitudes, behaviours, and processes. It is reportedly protective against adverse outcomes and positively predictive of favourable outcomes. The aim of this systematic review was to examine the relationship between PsyCap and work-related outcomes among doctors.

Methods: A Boolean search was employed to identify relevant articles from APA PsycArticles and Medline. The PECOS framework was used to guide the search strategy which was restricted to fully qualified doctors and studies which quantified PsyCap and assessed its association with work-related outcomes. Articles were uploaded and screened in Rayyan and included studies were assessed using the JBI critical appraisal checklist. Relevant data were extracted into an Excel sheet under the headings 'Type of study', 'Population' and 'Work outcomes'. The data was reported as a narrative synthesis.

Results: One-hundred and twenty-five records were found; of these 112 were excluded, mainly because they did not include physicians. Two relevant studies were identified from background reading bringing the total to 15 studies. All employed a cross-sectional design. Thirteen were situated in China and 11 satisfied all the elements of the critical appraisal criteria. All studies assessed the association between PsyCap and psychological well-being, showing that PsyCap was negatively correlated with depression and burnout. PsyCap also negatively mediated the association between workplace violence, occupational stress and overcommitment with depression and health-related quality of life. The ten studies which analysed the relationship between PsyCap and job-related attitudes reported that PsyCap was positively associated with job involvement, work engagement, motivation, perceived organizational support and job satisfaction. Moreover, PsyCap negatively mediated the impact of burnout, conflict and workplace violence on organizational identity and professional efficacy. Some associations differed by gender and medical specialty. The one study which evaluated job performance reported a positive correlation with PsyCap. When the three categories of work outcomes were condensed into two categories namely 'inward-facing' work outcomes i.e., those primarily affecting the physician which include psychological well-being and attitudes and 'outward-facing' work outcomes that primarily affect the patient i.e., performance; the majority focused on the outward-facing work outcomes with only 2 (14%) studies reported performance measures.

Conclusions: PsyCap positively predicted positive work outcomes and negatively mediated the association between job stressors and these outcomes. The reclassification of work outcomes into inward-facing and outward-facing highlighted the dearth of studies assessing performance measures. There is room for future research across medical specialties, gender, clinical grade and a wider geographical area. Interventions that aim to increase PsyCap in doctors are justified.

O155

Intent to Leave Among Child Welfare Workers: A Three-way Interaction Between Client-perpetrated Violence, Violence Prevention Behaviour, and Climate For Violence Management

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Background: High levels of turnover are well-documented among child welfare workers and several studies indicate that being a target of client-perpetrated violence is one of the main causes of turnover intent within this group. Studies on prevention mechanisms are scarce and researchers have emphasized the importance of considering how well the specific work context is matched with the demands and resources that are being investigated. Therefore, the current study investigates whether turnover intent is influenced by a three-way interaction between exposure to client-perpetrated violence and matching organizational resources such as climate for violence management and violence prevention behaviour at different levels of the organization.

Method: Utilizing a probability sample of 288 public sector child welfare workers, three separate moderated moderation analyses were carried out to investigate the longitudinal association between exposure to client-perpetrated violence (T1) and intent to leave (T2) as a function of climate for violence management (T1) and violence prevention behaviour (T2) from different levels of the organization (e.g., top management, supervisor, and colleagues).

Results: The effect of exposure to client-perpetrated violence on intention to leave was found to be a function of both climate for violence management and violence prevention behaviour in two out of the three models tested. More specifically, the three-way interactions were significant in the models investigating the combined effect of climate for violence management and violence prevention behaviours from supervisors and colleagues, but not in the model investigating violence prevention behaviours from the top management.

Conclusion: The current study contributes to the literature on turnover intent by highlighting the importance of the interplay between an organization's climate for managing workplace violence, and subsequent violence prevention efforts from different levels of the organization. In line with our hypothesis, employees reporting better climate for violence management and better violence prevention behaviours did show lower intentions to leave than employees reporting worse management and prevention efforts. The study addresses the importance of violence prevention from different organizational levels and provides valuable knowledge on the combined effect of organizational climate and prevention behaviours. Taken together it could inform the further development of effective interventions with the aim of reducing intentions to leave among child welfare workers.

O156

The Perceived Visibility and Effectiveness of Workplace Bullying and Harassment Management Strategies

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Background: Decades of scholarly research and social interest have firmly established the detrimental impacts of workplace bullying and harassment (WBH). Despite increased legislative requirements for organizations to manage and mitigate WBH, prevalence rates continue to rise.

To address WBH and adhere to regulations, organizations have adopted a wide variety of management strategies, among them, workplace policies and procedures, training programs and risk assessment procedures (i.e., *proactive* strategies), and reporting procedures and incident investigation practices (i.e., *reactive* strategies). Best practice guidelines exist in relation to the clinical/evaluation of these strategies, however, relatively little is known about how employees - the targets of an organization's written or unwritten policies, processes, or regulations - come to access, understand, and perceive the bullying and harassment management strategies in their own workplace. In complementary streams of workplace research, scholars largely agree that employee perceptions of workplace management strategies play a key role in determining effectiveness and arguably rely on employee participation and acceptance to achieve the desired outcomes. Accordingly, the focal point of this study was to understand the visibility, accessibility, usefulness, and perceived effectiveness of WBH management strategies from the lay employee perspective as established through affective (i.e., affect and availability) heuristics.

Method: The study employed a cross-sectional, exploratory design. Australian employees ($n = 677$) participated in an online survey that captured their understanding of six WBH management strategies: policies, training, case reporting, case investigation, building a safe and inclusive culture, and risk assessment. Both quantitative and qualitative data collected to provide a richer level of understanding into employee perceptions of WBH management strategies.

Results: Overall, visibility was higher for simple, tangible strategies (i.e., policies, training) and lower for those strategies with more complexity, which typically requires more memory effort to recall. Similarly, training programs and organizational policies were perceived as the most useful strategies, but risk assessment, and a safe and inclusive culture were deemed the most effective. Separate one-way ANOVAs were conducted to distinguish differences in perceptions of WBH management strategies by (a) managerial or supervisory status, (b) health and safety representative status and (c) previous exposure to workplace bullying harassment status. Overall, managers, health and safety representatives and previous targets of bullying perceived each strategy to be more visible and effective. Tests of moderated pathways to perceived visibility and effectiveness in currently in process.

Conclusion: Overall, employees who were aware of specific WBH management strategies within their organization generally regarded those strategies as useful and effective, giving credence to the importance of the availability heuristic (i.e., more attention needs to be placed on WBH strategies that require more effort to recall). All strategies should be accompanied by socialisation programs and multiple communication strategies to bolster shared mental models of perceptions. Certain organization members (i.e., managers and health and safety representatives) may also play a vital role in promoting engagement with each WBH strategy.

O157

The Protective Effect of Good Work Design on Bullying and Sexual Harassment Experiences at Work.

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The negative effects of bullying and sexual harassment on mental health and well-being are well-established (McDonald, 2012; Nielson & Einarsen, 2012; Topa et al., 2008; Willness et al., 2007). More recently, bullying and sexual harassment have been classified as psychosocial hazards in the workplace. While companies are importantly focusing on

eradicating or reducing such experiences at work, it is also important to understand the wider organizational-level factors and the work design aspects that may buffer the negative effect of experiences of bullying and sexual harassment on worker mental health and well-being. The triple-match principle proposes that the strongest interactive relationships between job demands (in this case bullying and sexual harassment) and job resources (in this case manager and coworker support) are observed when they are based on qualitatively identical dimensions. Therefore, we hypothesised that experiences of bullying and sexual harassment are relational phenomena, and are more strongly buffered by relational job resources compared to other types of job resources.

A cross-sectional survey (n = 3,000) was conducted on Australian workers. This quantitative data was complemented by 60 worker interviews. Moderation analyses revealed a significant moderating effect of work design on the relationship between experiencing bullying and sexual harassment and worker mental health and well-being. These effects were stronger for relational work design characteristics compared to other types of work design. Workers who experienced higher levels of relational work design (manager support and coworker support) reported lower levels of burnout and higher levels of thriving, regardless of experiences with bullying or sexual harassment. In contrast, other work design characteristics such as decision-making autonomy did not significantly interact with experiences of bullying and sexual harassment to reduce the negative effects on burnout. Findings suggest that as a complementary strategy to reducing levels of antisocial behaviour at work, work design, particularly relational work design, is a key lever for organizations seeking to buffer the negative effect of experiencing bullying and sexual harassment on worker mental health and well-being.

O158

Evaluation of a Nationwide Implementation of a National Guideline to Prevent and Handle Aggressive Behaviour in the Eldercare Sector in Denmark

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Background: Compared to other groups of employees, direct care workers in eldercare have a higher risk of experiencing aggressive behaviour from patients/clients in the workplace. Therefore, the Danish Health Authority designed a nationwide intervention to implement a new guideline on preventing, managing, and learning from aggressive behaviour in Danish eldercare. This intervention, targeting all Danish municipalities, started in 2021 and continues until the end of 2024. This study, conducted in a subset of the participating municipalities, aimed to evaluate the implementation strategy and to identify what outcomes can be achieved.

Methods: The intervention consisted of five workshop days conducted during several weeks with practical and theoretical exercises on the guidelines, with the participation of one leader and four key employees per care unit. On two of the workshop days, an 'implementation group' consisting of representatives (managers and employees) from the municipality participated to support the local implementation. A realistic evaluation was conducted on a subset (32) of the 98 Danish municipalities that had participated in the intervention in the fall of 2022. The evaluation was based on an initial program theory developed in collaboration with the Danish Health Authority. Data consisted of a survey (one measurement point, post intervention) (n=1030) with a response rate of 77%. Additionally, a comparative case study was conducted of five representatively sampled participating care units, to get a deeper understanding of the contexts, mechanisms and outcomes. Data collection included participant observations and interviews, carried out before, during, and 4-6 months after the intervention.

Results: Survey data indicated a high participation rate and participant satisfaction with the five workshop days. Based on the case studies, it was possible to update the program theory. Four types of outcome of the intervention were identified: 1) development of action plans for preventing aggressive behaviour for a specific older adult, 2) dissemination of knowledge from the course to other employees in the care unit, 3) changes in work organization, and 4) reflective practice among direct care workers, fostering continuous efforts to prevent aggressive behaviour. Four out of five cases achieved only outcome 1. Contextual conditions that activated the mechanisms of the intervention and thereby outcomes 3, and 4 (more permanent changes) were: stability in personnel, implementation competency, and a medium prevalence of episodes with aggression. Outcome 2 (train-the-trainer approach) was a challenge even in the case with conducive contextual factors. The municipal implementation group had potential to support local care units and positively affect contextual factors in the care units, but in practice, this potential was only released to a small extent.

Conclusion: It proved feasible to roll out a nationwide intervention aiming to implement a new guideline on the prevention of aggressive behaviour in the eldercare sector with high participant satisfaction. The comparative case study in five units showed varied outcomes and suggests that supportive contextual conditions are necessary to achieve sustainable changes. It seems to be necessary to improve the train-the-trainer approach and to strengthen the supporting role of the local implementation groups.

O159

The Impact of Bystanders' Perceived Resources on Intervention Behaviour in Bullying Situations

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Background: Workplace bullying is a prevailing workplace problem, with numerous studies documenting the detrimental impact of bullying on targets, bystanders, and organizations (Einarsen & Ågotnes, 2023). Concurrently, knowledge about the behavioural reactions of bystanders, which may have implications for how and when bullying situations persist and unfold, is still scarce. This exploratory study aims to investigate whether bystanders' perceived access to resources at the group, department, and organization levels will heighten the probability of bystander intervention. Specifically, it will investigate the effects of bystanders' perceived level of psychological safety, laissez-faire leadership (as a measure of a lack of department-level resources), and HR support on intervention behaviour enacted by bystanders as a reaction to a bullying situation.

Method: Data for the present study is part of an ongoing data collection using a convenience sample, where we have planned for three measurement points with 12-week time lags. Currently, we have completed the first round of data collection (N=756). We measured bullying intervention by asking respondents to indicate whether they had witnessed bullying behaviour enacted against co-workers during the past 12 weeks and further to indicate their behavioural response as either active/constructive (i.e., notifying the organization, supporting the target in the situation, and/or offering support to the target at a later time) or passive (i.e., keeping away). These categories were dichotomized before our analyses so that we could compare each of the constructive behaviours to the passive behaviour separately. We performed several logistic regression analyses in SPSS, where the individuals' perceived psychological safety, laissez-faire leadership, and HR support, respectively, were included as independent variables, and the different dichotomized categories of bystanders' intervention behaviours were included as dependent variables. We controlled for gender, leader status, and respondents' reported exposure to negative acts.

Results: Results based on the cross-sectional (baseline) sample showed that individuals reporting high psychological safety were more likely to a) notify the organization vs. keeping away (OR = 1.846, $p < .05$), b) support the target in the situation vs. keeping away (OR = 1.863, $p < .05$), and c) support the target in the situation vs. offering support at a later time (OR = 1.706, $p < .05$). Conversely, individuals reporting high levels of laissez-faire behaviour from their immediate supervisor were less likely to a) notify the organization vs. keeping away (OR = 0.593, $p < .05$), b) support the target in the situation vs. keeping away (OR = 0.625, $p < .05$), and c) support the target in the situation vs. offering support at a later time (OR = 0.683, $p < .05$). Perceived HR support was not a significant predictor in any of our analyses.

Conclusion: By examining the effects of perceived resources in the organization on bystanders' likelihood of constructively intervening in a bullying situation, this study aims to provide valuable insights into how organizations can foster a working environment where employees contribute to preventing long-lasting bullying situations.

O160

A Pandemic-Informed Framework for Contextual Predictors of Well-Being in Organizations

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The pandemic created an unprecedented set of forced remote working conditions about which little research currently exists. In the empowerment literature (e.g., Spreitzer, 1995), employees are thought to perceive varying degrees of meaning, competence, self-determination, and impact as a function of antecedent influences in their work environment. In forced remote working, employees do not have the usual stimuli in place that might otherwise influence empowerment perceptions. This includes antecedent predictors such as organizational, managerial, and collegial support (Anseel et al., 2015; Matusik et al., 2021). Other antecedent factors may play a role in predicting attitudes in forced remote work, including emotional stability, readiness for use of technology, and general readiness of one's home environment (Hutchinson & Williams, 2007; Parasuraman & Colby, 2015). There is evidence that empowerment relates to outcome attitudes such as intent to leave, well-being, satisfaction, and organizational commitment (e.g., Emery et al., 2019; Fisher, 2014; Van De Voorde et al., 2016). How these variables are expressed in the context of forced remote working is largely unknown. The pandemic has highlighted that furthering knowledge about attitudes in a forced remote working context is critical to (a) developing a theoretical understanding of processes relevant to forced remote work and (b) preparing organizations for how to foster psychologically healthy conditions for people who are forced to work remotely. We fitted a Bayesian, Hamiltonian Monte Carlo multilevel model with a recalled pre- and during-pandemic within-participants factor and an occupational type between-participants factor to partial job complexity ($N = 337$). Predictors in the model included organizational, managerial, and collegial support, neuroticism, and technological and home readiness. Empowerment was specified as a mediator, with the outcomes intent to leave, well-being, job satisfaction, and organizational commitment.

All measures returned admissible reliability estimates (coefficients alpha $> .70$) with acceptable model fit and convergence (as indicated by $Rhat < 1.05$) and posterior predictive p -value statistics [$= .50$], along with R^2 values per outcome ranging from .20 to .52). We found that the onset of the pandemic negatively impacted job satisfaction ($\beta = -.32$) and to some extent empowerment ($\beta = -.16$), well-being ($\beta = -.13$), and commitment ($\beta = -.11$). Our results consistently suggested that perceived organizational support (POS) was a critical factor in predicting all outcomes in our model, including intent to leave ($\beta = -.34$), organizational

commitment ($\beta = .36$), and well-being ($\beta = .21$). We found small, significant indirect effects for POS via empowerment relating to the same outcome attitudes. Moreover, empowerment predicted intent to leave ($\beta = -.30$) and job satisfaction ($\beta = .47$).

Our findings suggest that in forced remote working, POS and empowerment are critical to the prediction of outcomes that are relevant to the psychological health and well-being of employees. We contribute to theory relating to a novel, yet clearly impactful set of work circumstances. We moreover offer practical considerations for organizations about fostering POS and empowerment in the context of forced remote work.

O161

Fraction of Poor Mental Health Attributable to Psychosocial Working Conditions: The Role of the Combined Exposure

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Introduction: Recent reviews agree that psychosocial working conditions can be risk factors for depressive symptoms, i.e., combined factors such as job strain and effort reward imbalance (ERI) – and specific factors such as high job demands, low control and precarious work. A recent publication based on the European Working Conditions Survey (EWCS) estimated attributable fractions of depression of 17% in Europe (15% in Germany) for job strain, of 6% (4% in Germany), for ERI and 9% (5% in Germany) for job insecurity. To our knowledge, there are no estimates of the total fraction attributable to psychosocial working conditions. The question remains what the total effect of unfavourable psychosocial working conditions is on depressive symptoms.

Method: Using the 2012-17 S-MGA cohort of German employees ($n=1,678$), we included a range of job demands (organizational restructuring, organizational layoffs, work pace and amount of work) and job resources (influence at work, possibilities for development, control over working time and role clarity). The dimensions organizational restructuring and organizational layoffs were taken from the German BiBB/BAuA monitoring instrument, the remaining dimensions came from the German COPSOQ 1 instrument. We combined all demands and resources into two separate indexes and categorized them into quartiles. Depressive symptoms were measured by the PHQ-9 instrument and dichotomized at the point 10 value. Logistic regressions were carried out with depressive symptoms as the dependent variable and the demand and resource indexes respectively as independent variables. The logistic regressions were adjusted for sex, age (in years, linear), age (squared), and socioeconomic position (categorical). All participants with work-related emotional exhaustion and/or depression at baseline were excluded.

Results: The risk of poor mental health due to medium-to-high demands (2nd to 4th quartile) was 1.25 (95%CI 0.74-2.11), while that due to medium-to-low resources (1st to 3rd quartile) was 1.65 (0.95-2.87). The fractions of poor mental health attributable to medium-to-high demands and medium-to-low resources were 16% and 32%, respectively.

Discussion: It seems that psychosocial working conditions have considerable effects on depressive symptoms in the working population, if one assumes that the associations found are causal. Our findings suggest that the impact of psychosocial working conditions on poor mental health is better estimated considering the combined exposure—especially for job resources. These estimates could be expanded by including additional factors such as precarious work, emotional demands, leadership quality, trust and justice. We plan to repeat the analyses using

data from the third round of the S-MGA study in 2023 to achieve better statistical power. We suggest that future estimates of the effects of psychosocial working conditions should take into account that psychosocial working conditions consist of several dimensions. Future research should widen its focus in order to investigate possible effects of factors not belonging to popular stress models.

O162

Is There a 'Big Six' in Psychosocial Hazards Frameworks? Development of a Psychosocial Hazards Nomological Network Using a Large National Dataset in Australia.

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Background: While the significant relationships between common psychosocial hazards and employee mental health outcomes is well known, the nomological network of how these hazards co-occur, and confidence about which of these hazards have the greatest propensity to create psychological harm, remains unknown. Variation in job characteristics exists across industries, occupations, and organizations, yet an important question is whether an industry agnostic model is sufficient to consistently predict mental health outcomes across industries, providing greater clarity for workplaces attempting to navigate the myriad of common psychosocial hazards called up in industry standards.

Method: Since 2003 academic researchers and WHS regulators across Australia have worked together to develop the *People at Work Psychosocial Risk Assessment Tool* (PAW), with this work being funded by the Australian Research Council and many government agencies. The current study used a sample of 24,606 employees, nested in 18 industry sub-sectors, who had participated in PAW. A Bayesian Network (BN) approach was utilized that captured eleven psychosocial hazards and the outcome of psychological distress (measured with the K10). The relationship among nodes (i.e., variables) was represented by a directed acyclic graph (DAG). A data-driven approach and expert knowledge were integrated to refine the structure of the BN and the Peter and Clark (PC) algorithm was selected for structure learning. After determining the structure of the BN, conditional probability tables (CPTs) were calculated. Expectation maximization (EM) algorithm with a random start was adopted in this step. The predictive accuracy of the developed BN was examined using a leave one out validation, with mental health outcome as the predicted node.

Results: The BN model using the full dataset had good prediction for mental health (Producer's accuracy for good mental health 93.96% and overall accuracy 64.15%). The model performance was supported by the area under the receiver operating characteristic (ROC) curve values being acceptable. Related to our key research question, the performance of the BN in predicting mental health remained relatively consistent across the 18 industry subsectors, with producer's accuracy for good mental health ranging from 87.19%-95.89% and overall accuracy 53.16%-69.85%. Electricity, gas, water & waste services exhibited the highest producer's accuracy for good mental health at 95.89%, closely followed by the construction (95.45%) and medical and other health services industries (95.43%). Using the full dataset, analysis of simple and joint scenarios suggested that controlling six psychosocial hazards to low (emotional demand, role ambiguity, role overload, role conflict, low job control, and organizational injustice) had the greatest impact on mental health (for example, controlling these six hazards showed a 33% increase in good mental health). Further evidence of the importance of emotional demand and role ambiguity was their positioning as root nodes. Being at the top level of the structure, these were not affected by other psychosocial hazards. In addition, managing emotional demand at a low level contributed to the highest probability change (a 17% increase) to good mental health.

Conclusion: While frequentist models have been effective in quantifying associations between unitary psychosocial hazards and outcomes, as well as finding additive, moderating, or mediation effects, these results have been fragmented and piecemeal. The complexity and sheer number of psychosocial hazards now called up in legislative standards requires employers to navigate large numbers of psychosocial hazards with often confusing inter-relationships. This study cuts through that complexity using Bayesian techniques to identify the 'big six' (most important) hazards on which to focus and importantly, demonstrating that this model predicts good mental health across industries. While not negating the need for bespoke risk assessments at the organization, team, or job levels, these findings are an important first step in driving more focussed messaging from WHS policy makers and regulators – allowing them to target the big six for greater harm reduction potential. Future research should validate the model in other large international data sets as well as testing these models longitudinally.

O163

A Longitudinal Study of the Influence of Social Capital and Perceptions of Changes on Mental Health Among Hospital Employees and Quality of Health Care Services After a Relocation.

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Background: Organizational changes such as a relocation, are common in health care organizations. Yet, the consequences of organizational changes and their interlinked psychological mechanisms still need more scrutiny. Recent research focusing on organizational perspectives of changes documents associations between workplace social capital and mental health of employees and quality of health care services, respectively. The present study contributes to this line of research by analyzing the longitudinal impact of workplace social capital and expectations of work changes on mental health of hospital employees and quality of health care services after a relocation of a large Danish hospital. Two years before the relocation the hospital was highly affected by COVID-19 pandemic.

Method: Electronic surveys were submitted to all hospital employees about ten months before (T1) and eight months after their relocation (T2). The response rates in the two surveys were 42% and 45 %, and 1.257 employees participated in both surveys (35 % of the study population in T2). Analysis showed no systematic drop out. Workplace social capital was assessed using Borg et al.'s Social Capital Questionnaire, which measures bonding (within teams/work units), bridging (between work units), and linking social capital (between work units and immediate management) in three separate subscales. Mental health was measured by the WHO-5 scale. Quality of health care services was measured on a single, but validated, question regarding the self-perceived overall quality of the health care services the last six months. We conducted latent path modelling to examine the effects of social capital, work changes due to COVID-19, expected and perceived work changes in relation to the relocation on mental health and quality of health care services.

Results: The mental health of the hospital employees and the quality of health care services were significantly lower after the relocation (T2). Expectations of a high level of changes (T1) and experiencing a large impact of COVID-19 (T1) led to more perceived changes on work processes after the relocation (T2). In turn the level of perceived changes (T2) was negatively associated with the mental health and the quality of health care services after the relocation

(T2). Bridging social capital (T1) was positively related to quality of health care services (T2) and linking social capital in relation to the immediate management (T1) was related to mental health (T2).

Conclusion: Our study demonstrates that change can negatively impact both mental health of employees and quality of health care services. However, bridging social capital and linking social capital can serve as a buffer for mental health and quality of health care services. However, contrary to our theoretical expectation, bonding social capital was not associated with neither mental health nor quality of health care services after the relocation. Interestingly, the impact of COVID-19 on work was related to the degree of change post-relocation, not mental health and the quality of health care services directly. In conclusion, our results demonstrate impacts of relocation and provides an impetus for further research on organizational changes, social capital and mental health in hospitals and in similar sectors.

O164

Agents of Change? How Those Responsible for Advancing the Workplace Well-being Agenda in Organizations Experience Their Role.

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Background: As workplace well-being becomes more of a priority for employers in the wake of the pandemic, research into the factors which influence the success of well-being interventions has grown. Those who have the responsibility for driving forward the well-being agenda play a pivotal role in the success of workplace initiatives, yet we know little about them. Insight is therefore needed into the background and personal characteristics of these agents of change and how they perceive their role, with particular focus placed on their priorities, the successes and challenges they experience and the type of support that is most helpful in implementing change. This study examines these issues.

Method: Using a 'Big Q' qualitative research approach (Kidder & Fine, 1987), 14 participants identified as holding responsibility for well-being implementation at their workplace were interviewed. The sample represented a wide range of organization sizes, spanning public and private sectors, and diverse job functions. Following a critical realist paradigm, the data was analysed inductively by thematic analysis.

Results: The analysis of the data led to the identification of four key themes, which were critically discussed in the light of existing research frameworks such as Social Cognitive Theory, the Job Demands-Resources framework, and Authenticity Work. Theme 1: 'What it takes to blaze a new trail': participants overwhelmingly demonstrated agentic characteristics. Not only were they knowledgeable and enthusiastic about their role, but many also showed a high level of resourcefulness particularly in influencing colleagues and senior leaders to help improve workplace well-being. Relationships and collaboration were shown to play an important part in their experience and success, whether through cross-collaboration with other functions, or networking beyond the organization for information sharing, problem solving and guidance on initiatives that might be effective. Theme 2: 'Forces of inertia come in different guises': well-being implementers' experience of their role is heavily influenced by the context in which they operate. Three key factors were repeatedly described as barriers to progress: widespread ingrained behaviours such as bullying and stigmatisation of stress and mental health issues, a lack of awareness and understanding of well-being at all levels, and a frequent mismatch between organizations' stated intentions and their actions. Interviews, however, shed a more nuanced light on the concept of authenticity, highlighting that, although organizational "well-being-washing" exists, it was frequently seen by implementers as unintentional. Theme 3:

'Breaking new ground – a career “make or break”’: several participants reported considerable success and influence in achieving change in their organization. A common thread, however, was the significant effort they had to invest over a long period of time to achieve success, whilst navigating the lack of structure and clarity typically experienced in a workplace well-being career path. Theme 4: ‘A well-being calling is a double-edged sword’: most participants described their chosen profession as a calling or, at the very least, a strongly purpose-driven choice, often resulting from personal experiences. Although participants’ workplace experiences highlighted strong benefits for their psychological well-being, they frequently paid a heavy price in terms of workload and emotional burden, as well as experiencing challenges maintaining healthy boundaries.

Conclusion: the implications of the findings are discussed for employers, professional bodies, training and education institutions, academic researchers, as well as well-being implementers themselves. By providing insight into the attributes and experiences of well-being implementers, the findings will also inform guidelines for the role and how people in such roles may be better supported. The need for further research into the role of well-being implementers is underlined.

O165

Exploring the Ripple Effects of Illegitimate Tasks From a Career Perspective

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Introduction: Illegitimate tasks, defined as duties perceived by employees as unnecessary, unreasonable, or incongruent with their role, responsibilities, and own values and standards (Kilponen et al., 2021; Pindek et al., 2018), encompass activities like excessive paperwork and personal tasks for supervisors. While prevailing research highlights negative consequences of these kinds of tasks such as feelings of unfairness, reduced work meaning, anger, and irritation (Mäkikangas et al., 2021; Zhao et al., 2021), some scholars cautiously suggest potential long-term benefits for employees. For instance, these tasks may necessitate collaboration with colleagues from diverse teams and departments, fostering a broader organizational understanding and enhancing adaptability in novel situations. To comprehensively grasp these enduring effects and ways to cope with them, we adopt a career perspective to studying illegitimate tasks. Specifically, our investigation delves into how involvement in such tasks shapes employees' career development. We thereby view careers not merely as a series of vertical moves and changes in position, status or level of responsibility but as an enduring and continuous process involving the development and implementation of a self-concept tested against reality (Super, 1980). We investigate the role of illegitimate tasks (i.e., unnecessary and/or unreasonable tasks) in career success across different career phases (i.e., growing, exploring, establishing, maintaining, and reinventing) and career adaptability, shaped by the interplay of personal and professional characteristics and status (Bocciardi et al., 2017).

Method & Results: Utilizing a retrospective interviewing technique, participants reflect on their careers in semi-structured interviews. Building on a qualitative study on Illegitimate tasks during teacher training of Faupel and colleagues (2016), we opted for a homogenous purposive sample. Specifically, we identified 25 participants who concluded their teaching training between 1998 and 2003, indicating that they embarked on their careers (whether as teachers or otherwise) over 20 years ago. This timeframe ensures a comprehensive career span, providing ample data for analysis. Currently gathering data, we employ template analysis to unveil insights into illegitimate tasks' impact on employees' career-related behaviour. Leading questions address how people develop strategies to help them avoid illegitimate tasks, and what causes some to succeed better than others and how guilt or fear affects the careers of employees after performing illegitimate tasks.

Conclusion: Through this interview study, we aim to pinpoint crucial illegitimate work tasks perceived by individuals throughout their careers. We will draw conclusions on the rippling impact of unnecessary and unreasonable tasks on career development, as well as the strategies employed by both individuals and organizations to alleviate potential negative effects. Doing so, we seek to shed light on the role of such tasks in fostering sustainable and successful careers.

O166

Discovering Decision-Making Patterns of Presenteeism Behaviour Through a Qualitative Diary Study

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Background: Presenteeism, refers to the behaviour of individuals working when they are unwell, significantly undermines individuals' health and well-being, and impairs their productivity. If managed effectively, presenteeism can support adaptation, enabling individuals to maintain a certain level of productivity without deteriorating their health, and avoiding sickness absence. Recent research has unveiled numerous factors influencing individuals' presenteeism behaviour. However, the process and mechanisms that drive one's decision to engage in this behaviour have so far been overlooked in research

Method: Grounded in the presenteeism decision-making model (PDM, Whysall et al., 2023) and its four staged of Trigger, Options, Evaluations, and Feedback, this research employed the experience sampling method through a qualitative diary analysed using thematic analysis to explore the decision-making process behind individuals' engagement in presenteeism behaviour. The study delved into rich contextual data, analysed using thematic analysis techniques

Results: The diary data supported the four-stage PDM. Several decision-making patterns emerged and the cyclical nature of decision-making and interrelations between the PDM stages were highlighted. For example, the decision-making process of presenteeism tends to be triggered by a health event and then an assessment of one's ill-health symptoms and their impact on work capability. When individuals experience mild health issues that do not affect their work capability, they can skip the subsequent two stages (Options and Evaluation) and proceed directly to taking action. This is near-instantaneous and akin to Prospect Theory's System 1 thinking (Kahneman & Tversky, 1979). However, if the ill-health symptoms have the potential to influence work performance, individuals move to the next stage of identifying available options. This stage is substantially influenced by work-related factors. If they perceive that their options are limited, individuals may bypass or streamline the evaluation stage; whereas is they perceive multiple options, they take a more comprehensive evaluation to consider various factors. This is more conscious and akin to System 2 thinking in Prospect Theory. Notably, this evaluation also tends to be biased towards work-related considerations. Furthermore, individuals who experience chronic health issues tend to engage in a more thorough consideration when deciding whether to work while experiencing ill-health symptoms. Finally, the final, Feedback stage is intended to offer insights for future similar situations. Yet, few study participants reflected on their decisions unless their health condition deteriorated. These findings highlighted the cyclical nature of presenteeism decision-making, revealing that individuals adapt their decision-making regarding work demands over time

Conclusion: This qualitative diary study allows us to deepen our understanding of the decision-making process of presenteeism. It provides empirical evidence and extends the PDM model (Whysall et al., 2023) to be more elaborated while building on the idea that working when ill can be positive if managed properly. Not only is encouraging individuals to reflect on their decisions crucial for fostering informed and effective decision-making, but also supports better management of presenteeism. Practical actions can be informed by these findings and support those who choose to work while ill, potentially bolstering their recovery and encouraging more functional presenteeism (Karanika-Murray and Biron, 2020).

O167

Task Troubles, Detour Ahead: Navigating Workplace Interruptions Through Reflection and Proactive Coping

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Background: Workplace settings are rife with interruptions, ranging from emails to unsolicited colleague inquiries, disrupting crucial tasks. Unexpected intrusions from others are recognized as hindrance stressors as they can interfere with one's efforts to maintain goal progress, and can be detrimental to performance outcomes. However, Hacker's action regulation theory (1978, 1986) proposes that when goal-directed behaviour is interrupted, it prompts a need to regain cognitive control over one's action. Drawing from action regulation theory, this study delves into how reflecting on failures triggered by intrusions can serve as a learning process that facilitates adaptive coping behaviour. We hypothesize that intrusions prompt employees to reflect on their failures in task completion, thereby initiating proactive coping behaviours like task planning to prevent such failures from reoccurring in the future. Moreover, we propose that job autonomy strengthens the relationship between intrusions, reflection, and planning. We suggest that employees with greater job autonomy may have increased freedom and capacity to dedicate time to reflective processes, enabling them to derive insights from their failures, and then to effectively translate these insights into decisive actions.

Method: The study uses longitudinal data from 493 full-time employees from Germany. Three monthly surveys assessed the variables of interest using validated scales. To test our proposed model, we used structural equation modelling in R to conduct a moderated mediation analysis while controlling for baseline scores of the mediator and outcome variable.

Results: We found direct effects of intrusions at T1 on reflection on failures at T2 ($\beta = .131, p = .004$), and reflection at T2 on planning at T3 ($\beta = .111, p = .012$). Though intrusions at T1 did not directly predict planning at T3 ($\beta = .029, p = .390$), they had a mediated effect on planning at T3 via reflection on failures at T2 ($\beta = .015, SE = .006, [.002, .028]$). Additionally, we found that job autonomy at T1 did not moderate the effect of intrusions on reflection on failures ($\beta = .028, SE = .044, 95\% CI [-.176, .055]$), nor did autonomy at T2 moderate the effect of reflection on planning ($\beta = .060, SE = .042, 95\% CI [-.142, .024]$), therefore suggesting that there was no moderated mediation effect on the model (Index of Moderated Mediation: $\beta = .002, SE = .003, 95\% CI [-.012, .002]$).

Conclusion: This study sheds light on the coping process that emerges from experiencing stressors, and underlines the importance of integrating learning processes, particularly reflection, in understanding proactive coping in response to these stressors. Theoretically, our findings set the stage for future research to delve deeper into exploring the dynamics between other hindrance stressors, learning processes, and coping strategies. Practically, our findings suggest the potential benefits of cultivating a culture that encourages and supports reflective practices among employees. Promoting an environment where reflection and discussion of failures are valued could facilitate the development of effective coping strategies, potentially enhancing long-term employee well-being and performance.

O168

The Effect of Social and Task-related Prospective Thoughts during Leisure Time on Well-being

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Background: After leaving the workplace in the evening, work often continues to be in the mind of employees, which has led work psychology to investigate effects of work-related thoughts during leisure time on recovery and well-being. Prior studies examining work-related thoughts, focusing on concepts like psychological detachment and rumination, often employed broad measures that lack a specific time frame, encompassing both retrospective and prospective thoughts. However, Baumeister et al. (2020) revealed that prospective thoughts are not only more prevalent than retrospective thoughts but also have a differential effect on individuals' well-being (e.g., arousal). Unfortunately, the understanding of prospective work-related thoughts remains limited, even with first research emphasizing the significance of positive and negative prospective thoughts on recovery (Rutten et al., 2022). Our study therefore investigates prospective thoughts, defined as "deliberate or spontaneous conscious thought about future work" (Rutten et al., 2022). Firstly, following the taxonomy of Venz et al. (2020), we go beyond the binary of positive and negative thoughts but further distinguish between social and task-related prospective thoughts. By comparing the impact of positive versus negative and social versus task-related thoughts, we aim to unravel whether the adage "bad is stronger than good" (Baumeister et al., 2001) holds true in the context of workplace well-being and to discern the relative importance of social versus task-related thoughts. Secondly, we delve into potential boundary conditions, recognizing that individuals may differ in how strongly they are affected by their thoughts. To address this, we focus on work centrality, defined as the degree of importance that work plays in one's life (Paullay et al., 1994), as a moderating factor. Specifically, we assume that the effect of positive and negative thoughts on well-being and job attitudes will be stronger for employees with high work centrality. Finally, building upon previous research on prospective thoughts (Rutten et al., 2022) that primarily focused on indicators of recovery as an outcome, we are studying the effect on work engagement and hence are broadening our understanding of its impact on well-being.

Method: Data is collected with an online two-week daily diary study with three daily surveys (i.e., in the morning, at the end of work, and at bedtime) among 200 participants. Prospective thoughts, both positive and negative as well as social or task-related will be measured at bedtime; recovery, positive and negative affect as well as work engagement will be measured in the morning, at the end of the workday, and at bedtime. Work centrality, considered as a rather stable characteristic, will be measured in the baseline survey that participants fill in before the beginning of the two-week diary period.

Results: Data will be collected in January 2024; results will be available in February and ready to be presented at the conference in June 2024.

Conclusion: Our study enhances work psychology by revealing the role of prospective thoughts, emphasizing social and task-related aspects and their boundary conditions. Beyond theory, our findings practically illuminate the impact of employees' thoughts on well-being.

O169

When and Why Employees Who Experience Family-To-Work Conflict are Ostracized at Work?

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Background: Workplace ostracism, that is a failure to engage another when it is socially appropriate to do so (Robinson et al., 2013), is a damaging process connected with severe individual and organizational costs (Gamian-Wilk & Madeja-Bien, 2019; Howard et al., 2020; Liu & Ma, 2021 for review). One of the streams of research on workplace ostracism concentrates on workplace ostracism antecedents (environmental factors, e.g., Ferris et al., 2016; Howard et al., 2020). The present research focuses on lack of family-supportive supervision (FSS, the perception of the degree to which employees consider their supervisors as supportive of their family role demands, Kossek et al., 2007; 2011) and experiencing family-to-work conflict as potential ostracism antecedents. Our previous findings indicated that the lack of family-supportive supervision occurred not to be linked with being excluded or rejected six or twelve weeks later. Additionally, the family-to-work conflict mediated the relationship between the lack of family-supportive supervision and workplace ostracism (Gamian-Wilk et al., 2022). In the present research we examined possible reasons why employees who experience family-to-work conflict are ostracised at work. We considered negative perceptions as mediators in the relationship between the lack of family supportive supervision, experiencing family-to-work conflict and being ostracised. Co-workers may attribute procrastination and laziness to employees suffering from family duties overload and strains.

Methods: A series of three experimental studies (N1=295, N2=232, N3=420) in a 2 (a scenario of a target having vs not having FSS at work) × 2 (a target experiencing vs not experiencing family-to-work conflict) between subject design, with the tendency to ostracise a target as a dependent variable was conducted among employees in an on-line survey. In the second and third studies target's perceived conscientiousness and tendency to procrastinate as mediators were also measured. In the third study we also manipulated the target's gender in the scenario.

Results: The results indicate a strong main effect of the target's experiencing family-to-work conflict on excluding the target. Surprisingly, the tendency to ostracise the target was stronger when the FSS was high. Moreover, perceived target's procrastination and low conscientiousness mediated the relation between target presented as experiencing family-to-work conflict and ostracising them.

Conclusions: The findings of the present studies propose an explanation why employees who perceive their co-workers as experiencing family-to-work conflicts ostracise them. Our research extends literature on the integrative model of the work-family interface and on workplace ostracism. Identifying negative perceptions as a mechanism leading to excluding certain groups of employees suffering from family strains invites for preparing specified interventions focused on increasing family supportive supervision.

O170

I-deal's Negotiations and Fairness at Work: Moving Towards a Fairer Work Environment

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Background: In the changing world of work, negotiating i-deals (individualised agreements) has emerged as an innovative strategy for employees to adapt their working conditions to achieve an effective work-family enrichment (Tang & Hornung, 2015). In this sense, task i-deals

typically provide employees increased control and autonomy over their tasks. This increased control may enable employees to better manage their time and family responsibilities. In addition, development i-deals often enable employees to acquire professional skills that can also benefit their family life (Rofcanin et al., 2018). The fact that i-deals are negotiated directly between employers and employees, gives these parties have the opportunity to jointly design agreements that address each other's fairness-related concerns (Greenberg et al., 2015). In this sense, employees feel more empowered and motivated to negotiate i-deals (Colquitt et al., 2013) when they believe that i-deals are fair – distributive justice – (Hornung et al., 2010) and/or they have been provided with quality information about how decisions related to the negotiation of i-deals are made– informational justice – (Marescaux et al., 2009). Furthermore, when employees believe that they are treated fairly and that the organization respects their needs and motivations, they are more likely to speak up. This employee voice, supported by a sense of fairness, becomes a powerful channel for negotiating i-deals (Ng & Feldman, 2015). In this study, we aim to show how the interaction between employee voice and distributive/ informational justice enhances the process of negotiating task/ development i-deals, leading to greater work-family enrichment.

Method: Using a longitudinal design, data from 324 Spanish employees was collected at 3 different time-points (with an interval of 3-7 days between them). We used PROCESS macro in SPSS (Hayes, 2013) for moderated mediations (model 7).

Results: Results confirm our hypothesis. Our findings suggest that the interaction between employee voice and distributive/ informational justice facilitates the negotiation of task/development i-deals, enhancing work-family enrichment.

Conclusion: This study supports to the EAOHP 2024 theme: "Contributions of OHP to social justice". First, this study highlights the importance of employees feeling comfortable in expressing their concerns, needs or suggestions, and therefore seeking i-deals that specifically address these needs. However, employee voice is necessary but not sufficient for i-deals negotiations. In addition, organizations need to treat their employees fairly by giving them fair rewards – distributive justice – and keeping them well informed about the organization's decisions and policies – informational justice –, to facilitate task and development i-deals negotiations. These negotiations allow employees to tailor their working conditions to their family needs, which contributes to better work-family enrichment and ultimately to employee well-being. Furthermore, this study shows how different types of justice can play an important role in the negotiation of different types of i-deals depending on their particular characteristics.

O171

Individual, Organizational, Societal and Cultural Influences on Work-Life Balance Among Hong Kong Workers

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Introduction: Although the topic of work-life balance has been popular in occupational and work psychology (Nohe et al., 2015), research has typically been conducted in Western contexts or under Western cultural assumptions. We draw on different disciplines, including psychology, sociology, and anthropology, to understand how work-life balance is constructed based on individual, organizational, societal, and cultural factors. Our study focuses on Hong Kong, an East Asian city where long working hours are the norm with strong Confucian cultural influences.

Methods: Data were collected between April to May 2019 in Hong Kong via semi-structured interviews from 32 white-collar workers. Participants worked at least 47 hours per week (average: 56 hours/week). Participants were aged between 23 to 62; 18 were male and 14 were female. Participants include junior employees to senior managers, employed in a variety of industries. Thematic analysis was used to identify common themes in the data.

Results: We propose a model combining individual (e.g., personality and individual differences, stage of life), organizational (e.g., leader, work design, industry), societal (e.g., legislation, government policy, market factors) and cultural factors (e.g., the heritage values) that contribute to employees' long working hours and poor work-life balance. Specifically, individuals may be more likely to work long hours due to their personality and aspirations. At the individual level, some attributed their long work hours to their sense of responsibility and to their personal needs, such as career ambition, personal expectations and social comparison. Organizational factors may have pressured employees to work long hours. Participants attributed industry norms (e.g., finance, advertising), workload and line manager behaviour to their long work hours. At the societal level, participants reported inadequate legislation to protect workers' rights and unmet government policies, such as the lack of affordable housing, leading them to work harder to secure their jobs or promotions. The capitalist, fast-paced and competitive society was perceived to create a strong time pressure. Cultural factors, such as Confucian (Jaw et al, 2007) and collectivist (Hofstede, 1984) values, may have contributed to participants justifying working long hours by emphasising long-term benefits of doing so and providing better materialistic resources for their families and conforming to social norms. Confucian values, promoting hierarchy and power distance, may have influenced Hong Kong workers to be more obliging to follow requests from line manager.

Conclusion: This study contributed to the understanding of individual, organizational, societal and cultural factors that influence the work-life balance of workers in an East Asian context. Our proposed multi-influence model can be applied to other contexts to study the factors affecting the work-life balance of workers, especially the societal and cultural forces that have often been overlooked. The results of this study underscore that societal factors and economic dynamics can lead to declining work-life balance as they shape workers' behaviour and also interplay with individual, organizational and cultural factors. We believe this is an important first step in working towards a holistic explanation of poor work-life balance and we call for future interdisciplinary research to address the issue.

O172

Perceptions of Bullying Towards North Korean Refugees Working in South Korean Organizations

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Background: In the present study, we broadly use Social Identity Theory (SIT) to understand the impact of political climate on perceptions of workplace bullying towards North Korean refugees (NKR). More specifically, reactive ethnicity, derived from SIT, has been a tool to reveal another aspect of migrants' identification to host countries, indicating that political climate between countries can precipitate impermeable boundaries for two countries' immigrants to become members of an ingroup. As regards to NKRs' cases, the political climate between two-Korean governments and other specific political issues affect NKRs' adjustment to South Korean society. If we convert this into the organizational context, native South Koreans' (NSKs) perceptions of bullying towards NKRs might hinge upon the political climate.

Method: To investigate this aspect, either in-depth face-to-face or phone interviews were conducted twice with 20 NKR, and once with 6 NKR and 10 native South Koreans respectively. We categorised the main theme of political issues into 4 sub-themes: crime, TV programmes, political orientation, and no impact of political climate.

Results: First, a myriad of NKR think that when a few NKR commit a crime and it goes viral on TV and social media, it is detrimental to the image of the whole NKR as a group. These crimes tend not to cause immediate changes of NSKs' attitudes, whereas it can gradually harden negative stereotypes towards NKR. We found strong evidence in support of this phenomenon, in which more NSKs tend to regard the whole NKR as a group frequently committing crimes, leading more NSKs to desensitise bullying towards NKR. Additionally, regional war between the two-Korean governments (e.g., attack on Yeonpyeong Island) can justify bullying of NKR. Second, TV programmes about North Korea and NKR are to some extent interrelated to perceptions of bullying. Some NSK employees have treated NKR employees with prejudice formed by the TV programmes. For example, when NSK employees regarded North Korea as a wasteland on private conversation and degraded NKR's working abilities, NKR were feeling discriminated against. In some cases, NKR employees misunderstood NSKs' intentions, perceiving it is coming from prejudice derived from TV programmes. Third, depending on each NSK's political orientation, perceptions of bullying have been affected. For example, some left-leaning thought of NKR as renegades because NKR hadn't made an extraordinary effort to revolutionise North Korea. The NSKs spit vulgar language out towards NKR. Finally, some NSK employees perceive political issues are not germane to each NKR based on the notion that each NKR has their own character.

Conclusion: Overall, crime, TV programmes, and political orientation impede the psychological membership of NKR in South Korean organizations. When the hope to be identified in the South Korean organizations is dashed, NKR's attitudes towards NSKs are negatively influenced. We focus on the political climate as a major reason for NKR being rejected to become an ingroup member in South Korean organizations, in conjunction with NSKs' perceptions of bullying. This aspect adds growing knowledge on the impact of political climate on perceptions of bullying within SIT.

O173

Bullied in Person and Online: A Person-Based Analysis on the Predictors of Face-to-Face and Cyber Bullying Over Time

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Background: In this study, we seek to establish whether bullying targets can be differentiated according to whether they experience face-to-face or cyber bullying using latent profile analyses (LPA). LPA categorises individuals into latent subpopulations based on a set of continuous indicators or variables (Spurk et al., 2020). By using an extension of LPA, known as latent transition analysis (LTA), we also seek to understand: (1) whether role clarity and role conflict predict membership in different target profiles; and (2) whether changes in role clarity and role conflict over a six-month period influences the transitional probability of moving from one profile to another. In answering these questions, our research facilitates a deeper understanding on the extent to which face-to-face and cyberbullying are related. We also develop knowledge on how role conflict and role clarity influence the probability of experiencing bullying over time.

Method: A full two-wave panel design was used to collect data from 748 respondents using the crowd-sourcing platform Prolific Academic. Data were collected using validated measures of face-to-face bullying, cyberbullying, role clarity, and role ambiguity, over a six-month time-period.

Results: Following LPA using indicators of cyberbullying and face-to-face bullying, a three-profile solution was adopted, with the profiles representing 'No Bullying', 'Infrequent Bullying', and 'Regular Bullying'. This suggests that bullying victims tend to experience a mix of cyber and face-to-face behaviours over the course of the bullying process, rather than experiencing just one type of behaviour. Moreover, compared to the No Bullying reference profile (n = 529), role clarity (negatively) and role conflict (positively) significantly influenced the likelihood of being in the 'Regular Bullying' (n = 32) and 'Infrequent Bullying' (n = 187) profiles at time 1. In addition, LTA analyses showed that experiencing an increase in role clarity over a six-month period increased the likelihood of transitioning from the Infrequent Bullying profile to the No Bullying profile, whereas a decrease in role clarity increased the likelihood of transitioning profiles in the other direction. Finally, the likelihood of transitioning from the Regular Bullying profile to the Infrequent Bullying profile, as well as from the Infrequent Bullying Profile to the No Bullying profile, significantly increased with declines in role conflict over the six-month period.

Conclusion: Our research shows that targets of bullying appear to experience a mix of cyber and face-to-face behaviours over the course of the bullying process. In addition, our findings not only highlight the importance of role stressors as antecedents of experiencing bullying, but also as predictors of movement between different target profiles. This suggests organizations seeking to reduce bullying should attempt to provide role clarity and limit role conflict in job design efforts. Indeed, organizations may wish to monitor these role stressors over time, as our findings suggest that successful attempts to decrease role conflict and increase role clarity will reduce the number of employees exposed to workplace bullying.

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O174

Workplace Bullying : Capturing Power Imbalance in Relation to Exposure to Negative Acts Using a Latent Class Approach

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Background. Workplace bullying is defined as prolonged and repeated exposure to negative acts from others at work against which it is difficult to defend oneself. These negative acts can take different forms, including offensive remarks, depreciation of professional competencies or social exclusion (Notelaers et al., 2019). Central aspects of the conceptualization of bullying relate to the notions of frequency and persistence as well as the feeling of helplessness experienced by the worker exposed to this mistreatment. Indeed, in the context of bullying, the targets perceive that they have little recourse to successfully defend themselves. These notions (frequency, persistence and power imbalance) are key characteristics that distinguish bullying from other social stressors at work (e.g., incivility). However, studies on workplace bullying, which often use the behavioural experience method, take into account the nature and frequency of the acts experienced as well as the prolonged nature of the mistreatment, but have not considered the notion of power imbalance explicitly (Nielsen et al., 2020). Indeed, the perceived disparity in power between the target and the perpetrator is generally not measured in the assessment of workplace bullying (Nielsen et al., 2020). However, recent studies (e.g.,

Nielsen et al., 2017; Nielsen et al., 2022) have explored this issue, showing that the perceived ability to defend oneself influences the impact of negative acts and highlight the relevance of further exploring the interplay between exposure to negative acts at work and the notion of power imbalance when attempting to empirically assess workplace bullying.

Method. Using latent class analysis, this study ($n = 491$ workers) investigates (1) potential classes of workers based on the frequency of negative acts experienced at work and perceived power imbalance regarding these acts as well as (2) outcomes (perceived victimization, emotional exhaustion and job satisfaction) associated to such classes.

Results. Preliminary results suggest three classes of exposure to negative behaviours: no exposure (class 1: 40.6%), rare social isolation (class 2: 33.1%) and some exposure (class 3: 26.3%). Furthermore, the intensity of perceived power imbalance appears overall to fluctuate in accordance with the frequency of exposure to negative acts, with the exception of person-related behaviours, which tend to be associated with greater perceived power imbalance. Furthermore, results show that class 3 (some exposure) is associated to greater perceived victimization, emotional exhaustion and job dissatisfaction than class 1 (no exposure) and class 2 (rare social isolation), while class 2 (rare social isolation) is associated with greater exhaustion and less job satisfaction than class 1 (no exposure).

Conclusion. Overall, this study contributes to recent endeavours aimed at more closely aligning the conceptualization and operationalization of workplace bullying by attempting to tap into the key notion of power imbalance associated with exposure to negative acts at work.

O175

Do Poor Sleep and Perceived Stress Mediate the Relationship Between Workplace Bullying, Violence, and Incident Cardiometabolic Diseases?

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We aimed to look at the mediating pathways connecting workplace bullying, violence to incident cardiometabolic diseases. These mediators included sleep disturbances, short sleep duration and perceived stress, each as an independent mediator.

In the analyses using the Swedish Longitudinal Occupational Survey of Health data, with 22,214 participants, we observed a total effect between workplace bullying and type 2 diabetes (HR=1.57; 95%CI 1.29-1.91), within a mean follow-up of 6.1 years (911 cases developed, incidence rate=67/10,000 person-years). We also observed that the association between workplace bullying and incident type 2 diabetes was mediated by perceived stress (natural indirect effect =1.04; 95%CI 1.00-1.08, mediated proportion=29%), but only when perceived stress was measured at the same wave as workplace bullying at the baseline, while the significance disappeared when perceived stress was measured one wave after the measurement for workplace bullying (natural indirect effect HR=1.02; 95%CI 0.95-1.10, mediated proportion=6%).

To further disentangle the temporality between workplace bullying as the exposure and perceived stress as the mediator, we tested the association between onset of workplace bullying and onset of perceived stress, both concurrently and longitudinally. Onset of workplace bullying was associated with a higher risk of onset of high perceived stress (OR=2.32; 95%CI 1.14-3.49), when onset of workplace bullying and onset of perceived stress were measured at the same wave. Moreover, when further restricting the sequence of onset of bullying and onset of perceived stress, there was an association both when onset of workplace bullying occurred prior to onset of high perceived stress (OR=1.42; 95%CI 1.05-1.94), and the other way around (OR=1.58; 95%CI 1.22-2.04).

To confirm this finding, an additional mediation analyses were performed by exchanging perceived stress as the exposure and workplace bullying as the mediator, a tendency of mediation effect was observed when workplace bullying was measured one wave later than perceived stress (Natural indirect effect HR=1.05; 95%CI 0.99-1.11, mediated proportion=15%).

For sleep disturbances, a slightly different picture was shown. When workplace bullying and sleep disturbances were measured at the same wave, it seems workplace bullying was more likely to be a mediator for the association between sleep disturbances and incident type 2 diabetes (Total effect HR=1.23; 95%CI 1.05-1.44; Natural indirect effect HR=1.03; 95%CI 1.00-1.06; proportion mediated=16%), which remained even when workplace bullying was measured one wave after sleep disturbances (Total effect HR=1.40; 95%CI 1.13-1.73; Natural indirect effect HR=1.03; 95%CI 1.00-1.07; proportion mediated=12%), than sleep disturbances being a mediator linking workplace bullying to type 2 diabetes. Assessing the relationship between onset of workplace bullying and onset of sleep disturbances, it was also more likely that onset of sleep disturbances contributed to the onset of workplace bullying (OR=1.46; 95%CI 1.16-1.84) than the other way around (OR=1.12; 95%CI 0.87-1.44), when restricting onset of sleep disturbances and onset of workplace bullying to be in a sequential order. Currently, no similar findings were observed for other exposure-mediation-outcome combinations.

O176

Exploring Hybrid Work Collaboration in Public Departments

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Background: Hybrid work is a new way of working for many public organizations compared to pre-pandemic (Flügge and Møller, 2023; Todisco et al., 2023). Hybrid work is characterized by working partly onsite and partly offsite, e.g., from home, which reduces physical proximity and increases virtuality when collaborating. However, working from a distance can challenge collaboration, for example, knowledge sharing and spontaneous coordination (Kirchner et al., 2022; Waizenegger et al., 2020). In organizations within the public sector, efficient collaboration is essential, e.g., in relation to regulations about consistency in casework involving citizens (Andersen, 2013), and these challenges can, therefore, be crucial. This study approaches collaboration as the process of organizational members being engaged in joint activities to accomplish a shared goal (Bedwell et al., 2012), which involves coordination of tasks and is dependent on the attitude towards collaborative goals rather than individual goals (cooperation) (Bedwell et al., 2012). Due to limited research about hybrid work collaboration post-pandemic, this study sets out to explore how employees and managers in public organizations experience collaboration when working hybrid.

Method: Applying a longitudinal multi-case study, 11 public departments from five different locations in Denmark participated over a year through workshops and interviews (Bryman, 2012; Yin, 2018). Workshops were conducted when the cases started and a year after. Managers were interviewed every sixth week, and health and safety representatives were interviewed every twelfth week. Overall, our data collection comprises 22 employee workshops lasting approximately three hours, 34 interviews with employees (health and safety representatives), and 87 manager interviews. All the data were collected between February 2022 and January 2024. Using the software program NVivo, qualitative data were analysed and coded abductively (Vila-Henninger et al., 2022). Furthermore, NVivo was used to search for patterns in codes, both according to the time of data collection and the cases, making it possible to explore if certain themes are related to a specific time or a specific case.

Results: By investigating hybrid work collaboration, we learn how collaboration is experienced over time during post-pandemic. Preliminary findings highlight an increased level of coordination when collaborating hybrid, being a result of working both onsite and offsite. Nevertheless, hybrid work collaboration raises potential dilemmas when balancing individual preferences and collective needs, which is important for the attitude and willingness toward the collaborative goal of the organization (cooperation). As these findings are preliminary, the findings need further investigation

Conclusion: This study contributes to the discussion about how employees and managers in the public sector experience collaboration when working hybrid. Preliminary findings suggest that, overall, collaboration has changed character, as the process where employees work towards a shared goal, requires a higher level of coordination to enable collaboration processes, emphasizing a need for coordinating collaborative “touchpoints”. These insights will be relevant for organizations going forward with hybrid work, where this study contributes with knowledge about the collaboration processes and how to enable collaborative practices in the future when working hybrid.

O177

The Double-Edged Sword of Remote Work. The Role of Psychosocial Risks, Self-Efficacy and Integration Climate on Health and Performance. A Multilevel Study.

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Background: After Covid-19 Pandemic new work-related psychosocial risks (i.e., isolation, workload) and new work modalities (i.e., remote working, hybrid working) have emerged, but their influence on workers' health is still not well known. In addition, Research has shown that psychosocial risks can negatively affect workers' physical and mental health, as well as their performance. In addition, musculoskeletal disorders in workers have increased. Thus, further investigations are needed to understand better what kind of personal and organizational resources may protect employees from the negative effects of psychosocial risks. Several studies have shown that some organizational resources (i.e., integration climate) and personal resources (i.e., self-efficacy) are crucial in fostering workers' mental and physical well-being and promoting performance in workers. Adopting an organizational multilevel perspective, we aimed to investigate at individual level how psychosocial risks (i.e., isolation, financial strain, and workload), are related to workers' physical and mental health and their performance, also assessing the mediating role of self-efficacy. Furthermore, at organizational level we investigated the role of integration climate on employee's self-efficacy and on their health and performance.

Method: Multisource survey data from different Italian work contexts, with a matched sample of 3050 employees (60.5% males) and 113 supervisors (77.1% males), were collected. Participants filled in an online-based survey to assess psychosocial risks (isolation, financial strain, and workload), self-efficacy, physical and mental health and performance (used for the individual level), and Integration Climate and percent of remote workers (used for the organizational level). A series of multilevel regression models were performed for the analysis.

Results: Individual level results shown that psychosocial risks have a negative effect on workers' self-efficacy and on their health and performance. In addition, self-efficacy has a positive impact on workers' health and performance. Organizational level results shown that integration climate has a positive influence on self-efficacy, health, and performance. The

percent of remote workers in the organization positively affected their self-efficacy and productivity, but also their musculoskeletal symptoms. The interaction between integration climate and percent of remote workers has a positive influence on musculoskeletal symptoms and burnout.

Conclusions: Through our study, we found that psychosocial risks negatively affect workers' self-efficacy and well-being, including the well-being of remote workers. Indeed, in organizations in which there are more remote workers but there is a low integration climate, the risk of experiencing more musculoskeletal symptoms and burnout is higher for remote workers. However, the presence of high integration climate in these organizations reduces musculoskeletal symptoms and burnout. Thus, integration climate seems to be a pivotal resource for organizations, especially in promoting remote workers well-being.

O178

Psychological Safety and Proactive Learning Behaviours: The Moderating Role of Hybrid Work arrangements.

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Introduction: Psychological safety refers to the feeling that you are safe to take interpersonal risks within a team (Edmondson, 1999; 2018). Research demonstrated that it is positively related to various occupational health and performance outcomes, like proactive learning behaviours as knowledge-sharing and feedback-seeking (Edmondson, 1999; Edmondson et al., 2004; Frazier et al., 2017; Newman et al., 2017). These findings are predominantly explained from a risk-taking perspective. Feedback-seeking as well as knowledge-sharing carry a certain amount of interpersonal risk as it places you in a vulnerable position (Edmondson et al., 2004; Abrams et al., 2003). While many studies have investigated the positive relationships between psychological safety and relevant work outcomes, we still know little about the boundary conditions that affect these relations (Frazier et al., 2017; Newman et al., 2017; Higgins et al., 2022). Under which conditions is psychological safety more or less effective for stimulating proactive learning behaviours? This study will focus on the (moderating) role of hybrid work arrangements.

Since the pandemic many employees are working in some hybrid arrangement that can vary depending on the amount of days per week that one works remote, the amount of days per week that (most of) the team members work together in the office (synchronicity), the amount of weekly team meetings and the amount of weekly virtual team meetings (virtuality). Building on the risk-taking perspective in line with Breuer and colleagues (2016), we first of all argue that a higher amount of remote work will induce a perception of risk which will make the relationship between psychological safety and knowledge-sharing / feedback-seeking stronger, especially when the amount of synchronous office days is also low. Second, we also argue that a higher amount of virtual meetings will induce a perception of risk which will make the relationships with psychological safety stronger, especially when the amount of face-to-face team meetings is also low.

Method: Data was collected during the Spring-Summer of 2023 through a Dutch internet research agency as part of a larger research project. We relied on a full panel design, which involved participants completing three surveys with a 6-week time-interval. Analyses will be based on survey data collected in the first two waves (N=1018), wherein knowledge-sharing behaviour and feedback-seeking behaviour (as dependent variables) are measured on T2, and psychological safety (as independent variable) and hybrid work arrangements (as moderators) are measured on T1.

Results: Analyses will take place from January 2024 onward. A series of hierarchical regression analyses (including three-way-interaction effects) will be performed to test our hypotheses.

Conclusion: This paper studies under which hybrid work conditions psychological safety is more or less associated with proactive learning behaviours. As we address this research question we gain further insight into how various hybrid work arrangements play a role in learning behaviour at work, which will inform how to build contemporary work environments that foster occupational health and performance. Moreover, we also answer to the call for studying important boundary conditions of the relevance of psychological safety for various positive work behaviours.

O179

Unravelling Sensemaking Challenges of Line Managers in Hybrid Work

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Background: Hybrid work, the combination of working in-office and remotely, has been integrated into many workplaces worldwide following the COVID-19 pandemic (Moreira et al., 2023). Most existing studies focus on employee experiences of hybrid- and remote work (Lund et al., 2022). Ipsen et al. (2021) find that managers are generally more challenged by interpersonal distance than employees. However, research investigating how managers experience and make sense of their roles as 'hybrid work managers' post-pandemic is limited. In the physical workplace, managers can observe and sense their employees at the office daily, through a hallway, by the coffee machine or during lunch break conversations (Birkinshaw et al., 2021). However, remote work reduces the frequency of social interaction points, like face-to-face meetings, making it difficult for managers to observe and interpret important in-person social cues (Anderson et al., 2022). Drawing on sensemaking theory and Karl Weick's (1995) concepts of extracted cues and frames, this study aims to investigate sensemaking challenges of 'hybrid line managers', and how they react when faced with these new challenges.

Methods: The study applied a semi-structured approach, conducting 87 interviews with 11 line managers in Danish municipal administrations. The interviews were spaced six weeks apart, spanning from March 2022 to December 2023. Data from the interviews were analysed using an inductive coding strategy (Gioia et. al., 2013).

Results: Applying a sensemaking lens enabled new insights into the managerial challenges of hybrid work. Firstly, the results showed that the physical distance embedded in the hybrid work setting makes it more difficult for managers to extract and interpret social cues from the environment. When perceiving a reduction of cues, the analysis showed that managers' experiences of past socialization moments with employees, i.e. their sensemaking frame, become essential for trying to make sense of everyday situations in the hybrid workplace. Secondly, difficulties extracting and interpreting social cues leads to two major managerial challenges in relation to: 1) 'sensing' employee well-being from a distance, and 2) keeping track of employee work performance from a distance. This may lead to hypothesis formation about people's behaviour and performance and mistrust issues in manager-employee relationships. Finally, the results demonstrated that managers seek to proactively engage with their social environment to shape new cues, for example, by structuring virtual check-ins, conducting a 'relational logbook' and scheduling in-office days.

Conclusion: The study adds to the body of research investigating hybrid remote work but helps fill a research gap with its distinctive focus on how this way of working impacts managerial sensemaking. This study underlines how hybrid work imposes new challenges on line managers who struggle with 'sensing' and 'keeping track' of employees from a distance, with potentially negative effects on the quality of manager-employee relationships. Thus, highlighting new managerial challenges, these findings are crucial for organizations to consider when establishing hybrid workplaces. We emphasize the need for integrating an organizational support perspective and designing work structures that help managers extract necessary social cues in a hybrid work life.

O180

Adaptation and Integration of a Workplace Well-being Training Course for Line Managers: Developing the Managing Minds at Work Plus Intervention

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Background: The Managing Minds at Work (MMW) intervention is a digital online training course for line managers that aims to equip them with the knowledge, skills, and confidence to promote mental well-being in the workplace (Blake et al., 2022; Thomson et al, 2023). Whilst digital delivery is cost-effective and offers more flexibility to participants than face-to-face training (Mitsakis et al., 2020), feasibility testing of MMW, identified participant engagement and implementation could be further enhanced through a blended learning model. To this end, an Enriched Virtual Model (Acree et al., 2017) was developed, called Managing Minds at Work + (MMW+). This paper will describe how the Model for Adaptation Design and Impact (MADI) framework was used to support MMW+ intervention development and adaptation to specific organizational contexts (Kirk et al., 2020). The aims of this paper are to explore if adapting the MMW intervention to include blended learning is viewed as acceptable by line managers, to understand any potential issues to its implementation, and to test the use of the MADI framework in the context of a workplace well-being intervention. This paper will also provide a detailed description of how MMW+ was adapted within each of the three participating organizations.

Method: Three focus groups were conducted, one in each of the participating organizations. Line managers and other organizational stakeholders (HR, well-being leads) participated (n=16). The focus groups explored the existing mental health training and resources for line managers in their organizations, what additional activities they would benefit from alongside the online MMW training, their preferred method of delivery for these adaptations, and any implementation issues that might affect the intervention's impact. The focus groups were recorded, transcribed, and analysed using framework analysis (Ritchie & Spencer, 1994). Following the framework analysis, the MADI framework was used to describe the reasons for undertaking the adaptations, and the potential intended and unintended outcomes of the adaptations were also mapped using this framework.

Results: The use of face-to-face sessions alongside the MMW online training was positively received by most focus group participants as an opportunity to engage with and build upon the content delivered online, to take a more active role in their learning, and to facilitate peer support. Some participants were cautious about who should be included in these sessions, as collaboration with individuals or teams that were seen as contributing negatively to the mental

health of another individual/team could enflame existing tensions and have unintended negative outcomes. Details of the MMW+ programme that was implemented within the three organizations will also be provided in the full paper.

Conclusion: Applying the MADI framework to the focus group data allowed the adaptation of MMW+ to be explored in a proactive and systematic manner to understand how the participants felt the sessions could affect the outcome of engagement with the intervention. While the adaptation was viewed as acceptable, some participants highlighted implementation challenges regarding interpersonal relationships that could be detrimental. Therefore, this adaptation may not be appropriate in all cases, and further study of the interpersonal context of the participants may be necessary to ensure that the group sessions would contribute to increased engagement.

O181

Can a Learning Network Improve Re-Employment for Long-Term Sick-Listed Employees?

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Introduction: In the Netherlands, employers bear the responsibility of wage contribution and re-integration for their sick-listed employees over a period of 104 weeks. Study results indicate that among employees on sick leave for at least one year, only 7% secure external employment, 26% find suitable jobs within their current organization, while 67% face job loss. This project aims to mitigate this issue by constructing a learning network, seeking to enhance the success rate of re-employment for long-term sick-listed employees. Employing a realist approach, we evaluate whether, how, under which circumstances, and for whom such a learning network could benefit sustainable external re-employment.

Method: The learning network involves three groups: 1) a co-creation group, 2) an employer group, and 3) a research group. The co-creation group consists of a multidisciplinary team of researchers, occupational health professionals, employer representatives, and client representatives. The objective was to co-create a learning network by translating contributing and impeding factors on such a network into a novel learning approach. The employer group, consisted of 24 national and regional employers, received input from the co-creation group to develop a learning curve to set up and experiment with positions for external sick-listed employees. The research group consisted of four researchers to design and conduct the mixed-methods realist evaluation. To develop, re-adjust, and evaluate the learning network, we will use the 'LISO' framework, which is well-established theory to successfully create learning networks within the public domain. The objective is to create the first positions for external sick-listed employees in January 2024, preceded by an initial needs assessment questionnaire distributed to all participating employers. Throughout the process of creating, experimenting, and possibly re-employment of sick-listed employees, the researchers will conduct realist interviews with the participating employers to refine the initial program theories and test their applicability.

Results: The co-creation group identified key themes regarding the learning network before initiating the intervention. These encompassed: 1) fostering familiarity, building trust, and adopting common language; 2) matching an employee with a new employer in a tailored job with suitable work arrangements, and 3) facilitating re-employment at the new workplace with necessary guidance. Based on a literature and meetings in the co-creation and employer

groups, a first draft of initial program theories has been made. These include factors such as trust level among employers, sharing success stories, managerial self-efficacy in onboarding sick-listed employees, organizational support, and a culture promoting learning, experimentation, and embracing mistakes. These initial program theories will be further tested and refined with the initial needs assessment, realist interviews and more group meetings.

Conclusion: The development of a learning network presents a promising strategy in navigating the complex process of re-employment for sick-listed employees who are unable to return to their original roles. It emphasizes the need for regionally focused, but cross-sectoral approaches to create re-employment opportunities, ensuring sustainable outcomes through careful matching and networking.

O182

Effect of Enhanced Stress Resilience Training on Psychosocial and Occupational Well-Being in Critical Care Nurses: A Pilot Study

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Background: Job stress and burnout are significant problems affecting workers' physical, psychosocial, and occupational well-being. Critical care nurses have been identified as the nursing specialty group with the highest prevalence of burnout. Enhanced Stress Resilience Training (ESRT) is a novel promising intervention for clinicians to increase stress resilience and decrease burnout, but its effect has not been examined among nurses. This study examined the effect of ESRT on psychosocial and occupational well-being in critical care nurses.

Methods: This study analysed data from a waitlist-control randomized clinical trial (RCT) of ESRT in critical care nurses, pooling data from the intervention and waitlist control groups. Participants were recruited from a university medical centre in Northern California, United States. The 5-week ESRT intervention included 1-hour weekly virtual didactic and experiential learning sessions by a certified instructor, smartphone-based exercises, and video recordings on mindfulness, resilience, body awareness, and advocacy. Among 48 study participants, 30 nurses (mean age 43 years, female 90%, White 67%, single 50%, day shifts 53%, comorbidity 50%) attended all five sessions of the ESRT and were included in the data analysis. Outcome measures included resilience, mindfulness, burnout, perceived stress, depressive symptoms, psychological safety, workability, and professional fulfilment. Data were collected pre-ESRT, immediately post-ESRT, and at 1-month and 3-month follow-ups using the REDCap survey. Repeated measures ANOVA was used to examine the intervention effect over time.

Results: At the baseline, 80% of participants presented high burnout by at least one burnout scale (emotional exhaustion, depersonalization, and personal accomplishment) and 17% by all three scales. After the 5-week ESRT intervention, study participants showed significantly increased scores in resilience and mindfulness and significant improvements in all outcome measures. The ESRT intervention was significantly associated with decreases in burnout (decreased emotional exhaustion and depersonalization and increased personal accomplishment); decreases in perceived stress and depressive symptoms; and increases in psychological safety, physical and mental workability, and professional fulfilment. Significant intervention effects were maintained until 3-month follow-up for all outcome measures, except for psychological safety (until 1-month follow-up).

Conclusion: This pilot study demonstrated that ESRT increased resilience and mindfulness skills leading to reduced stress, depression, and burnout and improved work performance

among critical care nurses. This study identified that the effects lasted until 3 months after the intervention. The findings suggest that ESRT can be an effective intervention to improve psychosocial and occupational well-being. Larger RCT studies with longer-term follow-ups including nurses in other settings are recommended.

O183

The Effect of a Training Program for Frontline Managers on Leading Well-Being and the Psychosocial Work Environment in a Danish Hospital Setting – A Cluster Randomized Waitlist Controlled Trial.

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Background: In the challenging environment of hospital settings, healthcare professionals routinely contend with demanding psychosocial work conditions that may contribute to heightened levels of stress and burnout. Beyond impacting the well-being of hospital staff, these challenges can compromise the safety of both employees and patients. Despite possessing valuable insights into workplace conditions and employee needs, managers often lack adequate knowledge and skills to address these challenges. This paper investigates the impact of a health-oriented leadership training program on burnout, job satisfaction, self-care and staff-care as well as sickness absence of both managers and employees in a Danish hospital setting. The paper presents results from the effect evaluation of the study and results from a quantitative process evaluation conducted to determine compliance, implementation and fit of the intervention to the daily work setting of the managers.

Methods: The study was designed as a randomized, waitlist controlled trial with two groups (intervention and waitlist control group) and measurements at baseline, 6- and 12-month follow-up. We included 150 frontline managers from a Danish hospital setting and their approximately 5.000 employees. The leadership training comprised five full day modules conducted in a group setting and four smaller group-training sessions over a period of 5 months. The training modules were facilitated by experienced Human Resource Development (HRD) consultants with expertise in organizational psychology and leadership development within the participating hospitals. The content of the training covered the self-care of the leader as well as staff-care focused at reducing risk factors and promoting protective factors, creating a healthy group climate, managing employees at risk and managing well-being during change. Data will primarily be analysed with linear mixed models.

Results: Data collection for the twelve month follow-up is currently underway (December 2023) and the paper is expected to be finalized within the first half of 2024.

Conclusion: Initiatives towards supporting the mental health of hospital employees is important to maintain a strong healthcare system. There is increasing recognition that best practice in workplace mental health requires an integrated approach that prevents harm and promotes positive mental health. There is also increasing understanding of the key role managers play in maintaining well-being within the workplace, however, they often report a lack of knowledge and skills to promote employee mental health. Results from this RCT will indicate the impact of a leadership training program that has been developed for frontline managers working in a hospital setting to increase their application of strategies to facilitate a healthy psychosocial work environment to benefit well-being and mental health among staff and managers themselves. The findings and their implications will be discussed during this presentation.

O184

Remote and Hybrid Working to Support Disabled Workers: Designing an Inclusive Approach

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Background: In the UK there are approximately 9.58 million disabled people of working age, of which 53.7% are in employment compared to 82.7% for non-disabled, a disability employment gap of 29.0 percentage points (Powell, 2023). However, the Covid-19 pandemic has been a catalyst for a change in working practices as workers who could work from home were encouraged to do so. Although in practice only a small proportion of jobs can be performed from home, the number homeworkers increased in the majority of countries. For example, according to the ONS (2020) 47% of UK workers reported doing some work from home, of which 86% did so because of the pandemic. Post pandemic many employers have retained homeworking or introduced hybrid working (in which employees work from both home and office). This change in working practices has the potential to narrow the disability employment gap by promoting work retention for disabled workers, as well as their entry into the labour market. Greater workplace flexibility allows disabled workers the autonomy to schedule work around fluctuating conditions, fatigue, pain, medical appointments and redirect energy saved from not commuting. However, employers need to ensure that home/hybrid working is introduced and managed appropriately, taking into account disabled workers needs and preferences in order to make the workplace more inclusive.

Methods: We draw upon the job Demands-Resources (JDR) model (See Bakker and Demourti, 2017) and an intersectional framework to explore disabled workers' experiences and perspectives of home/hybrid working, including the challenges and facilitators to job retention, productivity, career progression, and health and well-being. In addition, we explore the organizational factors that enable inclusive home/hybrid working. A cross-sectional UK national survey for disabled workers is currently being conducted online (with 1400 respondents so far). The survey includes demographic information and questions around job resources (e.g. social support, job autonomy), job demands (e.g. workload, lack of equipment at home/workplace), job security, job satisfaction and well-being.

Results: The data will be analysed using regression analysis and results will be presented.

Conclusion: This study concentrates on the experiences and perceptions of disabled workers to identify ways to increase the inclusivity of home/hybrid working. The aim is to identify practical actions that can be taken by organizations to better support their disabled workers who want to work from home, or take a more hybrid approach and work from both home and office.

O185

Unlimited Paid Time Off: Navigating Employee Autonomy and Social Pressure

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Research goals: In a work landscape shaped by globalization, rapid tech advances, and limited leisure, flexible work arrangements like unlimited paid time off are gaining traction. This trend, a focus for HR professionals globally, lacks extensive research. This presentation will explore the empirical effects of such policies on employee attitudes and behaviours, filling a notable gap in existing research.

Background: Unlimited leave is typically presented as a policy that offers flexible time off to boost autonomy, allowing employees to tailor their work and leisure schedules to their personal preferences and requirements. Concurrently, it's clear that employees must maintain high performance, complete their tasks, and contribute to achieving the company's objectives. Balancing employee's personal needs with organizational aims presents a complex challenge with broad psychological, behavioural, and organizational effects. Thus, we see unlimited leave as a policy that may highlight the conflict between an employee's individual desires and autonomy, and the collective needs and pressures of the organization and the team.

Methods: We conducted a longitudinal cluster-randomized controlled trial involving employees of a large international company in the financial sector. In the first pilot in 2020 we assessed data of 290 employees in the experimental group who received an infinite number of paid leave days for a year, and 239 employees in the control group who adhered to the regular leave policy. A larger pilot in 2023 was done to replicate findings and delve deeper in understanding the effects of the unlimited leave policy. Therefore, in January 2023 and December 2023 we assessed data from 1,990 employees in the experimental group with access to unlimited leave and 1,115 employees in the control group. We measured work-related attitudes along with supervisor-rated performance and absenteeism, taking leave, perceived autonomy in taking leave and social pressure on taking leave.

Results: Our findings from the first pilot showcase that while unlimited leave policies can positively affect work-related outcomes such as work engagement and job satisfaction, they also adversely affect autonomy and induce social pressure on taking leave. Employees with unlimited leave took more and more varied leave, reported higher work engagement, work-nonwork balance, and job satisfaction, and showed higher supervisor-rated performance. However, unlimited leave was also related to more perceived social pressure on taking leave and reduced autonomy in taking leave. Results of the larger pilot will be presented.

Conclusions: The fundamental aspect of our research underlines the fact that unlimited leave policies, though promising on the surface, have intricacies that demand careful attention.

O186

The Impact of AI Integration and Cultural Orientation on Job Autonomy and Creative Self-Efficacy

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Background: This study delves into the dynamic interplay between artificial intelligence (AI) integration and cultural orientation. It seeks to explore how cultural backgrounds, particularly the individualistic and collectivistic paradigms from the UK and Mexico, respectively, influence perceptions of AI in the workplace. This research is driven by the imperative to comprehend the varying responses to AI across diverse cultural contexts, especially in relation to job autonomy and creative self-efficacy.

Method: A mixed-design approach was employed, involving 475 participants from Mexico and the UK. The study methodically exposed these participants to tasks both with and without AI assistance, offering a unique lens to view the confluence of technology and culture in professional environments. The design intricately intertwined both between-subjects and within-subjects components to provide a comprehensive analysis. The between-subjects factor examined cultural orientation by comparing participants from individualistic cultures (UK) with those from collectivistic cultures (Mexico). Concurrently, the within-subjects factor centred on AI

integration, presenting each participant with two scenarios: one with AI assistance and the other without. A critical aspect of the design was the randomization of the order of these scenarios for each participant, a deliberate strategy aimed at minimizing potential order effects. This ensured that the sequence of completing tasks, either first with AI and then without or vice versa, did not bias participants' perceptions and responses. The decision-making tasks, crafted to simulate real workplace challenges, varied only in the presence or absence of AI assistance, allowing for a concentrated exploration of AI's impact on the workplace. To measure outcomes, the study utilized validated scales to assess perceptions of job autonomy and creative self-efficacy post each task condition. Data collection for this study was carried out using Qualtrics, and the subsequent analysis is being conducted using R, offering a robust framework for interpreting the complex interplay between cultural orientation and AI in the workplace.

Results: While the analysis of data is currently underway, preliminary observations suggest intriguing patterns in the way individuals from different cultural backgrounds engage with and perceive AI in the workplace. Early data indicates potential variations in the impact of AI on job autonomy and creative self-efficacy, influenced by the cultural dichotomy between the participant groups from the UK and Mexico.

Conclusion (In Progress): Currently in the analysis phase, this study is on the cusp of providing vital insights into the dynamic field of occupational health psychology, fitting squarely within the scope of 'Contemporary Issues in Occupational Health Psychology.' It is anticipated that the emerging findings, focusing on the intricate relationship between AI integration and cultural orientation, will be instrumental in enriching our comprehension of the 'Future of Work.' This research holds particular significance for organizations and AI developers, underscoring the necessity of accounting for cultural nuances in AI implementation. The ultimate goal is to contribute significantly to occupational health psychology by offering a detailed perspective on how AI-induced transformations in the work environment are impacting worker health and well-being, especially in a culturally diverse setting.

O187

The Dual Impact of ICT Use at Work on Employee Well-being: A Moderated Mediation Model

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Background: The integration of Information and Communication Technology (ICT) at work (e.g., desktops, laptops, smartphones and tablets) is increasing in work environments. Although there is consensus that this phenomenon is shaping the characteristics of jobs, there remains a gap in understanding how ICT use at work is impacting on work characteristics (e.g., autonomy, workload), psychological states (e.g., burnout, engagement), and employee well-being. Understanding this impact is crucial due to its theoretical and practical importance. Thus, the aim of this study is to investigate how ICT use at work influences employee well-being, via job demands (autonomy) and job resources (work overload), and key psychological states (work engagement and burnout). Additionally, the study examines age as a moderator in the relationship between use of ICT at work and job demands/resources.

Method: We analysed data collected in the European Working Conditions Surveys (EWCS) conducted by the European Foundation for the Improvement of Living and Working Conditions (Eurofound) in 2021 in 36 countries. The study sample was composed of 7,900 workers who provided information about all the study variables. Considering that the data had a nested structure, we used Multilevel-SEM methods as implemented in Mplus 8.10 to test the study hypotheses.

Results: The results showed two parallel and opposite indirect effects of ICT use at work on employee well-being: ICT use showed a positive indirect effect through autonomy and engagement, and a negative indirect effect through workload and burnout. Additionally, age moderated the relationship between ICT use at work and workload, indicating that the indirect impact of ICT use on well-being through workload and burnout was more pronounced for older workers than for younger ones. However, for the positive indirect effect of ICT use on well-being via autonomy and engagement, no moderation was detected.

Conclusion. ICT use at work is a double-edge sword. It may have both positive and negative indirect effects on employee well-being through different mechanisms. Our study contributes to the literature by identifying these mechanisms, and shows that the dysfunctional effect of ICT use is stronger for older employees than for younger ones.

O188

Tech Savvy, Thus Less Likely to Burn Out? A Comparative Longitudinal Study of Office-Based and Hybrid Workers

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Background. Technology brought a lot of changes to the modern world of work. Jobs can be performed remotely, tasks are becoming more automatized, the speed of information flow is increasing, and various computations are accessible and swift. All these changes can contribute to the feeling of technostress, which refers to concerns that technology is taking over jobs, that humans do not have sufficient competency to solve complex problems, and that most of the work is done in a “black box” without much space for people to make decisions (Ragu-Nathan et al., 2008). Such perceptions can lead to diminished levels of autonomy and competency, and a lack of the satisfaction of these basic needs at work can create a looming danger of burnout (Gagné et al., 2022). While the above effects may occur in any context, they are especially likely in those work settings that have a pronounced technological component (such as hybrid work). In the current study, we aimed to compare office-based and hybrid workers, investigating whether such stress mechanisms could be avoided with the help of adequate resources. Specifically, our analysis focuses on the role of organizational (i.e., possibilities to upgrade technical literacy) and personal resources (i.e., technical self-efficacy) in increasing autonomy and competence need satisfaction, and in turn, lowering the risk of burnout.

Method. A sample of 233 knowledge workers (mean age = 30.38 years, SD = 8.79; 72,1% women), took part in an online two-wave survey. The survey measured technostress inhibitors (i.e., technical literacy and technical self-efficacy), basic psychological need (autonomy and competency) satisfaction at work, burnout, and work-setting. A longitudinal semi-mediated multigroup model was tested using Mplus 8.4. Technical literacy and technical self-efficacy were modelled to negatively predict burnout through the satisfaction of autonomy and competence needs at work. This model was tested in office-based and hybrid work-setting groups.

Results. The analyses revealed different results for office and hybrid-setting workers. For office workers, neither technical literacy, nor technical self-efficacy were significant in predicting burnout. However, for hybrid-setting workers an indirect effect through autonomy need satisfaction was observed, as both technology-related resources positively predicted autonomy need satisfaction, and the latter predicted lower burnout. Technical self-efficacy also predicted competence need satisfaction, yet it did not predict burnout.

Conclusion. Technology-related resources may act as technostress inhibitors by facilitating basic need fulfilment at work and preventing burnout. However, different patterns may exist for different work-settings, as this stress-reducing mechanism was only found to be salient for hybrid-setting workers. Our study also highlights the positive role of either individual or organizational resources, which means that both the employee and the employer may possess certain measures to prevent burnout.



**EARLY CAREER
SHOWCASE**

EC1

The Effect of Stress on the Quality of Decisions in an Emergency Department

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The research investigates the effect of stress on the quality of decisions in an Emergency Department. Most research in this area has been conducted within a laboratory environment. A naturalistic decision making approach was adopted in this research to gain an understanding whether findings in the laboratory are confirmed within a dynamic, complex work environment characterised by time stress, noise and multiple players over a period of time. To accomplish this the following questions drive this research: How do employees working in an Emergency department define quality decisions? How do employees working in an Emergency Department make sense of the effect of stress on their decision making process? How does stress impact the quality of decisions in an Emergency Department versus a routine environment within the hospital? The main contribution will be that it is conducted within a naturalistic environment, studying various decision points over a period of time and patterns of levels of stress of participants. This will assist in designing healthier work places taking into consideration the negative effects of stress on quality of decisions in the workplace.

EC2

A Research and Intervention Project to Understand and Improve Academics' Well-being

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Universities have recently witnessed a wave of departures, mostly by early and mid-career academics. While people can leave their jobs for a number of reasons, there is no doubt that a lack of regard for safety and well-being are factors contributing to scientists leaving academia (Nature, 2022). This loss of research (and teaching) talent poses a serious threat to university functioning as it comes along with decreased research output and a shortage of qualified teachers. In the current proposal, we call attention to this issue by exploring which factors determine academics' well-being (and lack thereof) and to examine strategies that can help safeguard the well-being of university academics. Special attention is paid to PhD candidates as a particularly vulnerable group of university employees. We formulate four research questions that are addressed in four empirical studies.

When investigating which job demands and job and personal resources contributed to PhD candidates' well-being in study 1, we found that academics' well-being was determined by a number of influencing factors. Using network modelling, we showed that these factors influence well-being directly, and indirectly, via associations with other factors. While both publication pressure and work-home conflict were important predictors of PhD candidates' well-being, the personal resource of PsyCap stood out as the most important resource.

In study 2, we used a daily diary study to examine if the use of popular self-management strategies (i.e., planning) is always beneficial. By showing that planning buffered the negative impact of mind wandering on same-day performance and on some well-being outcomes but undermined the positive effects of mind wandering on next-day well-being, we show that planning is not always beneficial and should be used with caution.

In study 3, we developed and compared the effects of a self-compassion-based PsyCap intervention with a PsyCap only intervention for PhD candidates' well-being. Findings showed that developing self-compassion alongside PsyCap was more beneficial for PhD candidates than developing PsyCap alone. These results suggest that PhD candidates' well-being can be

promoted through training and that they might benefit more from strategies that focus on emotional support (i.e., self-compassion) compared to strategies that focus on goal setting and performance only (i.e., PsyCap).

In the final study, we conducted semi-structured interviews among university academics in order to explore their perceptions of and experiences with workplace recognition. Findings are expected by 2024.

EC3

The Effectiveness of Digital Mental Health Approaches Aimed at Preventing Mental Health Issues in the Workplace.

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Mental health issues like stress, depression, and anxiety make up around 40% of work-related illnesses. These problems are often manageable and preventable. Workplaces are seen as ideal for introducing programs that promote mental health. While e-health interventions for mental health are becoming more common in this setting, their effectiveness varies. Understanding what influences their effectiveness and usability is still necessary. This research aims to evaluate how effective e-mental health interventions are in preventing workplace mental health problems, identify contributing factors to their effectiveness, and assess their usability and implementation.

This research relies heavily on analyzing various global studies that implement e-health interventions for workplace mental health, including the European Platform to Promote Well-being and Health in the workplace (EMPOWER). EMPOWER focuses on creating a flexible eHealth intervention platform to enhance health and well-being, lower psychological distress, prevent common mental health issues, and minimize their impact within work environments. The evaluation encompasses both qualitative and quantitative methods to assess individual health results, effectiveness, and factors that aid or hinder the implementation of these interventions.

The outcomes of this research will provide deeper insights into how effective and user-friendly e-mental health interventions are in workplaces. Ultimately, this understanding aims to reduce the influence of mental health issues on the workforce.

EC4

Work Engagement Before, During, and After Covid-19: A 10-Wave Longitudinal Study

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The development of digital technologies has increased the possibilities for remote work over the past 20 years. The COVID-19 pandemic radically altered the landscape, pushing a significant portion of the workforce into remote work. These changes could have implications for work engagement, which represents a positive motivational and emotional state of job-related well-being. This study investigates changes in work engagement before, during, and after the COVID-19 pandemic. Utilizing longitudinal 10-wave survey data from Finnish employees (N = 1817), covering 2019-2023, we explore whether work engagement changes over this time period and whether these changes differ for remote

workers compared to the rest of the workforce. Using a fixed effects multilevel regression model, we found that work engagement among all workers has decreased during and after COVID-19 and has not returned to pre-pandemic levels. Instead, work engagement continues to decline even post-pandemic. Remote work significantly increased during the COVID-19 pandemic, and a substantial portion of employees have continued to work remotely after the pandemic. Based on our initial analyses, remote work has a negative impact on work engagement over time. In further analyses, we will examine the effects of partial remote work (i.e., hybrid work) and the opportunity for remote work on work well-being. We will also conduct a more detailed comparison of the changes in work well-being between remote workers and on-site employees, incorporating a range of demographic factors such as age, gender, education level, supervisory status, and employment sector into analysis. The findings offer vital insights into the longitudinal effects of the COVID-19 pandemic and work digitalization on work engagement, contributing to a broader understanding of job-related well-being development in the 21st century.

EC5

Occupational Outcomes Along the Menstrual Cycle

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Background: The menstrual cycle is characterized by many physiological as well as psychological fluctuations with the sexual hormones oestrogen and progesterone playing a central role. Work-related outcomes are also affected by the hormonal changes as is shown by higher absenteeism and presentism during the menstrual week. However, most research only focuses on the pre- and menstrual phase or on the impact of premenstrual dysphoric disorder (PMDD) and premenstrual syndrome (PMS) on occupational outcomes (e.g., performance). A lot more research is needed to adequately improve the life and working situation for people who menstruate. In our study, we want to explore how job performance, well-being, creativity, and attention change along the menstrual cycle. We hypothesize a discontinuous growth where our four outcomes increase slightly from menstruation to the mid-follicular phase, increase strongly in the peri-ovulatory phase, peak at ovulation, decrease rapidly in the post-ovulatory phase until the mid-luteal phase and decrease slightly during the premenstrual phase. Our detailed hypotheses are listed in our pre-registration (<https://osf.io/8mbk9>).

Method: We conducted a daily diary study which stretches along one menstrual cycle (~28 days). Participants are required to use natural family planning (NFP) as their method of contraception and work at least 20 hours per week. The daily questionnaires include measures for job performance (Griffin et al., 2007); well-being (Profile of Mood States, Petrowski et al., 2021); attention (Derryberry and Reed, 2002); creativity (Ideational Behaviour Scale, Runco et al., 2001) as well as the body basal temperature in order to define the cycle phase. We will do within-person analyses and use discontinuous growth modelling with absolute coding (Bliese & Lang, 2016) to analyse our data.

Results: Data collection started in May of 2023 and is still running, therefore we do not have results yet.

EC6

Exploring the Daily Dynamics of Cognitive Demands of Flexible Work, Role Ambiguity and their Effects on Detachment, Exhaustion and Engagement: A 10-Day Diary Study

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A prevalent notion is that job flexibility can both strain and motivate people (Dettmers & Bredehöft; Prem et al., 2021). The concept of Cognitive Demands of Flexible Work (CODE) was developed to provide insight into the information processing and decision-making demands that can arise in flexible working conditions. (Prem et al., 2021; Kubicek et al., 2022). In this study, we focused on cognitive demands related to the structuring of work tasks and cognitive demands related to coordinating with others (Prem et al., 2021). CODE are defined as challenge demands that might unfold a simultaneous learning and strain process (Prem et al., 2021; Kubicek et al., 2022). Contrary to this theorizing, the first evidence, however, indicates that CODE is typically either detrimental or beneficial, but rarely both. (Dettmers & Bredehöft, 2021; Kubicek et al., 2021; Kubicek et al., 2022; Uhlig et al., 2022). Based on action regulation theory (Frese & Zapf, 1994; Hacker, 1998; Zacher & Frese, 2018), we assume that people show less engagement and detachment, and more exhaustion on days with both increasing regulation requirements (conceptualized as demands related to structuring of work tasks and coordinating with others) and more regulation problems (conceptualized as daily role ambiguity). We conducted a daily diary study with two measurement points over ten workdays. Our final sample resulted in 427 daily paired observations from 80 employees. We analysed our data using a multilevel structural equation model (MSEM) with MPlus 8.2. In line with our assumptions, we found that people reported less detachment and more exhaustion on days with increasing demands for structuring work tasks. Additionally, we found that people were less detached at days with both increasing demands for coordinating with others and increasing role ambiguity. Future studies should examine in more detail how the proposed learning and motivational processes unfold over time.

EC7

Emotion Regulation Profiles at Work – Investigating Emotion Regulation Strategies and Affective Well-Being

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When people find themselves in positive (e.g., task-related success) or negative affective work events (e.g., conflict), they typically respond with positive or negative emotions (Ohly & Schmitt, 2013). In response to the emotions felt, employees regulate their emotions by using emotion regulation strategies (Gross, 1998). Because people use more than one strategy to regulate their emotions and differ in their patterns of strategy use, we aim to use a person-centered approach to identify emotion regulation profiles and their associations with employee well-being. Therefore, we examine positive and negative work events and how different compositions of emotion regulation strategies are related to employees' affective well-being.

In my PhD thesis, the first study is a 10-day diary study with employees (data collection is currently ongoing). Each day after work, participants complete a short questionnaire about the most emotionally significant event of the day. First, they give a brief report of the event and their affect during the event. For positive affective work events, we examine five positive emotion regulation strategies (distraction, controlled and uncontrolled expression, empathic suppression, and savouring) and for negative affective work events, six negative emotion

regulation strategies (distraction, controlled and uncontrolled expression, empathic suppression, reappraisal, and acceptance). Finally, participants provide insight into their affective well-being on that workday (positive affect, negative affect, fatigue, work-related rumination). We also examine all measures before (t1) and after the diary (t2).

In a pilot study (5-day diary with working students), initial findings supported that different emotion regulation strategies have different effects on affective well-being. As the sample was relatively small, we're awaiting the 10-day diary study for person-centered analyses and look forward to discussing preliminary findings at the conference.

EC8

The Interplay of Work and Health Behaviour: Investigating Directionality and the Social Context

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Previous research in occupational health psychology has shown that work characteristics (e.g., job demands, resources) are related to workers health and well-being. Health and well-being can be investigated on the psychological, physiological/somatic, and behavioural level. In my research, I focus on the interplay of work and different types of health behaviours, specifically physical activity, alcohol use, and COVID-19 safety climate. A special interest of mine is to shed light on contextual social factors that can modulate or drive these relationships (e.g., social norms in the workplace, social context of recovery activities). Regarding adaptive health behaviours, I extended previous research that predominantly focused on effects of work characteristics on physical activity and investigated effects of physical activity on employees' workday. Specifically, I examined day-level effects of physical activity before work on challenge, hindrance, and threat appraisal of the upcoming workday and subsequent well-being outcomes (Roswag et al., 2023a). Further, I longitudinally investigated effects of physical activity on burnout with a focus on the social context of physical activity. Regarding maladaptive health behaviours, I investigated daily effects of job demands on alcohol consumption after work. I complemented this study with a longitudinal investigation on how workload relates to alcohol consumption through affective rumination in the leisure time. Regarding health behaviours during exceptional societal circumstances, I investigated effects of an organizational climate that is focused on COVID-19 prevention on employees COVID-19 safety behaviour and vaccination-related attitudes (Roswag et al., 2023b; Roswag et al., 2023c). For example, I showed that these effects are mediated through descriptive social norms (i.e., how employees perceive their co-workers to behave). Methodologically, I utilize daily diary and longitudinal designs. In the future, I plan to use experimental designs to improve the internal validity of my findings.

EC9

The Gendered Nuances in the Escalation Process of Workplace Mistreatment and Career Impacts

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Introduction: This PhD project is divided into three studies which aim to investigate whether more covert mistreatment in the workplace can snowball into more severe mistreatment in addition to exploring occupational consequences of covert mistreatment (such as incivility and gender competency questioning), particularly for women and their career advancement.

Method: Utilizing a three-wave longitudinal design, the first study will investigate the relationship between workplace incivility and gender competency questioning (GCQ), occupational self efficacy and workplace bullying both passive and active. Through parallel process latent growth curve analysis, this study seeks to identify if workplace mistreatment is an escalating process and if GCQ can lead to female focused bullying through diminished occupational self efficacy. Utilizing a video vignette mixed methods design, the second study will investigate the effects of GCQ on the perceived occupational capabilities of GCQ targets in the workplace and how these effects influence others' perceptions of their career advancement opportunities. After watching one of the four video vignette conditions, participants will be asked to rate how occupationally capable they perceive the GCQ target to be and to complete a script concerning perceived promotion opportunities of the GCQ target. One way between subjects ANOVA as well as thematic analysis will be used to address the research questions. The last study explores whether or not lookism influences who is targeted by workplace mistreatment and whether or not individuals are beauty biased against themselves. This cross-sectional study will use multigroup SEM to analyse the differences in men and women in the possible relationship between body image, imposter syndrome and career aspirations moderated by covert workplace mistreatment as well as SEM to test the relationship between workplace incivility and GCQ, perceived employability and confidence in career future. In addition, one way between subjects ANOVA will be performed to see if the means of covert workplace mistreatments differ by gender, BMI and high v. low body image.



POSTERS

P1

Psychological Factors Associated with Employment for Individuals with Severe Mental Illness: A Systematic Review of Reviews

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Background: Employment represents one of the most important means to meet the psychological, social, and economic needs of an individual. Regarding employment's impact on one's mental health, scholars bring evidence that reveals it can reduce anxiety, and depression, while unemployment increases the risk of substance abuse and psychological distress. However, the research regarding the benefits of employment of psychiatric patients brings contradictory evidence. This research aims to review the psychological factors associated with employment for individuals with a psychiatric diagnosis or suffering from severe mental health issues.

Methods: The chosen study design is an umbrella review or a review of reviews. Literature searches were conducted in PubMed and PsychInfo. Some of the most representative key words for the search strategy were "severe mental health", "psychiatric diagnosis", "employment", and "occupational rehabilitation". The inclusion criteria regard the psychiatric population or people with severe mental health, factors associated with employment such as symptoms severity, and presenting a vocational outcome, such as competitive employment. AMSTAR-2 checklist was used for the quality appraisal of included reviews.

Results: This umbrella review identified ten evidence-based factors associated with employment, seven facilitators and three barriers. Individual placement and support is the facilitator that was more extensively researched and can increase the chances of getting employed by up to eleven times and negative symptoms represent the barrier with the most empirical support. However, all included reviews were graded "critically low" on the AMSTAR-2 checklist.

Conclusions: This umbrella review identified eleven evidence-based factors associated with employment for the psychiatric population out of which eight are facilitators (supported employment programs, cognitive remediation, other occupational interventions, sociodemographic variables - higher education, married, younger age, insight, stability and independent housing) and three are barriers (negative symptoms, multiple hospitalisations, treatment intensity). All presented factors should be interpreted with caution and further research is required, as the quality of the included reviews is low.

P2

Implementation of Organizational Practices for Older Workers: Facilitating and Hindering Internal and External Factors

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Introduction: In the context of demographic change and rising retirement ages, organizations have to deal with age-diverse workforces, skills shortages, and specific demands of older workers. Therefore, providing a work environment that supports older employees' motivation to continue working and the maintenance of their health becomes increasingly important. However, implementing change in organizations comes with certain challenges and often fails. Therefore, drawing on organizational change and intervention literature, we aim to identify facilitating and hindering internal and external factors regarding the implementation of organizational practices for older workers.

Method: To this end, we conducted a qualitative interview study with (HR) representatives from 23 organizations in Germany differing in size and industry branch. These organizations were contacted because they had been part of an earlier study in the context of ageing and work. The response rate was 23.5%.

The average duration of the semi structured interviews was 38 minutes. Amongst others, participants were asked which facilitating and hindering internal and external factors regarding the implementation of organizational practices for older workers they encountered in their organization or thought to possibly occur. The interviews were audio-taped and transcribed. To analyse the data, we used MAXQDA and applied a reflexive thematic analysis approach following Braun and Clarke (2019).

Results: We identified diverse potentially facilitating and hindering internal and external factors for the implementation of organizational practices for older workers. Examples for facilitating and hindering factors within the organization are operational necessities, management commitment, organizational framework conditions (e.g., industry branch, size, or fit with other change processes), financial and personnel resources, organizational age-related climate, support from stakeholders, and stakeholder integration. Further internal facilitating factors are transparent communication, acceptance within the workforce, and testing measures through pilot projects. With regard to facilitating and hindering factors outside the organization, reactions to crises (e.g., COVID-19, Russia-Ukraine war) and reactions to legal or other regulative requirements were identified. Other facilitating external factors are the impact of societal change and actions by competitors and other organizations. Differences between public and private sector organizations became evident.

Conclusion: Our findings help explain why some organizations successfully implement practices for older workers that aim to maintain their motivation and health, and why others do not. We provide an overview of aspects to consider when planning and implementing measures in this specific field of application. By doing this, we also add to the literature and theorizing on organizational change.

P3

Co-Defining the Problem of Employee Physical Inactivity: Identifying the Barriers and Facilitators of Physical Activity and Sedentary Behaviour in the Workplace

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Introduction: Physical activity levels have declined rapidly with recent estimates suggesting that 42.3% of individuals in high-income Western countries are classified as being physically inactive (Guthold, Stevens, Riley, & Bull, 2018). Physical inactivity has been associated with a host of negative health outcomes including cardiovascular disease (Ahmed, Blaha, Nasir, Rivera, & Blumenthal, 2012), diabetes (Joseph, et al., 2016), certain cancers (Kohler, et al., 2016) and increased rates of anxiety and depression (Bélair, Kohen, Kingsbury, & Colman, 2018). In light of this, the World Health Organization has set the challenge of decreasing global insufficient physical activity levels by 15% by 2030 (World Health Organization, 2018). However, population-based surveys have strongly indicated that this target is likely to be missed and urgent action is needed to support individuals in becoming more physically active (Guthold, Stevens, Riley, & Bull, 2018). One domain that holds promise in tackling physical inactivity is the workplace. However, the workplace can be a double-edged sword. On the one hand, it has been identified as a significant contributor to physical inactivity as many white collar occupations are often sedentary and involve long bouts of sitting (e.g. Church *et al*, 2011; Choi *et al*, 2010). On the other hand, the workplace is able to capitalise on pre-existing

communication channels and social support networks, making it an efficient space to develop interventions around (Edmunds & Clow, 2016). Numerous attempts have been made to design and implement workplace physical activity interventions. However, meta-analytic reviews have identified that such interventions have had mixed success (Chau, et al., 2010; Taylor, Conner, & Lawton, 2012). One reason for this may be that physical inactivity has been described as a 'wicked problem' having multiple causes and no singular solution; requiring the input of multiple perspectives in order to be tackled effectively (Gordon, Waitt, & Cooper, 2017; Blackman, et al., 2006). Despite this, workplace physical inactivity interventions have historically under-utilised participatory methods during intervention design (Parry, Straker, Gilson, & Smith, 2013); meaning that researchers may miss contextual cues that influence the likelihood of engagement with interventions. The current study aimed to address this balance by adopting a co-creational approach to understand the perceived barriers and facilitators of physical inactivity in the workplace. This is the first of a series of three studies aimed at developing a fully co-created workplace physical activity intervention.

Method: 14 employees were recruited from six organizations to participate in a series of co-creation workshops aimed at co-defining the perceived barriers and facilitators of physical activity and sedentary behaviour within the workplace. Within the workshops, two arts-based methodologies were utilised; co-creation CUBes and photovoice.

The first activity of the workshop was to brainstorm perceived barriers and facilitators of workplace physical activity using co-creation CUBes. Co-creators were given a blank co-creation CUBE and one green and red marker pen per group. Co-creators were instructed to draw, write and label barriers of using the red marker pen and facilitators using the green marker pen. The second activity of the workshop was a derivation of photovoice (Wang & Burris, 1997). The photovoice methodology used within the study was adapted from the process outlined by the Co-creating Welfare Project (Co-Creating Welfare, 2019). Firstly, the co-creators were given one Fujifilm Instax Square SQ6 Instant Camera per group preloaded with film capable of taking up to a maximum of 10 photographs. The use of non-digital photography was a conscious choice by the researcher as traditional cameras have a limited number of exposures and features encouraging photographers to pause and think carefully about the images being taken (Belli, 2020). Co-creators were given 20 minutes to walk around their immediate location and capture images of perceived barriers and facilitators of physical activity within the workplace. After 20 minutes had elapsed, each group was asked to select two facilitators and two barriers which best represented the most pertinent factors which influence physical inactivity at work. The arts-based approach to data collection enabled the co-creators to articulate their thoughts and experiences both verbally and visually resulting a better understanding of the co-creator's needs and a more inclusive approach to research.

Results: Integrated visual thematic analysis was conducted combining both the text and photographic data produced across the activities. 11 themes were identified through this process: It's the nature of the job: activity reinforced through job design, The built environment and incidental activity, Workload, Meetings, Customer Service, These boots weren't made for walking: The role of appropriate footwear, Technology – A double-edged sword, Social Influence: Colleagues standing up for and in the way of physical activity, Break Times, Organizationally Endorsed Physical Activity Campaigns and Intrapersonal Factors: Mind & Body Being Ready for Physical Activity. The study findings support the idea of workplace physical inactivity being a wicked problem and identified that future interventions need to span a range of socioecological levels to enhance employee engagement with them.

P4

Advancing the Conceptualization of ‘Thriving Team Capital’: A Longitudinal Study of Virtual and Hybrid Team Well-Being

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Background: The emergence of a hybrid way of working has reshaped conventional paradigms, changing how and when work can be undertaken. This reinvention of how we work together has been considered one of the most significant trends for the next twenty years. However, the research on virtual and hybrid teams presents a complex narrative, oscillating between positive and negative factors of working as part of a virtual and hybrid team. This study extends Bakker and Demerouti's 2014 Job Demands and Resources theory to introduce a novel theoretical well-being model at the team level. This model identifies factors influencing well-being, burnout and performance outcomes at both the team and team leader levels.

Method: Utilizing a longitudinal quantitative design, an online questionnaire will be administered to a diverse sample of eighty global teams at three intervals (baseline, three months and six months) over a six-month period with data collection in early 2024. Preliminary items and scales will be developed for each identified factor. Exploratory Factor Analysis, Structural Equation Modelling, and advanced regression techniques will be employed to analyze the data and determine the significance over time of the measured correlations.

Results: Findings will elicit new data into the most salient factors influencing the well-being, burnout and performance outcomes of hybrid teams and their leaders. The integration of multi-level constructs clarifies how individual and interpersonal processes interact to contribute to both positive and negative outcomes.

Conclusion: The study's findings hold practical implications for managers, team leaders, HR professionals and practitioners on a global scale. By enhancing an understanding of the psychological and social mechanisms shaping well-being at an individual and a collective level, the research aims to empower individuals, teams and organizations to take informed decisions that foster positive outcomes from a hybrid team-working perspective. By validating a new theoretical well-being model for teams longitudinally, this research provides a deeper understanding of the interplay of psychological and social phenomena, offering strategies to mitigate negative outcomes and amplify positive organizational aspects.

P5

Social Determinants of Health Associated with Military-Affiliated Personnel Mental Health

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Background: Understanding the contextual factors impacting the health and well-being of individuals is paramount to reducing health inequities. The social determinants of health (SDOH) are non-medical factors that influence health outcomes and refer to conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life. Given the impact of social factors on health, it is crucial to understand the drivers of mental health outcomes in vulnerable and at-risk populations. Military-affiliated personnel experience elevated work demands placing them as a group of individuals more at risk for a variety of debilitating health and well-being conditions. The goal of

our current analyses is to understand how SDOH-related indicators are associated with mental health in military-affiliated personnel. We focused our analysis on six SDOHs: 1) experienced homelessness, 2) housing and food expenses 3) reduced income, 4) job loss, 5) legal challenges, and 6) received financial assistance.

Method: The sample included 3,251 military-affiliated personnel after listwise deletion on variables required for the analysis. Data was collected through a large-scale occupational health assessment. We used a psychosocial and socioeconomic questionnaire to assess the SDOH. To measure mental health outcomes, we used the Columbia Suicide Severity Rating Scale, the PHQ-9 for depressive symptoms, and the Warwick Edinburgh Mental Well-Being Scale. We estimated generalized linear mixed models (GLMM) to model associations between our outcomes and our SDOHs, adjusted for individual-level demographic characteristics. We then applied a dominance analysis (DA) technique to rank the regressors in the multiple linear regression (MLR) model concerning importance as defined by improvement in the model's fit. The DA we conduct a dominance analysis to assess whether the SDOHs that are most salient to mental health differ based on individuals' race and gender.

Results: We use our overall sample to estimate the association between the SDOH and the three mental health outcomes. Experiencing homelessness, having difficulty with housing/food expenses, and dealing with legal challenges are all statistically significant and associated with comparable declines in psychological well-being and increases in depression symptoms. For suicidality, although all factors were significantly related, experiencing homelessness has the strongest association. The DA results showed that homelessness is generally the top risk factor for Columbia, and food/housing insecurity is the top risk factor for depressive symptoms and lower well-being.

Conclusion: Our findings reveal significant associations between SDOHs, particularly homelessness, housing and food expenses, legal challenges, and mental health outcomes, including psychological well-being, depression, and suicidality. Homelessness emerged as the most potent predictor of suicidality, underscoring the severe mental health impacts of housing instability. These insights are vital for both policy formulation and clinical practice, highlighting the necessity of comprehensive approaches that address the broader social and economic contexts impacting the mental health of military-affiliated persons. The use of dominance analysis adds a novel dimension to understanding the relative importance of different SDOHs, guiding future interventions and policy priorities.

P6

Academic Workload and Need For Recovery on Teachers: The Moderating Role of Students' Demands and Meaningful Work Perceptions

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Background: The stressors associated with teaching professions have been the focus of numerous research for several years. Particularly following the outbreak of the COVID-19 pandemic, which caused an upheaval in teaching processes, interest in the well-being of teachers has regained strength. The following research focused on university teaching staff, both full and associate professors and researchers. The Job Demands-Resources (JD-R) model of Bakker and Demerouti (2007) was used as the theoretical framework, as it can simultaneously explain the effects of work-related resource and demand factors. The academic workload was assessed as the main job demand, since the literature has widely confirmed its role as a stressor. Excessive student demands, a variable rarely examined, was considered additional job demand. The outcome investigated was the need for recovery, that is the

perceived need to recover physical and mental energy at the end of the working day. The perception of work-related meaningfulness was assessed as a job resource, as recent research has demonstrated its buffering effect on stress factors.

Method: The sample is made up of 236 professors and university researchers from Italian universities. A cross-sectional design was used to verify the hypothesis that the relation between academic workload and the need for recovery would vary based on student demands and meaningful work perceptions. For this purpose, a moderated moderation model was tested through the Process macro for SPSS.

Results: The results showed that in conditions of low student demands the effect of academic workload on the need for recovery is lower than in the condition of high student demands, which therefore have a worsening effect on well-being. Moderating this relationship, the perception of meaningful work plays a protective role, as under high meaningfulness conditions the effect of academic workload on the need for recovery is smaller, both under high and low student demands conditions.

Conclusions: These results, despite the limitations related to cross-sectional research, can be used as a promising starting point for planning interventions aimed at improving the well-being of university faculty, relieving as much as possible the burden of the inevitable academic workload. It is crucial to keep in mind that the well-being of professors is closely related to the well-being of students, their motivation and productivity, and also to the effectiveness and efficiency of universities in general. Investing in improving the professional lives of university professors and researchers, therefore, could be an indispensable asset for the future.

P7

Perceived Overqualification: Exploring Dimensionality, Person-Centered Profiles, and Links to Job Well-Being

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Background: To date, scholars have found mixed effects for those experiencing overqualification (having excess education, experience, or skills) on the job: both benefits (e.g., innovative behaviour) and detriments (e.g., counterproductive behaviour, lower health and well-being; Erdogan & Bauer, 2021). These mixed results make it difficult to develop clear recommendations for hiring or supervising employees or making suggestions for how employees should cope with their own perceived overqualification. Erdogan and Bauer's (2021) comprehensive review highlighted the importance of evaluating *measurement* issues in overqualification research. To date, researchers have overlooked the potential multidimensionality of perceived overqualification and have modelled it as a unidimensional construct. To unpack the reasons behind these mixed associations, we first investigate the dimensionality of perceived overqualification, and then take a person-centered approach to investigate profiles of perceived overqualification. Our three research questions include: (a) are there multiple dimensions of perceived overqualification; (b) are there quantitatively and qualitatively distinct profiles of workers based on different dimensions of perceived overqualification; and (c) do the profiles of perceived overqualification predict employees' job well-being (i.e., person-job fit, job satisfaction, turnover intentions and thriving)?

Method: Working adults recruited via Prolific completed three surveys with approximately six weeks between data collections. Validated measures were used to assess each construct. The sample was pre-screened to be residing in the United Kingdom, United States of America, or Canada; 20-40 years old; fluent in English; employed at least 21 hours/week; to have regular interactions with co-workers; at least partially work in a workgroup; to not hold a supervisory/leadership position; and to have at least a technical/community college degree. The final sample included 937 participants who met all criteria, responded at all time points, and were not screened out due to careless responding. Mplus was used to conduct all statistical analyses.

Results: First, confirmatory factor analyses with Time 1 data confirmed the presence of three dimensions of perceived overqualification (i.e., education, experience, and skills/abilities). Second, latent profile analysis with Time 2 data revealed 5 profiles: “Overeducated” (4.2% of sample), “Variably Matched” (27.1%), “Well-Matched” (14.0%), “Modestly Overqualified” (31.5%), and “Highly Overqualified” (23.3%). Lastly, we used the BCH procedure which uses Wald chi-square tests to examine profile differences in Time 3 well-being outcomes and found that profile membership differentially predicted job well-being outcomes. Of note, workers in the Highly Overqualified profile had the lowest job well-being and Well-Matched profile members had the highest. Members of the Overeducated profile had some improvements in well-being, including higher person-job fit and thriving (learning) relative to Modestly Overqualified profile members, suggesting having better-matched experience and skills/abilities mitigates the harmful effects of overeducation.

Conclusion: Our person-centered approach to understanding the complexity of perceived overqualification reveals that dimensions may help explain when it is associated with decrements in worker well-being. Our results suggest overeducation, when considered in combination with the other two dimensions, is of particular importance in unpacking when overqualification relates to negative outcomes. This research is poised to make methodological and theoretical contributions and provide practical implications.

P8

My Self-Esteem was Never Lower Than at the End of my PhD” – Academia as a Work Environment, Professors as Leaders, and the Development of Mental Health and Motivation

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Development of stress and mental health problems in academia, particularly among PhD students, has raised increasing concerns in the scientific community; several scholars have called out a “mental health crisis” in graduate education (e.g., Evans et al., 2018; Kafedjiska et al., 2022). Indeed, rates of anxiety, depression, and burnout, in PhD students are alarmingly high (for a review, see Satinsky et al., 2021).

It could be plausible to attribute this to working conditions in the PhD, given that mental health problems in doctoral students are a) greater than those comparable sample of undergraduate students or highly educated employees outside academia (Levecque et al., 2017), b) increase during the doctoral journey (Boltoyny et al., 2022), and c) are correlated with characteristics of the PhD, e.g. quality of supervision, difficulties to get published, and work-life balance (e.g., Liu et al., 2019; Berry et al., 2020; Kafedjiska et al., 2022). Building on this knowledge, our goal is to add to the understanding of how characteristics of the PhD translate into mental health problems developing across the course of the PhD.

To this end, twenty former PhD students are interviewed, most of them having finished their PhD successfully. The semi-structured interviews aim at capturing the subjective experience and personal narrative of what “broke” or “saved” them, and are centered around known risk and protective factors from survey studies, e.g., supervisor behaviour and team support, work-life balance, family and friends, as well as difficulties with publication, funding and project progress. In addition, we asked interviewees to relate their experience in the PhD to general theories of stress and occupational health that have been applied to the context of the PhD, above all effort-reward imbalance and escalation of commitment (Siegrist, 1996), self-efficacy (Bandura, 1977) and learned helplessness (Seligman, 1972), self-determination theory (Deci & Ryan, 2000), and the job demand-control-support model (Johnson & Hall, 1988).

Deductive thematic analysis revealed that participants’ experiences resonated with the aforementioned theories and known risk or protective factors, primarily effort-reward imbalance as well as self-determination theory. The supervisor and his/her effect on self-efficacy, competence, autonomy and control were the most prominent themes tied to mental health development, with participants being most invested in elaborating on negative supervisor behaviours.

In conclusion, doing a PhD can be a risk factor for psychological well-being in general and self-efficacy in particular, which seems to be largely due to supervisor behaviour. While this sample is limited in its generalizability, as most participants volunteered to partake in the study as they had made negative experiences in the PhD, the insight in the dynamics of particularly unsupportive work environment informs us about the pathways through which a negative PhD experience can discourage and demotivate young talents.

P9

Differences by Location of Suicide Among Korean Workers

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Background: The location of a suicide is important in relation to suicide prevention and rescue, but it has received relatively little attention in suicide research. Although many suicides occur in residences, some victims of suicide choose the workplace as their final location. There may be differences in factors related to workplace suicide depending on the location of the suicide. We aim to compare the characteristics of worker suicides according to the location of suicide.

Method: We coded suicide data from Industrial Accident Compensation Insurance in Korea (2010-2019) into variables for analysis: demographics, suicide details, clinical variables, personal stress, and psychosocial risks at work. Differences in various factors related to suicides were compared between residence, workplace, and other locations of suicide by chi-square (or Fisher’s exact test), analysis of variance, and multinomial logistic regression models.

Results: Of the 470 suicides from 2010 to 2019, the location was residence for 221 (47.0%), workplace for 99 (21.1%) and other places for 99 (31.9%). After adjusting for age and/or sex, compared to residence suicides, workplace suicides were associated with older age (adjusted odds ratio [aOR] 1.03, 95% confidence interval [CI] 1.01-1.05), non-permanent status of workers (aOR 2.76, 95% CI 1.08-7.05), absence of psychiatric treatment (aOR 2.34, 95% CI 1.41-3.87), devoid of psychiatry and/or emergency department services within the last month (aOR 2.21, 95% CI 1.31-3.72), and presence of a suicide note (aOR 1.74, 95% CI 1.05-2.90). In addition, workplace suicides were likely to be experiencing psychosocial risks than residence suicides, including ‘unfairness and irrationality in organizations (aOR 1.98, 95% CI 1.09-3.60)’ and ‘unpaid wages (aOR 9.66, 95% CI 1.04-89.69)’. The psychosocial risk factors

at work, which were experienced at approximately twice the number of workplace suicides compared to residences and other suicide locations, were 'lack of support for the working environment' and 'increase in working hours.'

Conclusion: Differences in suicide-related factors were compared with location of suicide among Korean workers. Workplace suicides were associated with older workers and those who had not received psychiatric treatment. Additionally, they experienced more psychosocial risk factors related to organizational culture and function than other suicide location groups. Research on the characteristics of the suicide location, which is the final choice for victims of suicide, is necessary for worker suicide prevention and intervention as it is currently inadequate.

P10

Understanding Why Subordinates' Supportive Actions Relate to Managers' Mental Health: The Role of Managers' Perceptions of their Subordinates' Followership

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Background: Countless organizational studies report that individuals who receive more social support from their boss and/or peers experience better health and well-being. Yet, little attention has been given to receiving support from their subordinates (direct reports). Generally, managers depend greatly on their subordinates' efforts. The success of their leadership attempts hinges on their subordinates' *followership*, meaning the degree to which their subordinates contribute personal resources (time, knowledge, skill) in support of their goals for the unit. Thus, subordinates' displays of followership should be a highly valuable form of social support for managers. We aimed to test whether specific types of supportive subordinate behaviours relate to how strongly managers perceive them as their followers, and whether such perceptions in turn explain incremental variance in managers' mental health beyond variance attributable to social support received from other sources.

Managers could interpret different types of supportive subordinate behaviour as evidence of their followership. Prior research on social constructions of effective followership distinguished passive from active/proactive styles, with the former typified by subordinates *strictly obeying* their leader, and the latter by their attempts to improve their leader's decisions, such as *voicing* suggestions and even *constructively resisting* their ideas or requests. Moreover, managers could more easily view their subordinates as their followers when they engage in manager-focused *organizational citizenship behaviour* (e.g., helping them with a heavy workload) and strive for higher levels of *task performance*. We theorized that such behaviours would benefit managers' mental health *because* they would strengthen the degree to which managers perceive their subordinates as following their lead. Thus, we tested whether managers' perceptions of their subordinates' level of followership mediate between subordinates' supportive actions and managers' mental health. Following the World Health Organization's view that mental health involves more than the absence of mental illness, we measured positive indicators of managers' mental health (*leadership self-efficacy*, *motivation to lead*) as well as negative ones (symptoms of *depression*, *anxiety*, and *stress*).

Method: We used a repeated measures design where 368 managers were surveyed once a week over five weeks. Using latent multilevel modelling, we tested within-person relationships as the measured constructs could plausibly covary on a weekly basis. Further, partitioning within- from between-person variance prevents between-person (time-invariant) factors from confounding within-person relationships.

Results: We controlled for managers' receipt of social support from their boss and peers, and their motivation to lead measured the previous week (reducing concerns of endogeneity). Managers' perceptions of their subordinates' level of followership mediated relationships of their subordinates' task performance, manager-focused organizational citizenship behaviour, and strict obedience with indicators of their mental health. Neither voice behaviour, nor constructive resistance related either to managers' perceptions of their subordinates' followership or to their mental health.

Conclusion: Our findings suggest that managers' mental health could potentially benefit by whether they perceive their staff as their followers. Moreover, subordinates' displays of more proactively supportive actions (e.g., constructive resistance) seem less salient to whether managers perceive them as their followers compared to their displays of more passively supportive actions (e.g., strict obedience).

P11

A Critical View on the Advantage of Job Crafting: Avoidance Crafting and the Reciprocal Effects on Job Characteristics

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Introduction: A key factor in creating better quality jobs is job crafting, which enables employees to adapt their jobs autonomously, especially in dynamic times (such as the aging population, the development of AI, and rising burnout rates). Job crafting is an approach to changing job characteristics in order to fit individual needs better and be healthy and satisfied at work, and is divided in the literature into approach and avoidance strategies. Depending on the regulatory focus, approach crafting proactively enhances resources, skills, relationships, and cognitive aspects, whereas avoidance crafting is a safety-oriented way to avoid losses by reducing harmful aspects of the job. The literature to date paints a mixed picture, with avoidance crafting correlating positively with interpersonal conflict, emotional demands, and client incivility or reporting non-significant relations to emotional and cognitive demands. However, there is a lack of time-lag studies that control for both effects. Based on job design theory, this study examines the actual change in job characteristics through avoidance crafting to verify health-promoting effects in terms of bottom-up job design. Therefore, using the detailed scale of Bindl et al. (2019), we examine the change in job characteristics of emotional and cognitive demands through avoidance-oriented relationship crafting, avoidance-oriented skill crafting, avoidance-oriented task crafting, and avoidance-oriented cognitive crafting.

Method: A questionnaire with two time points was administered to 137 employees from different occupations with one week in between in 2021, and reciprocal effects were calculated using R. Participants rated their avoidance crafting as well as emotional and cognitive demands at both times.

Results: Contrary to the hypothesis, job characteristics predominantly affect avoidance crafting behaviour, finding only one inverse relationship (avoidance-oriented relationship crafting leads to less cognitive demands). In other words, the high emotional demands of job characteristics lead to the display of all four avoidance crafting strategies. However, this strategy does not seem to lead to a reduction in emotional demands (no reciprocal relationship). High cognitive demands also lead to prevention-oriented cognitive crafting, but not vice versa.

Conclusion: The results underscore the importance of top-down job design because prevention-oriented crafting alone cannot bring about change, as only prevention-oriented

relationship crafting showed to have a positive effect by reducing cognitive demands. Organizations are called upon to implement classic top-down job design and not simply rely on bottom-up avoidance job crafting. In the future, moderators such as leadership styles or autonomy that break the negative cycle should be investigated to create better quality jobs using bottom-up job design practices.

P12

The Well-being of Ambulance Care Professionals During Covid-19 in the Netherlands: A Cross Sectional Study.

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Background: The COVID-19 pandemic has a significant impact on the health and well-being of health care professionals. However, little is known about the health consequences for ambulance care professionals. The aim of this study is to explore the prevalence of anxiety, depression, Post-Traumatic Stress Disorder (PTSD), fatigue and insomnia, among ambulance care professionals in the Netherlands prompted by two years of COVID-19. The second aim of this study is to identify variables that are associated with these mental health outcomes. Insight in the health and well-being of ambulance care professionals is needed to develop targeted preventive and curative interventions to cope with the impact of COVID-19 and to prevent drop-out.

Method: A national cross-sectional study was performed. An online survey was distributed by national EMS organizations and two professional associations to all ambulance care professionals in the Netherlands, participation was voluntary. Data were collected from March 14th until April 15th 2022, two reminders were sent. The five outcomes (anxiety, depression, PTSD, fatigue, and insomnia) were measured using validated questionnaires. Also, demographic (age, gender, relationship status, educational level) work-related (function, EMS-region, work experience in years) characteristics and COVID-disease status were collected. Logistic regression analyses were used to identify the variables that are associated with the five mental health outcomes.

Results: In total 722 ambulance care professionals completed the survey. Mean age was 47 years (SD±9,5), 37.4% was female and average work experience was 13.8 years (SD±9,5). The three most present functions of respondents were ambulance nurses (56.5%), ambulance drivers (28.8%) and emergency medical dispatchers (4.6%). All 25 EMSs in the Netherlands were represented in the sample. 66.1% of the participants have had COVID-19, and 10.3% of the participants have not or not fully recovered from COVID-19. Prevalence rates among ambulance care professionals were for anxiety 18.4%, for depression 16.2%, for PTSD 10% for fatigue 32.5% and for insomnia 39.2%. In the total sample 51.5% of the ambulance care professionals had symptoms on at least one mental health outcome. Identified associated factors of these outcomes were COVID-19 disease status (all five outcomes), relationship status 'living alone' (anxiety, fatigue and insomnia), pre-vocational secondary education (anxiety and PTSD), EMS-region (anxiety, PTSD and fatigue), being an emergency medical dispatcher (fatigue) and working experience (fatigue).

Conclusion: 51.5% of the ambulance care professionals reported symptoms on at least one mental health outcome. Especially fatigue and insomnia were highly prevalent. Furthermore, associated factors with these mental health outcomes were identified. Our results indicate a need to systematically develop and test interventions aimed at recovery and work fatigue and insomnia.

P13

Psychological Distress Among Canadian Crown Prosecutors: An Overview of the Main Determinants

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Background: Data from a recent pan Canadian study on lawyers' mental health are cause for concern: psychological distress (PD) would affect 59.4% of Canadian lawyers (Cadieux et al., 2022). If data by sector of activity (e.g., public sector) and field of practice (e.g., criminal) were explored separately, the specific situation of Canadian crown prosecutors (public sector and criminal field of practice) remains largely undocumented. Yet, they seem to be exposed to numerous determinants of DP, for instance, emotional demands, a work constraint recognized as a determinant of DP, combined with limited resources (e.g., colleagues support). Indeed, crown prosecutors could be at high risk of DP, yet the specific determinants of DP for these lawyers are not known. The current study thus aims to investigate the determinants of Canadian prosecutors' PD.

Methods: This study used a secondary data from a cross-sectional study on health and wellness determinants among crown prosecutor in a Canadian province. Data ($n = 635$) were collected using a self-reported questionnaire via SurveyMonkey. The determinants (constraints and resources) were documented using validated scales and comes from three spheres of life: 1) organizational (e.g., emotional demands, colleagues support, value consistency), 2) family (e.g., marital status, work-family conflict) and 3) individuals (e.g., experience, sex). Descriptive analysis, mean comparison tests (T-tests), and proportion tests (Chi-square) were performed using SPSS-28. Following data standardization in SPSS, the data were imported into SMART-PLS 4 in order to evaluate the measurement model (outer loading, construct validity and reliability, and discriminant validity). Then a bootstrap procedure with a 5000-sample resampling was applied to evaluate the structural model.

Results: The proposed model shows a good fit, complying with the threshold in the literature. The results reveal that 74.8% of the province's Canadian crown prosecutors experience PD. Among the determinants measured, emotional demands, quantitative work overload and work-family conflict are all significantly associated ($p \leq 0.05$) with higher levels of PD among crown prosecutors. On the other hand, support from colleagues and consistency of values are significantly associated with lower levels of PD among these legal professionals.

Conclusion: Despite limitations related to the cross-sectional design of this study, this study supports that crown prosecutors are particularly at risk of PD. It also highlights key determinants associated with the PD among these lawyers. This study provides a deeper understanding of the psychological health of Canadian prosecutors and prepares the ground to better equip the legal community and improve the mental health at work among these professionals.

P14

Microagresiones De Género: Un Enfoque en La Experiencia Laboral (Submission in Spanish)

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En tiempos recientes, las microagresiones han surgido como indicadores significativos para identificar nuevas formas de prejuicio y sexismo dirigidas hacia las mujeres, especialmente en el entorno laboral. Las manifestaciones evidentes de discriminación parecen haber evolucionado, siendo reemplazadas por formas más sutiles y ambiguas. Siguiendo la taxonomía propuesta por Sue et al. (2007), las microagresiones pueden adoptar diversas formas, como microinvalidades, microinsultos y microasaltos, manifestándose a través de "breves y cotidianas humillaciones verbales y comportamentales, ya sean intencionales o no intencionales".

Este estudio se enfoca en la percepción y reconocimiento de microagresiones de género en el ámbito laboral, explorando sus implicaciones para el bienestar personal y laboral. Participaron 346 trabajadores italianos (edad promedio = 39.15, DE = 12.35; mujeres = 67.5%). Se administraron a través de un cuestionario en línea dos instrumentos: 1) un conjunto de ocho viñetas (dos por cada tipo de microagresión) y dos viñetas de control; 2) una escala de microagresiones de género experimentadas y observadas basadas en estereotipos de género. Se realizó un análisis de clúster.

Los resultados revelaron la existencia de dos clústeres distintos: el Clúster 1, denominado "clúster de reconocimiento" (53.5% de la muestra), donde los participantes generalmente reconocieron las microagresiones y las condiciones de control; y el Clúster 2, denominado "clúster de no reconocimiento" (46.5% de la muestra), en el cual los participantes solo reconocieron las condiciones de control. Finalmente, el clúster de reconocimiento mostró medias significativamente más altas para las microagresiones experimentadas ($p < .05$) y observadas ($p < .05$), autotrascendencia ($p < .05$), salud física y mental percibida ($p < .05$), y compasión recibida ($p < .05$). El clúster no reconocido, por otro lado, obtuvo puntuaciones más altas en términos de compromiso laboral ($p < .05$) y satisfacción laboral ($p < .01$).

En resumen, los empleados demuestran mayor capacidad para reconocer microagresiones en situaciones hipotéticas cuando las han experimentado personalmente, sugiriendo que la experiencia mejora la competencia y sensibilidad ante comportamientos agresivos. Además, las personas pro-sociales, con autotrascendencia y compasión recibida, demuestran una mayor capacidad. En conclusión, los empleados con habilidades destacadas para reconocer microagresiones experimentan un mayor bienestar personal y un menor bienestar vinculado al trabajo. Enmarcando estas conexiones en la Teoría COR (Hobfoll et al., 2018), se sugiere que tener estas habilidades aumenta la probabilidad de percibir un entorno laboral hostil, generando una espiral de pérdida de recursos, manifestándose como menor satisfacción y menor compromiso laboral.

P15

An Empirical Test of the Mechanisms Underpinning Mindfulness- and Compassion-Based Intervention

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Mindfulness-based interventions are powerful tools that help employees better manage work-related stressors, evidenced by multiple meta-analyses and systematic reviews supporting these interventions' positive effects on employee well-being (e.g., Bartlett et al., 2019; Fendel et al., 2019; Grossman et al., 2004). Mindfulness-based interventions are thought to be

beneficial because they foster positive coping strategies like decentring (i.e., examining one's feeling in a detached way) and cognitive change (i.e., looking at problems from a different perspective) (Bartlett et al., 2019). Although the positive effects of mindfulness on well-being are well established, and there is a strong theoretical basis to explain why these effects exist, few studies actually examine these mechanisms with appropriate research designs (Bartlett et al., 2019). Most intervention studies typically contrast a mindfulness intervention to a waiting list where no intervention was made, creating non-equivalent groups (Bartlett et al., 2019). This is problematic because it is not possible to know whether the benefits are due to the mindfulness intervention or due to the participants being subject to an intervention (Antonakis et al., 2010). Addressing this problem, we developed and implemented an intervention with three groups: mindfulness (i.e., mindfulness, self-compassion, and meditation), non-mindfulness meditation (i.e., relaxation-based), and a waiting list (i.e., control group). The interventions spanned two months, comprising eight weekly online sessions for the mindfulness group and eight weekly guided meditation audios for the meditation group. Additionally, both groups received written supplementary material about burnout and were included to separate WhatsApp groups to receive extra support. Our participants were Chilean mothers who telework at least once a week, a high-risk group for occupational stress due to work-family conflicts and parental burnout (Roskam et al., 2017, 2018).

Participants (N = 593) completed a baseline survey about their levels of well-being, cognitive change, and decentring, and then were randomly assigned to mindfulness (N = 125), meditation (N = 125), or waiting list (N = 343). Immediately after the intervention and six months later, participants reported their current levels of well-being, decentring, and cognitive change. A final follow-up is planned in March 2024.

Utilizing multi-group latent growth models, we explored trajectories in well-being, decentring, and cognitive change. Both treatment groups showed a similar positive trajectory in well-being, while no significant change was observed in the waiting list. Only the mindfulness group exhibited a significant positive trajectory for cognitive change, while both intervention groups showed positive trajectories for decentring. Additionally, a positive trajectory covariance between cognitive change and well-being was observed for the mindfulness group, and between decentring and well-being for the meditation group.

Our findings align with existing evidence supporting the well-being benefits of mindfulness-based interventions. Notably, the meditation group exhibits similar effects on well-being, indicating the efficacy of both mindfulness and meditation interventions even six months post-intervention. Furthermore, our results suggest distinct mechanisms underpinning these benefits: cognitive change for the mindfulness intervention and decentring for the meditation intervention.

P16

Photovoice as a Needs Assessment Tool for Evaluating Mental Health Among Educators
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Background: Photovoice is a photo-journaling exercise that has been used to capture perspectives and needs in public health and social justice yet has rarely been used to assess worker health. The Total Teacher Health (TTH) project sought to use photovoice to assess mental health needs among educators as part of the Healthy Workplace Participatory Program (HWPP). We present the photovoice process as a needs assessment tool for educators within schools.

Methods: Participants were recruited at 3 schools based in the northeast United States participating in the TTH HWPP process. Contact information was collected to provide instructions and text prompts over the two-week collection period. Participants were prompted at the beginning of each week to answer a question by taking photographs and writing captions. Participants submitted 5 photos with captions that best represented their response via text to a secure study phone. Data was coded by researchers following an inductive approach. Frequencies by theme and sub-theme were generated for each study week.

Results: Participants providing demographic information ($n=15$) were predominantly female (100%), white (93%), non-Hispanic (86%), 26-60 years old, and had an education tenure of 10.5 years.

Seventy-nine responses to the week 1 prompt “How does your current work situation affect your mental health and well-being?” were received, coded, and analysed. Week 1 themes were: main stressors, psychological self-care, and impacts of stress. The theme of psychological self-care was present in 43% ($n=34$) of responses with sub-themes: focusing on positive aspects of work and life (25%, $n=20$) and ways of coping with stress (18%, $n=14$). Main stressors were indicated in 41% ($n=32$) of responses with sub-themes: work overload (19%, $n=15$), time scarcity (10%, $n=8$), and emotional demands (9%, $n=7$). Impacts of stress were indicated by 16% ($n=13$) of responses with sub-themes: physical (8%, $n=6$) and psychological impacts (6%, $n=5$).

Seventy responses to the week 2 prompt “If you were able to change your work situation so that it provided you better mental well-being and more happiness, how would it be different from the way it is now?” were received. Week 2 themes were organizational and individual solutions. The theme organizational solutions was present in 70% ($n=49$) of responses with sub-themes: improving the psychosocial environment at/outside of work (20%, $n=14$), addressing time-related concerns (16%, $n=11$), better supporting students’ needs (11%, $n=8$), reducing/sharing workloads (10%, $n=7$), providing/supporting work breaks (10%, $n=7$), and improving physical work environment (3%, $n=2$). Individual solutions were indicated in 30% ($n=21$) of responses with sub-themes: activities to cope with work stress (21%, $n=15$) and having a positive outlook about work and life (9%, $n=6$).

Discussion: Most (70%) responses identified organizational solutions. Photovoice results were consistent with needs assessment data collected from the TTH project via alternate methodology (focus groups, teacher teams) indicating this assessment method is comparable with existing methods. Photovoice can be an engaging alternative to traditional needs assessment tools and beneficial when traditional methods limit participation due to time constraints.

P17

Bottom-Up Stigma Towards Leaders: Consequences for Followers and the Effects of Different Signals

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Most research on mental illness stigma in the workplace takes a top-down approach, where those in higher organizational positions stigmatize those in lower positions. We draw from social cognitive stigma (Corrigan, 2000) and role congruity (Eagly, 2004) theories to understand whether and how followers’ “bottom-up” mental illness stigma toward leaders affects their own work motivation and performance. In addition, we explore the moderating effects gender and difference between implicit (i.e., observed mental illness behaviours) and

explicit (i.e., diagnosis) mental illness signals. In our model, we propose that incongruity between mental illness stereotypes and followers' expectations of leaders negatively influence perceptions of leaders' competence, which in turn diminishes followers' work motivation and performance, and positively influence subtle discrimination. We argue that when leaders are perceived as less competent because of their mental illness, followers may subconsciously respond in ways that devalue the leader. This in turn could negatively impact followers' own performance and motivation. Moreover, it may result in negativity towards the leader, that could be reflected in tone during interpersonal communication.

To test our model, we recruited 489 full-time employees to participate in an experimental vignette study. Participants were randomly assigned to read vignettes that presented the profile of an organizational leader that was either male or female, and experiencing either major depressive disorder, substance use disorder, hypertension, or no mental illness. Mental illness was manipulated either through a diagnosis or description of related behaviours. Following the vignettes, participants were asked to imagine they worked on a team lead by the presented leader and rate perceptions of the leaders' competence, their own anticipated motivation, and organizational citizenship behaviours. Finally, participants were asked to write a response to an e-mail from the leader asking for extra help on a project. This task was used to measure subtle discrimination via negativity as rated by trained research assistants.

Results from the study partially supported our model, demonstrating that leaders' mental illness behaviours negatively influenced anticipated performance and motivation, and positively influenced subtle discrimination, through perceived leader competence. Moreover, contrary to what we predicted, the results for major depressive disorder behaviours were more negative for male leaders than female leaders, while there was no difference between male and female leaders for substance use disorder. Conversely, results for hypertension behaviour and mental illness labelling were insignificant, but positive for hypertension labelling – i.e., there was a positive effect on performance and motivation, but negative effect on subtle discrimination. Results from this study further demonstrate that stigma is not unidirectional, and can occur bottom-up. Consequently, these findings illuminate the importance of stigma interventions that target all levels of the organization. Moreover, we extend role congruity theory to go beyond gender and include mental illness as a social role which may impact perceptions of leaders, further highlighting the importance of research that explores mental illness stigma directed at leaders. Finally, we show that, in this context, behaviours may be a stronger signal than labels, supporting Corrigan (2000).

P18

Internal Beauty Bias: How Lookism Impacts Self Perceptions of Occupational Capabilities in Men and Women and the Role of Covert Workplace Mistreatment

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Introduction: In the field of work psychology, prejudice based on physical appearance (i.e. lookism and beauty bias) has been extensively studied in relation to personnel selection and work performance evaluation. However, a recent meta-analysis has highlighted that while intelligence and other positive attributes are not statistically linked to appearance, how one perceives their attractiveness is significantly correlated with positive outcomes. Consequently, this study will explore whether the beauty bias also exists negatively regarding oneself. In other words, does a person's body image influence their opinions about their own work capabilities and, consequently, their career prospects? In summary, this study will investigate how low body image could influence low career aspirations through imposter syndrome, how this relationship may be moderated by experiencing subtle workplace mistreatment and how these

relationships differ between men and women, as research has found that lookism impacts women more than men in the workplace. Through this research, we can explore whether internalized beauty bias can be a contributing factor to one of the identified causes of the "leaky pipeline": women not applying for career advancements.

Method: This study utilizes a cross sectional design where between 400 and 700 mixed gendered, employed Italian participants will complete an online questionnaire containing validated measures for each of the variables. Multigroup SEM analysis will be carried out in order to assess the possible gender differences in the moderated mediation model between independent variable body image, mediator imposter syndrome and dependent variable career aspirations and "a" path moderators workplace incivility and gender competency questioning (GCQ).

Results: Partial mediation models are expected for both men and women with a negative relationship between body image and imposter syndrome, a negative relationship between imposter syndrome and career aspirations and a positive relationship between body image and career aspirations. GCQ and workplace incivility are predicted to strengthen the negative relationship between body image and imposter syndrome. The relationships on the "a" and "b" path are expected to be significantly stronger for women than for men. Data collection and analysis for this study will occur in February 2024. Ethical Committee approval has already been granted for the study.

Conclusion: The results from this study will reveal whether or not we possess beauty bias against ourselves, the impacts that this can have on our career goals and how these prejudices may contribute to women's hesitancy to apply for promotions. Additionally, the study will focus on subtle workplace mistreatment, not as a main variable, but as a moderator that may enhance the effects of internal lookism.

P19

Individual and Cultural Needs in the Development of the Organizational Professional Career.

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Professional career development becomes important by focusing on personal history by giving it essential meaning for individuals and their environment (Hoesktra, 2011). The development of one's professional career represents a large part of the vital meaning and, therefore, of the individual's identity, which generates greater commitment to the organization where one works (Inkson, 2007). In this sense, the idea of professional identity is generated and is the mixture of personal identity, organizational identity and future options of personal history. Therefore, a professional career should be understood as the sequence of occupational positions that people have throughout their lives that are intertwined with personal, cultural and organizational factors (Hoesktra, 2011).

This research analyses the individual differences between men and women and the reasons they have for making changes in their professional career. The sample consists of 785 people (69.7% women, 30.31% men). They are all public officials of the Government of the State of Guanajuato, Mexico with higher education. Of them, 365 (45.9% of the total sample) have modified their professional career (71.23% women; 28.76% men). The reasons given were presented in four categories: Family and care, studies, inadequate working conditions and dismissal. When carrying out the analysis, significant differences were found between men and women regarding the reasons for modifying their professional careers. Women do so for family

and care reasons, followed by inadequate work circumstances and lastly for studies (29.2%, 20.8%, 6.9% respectively) while the reasons for men are inadequate working conditions, studies and situations, family and care (27.6%, 8.6%, 4.8% respectively) ($\chi^2=25.999$, $p=0.000$, $df=3$). Dismissals were high in percentages (59%, men and 43.1% women), this is due to the lack of security in the changes of Government (every three and every six years) to maintain employment. Likewise, analyzing the number of times they have stopped working allowed up to four life itineraries to be carried out (without leaving work, leaving work once, twice and three or more times). In the case of women, the relationship between sex and the reasons for stopping work is statistically significant ($\chi^2=18.368$, $p=0.005$, $df=6$), however, for men there is no significant relationship between these variables. The results prove the relationship between sex and the reasons for changing one's professional career. For women, personal issues, which come from culture and one's own personal history, have more weight, while for men, career development and the search for better opportunities have more weight. Culturally, women in Mexico perceive themselves as responsible for family care and men assume their responsibility as the main providers of the economic support. These differences need to be taken into account in organizations in order to generate appropriate organizational policies.

P20

“Navigating Career Insecurity: The Significance of Personal and Contextual Resources and the Key Role of Perceived Employability”

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Introduction: The current quantitative study sheds further light upon career insecurity in an international and globalized context, characterized by a continuously changing work environment. This research explored the relationship between personal and contextual resources and career insecurity among international master students and recent graduates, focusing on three key individual resources; emotional intelligence, intolerance of uncertainty, and boundaryless career attitude. The relationships between the individual variables and career insecurity, via perceived employability, were examined. In addition, the moderating role of environmental career resources in shaping the relationship between the individual resources and perceived employability was investigated.

Method: For the purposes of the study, 100 international master students, including recent graduates, completed an online questionnaire. CFA were run for testing the reliability of the scales. Multiple Regression analysis and Process macro for SPSS (Hayes, 2017) were used for testing the hypotheses.

Results: The proposed moderated mediation models were not confirmed. However, important research findings emerged, including a consistent negative relationship between perceived employability and career insecurity across all models. The results also highlighted a positive relationship between emotional intelligence and perceived employability. This relationship was found moderated by environmental career resources, which means that emotional intelligence and perceived employability were positively related just in the case of high level of environmental career resources. Conversely, when environmental career resources were low, this relationship lost statistical significance. Moreover, intolerance of uncertainty demonstrated a negative association with perceived employability, with no moderation effect of environmental career resources. Boundaryless career attitude did not show a significant relationship with perceived employability.

Conclusion: Theoretical implications emphasize the importance of considering both individual and contextual resources. The specific emphasis on the moderating role of environmental career resources in the emotional intelligence and perceived employability relationship contributes novel insights, highlighting the need for a comprehensive view that integrates personal and external factors which may be related with career uncertainty perception. The findings have also practical implications, especially for career services dedicated to university students and fresh graduates. They should focus not only on enhancing individual resources, such as emotional intelligence, but also on providing tailored environmental career support. Recognizing the importance of environmental resources in translating individual capabilities into perceived employability is crucial for effective career development interventions. While the study provides valuable insights, certain limitations, such as the sample size and the cross-sectional design, are acknowledged, pointing to directions for future research. Overall, this research contributes to understanding the complex interplay of resources in the context of career insecurity and encourages further exploration in this evolving field.

P21

Working With Children: Positive Work Outcomes for Early Childhood and Primary School Educators

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Introduction: Early childhood (EC) and primary school education is a highly valuable profession as educators (i.e., teachers, assistants) play crucial roles in children's development. However, retention in Australian EC and primary school sectors is low, with 50% of educators resigning within their first five years. The current study explored the impact of personal factors, motivations, psychological needs satisfaction and frustration, on positive work outcomes, while comparing teaching roles for children of different ages.

Methods: Volunteers working in EC and primary schools (N = 120) completed an online survey about their motivations and working conditions. Firstly, MANOVAs assessed teaching role (EC teachers, EC assistants, primary teachers, primary teacher aides) against the psychological need satisfaction/frustration, with the listed outcomes: job satisfaction, work engagement, turnover intentions, stress. Secondly, hierarchical multiple regressions (HMRs) explored the outcomes, with variables entered as personal characteristics (e.g., self-efficacy), job characteristics (e.g., psychological need satisfaction/frustration), and motivating factors (e.g., enjoy working with children).

Results: The primary school teachers and teacher aides, EC lead educators and assistant educators ranged in age from 19 to 65 years. MANOVAs showed significant differences for autonomy satisfaction (where EC lead educators > primary teachers) and autonomy frustration (where primary school teacher aides < primary school teachers < EC assistant educators). The work roles were similar for competence and relatedness needs, with similar outcomes' levels. HMRs found greater job satisfaction, greater work engagement, and less turnover intentions, when educators reported that they enjoyed working with children and had their autonomy needs met (not frustrated). More self-efficacy and optimism, greater financial comfort, less frustration of competence also decreased stress, turnover intentions, and increased work engagement.

Discussion: Autonomy satisfaction, unsurprisingly, is central to positive work outcomes, and the importance of enjoyment of working with children should not be understated. Young children can be very funny and willing to learn, but educators must value children to stay in these jobs. The additional benefits of personal resources and sufficient pay increase make retention likely. Regardless of job title, educators reported similar outcome levels; although the differences in

autonomy satisfaction, which emphasises satisfaction of psychological needs, were important to all. Educational policies and leadership that give educators more control of their classrooms allow educators to be responsive to the children's interests and needs, which would also then support and enrich EC and primary school educators to continue to "delight" in working with children.

P22

Does Workplace Telepressure Get Under the Skin? An Ambulatory Assessment Study Exploring the Relationship Between Workplace Telepressure and Salivary Stress Parameters

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The working life of many employees requires the use of modern information and communication technology (ICT) devices (e.g., smartphone). The double-edged nature of digital work environments has been increasingly highlighted. One of the potential downsides is workplace telepressure, i.e., the experience of urge and preoccupation to quickly reply to work-related messages and demands using ICT. There is initial – mainly survey-based – evidence that workplace telepressure may have negative effects on a variety of well-being and health outcomes.

Salivary cortisol (sC) and salivary dehydroepiandrosterone (sDHEA) are the main products of the hypothalamic-pituitary-adrenal (HPA) axis, a central regulatory system involved in the response to stressors. Psychosocial stressors elicit in healthy individuals an activation of the HPA axis. SC and sDHEA exhibit the highest levels after awakening, followed by a decline throughout the afternoon and evening. A lower anabolic balance is associated with more unfavourable well-being and health outcomes. Salivary alpha-amylase (sAA) is an enzyme secreted from the salivary glands and is considered as a marker of the sympathoadrenal-medullary axis activity; a second main regulatory system involved in the response to stressors. SAA activity is low in the morning and steadily increases over the course of the day, typically reaching its peak in the late afternoon. In healthy individuals, psychosocial stressors induce increased sAA activity.

Adopting the Effort-Recovery Model and the concept of allostatic load as theoretical frameworks, we hypothesized that workplace telepressure is significantly associated with increased physiological "wear and tear", in the form of lower anabolic balance, i.e., the ratio of sDHEA to sC, and higher sAA. Additionally, we hypothesized that connection to work, operationalized in terms of work-related workload and work-related perseverative cognition, plays a significant role in the mediation of these relationships.

To test our hypotheses, we are conducting an ambulatory assessment study with a sample of 120 healthy workers regularly using ICT for job communication. During one week, participants complete electronic diaries assessing their level of workplace telepressure, psychosomatic complaints, sleep quality, mood, work-related workload, and work-related perseverative cognition, i.e., repetitive or sustained activation of cognitive representations of past stressful events or feared events in the future. They also continuously wear the Bittium Faros 180L ECG monitor and the wrist-worn actigraph MotionWatch 8 and perform saliva sampling five times per day (i.e., immediately after awakening while still lying in bed, 30 min after awakening, 12:30 p.m. (\pm 30 min), 5:30 p.m. (\pm 30 min), and bedtime).

The collected data have a multilevel structure. We will test our hypotheses using dynamic multilevel modelling and multilevel mixed-effects mediation analyses. Statistical analyses will focus on within-subject relationships between variables. This study will be the most comprehensive ambulatory investigation of workplace telepressure and its psychophysiological concomitants to date and constitutes an important step towards understanding how high levels of workplace telepressure may lead in the long term to secondary alterations (e.g., chronic inflammation). 105 subjects completed the study so far. Results are not yet available, but we will be able to present them at the conference.

P23

Conditions and Experiences of Precarious Employment and Empirical Relationships with Occupational Health in a Representative German Sample

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Background: Labour market changes in recent decades have witnessed shifts towards conditional, temporary, and atypical work arrangements, replacing full-time, long-term employment. Occupational health psychology increasingly problematizes the detrimental role of uncertainty and insecurity in employment relationships. Precarious employment is a complex multi-faceted phenomenon, comprising objective conditions and subjective experiences of marginalization. Objective conditions have been synthesized in terms of employment insecurity, income inadequacy, and lack of worker rights and protection. Subjective experiences are conceptualized in a five-dimensional framework of reproductive–material, social–communicative, legal–institutional, status and recognition, and meaningful–subject-related aspects.

Method: After integrating these taxonomies into a conceptual framework, we empirically examine detrimental effects of objective and subjective characteristics of precarious employment on employee health and well-being, using data from two waves (2015, 2017) of a representative survey among employed persons in Germany (BAuA Working Time Survey). Analysed is primarily the cross-sectional sample of the first wave (N = 20,030). Supplementary analyses draw on a smaller longitudinal panel (N = 6,539). Suitable proxy variables in the data set were identified to represent objective and subjective indicators of precarious employment. Estimated work ability, psychological complaints (e.g., irritability), and psychosomatic complaints (e.g., sleep problems) were included as health outcomes. Statistical analyses combined confirmatory factor analysis and structural equation modelling.

Results: Eight indicators of precarious working conditions were identified to represent the three conceptual “objective” dimensions of employment insecurity (e.g., job cuts, involuntary underemployment), income inadequacy (less than 1500 Euros per month), and lack of employee rights and protection (e.g., scope of decision-making, unscheduled overtime, insufficient work breaks). Subjective experiences were operationalized with nine items representing the reproductive–material (e.g., making ends meet), social–communicative (e.g., lack of community), legal–institutional (e.g., perceived opportunities for participation), and meaningful–subject-related (i.e., satisfaction with work) dimensions of precarity. Confirmatory factor analyses supported the underlying taxonomies. Cross-sectional structural equation modelling confirmed statistically significant relationships between objective indicators of precarious employment and negative health outcomes, partially mediated by subjective experiences of precariousness. Longitudinal analyses were less clear-cut, but generally supported cross-sectional findings.

Conclusion: Previous studies tend to focus on single aspects, whereas multidimensional conceptualizations facilitate a broader understanding of the complex factors constituting precarious employment and its psychosocial effects. Analysing an existing data set, proxy variables were used and not all concepts could be fully represented in all their dimensions, calling for further research based on refined measurements. Nonetheless, obtained results allow inferences on the relative importance of different conditions (e.g., involuntary underemployment, low involvement in decision-making) and experiences of precariousness (e.g., material deprivation, lack of voice) for health and well-being. Based on these, recommendations for policymakers can be derived and interventions designed to address the most dysfunctional aspects of precarious employment. Employment relationships in Europe have become increasingly polarized and precarious. This trend threatens to accelerate due to recurring economic crisis. Occupational psychologists need to engage with their professional responsibility by challenging this socially corrosive and decivilizing symptom of economic (ir)rationality, implemented at the expense of individual and public health.

P24

Ageing Engineers' Occupational Self-Efficacy to Continue Working Until Expected Retirement Age

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Background: Engineers' work has become increasingly complex and demanding in today's ever-changing working life. At the same time, the workforce is ageing, and the society demands longer working careers. Occupational self-efficacy, that is confidence in one's own capability to perform work tasks successfully, is an important personal resource in working life and essential for coping with work-related changes. Self-efficacy has also been shown to compensate for the negative effects of engineers' job demands on their psychological strain. However, occupational self-efficacy of ageing engineers is under-researched. Therefore, this study explored ageing engineers' self-efficacy to continue working until expected retirement age.

Method: A total of 125 engineers, aged 45-65 years, and working in globally productive companies based in Finland, answered two open-ended questions in an online survey about what positively and negatively influences their belief that they can continue working until their expected retirement age. Qualitative inductive manifest content analysis was used to analyse the data.

Results: The ageing engineers gave 574 utterances about their occupational self-efficacy for a full working life. The qualitative analysis revealed six categories regarding what positively influences the engineers' confidence to continue working until expected retirement age: *Engagement in one's own health, Healthy work environment, Confidence in one's own competence, Intrinsic work motivation and life orientation, Social inclusion and leadership support, and Personal life and financial conditions.* Six categories emerged that negatively influence confidence to continue working: *Declining health, Consequences of workload, Insufficient security and work well-being, Declining prime mover of work, Jurisdiction and societal attitudes, and Leisure and economic situation.*

Conclusion: Supporting the perceived health of ageing engineers and continuously improving the working conditions that directly and indirectly affect health, together with a supportive working community and leadership, are essential aspects of enhancing ageing engineers' occupational self-efficacy that they can continue working until their expected retirement age. In addition, valuing the acquired knowledge of ageing engineers and enabling their continued knowledge development are crucial as well.

P25

Self-Stigma and Job-Search Self-Efficacy in a Sample of Unemployed, Psychologically Distressed Individuals: Boundary Conditions of the “Why Try” Effect

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Background: There is a vicious cycle between unemployment and mental health: Whereas unemployment can negatively affect individuals' mental health, poor mental health can be a risk factor for unemployment and failure to find re-employment. Furthermore, unemployed individuals with mental health issues can face a double stigma, that is, experiencing discrimination not only due to their mental health issues, but also due to their unemployment status. As a result, these individuals experience high levels of psychological distress, which can further impede chances of re-employment.

It can happen that individuals with mental health issues internalize the experienced public stigma towards them, meaning that they apply negative stereotypes in the general public about individuals with mental health issues to themselves, a process referred to as *self-stigma*. As a result of self-stigma, individuals experience negative emotional reactions, particularly reduced levels of self-esteem and self-efficacy. Feeling demoralized, they do not pursue goal-related behaviour, such as seeking re-employment or seeking help for their mental health. These far-reaching behavioural consequences of self-stigma have been labelled the “*why try*” effect. Accordingly, self-stigma could explain why unemployed individuals with mental health issues struggle to gain re-employment.

Building on the “why try” effect, we propose that unemployed individuals who experience higher levels of self-stigma will have lower job-search self-efficacy. Furthermore, we aim to examine potential boundary conditions of this association, building on the transactional stress model. On the one hand, we propose that further stressors for unemployed individuals with mental health issues, such as symptoms of anxiety or length of lifetime unemployment, can exacerbate the negative association between self-stigma and job-search self-efficacy. On the other hand, we propose that resources of these individuals, particularly educational level and social inclusion, can mitigate the association.

Method: The data is part of a wider interventional study, aiming to support unemployed, psychologically distressed individuals in improving their mental health and finding employment. This research project, funded by the German Federal Ministry of Work and Social Affairs, is conducted in Southern Germany in collaboration with six regional job centres. Recruitment of approximately 450 individuals who receive unemployment benefits and report a moderate to high level of psychological distress as well as motivation to find employment is currently ongoing. The boundary conditions of the “why try” effect will be examined with moderation analyses, testing the interaction effects between self-stigma and individuals' stressors/resources (e.g., anxiety symptoms, educational level) on job-search self-efficacy. These analyses will be carried out using the study's baseline data of both intervention and control group.

Results: Data collection is ongoing at the time of abstract submission and will be concluded in spring 2024. We will present first results at the conference.

Conclusion: Re-employment is not only beneficial for unemployed individuals, particularly for their mental health, but also for society at large. Increasing our understanding of the mechanisms behind unemployment, poor mental health and seeking re-employment is therefore vital, enabling us to find ways to support unemployed individuals with poor mental health in their job search and, ultimately, re-employment.

P26

Health Workers' Perceptions of Safety and Job Satisfaction: Between Organizational Policies and Well-Being Promotion

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Background: The World Health Organization (2004) defines mental health as a state of well-being in which individuals realize their abilities, cope with life stresses, work productively and contribute to their community. This conceptualization aligns with organizational health, which encompasses cultural elements, processes, and practices fostering well-being in work settings (Avallone & Paplomatas, 2005). In this regard, it is well acknowledged a positive link between healthcare workers' psychosocial well-being and job satisfaction as well as the role played in this relationship by personal resources such as professional efficacy and communicative self-efficacy. In addition to the above-mentioned factors, fair relationships among colleagues and supervisors contribute to protecting healthcare workers (HCWs) from detrimental psychosocial outcomes, including burnout and its consequence on quality of relationships with patients.

Methods: A sample of 500 HCWs were invited to participate in the study by completing a self-report questionnaire aimed at assessing work-related self-efficacy, job description, leadership, job satisfaction, and mental well-being. Furthermore, the questionnaire includes measures of malaise outcomes: emotional exhaustion, work overload, work-family conflict, and perceived COVID-19 risk. Using the free association and word association method, an optional open-ended question asked participants to write their strategies to pursue work improvements.

Results: Out of the 500 HCWs contacted, 419 valid responses were received. Participants reported high levels of professional self-efficacy and moderate levels of perceived communicative abilities with their patients. Similarly, they show average levels of work-related resources, such as job description, aimed at constructing and managing their work activities. On the organizational side, findings highlighted the need to strengthen communication with supervisors and, overall, the organization, particularly regarding training and career opportunities, aligning with qualitative data. Regarding distress outcomes, participants did not show significant difficulties managing work-life balance or no worrying levels of work overload. Concerning emotional exhaustion, high scores emerged, underlining the need for attention as they are a potential indicator of job burnout. Well-being outcomes were average, with higher levels of psychological well-being rather than social well-being. Job satisfaction levels are moderate. A persistent high perception of COVID-19 risk exists, consistent with literature showing that HCWs face ongoing exposure in all phases of health emergencies. Related to qualitative results, participants underlined the need for several resources, such as organizational support, to provide them with the skills needed for their job.

Conclusion: The research yields practical implications for improving HCWs' well-being by implementing training interventions to improve their communication skills and, in doing so, their relationships with supervisors and patients. At the same time, enhancing processes affecting organizational communication and ensure employees' safety is crucial to achieving HCWs' job experience and, thereby, their performance.

P27

Work Engagement and Recovery Among Dual-Earner Couples: The Mediating Role of Energy and Mutual Time Spent on Leisure Activities.

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Recovery is the process through which employees unwind from their job demands and regain the resources that they invested at work during off-job time. Although recovery largely depends on employees' resource availability, most studies examine what drains employees' resources during work and consequently, impedes recovery, instead of how resources may be conserved or gained during work, which may promote recovery. Furthermore, most studies treat recovery as an individual process, neglecting the fact that many employees spend most of their leisure time with their significant others (i.e., romantic partners) and may affect or be affected by them. To address these gaps in the literature, we focus on dual-earner couples with the aim to investigate the enrichment process from work to leisure time. Based on the work-home resources model, the spill over-crossover model and the recovery literature, we hypothesized that work engagement (i.e., a work-related state that indicates resource availability) will relate positively to state of recovery at the end of the day via increased levels of energy at the end of work. Also, we hypothesized that when partners leave work with enough energy, they will be more likely to get involved in leisure activities both alone, as well as with their significant others that in turn, will promote their state of recovery at the end of the day. Finally, we expected a positive crossover effect of state of recovery from the one partner to the other. Ninety-six dual earner couples participated in this cross-sectional study. Participants completed a questionnaire that assessed their work-related experiences, and their leisure time experiences on a typical workday.

Preliminary analyses for males showed that work engagement correlated positively with energy after work that in turn, correlated with state of recovery at the end of the day. Energy after work did not correlate with any leisure time activities. However, results showed that the time men spend alone in sport activities, as well as the time they spend together with their partner on social and passive activities relate positively with their state of recovery at the end of the day. Analyses for females showed that work engagement was unrelated to energy at the end of work, but energy correlated positively with their state of recovery at the end of the day. Also, women reported that when they have energy at the end of work, they are less likely to spend time in household activities during leisure time. Furthermore, women who spend time alone or with their partner on social activities and do sports together with their partner, they reported a higher state of recovery at bedtime. Finally, correlational analyses supported a positive association between partners' state of recovery.

These results are relevant because they indicate that recovery is not only an intra-individual but also an inter-individual process. In addition, these results expand previous studies on recovery because they highlight the favourable role of partners' mutual time on leisure activities for their state of recovery at bedtime.

P28

Assessing Health Culture in Polish Knowledge Enterprises: Development of the Health Culture Scale

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Background: The research pertains to the global trends of the knowledge-based economy, where a significant portion comprises enterprises, also referred to as intelligent or learning organizations (Denisa, 2008; Wiig, 1999; Quinn and College, 1992; Friedman et al., 1997; Pinchot and Pinchot, 1994). Their distinctive features include a crucial capital in the form of knowledge workers and a diverse, ever-changing work environment, such as in distributed conditions, often within virtual, hybrid teams and on-site. The COVID-19 pandemic has underscored the importance of employees' needs in shaping health and well-being in enterprises. The primary objective of the research was to identify health culture components, along with evaluating the suitability of measurement scales for assessing health culture in the workplace, considering the specificity of knowledge-based enterprises in Poland.

Method: The research methodology in the initial stage was based on a systematic literature review in two areas: 1) research findings dedicated to the concept of health culture and its components, and 2) a review and assessment of the utility of health culture measurement scales for the specific context of knowledge enterprises in Poland. Consequently, 23 papers (1987-2023) from the SCOPUS and PUBMED databases were utilized. In the second stage of research, a qualitative approach employing focused group interviews (FGI) with 18 experts was implemented (January-February 2023). The experts represented 18 knowledge companies in Poland: 1) providing professional services (consulting in IT services, IT outsourcing and offshoring, banking services, training and consulting in corporate wellness services, e-commerce); 2) engaged in research and development (primarily research centres of pharmaceutical and biotechnology companies, high-tech companies, research institutes, and universities). In total, 430 minutes of recordings were collected, resulting in 215 pages of transcripts.

Results: The paper seeks to address how to identify and measure the culture of health in the workplace in knowledge-based enterprises. As a result, elements of health culture were identified and characterized, including organizational support, social support, norms, values, and organizational climate. Subsequently, based on a review of prior research and evaluation, nine scales for measuring workplace health culture were identified and compared. Scales that did not account for: 1) the employee's individual perspective, 2) cultural factors, or 3) lacked fully validated data were excluded from further investigation. Ultimately, the Workplace Culture of Health Scale (COH) by Kwon, March, and Edington (2015) was chosen as a useful foundation for measuring health culture in knowledge enterprises. Expert groups were employed to gather experiences and examples related to: 1) promoting health behaviours in stationary, hybrid, and remote work environments, 2) creating elements of health culture in enterprises (components of health culture) in Poland. As a key outcome of triangulation, the author developed a tool for measuring health culture in knowledge enterprises - The Health Culture Scale in the Knowledge Enterprise (HCS).

Conclusion: The research results contribute novel theoretical insights into the components of health culture and how it can be delivered and measured in a hybrid, remote, and stationary environment in knowledge enterprises. Consequently, the author has devised a research tool with substantial implementation potential post-validation, capable of perceiving health culture from the employee's perspective. The tool can also be instrumental in identifying 1) gaps between offered resources and their availability, 2) assessing factors that can enhance the efficacy of health promotion initiatives, and 3) diagnosing existing barriers in the working environment to improve employee health.

P29

Global Climate Crisis : Where are the Industrial and Organizational Psychologists ? A Rapid Review.

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Background. Organizations are already adapting to face the socio-ecological crisis: they make green innovations, develop environmental strategies, and are reorganizing their practices (e.g., Fischer & Jasny, 2017; Vallaster et al., 2019). As key players in occupational health, industrial and organizational (I/O) psychologists find themselves involved in this vast campaign of major changes within organizations (APA Task Force on Climate Change, 2022). Nevertheless, to date, few if any studies have examined how these professionals are concretely adapting their practices to contribute to the vital socio-ecological transition. Studies generally focus on more general populations, leaving out these professionals who are nonetheless on the front line of the upheavals. For example, scientists (Rae et al., 2021) and psychologists (APA Task Force on Climate Change, 2022) propose different axes of change in their respective research, practice, and community. In PTO, authors have been content to propose small-scale (Campbell et al., 2013) or individual-focused (Unsworth et al., 2021) interventions that do not reflect the scale of transformation needed to address the predicted crisis (Lee et al., 2023). We aim to fill this gap by exploring the different ways in which I/O psychologists can take action.

Method. To explore the role of the I/O psychologist regarding the environmental crisis, we conducted a scoping review (Arksey & O'Malley, 2005). This type of review was chosen given the scarcity and heterogeneity of literature available. According to Davis et al. (2009), scoping reviews differ from literature reviews in that the scoping process requires analytical reinterpretation of the literature. As such, the purpose of this scoping review is double. First, it aims to map the existing literature providing insights, either explicit or implicit, about the present and anticipated I/O psychologist's role toward climate change and environmental crisis. Second, it aims to provide a critical appraisal of the role and practices of the I/O psychologist in this matter.

Results. I/O psychologists' fields of practice, as defined by the *Société québécoise de la psychologie du travail et des organisations* (SQPTO, 2023), will serve as a framework to chose and chart available literature on the subject. Thematic analysis will be used to provide a descriptive overview of the literature. Then, results will be put into perspective based on a more critical approach (Tatskin & de Nanteuil, 2011).

Discussion. Given the strengths of I/O psychology regarding group interventions and cultural change, we believe this profession should play a more prominent role in tackling the environmental and climate change crisis. However, taking this stance may come with challenges and resistances in the field itself. Is such a proactive role compatible with the duty of restraint expected from psychologists? What should we do when organizations we serve – the same who provide us with a salary – adopt unsustainable organizational practices? Presentation will conclude with additional avenues for critical reflection and research.

P30

Safety in Motion: A Longitudinal Exploration of S.A.F.E.R Leadership and Autonomous Motivation

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This study addresses the pressing need for safe working conditions, given the estimated 2.78 million annual deaths worldwide resulting from work-related accidents and illnesses (NSC, 2021). Workers facing injuries or illnesses at work are at an elevated risk of developing mental health disorders, alongside potential negative impacts on productivity, turnover, and financial losses (NIOSH, 2021; Waehrer et al., 2007). Supervisors, given their organizational influence, play a crucial role in promoting employee well-being (Mullen et al., 2017).

Introducing a novel model of safety leadership, S.A.F.E.R leadership, this study explores its five dimensions: speaking about safety, acting safely, maintaining safety standards, engaging others in safety initiatives, and recognizing safety adherence (Wong et al., 2015). S.A.F.E.R leadership directly influences employee safety motivation, a key factor in promoting safety behaviours (Ozbilir, 2021). Safety motivation can be categorized as controlled or autonomous, with autonomous motivation linked to a genuine commitment to safety.

While previous research establishes the impact of S.A.F.E.R leadership and safety motivation on safety behaviours (Kelloway & Mullen, 2016; Ozbilir, 2021; Neal et al., 2006), gaps exist in understanding the longitudinal dynamics and the mediating role of safety motivation. This study addresses these gaps through a three-wave longitudinal design, collecting data eight weeks apart. The sample of 494 participants, recruited through the online survey panel Prolific, comprised full-time employees with direct supervisors.

Employing cross-lagged panel models (CLPMs), the study found that S.A.F.E.R leadership and autonomous motivation at time 1 had significant direct effects on safety compliance at time 2, emphasizing the importance of these factors in fostering a safety-conscious workplace. Autonomous motivation at time 1 also directly influenced safety participation at time 2. However, safety motivation did not mediate the relationship between safety leadership and safety behaviours.

The study's strengths include the robust three-wave design, establishing temporal order and allowing causal inferences. The large sample size and diverse occupations enhance result generalizability. Nevertheless, potential limitations arise from self-report measures and survey data.

In conclusion, the research underscores the critical role of autonomous motivation in promoting safety compliance and participation, providing valuable insights for organizations seeking to enhance safety outcomes. While S.A.F.E.R leadership primarily influences compliance and not participation, it's noteworthy that safety motivation does not mediate the relationship between leadership and safety behaviours, indicating their independent contributions. Further research is encouraged to explore additional factors influencing workplace safety outcomes and the applicability of S.A.F.E.R leadership and motivational factors across different industries and settings.

P31

Dual Pathways From Work-Eldercare Conflict to Turnover Intentions Among Working Informal Caregivers of Older Adults: Role Performance and Depression as Mediators

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Background: The increased need for eldercare is a significant social issue in the aging society because how individuals manage work and eldercare has far-reaching implications for individuals, organizations, and societies at large. Evidence suggests that many working-aged individuals who are capable of working do not work or prematurely exit the workforce because of eldercare responsibilities. Considering the world's aging population, the number of young people whose work is affected by eldercare responsibilities is likely to continue rising. Studies found that many informal caregivers of older adults struggle to simultaneously manage work and eldercare responsibilities. Cross-sectional research findings suggest that conflict between paid work and informal eldercare is positively associated with caregivers' turnover intention. Despite this preliminary evidence, how work-eldercare conflict relates to turnover intention is unknown. In this three-wave longitudinal study, we examined the dual pathways – performance-based and well-being-based – through which work-eldercare conflict relates to turnover intention. Specifically, we hypothesized that perceived caregiving success and depression uniquely mediate the relation between work-to-eldercare conflict and turnover intention (Hypothesis 1) and that perceived job performance and depression uniquely mediate the relation between eldercare-to-work conflict and turnover intention (Hypothesis 2).

Method: Working informal caregivers of older adults in Singapore (N = 150) were recruited. The majority of participants were women, had a university degree or higher, and provided care for their mothers. On average, participants were about 35.77 years old in T1. Demographic variables and bidirectional work-eldercare conflict were measured at T1. Six months later, T2 survey measured mediators (caregiving success, job performance, and depression). Two months later, T3 survey measured turnover intention. Mediation analyses were conducted using the Hayes' PROCESS macro (Model 4); bootstrapping was used with 5000 bootstraps to obtain 95% confidence intervals (CI) for all paths in all analyses.

Results: Concerning Hypothesis 1, the total indirect effect was significant (.189, SE = .065, 95%CI [.071, .326]). However, while depression (.173, SE = .058, 95%CI [.067, .296]) was a significant mediator of the link between work-to-eldercare conflict and turnover intention, perceived caregiving success was not (.016, SE = .043, 95%CI [-.065, .110]). Concerning Hypothesis 2, the total indirect effect was significant (.297, SE = .081, 95%CI [.152, .469]). Further, both depression (.192, SE = .057, 95%CI [.086, .313]) and job performance (.106, SE = .055, 95%CI [.015, .226]) were significant mediators of the link between eldercare-to-work conflict and turnover intention.

Conclusion: We found that work-eldercare conflict is a critical antecedent of turnover intention among working informal caregivers and that job performance and depression are key intermediary variables. By showing that caregivers who experience work-eldercare conflict may consider quitting their jobs because of decreased job performance and increased depression, we advance the knowledge about working caregivers' macro, career-related decisions. This longitudinal study adds to the literature that has been dominated by cross-sectional studies. As for practical implications, results indicate that support for working caregivers should not only target their mental health but also ensure maintaining satisfactory job performance to prevent them from prematurely exiting the workforce.

P32

Effects of Transformational Leadership on Psychosocial Well-being in Employees and Supervisor Teleworkers: A Gender Comparative Study in the Spanish Public Sector

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Background: The COVID-19 pandemic has dramatically shifted work environments, notably increasing teleworking in the public sector. This study addresses the need to understand teleworking's psychosocial effects in this context, particularly examining the influence of transformational leadership on employees' and supervisors' psychological well-being in remote settings. Notably, transformational leadership aligns more effectively with e-leadership and often resonates with the communal gender role, making female supervisors and employees more comfortable. This gender approach is vital, considering the nuanced ways in which gender can influence work experiences and outcomes in virtual environments. Therefore, this research aims to investigate the impact of transformational leadership on psychosocial health among public sector employees engaged in teleworking, with a particular emphasis on gender differences. This includes exploring how psychological capital varies between male and female employees and affects their psychosocial health. The study aims to provide empirical evidence to support the development of gender-sensitive policies and practices in teleworking environments.

Method: Employing a robust longitudinal research design, this study spans two data collection phases scheduled for October 2023 and January 2024. The methodology involves administering comprehensive online questionnaires to a significant sample of employees and leaders in the Spanish public sector. Currently, the T1 sample is composed of 201 SP teleworkers followers (88 men, 113 women) and 145 leaders (74 men, 71 women). The T2 sample is about to be completed in the middle of January 2024. Participants were recruited through direct contact with public sector entities and a market research company after obtaining permission from the ethics committee of the university coordinating the study. These questionnaires are designed to measure various constructs, including transformational leadership (Rafferty & Griffin, 2004, 15 items), psychological capital (Lorenz et al., 2019; 12 items), burnout (Salanova & Schaufeli, 2000; 8 items), engagement (Hakanen et al., 2019; 3 items) and positive/negative emotion (Vera et al., 2022; 16 items) experienced by employees and supervisors. The response scales for these measures range from 1 (strongly disagree) to 6 (strongly agree).

Results: This research is expected to contribute significantly to Gender Studies and Occupational Health Psychology. The findings are anticipated to reveal that teleworkers' psychosocial health positively correlates with resources such as transformational leadership and psychological capital. A key hypothesis of the study is that female teleworkers, both in leadership and subordinate roles, will derive more significant benefits from these resources than their male counterparts. This outcome would highlight the importance of gender-sensitive leadership and support systems in teleworking settings.

Conclusion: The anticipated results of this study are expected to have far-reaching implications for designing teleworking environments. By understanding the role of transformational leadership and psychological capital in enhancing psychosocial health and the differential impact these have based on gender, organizations can develop more effective strategies for managing remote workforces. This research aims to contribute to developing healthier, more inclusive, and more productive teleworking environments, considering the critical aspect of gender in the workplace.

P33

Digital Well-Being at Work: Evaluating the Efficacy of an Online Multi-Platform Training Program to Improve Leadership Competences for Telework

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Background: Leadership has several challenges in digital workplaces, where there are fewer opportunities to interact with teleworkers. Also, the blurring of boundaries between work and personal life in these contexts could have stronger implications for well-being than in presential contexts (Bell, 2023). Consequently, in this scenario it becomes more important that leaders can properly manage the virtual relationship, being aware of the importance of digitalized competencies in this new configuration (Peiró & Martínez-Tur, 2022). To face this challenge, we created a leadership training program tailored to digital contexts, including telework and hybrid arrangements. This program is conducted on multiple platforms: e-learning website, app for behavioural tracking and synchronous sessions between participants for sharing best practices. It is compounded by five core competencies: Digital Communication, Digital Trust, Remote goals achievement, Telework-life balance, and Remote Relationships Development. In this oral presentation, we will show the preliminary results of the evaluation of the program in different Spanish and Colombian companies. We will test the differences in perceived leadership competencies before and after the training, comparing experimental and control groups. Also, we will test the differences between participants who have used the app for tracking their practice and those who have not.

Method: The participants are 75 leaders (divided in control and experimental groups) who work partially or fully remotely and are enrolled in the training program from October 2023 to March 2024. We analyze the efficacy of the program measuring leaders' skills and behaviours at the individual level (Clarck, 2012). For this purpose, we have applied the Leadership Competencies for Telework (LCT) Scale -made by the research team- in two waves: pre and post-training. This scale is answered by the members of each leaders' team. Also, data from the usage of the online e-learning platform and app will be used, always regarding the confidentiality of participants. ANOVA for repeated measures test between three groups (experimental with app, experimental without app, and control) will be conducted for each competence.

Results: We expect significant differences between the three groups, with an increase of perceived leadership competencies effectiveness in both experimental conditions, and the highest improvement in the experimental group of leaders that used the app for behavioural tracking. We expect that the usage of the app -which helps the transfer of learning to the digital workplace- will boost the efficacy of the program.

Conclusion: This intervention is a first step for developing digitalized leadership competencies, using the advantages of the combination of multiple virtual platforms and the adaptation of behaviours to this new working context. Further research is focused on the impact of this intervention in the well-being and performance of teleworkers and their leaders.

P34

Effects of Proactive Work Behaviour on Quality of Life at Work: A Research Among Health Managers

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Background: Proactive work behaviour (PWB) is generally associated with positive consequences (Crant, 2000; Tornau and Frese, 2013). However, to date the relationship between proactive behaviour and well-being at work is under documented (Cangiano and

Parker, 2016). This study aims to analyze the relationship between PWB and quality of work life (QWL). We analyze the mediating role of PWB in the relationship between role breadth self-efficacy and QWL.

Methodology: The study sample consists of 340 Italian hospital managers (80.3% women, mean age = 49, \pm 7.09 SD). To test the model, we used different scales to measure role breadth self-efficacy ($\alpha = .91$), PWB such as voice ($\alpha = .91$), taking charge ($\alpha = .86$) and problem prevention ($\alpha = .72$), work satisfaction ($\alpha = .76$), organizational commitment ($\alpha = .92$) and work stress ($\alpha = .82$).

Results: Results show acceptable fit indices ($\chi^2 = 404.50$; $df = 193$; CFI = .93; TLI = .92; RMSEA = .05; SRMR = .04). Results reveal that PWB is associated with all QWL indicators. Findings from this study also indicate the mediating effect of PWB in the relationship between role breadth self-efficacy and QWL indicators. All hypotheses were confirmed.

Conclusion: This study highlights the positive relationship between PWB and QWL indicators. However, additional studies are needed to confirm these findings and expand the current knowledge on the consequences of PWB on additional QWL indicators. For hospital administrations and top management who intend to enhance middle managers QWL, these results suggest that hospital middle managers' proactive work behaviour can be a good resource to consider.

P35

Disrupting the Negative Spillover of Emotional Demands at Work on Irritability at Home: The Role of Self-Reflectivity

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Background: People tend to carry work experiences into their homes, where these encounters can influence interactions in their personal life and cast a shadow over them. Especially emotional demands (e.g., conflict with customers or co-workers) are highly likely of negatively spilling over to the home domain and contributing to work-to-family conflict. Work-to-family conflict has severe consequences for individuals (e.g., a higher depression risk), families (e.g., poorer parent-child interactions), and organizations (e.g., more sickness absence). Work-to-family conflict can be differentiated into three dimensions: time-based, behaviour-based, and strain-based conflict. Especially strain-based conflict ("spillover of negative emotions from one domain into the other") shows ambiguity in its operationalization as it is on the one hand labelled to be a result of *conscious attribution processes* and on the other hand to be a result of a direct or indirect (e.g., through increased fatigue) *unintentional or automatic* relationship between work demands and behaviours in the home domain. To test the true nature of strain-based work-to-family conflict, we utilized a stressor-strain perspective. Specifically, we operationalized strain-based work-to-family conflict through the association between daily emotional demands (the stressor) and irritability toward family members. We further include self-reflectivity as a moderator of this association. Self-reflectivity – the ability to self-monitor one's thoughts and emotions – should mitigate false attributions as it should enable individuals to recognize the origins of negative emotions (i.e., emotional demands).

Method: We used an indirect time-lagged daily assessment over a ten-day period in a sample of 86 participants in a relationship and with at least one child. Participants answered daily questionnaires in the morning ($n = 494$), in the afternoon ($n = 528$), and in the evening ($n =$

606). We found that daily emotional demands lead to more irritability towards significant others and children in the evening but not the next morning. However, we found that the relationship between emotional demands and irritability towards significant others the next morning was mediated by irritability towards children in the evening (i.e., an indirect carry-on effect). In other words, on days when employees experienced more emotional demands, they were more irritable towards their children at home, which in turn was associated with more irritability behaviour towards their partner the next morning, but not towards their children. Self-reflectivity moderated the relationship between emotional demands and irritability in the evening thus that it weakened the association.

Conclusion: Our findings are in line with the assumption that strain-based conflicts can be seen as a result of an unintentional or automatic relationship between work demands (i.e., emotional demands) and behaviours (i.e., irritability) in the home domain. Moreover, parents who are irritable towards their children the night before (i.e., new stressor) show more irritability towards their spouses the next day. Further our results show that self-reflectivity disrupts the spillover, caused by emotional demands, to the home-domain as participants might not falsely attribute strain from work to interactions with family members and therefore show less irritability towards family members.

P36

Exploring the Link Between Uncertainty Against Industry 4.0 and Qualitative Job Insecurity: The Role of Perceived Employability as a Moderator

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Background: The rapid advancement of Industry 4.0, highlighted by technological integration and automation, has raised concerns about uncertainty among workers. Uncertainty against Industry 4.0 is related to technological disruption, digitization, automation, and unclear use of personal information. Thus, Industry 4.0 represents a type of organizational change. Since individuals are often sensitive to environmental change, uncertainty against Industry 4.0 emerges as an antecedent of qualitative job insecurity, which refers to concerns about the potential loss of intrinsic job values. Furthermore, individuals' perceived employability, which is their perception of maintaining current positions or achieving desired roles amidst personal characteristics and the changing job market, emerges as an important personal resource and likely an important moderator in this area. Therefore, this study aims to examine the relationship between uncertainty against Industry 4.0 and qualitative job insecurity (H1), while exploring how perceived employability, as a moderator, affects this relationship (H2).

Methods: A sample of 350 employees from Germany participated in this study. Data was collected via an online platform. Of the 350 participants, 60% were female, 75% had a permanent contract, and 68% had a full-time job. Age ranged from 20 to 64 years (M=42.59, SD=12.28). Regression analysis was used to analyze the data to test the hypotheses of this study. Uncertainty about Industry 4.0 served as the independent variable, while qualitative job insecurity was the dependent variable. Perceived employability served as a moderator variable.

Results: The findings revealed a statistically significant relationship between uncertainty surrounding Industry 4.0 and qualitative job insecurity among the sampled employees. This demonstrates the influence of technological anxiety and ambiguity surrounding the use of personal data on employees' concerns about preserving core job values, confirming H1. The analysis also revealed the significant moderating influence of perceived employability. That is, individuals' perceptions of their ability to maintain current roles or secure desired positions

effectively moderated the relationship between Industry 4.0 uncertainty and qualitative job insecurity. In other words, when uncertainty against Industry 4.0 was high, employees who reported higher levels of perceived employability reported less qualitative job insecurity than employees who reported lower levels of perceived employability, confirming H2.

Conclusions: In summary, this study highlights the intricate dynamics between technological uncertainties inherent in Industry 4.0, qualitative job insecurity, and the central role of employees' perceived employability. The confirmed relationship between uncertainty against Industry 4.0 and qualitative job insecurity underscores the importance of addressing fears and uncertainties induced by technological advances. In addition, the moderating effect of perceived employability underscores the importance of individual perceptions and confidence in managing these uncertainties. Understanding and strengthening perceived employability can serve as a potential strategy to mitigate the negative impact of Industry 4.0-related uncertainties on employees' job security and well-being.

P37

What Makes Employees (Not) Use W-ICTs? A Systematic Review

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Background. Digitalization is the biggest change in the labor market since the first industrial revolution (Devos, 2018). It significantly transformed how employees communicate by using information and communication technology for work (W-ICT). This shift has brought improvements in efficiency, flexibility, and easier social interaction for some, while others face challenges like efficiency loss, role conflicts, and more superficial social interaction, and even others experience both. These ambiguities – known as the productivity, the autonomy, and the social connectivity paradox (Day et al., 2019; Mazmanian et al., 2013) – highlight the multifaceted nature of digitalization. Yet, research examining why employees use W-ICTs outside working hours or choose *not* to use them both outside and during working hours, is scattered across different research streams and applying a range of terminologies. This obviously hampers progression in our knowledge. Therefore, the current study explicitly aims to integrate the valuable findings within the different research streams as to gain insight in why employees choose to use or avoid W-ICTs during and outside working hours.

Method. Our research question was addressed through a systematic literature review. Following PRISMA guidelines, we developed a protocol (see Prospero ID: CRD42023396654). Our searches were conducted in Scopus, Web of Science, and EBSCOhost with each search combining of key words on “work” and key words on “ICT” together with key words on “antecedents and processes” (search one), on “consequences” (search two), and on “contextual factors” (search three). They generated 44883 papers. Using Covidence software, we conducted a thorough three-phase screening process: (1) title and abstract, (2) papers that received two times ‘yes’ or one ‘yes’ and one ‘maybe’ were screened on full text, (3) data extraction. Inclusion criteria focused on employees and self-employed, (non-)usage of ICTs including research on telehealth, legislation, monitoring, boundary blurring and Industry 4.0, and outcomes related to well-being, health, social relationships and productivity.

Results. Preliminary results from the systematic review indicate a substantial focus on the use (connectivity) of W-ICTs compared to limited attention to non-use (disconnectivity). Moreover, a significant proportion of research was conducted during the COVID-19 pandemic, with fewer studies in the post-pandemic era. While productivity emerges as the primary outcome under investigation, encompassing both gains and losses experienced by employees, there is

relatively less examination of social relationships, health, and well-being outcomes. Notably, productivity outcomes tended to yield more positive results compared to outcomes on social relationships, health, and well-being. Additionally, contextual factors such as perceived pressures, existing policies, device types, remote or on-site work settings, significantly influence the (non-)usage of W-ICT, both during and outside designated working hours.

Conclusion. Our final results will be presented and further discussed at the conference. Additionally, we will address important avenues for future research such as the need to complement research on W-ICT connectivity with studies on disconnectivity. Also, scholars could look more deeply into social aspects given that our preliminary findings seem to indicate that W-ICT brings along rather negative outcomes. Gaining insight into when and why this is the case could progress the field.

P38

The Effect of Technological Stress on the Usage and Acceptance of Telemedicine Services in Rural Healthcare Providers: A Qualitative Study

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Background: After the COVID-19 outbreak the healthcare systems all around the world found the necessity to update the ways in which health services are provided. The advent of technological progress and subsequent development of telemedicine services, had a great impact on the current evolution of healthcare services. Telemedicine is now becoming the new norm all around the world, from urban to rural areas, and for all the different healthcare fields and health providers. Scientific research is now focusing mostly on the quality of the services delivered, the creation of new technologies and which are the psychosocial factors that influence the adoption of telemedicine services for patients and providers. In this landscape composed of so many different research topics, few have investigated the role of rural areas providers on the adoption of telemedicine services inside their communities and how the technostress experienced by professionals might moderate the adoption of such services.

Method: To evaluate the role of healthcare professionals in rural areas a qualitative structured interview will be conducted among the health providers (i.e. general practitioners, nurses, pharmacists) of two municipalities in the mountainous area of the Dolomites in the north of Italy. The data collection will begin in January 2024 and be completed approximately by the end of March 2024. The structured interview will investigate the following areas: current knowledge of telemedicine services, current modalities and use of telemedicine services, willingness to improve the service in daily professional activities, technology stress experienced during the use of telemedicine technologies, attitudes towards technological devices, expected acceptance of patients of these new services.

Results: From the analysis of the data, we expect to find that providers who have more knowledge and are more experienced in the use of telemedicine might feel a lower technostress related to the use of these services and are more keen to propose the service and expect their patients to use it. On the contrary, we expect that professionals with low knowledge and experience about telemedicine will feel a higher technological stress related to the usage of the service and be less keen to suggest it to their patients.

Conclusion: From the results obtained from the study it will be possible to expand the present knowledge on the attitudes towards telemedicine of different rural areas health professionals and it will be possible to find the physical and mental constraints that create friction in the adoption of telemedicine in these communities.

P39

Achieving Sustainable Development Through Safety and Health Training

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Background: While there are calls for more research to better understand and reduce work-related incidents and mortality, there is also a body of knowledge available on how to prepare workers to preclude events and exposures that lead to ill health and death. The discussion in this paper indicates how and why exemplary research and practice on safety and health training can promote safe work behaviour and contribute to reductions in occupational illnesses, accidents, and deaths. In doing so, the discussion indicates how research findings and best practices in these domains can assist in accomplishing two overarching United Nations (UN) Sustainable Development Goals (SDGs): Good Health and Well-Being, and Decent Work and Economic Growth.

Method: Initially, potentially relevant documents published between 1970 and June 2023 were identified via searches of electronic databases and reference lists of literature reviews on safety and health training. These searches yielded over 2,000 relevant documents from which 52 documents containing exemplary research findings and practice efforts were included. These documents provided information judged to generalize across occupations, work contexts, or countries that could assist, on a global basis, in accomplishing targets (objectives) tied to UN SDGs. Several examples are noted below.

Results: Goal 3: GOOD HEALTH AND WELL-BEING: Ensure healthy lives and promote well-being for all at all ages.

Target 3.5: Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol. Given the worldwide opioid crisis, this discussion will focus on the efficacy of worker awareness training programs that focus on primary prevention and empowerment of workers to take care of themselves and their co-workers in regard to opiate use.

Target 3.6: By 2030, halve the number of global deaths and injuries from road traffic accidents. This discussion will highlight how safety training for professional truck drivers can be conducted to teach defensive driving strategies to avoid collisions, especially in low and middle-income countries with high accident rates.

Goal 8: DECENT WORK AND ECONOMIC GROWTH: Promote inclusive and sustainable economic growth, employment and decent work for all.

Target 8.8: Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.

The discussion here will indicate how safety and health training can be designed and delivered to remove the often-considerable barriers to the acquisition and use of safety and health knowledge for minorities, immigrants, and indigenous peoples.

Conclusion: As discussed in this paper, to make meaningful global progress toward the accomplishment of UN sustainable development goals related to reducing work-related accidents, diseases, and mortality rates, greater collaboration between research and practice counterparts in low/middle-income countries and high-income countries is warranted to promote the application of key research findings and best practices in the domain of safety and health training.

P40

How Psychological Safety in Telework Can Be a Key Element for Sustainability?

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According to Baert et al. (2020), the potential impacts of non-in-person working models may include difficulty in career progression and decreased interactions with employers and colleagues. Therefore, it is crucial to clarify whether this work dynamic is related to psychological safety since this is a concept associated with the ability of a team to take risks and have an environment of collaboration. Atkinson (2022) discusses the risks and effects associated with remote work, emphasizing whether it is forced or adopted by choice. According to Moglia et al. (2021), the advantages of remote work can be linked to the United Nations' Sustainable Development Goals in the sense that it may support efforts to combat climate change, improve air quality, reduce illnesses and deaths related to it, encourage active travel and its health benefits, increase work-life balance and flexibility, support community resilience in times of crisis, lessen traffic congestion, reduce public spending on roads, and encourage more active participation of women and marginalized groups. However, it is important to ensure that teleworking is aligned with internal environments, such as well-being and psychological safety. Psychological safety is defined by Edmondson (1999) as “a shared belief held by members of a team that the team is safe for interpersonal risk-taking”. This study aimed to analyze how the interaction between teleworking arrangements and autonomy on perceived psychological safety can be a key element for sustainability. The methodology consisted of quantitative data collected through a questionnaire answered by 506 workers. The variables considered in this study are the type of working model (in-person, remote, and hybrid), the level of individual autonomy in defining the working model, and psychological safety. Results showed that the higher the level of virtuality, the higher the level of psychological safety. Moreover, in the case of remote and hybrid work, psychological safety was higher when the organizations decided to adopt these working models than when it was decided voluntarily by the employees. This research suggests that remote working models may have a positive influence on perceived psychological safety and the sustainability of organizations, especially when organizations commit to the remote working model. We conclude by discussing the consequences of this study, including its limitations and possibilities for further research.

P41

Bounce - Healthy Management Programme for Leaders

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Presently, leaders are faced with countless challenges when it comes to managing their team. New ways of working, the constant need to adapt to keep up with the pace of innovation and meet the demands of the business are added challenges for leaders in the healthy management of their team.

The Bounce programme is an intervention designed especially for leaders. It is a training programme aimed at strengthening their ability to detect early signs of psychological distress, building their mental health literacy, as well as reinforcing strategies for communication, feedback and referring employees, if necessary, to the individual responses existing in the organization. The program also supports the leadership in integrating employees who return after a period of absence.

Bounce is a programme made up of three sequential sessions, each lasting two hours. The methodology used is mostly active with a small part of exposition of concepts and action strategies. The first "+ Mental Health" session aims to demystify mental health in the workplace and encourage early detection of signs of psychological distress in the team. The next session addresses critical issues for healthy team management, such as communication, feedback, psychological safety and psychological first aid. Finally, the third session focuses on case management within teams, namely the integration of employees who have been absent for a long period of time and how to follow up on referred cases. After each session, leaders receive a challenge - an exercise linked to the topic worked on, extra resources to support reflection (e.g., articles, white papers, videos) and a document with concrete tips for action and templates to support the healthy management of their team. Alongside these training sessions, executive health coaching sessions are available for leaders themselves who feel it is necessary an individual development focus or a support to manage a situation in their team.

The results of the intervention have been very satisfactory so far. This programme has already been applied in three organizations from different sectors (pharmaceuticals, insurance and retail) with a total of 170 participants. The leaders highly valued the training for its practical component, adapted to their context, which makes it easier to transfer knowledge to the real world. Because they consider it a safe space and have the opportunity to reflect individually and in small groups and share experiences and current pains, it is seen as a time for learning and acquiring competences. We are still in the process of collecting impact results of the program.

Bounce stands as a robust, science-anchored programme with a pronounced practical component, equipping leaders with critical skills for team health management. Its importance as a preparatory step for more intricate organizational health interventions is evident, aiding leaders in comprehending their roles and impact on their teams. The primary limitation at present lies in the challenge of measuring the program's tangible impact on team health indicators, such as productivity and absenteeism. Future evaluations will delve deeper into these aspects, contributing to a more comprehensive understanding of Bounce's efficacy.

P42

Mitigating Occupational Hazards in Global Work Travel: A Job Crafting Perspective

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Working outside of organizational premises, such as teleworking from home or travelling for work, is a salient practice that has been shown to have adverse consequences for employees (Jooss et al., 2021), affecting their physical (DeFrank et al., 2000; Hudson & Fortuna, 2008) and mental health (Beaverstock et al., 2009; Rogers & Reilly, 2000; Gustafson, 2014; Cohen & Gössling, 2015), and causing work-life and family-related conflicts (Gustafson, 2014; Jensen & Knudsen, 2017). In particular, global work travel (GWT) is an extreme form of out-of-premises work that requires routine work-related travel to an irregular place of work outside of the employing organization's premises, such as to client offices or project sites (Borg, 2014; Costas, 2013; Faulconbridge et al., 2009; Hislop & Axtell, 2007; Jooss et al., 2021; Rattrie & Kittler, 2020). This type of travel is inevitable since it is essential to perform core organizational work, for example, it is impossible to build a factory without staff to oversee it. While GWT affects all segments of their practitioners lives (Aguilera, 2008), there is scant research on how GWT's adverse consequences are managed by individuals and companies (Hislop & Axtell, 2007). Considering that work travel is impossible to reduce in certain professions (e.g., project engineers, consultants), it is pertinent to study how the occupational hazards of GWT, and out-of-premises work more generally, can be mitigated to reduce the negative well-being impact on employees.

This study employed an ethnographic method of investigation to explore what behaviours employees engage in to mitigate the negative consequences of GWT. Based on 12-months of ethnographic fieldwork in a multinational corporation, one of the authors travelled across 6 countries alongside engineers working on factory-building projects, experiencing the perils of travel and collecting narratives of practitioners. Based on this data, we aim to provide an account of the reasons workers engage in GWT and how they mitigate the occupational hazards mentioned above.

When looking at why workers engage in GWT, the literature notes the existence of multiple motivators, primarily of financial and career-progression natures (Clark & Farmer, 1998; Oddou et al., 2000; Gustafson, 2014; Scott, 2006) or of social status (Du Preez 2015; Costas 2013). Whereas, our informants highlighted five significant motivators, two of which were of intrinsic nature, namely lifestyle and personal development, and three of extrinsic nature, namely, status and prestige, career development, and financial reward. This shows that reasons for continued engagement in GWT are more complex and context-driven than accounted for in prior literature.

To give sense to the behaviours that employees engage in to mitigate the various hazards of GWT, we adopted the job crafting framework by Wrzesniewski and Dutton (2001). Our data revealed seven job crafting behaviours, three of relational nature, namely: community-creation onsite, community-belonging, and networking, two types of task-crafting, namely: changing travelling behaviours and additional work uptake, and two forms of cognitive-crafting, namely: personal development and resignification. In addition to these behaviours, which are consistent with the conceptualization of job crafting by Wrzesniewski and Dutton, we also found a salient practice of purchasing and utilising multiple travel-related artefacts and technologies that employees used to reduce adverse effects of GWT. Based on this, we propose another form of job crafting: artefact crafting.

P43

Actively Dealing with Change as a Leader: Change Leadership, Identity Leadership, and Employees' Engagement, Burnout, and Presenteeism

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Background: Work in organizations today is characterized by the ubiquity of change. The present research seeks to contribute to a better understanding of the effects of leadership behaviours in the context of change. Specifically, the purpose of this research is to examine both change-specific and identity-focused leadership behaviours of the same leaders and how they and their interaction affect follower engagement, burnout, and presenteeism. On the one hand, research has demonstrated that leadership behaviours actively addressing change at the group level (i.e. change leadership) strengthen followers' affective commitment to the change for leaders who are not viewed as transformational (Herold, Fedor, Caldwell, & Liu, 2008). On the other hand, previous research provided evidence that leadership behaviours that are directed toward creating a shared social identity in the group (i.e. identity leadership; e.g., Steffens et al., 2014; van Dick et al., 2018) foster work engagement and reduce burnout of group members (Steffens, Haslam, Kerschreiter, Schuh, & van Dick, 2014). Moreover, theory and empirical research on organizational change support the idea that a sense of continuity is important during change processes with perceived collective continuity being the mechanism through which visions of continuity affect follower support for change (Venus, Stam, van Knippenberg, 2019). Identity leadership seems well suited to provide such a sense of continuity as it contributes to establishing and adapting a shared social identity. Building on this, the

present research tested the hypothesis that change leadership and identity leadership interact such that the relationship between change leadership and follower engagement and burnout is stronger when the respective leader also engages in identity leadership. In contrast, the relationship between change leadership and presenteeism was expected to be stronger when identity leadership is low because identity leadership fosters the salience of a shared identity, and this might encourage followers to go beyond self-interest for the benefit of the group (Nielsen & Daniels, 2016).

Method: To test these ideas, we conducted a longitudinal field study with 224 participants from the working population in Germany.

Results: Results indicated that change leadership and identity leadership interacted such that the relationship between change leadership and work engagement was stronger when identity leadership was high. However, contrary to our prediction, no interaction effects were found for burnout and presenteeism. In additional exploratory analyses, we inspected the four different facets of identity leadership (i.e. identity prototypicality, identity advancement, identity entrepreneurship, and identity impresarioship) separately and we will present these results as well.

Conclusion: Together these findings present a more nuanced picture of the effects of identity leadership and shed light on the fact that identity leadership in the context of change leadership may be a double-edged sword: fostering the positive impact of change leadership on follower work engagement, but not providing protection against follower burnout or follower self-sacrifice in the sense of presenteeism. We will discuss the implications of these findings for research on leadership in the context of change and derive practical implications for fostering follower health as a leader.

P44

Exploring the Emotional Basis of Adaptive Leadership: Insights from a Quasi-Experimental Field Study

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Background: Nowadays, teams are challenged by tasks unexpectedly changing their complexity levels (Uitdewilligen et al., 2018). Drawing from adaptive leadership theories (Thommes et al., in press), we argue that teams' long-term effectiveness in navigating changing tasks is contingent on teams' ability to discern changes and execute appropriate switches between coordinated action modes according to changing task requirements (Waller & Uitdewilligen, 2013; Rico et al., 2019). This ability is mainly supported by leaders, who have a key role in team adaptive processes, shaping team members' behaviours and performance, as they can promote or hinder team effectiveness to a relevant extent through their influence on team processes (Burke et al., 2006; Kozlowski et al., 1996; Lorinkova et al., 2013; Randall et al., 2011; Zaccaro, 2001).

Prior literature intersecting team leadership and team adaptation focuses on cognitive and behavioural aspects, such as team mental and situational models' correspondence and interaction patterns and coordination (Rico, et al., 2019). However, unexpected changes in task complexity lead to emotional triggering, such that team members' emotions prompt changes in their attention and behaviour (Stephens, 2021). Leaders can influence and manage team members' emotions (Ashkanasy & Tse, 2000; Bono & Ilies, 2006), and adaptive leadership requires both leaders and followers self-awareness and emotional regulation skills (Gross, 2001; Gross & John, 2003; Zaccaro et al., 1992) to identify change cues and adjust their behaviour.

Therefore, considering that discrete emotions can have direct and indirect influences on work-related perceptions and behaviours (Weiss & Cropanzano, 1996), examining team members' emotional regulation strategies (Gross, 1998) and, potentially experienced discrete emotions seems relevant to understand the relationship between adaptive leadership and team adaptation.

Thus, it is our aim to expand the adaptive leadership literature by examining how adaptive leaders manage and influence discrete emotions potentially experienced by team members as a response to unexpected change, enabling team adaptation, in addition to cognitive and behavioural team processes. More specifically this study examines the impact of adaptive leadership on team adaptive performance incorporating the role of experienced emotions and controlling for individual emotional regulation strategies.

Method: We have conducted a quasi-experimental field study in healthcare teams from diverse Spanish public hospitals, engaging in high-fidelity medical simulations after receiving an adaptive leadership or control training. Data from 60 three-person healthcare teams has been collected, and clinical performance coding will be finished by January 2024.

Results: Preliminary results indicate that experienced discrete emotions within the team influence cognitive processes relevant to performance. While positive affect is positively and significantly associated with explicit and implicit coordination, negative affect negatively correlates with implicit coordination. We also found some emotional regulation strategies to be more effective than others, with suppression strategies positively associated with higher experienced negative affect. Interestingly, leaders experienced stronger negative emotions when compared to other team members.

Conclusion: Although we cannot yet report complete findings, our study shall provide novel insights into how emotional regulation strategies and experienced emotions explain the effects of adaptive leadership on team adaptive performance.

P45

Zooming in on Family Support: Job Seeker Perceptions in Interviews

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While research on family-supportive organizational policies has addressed work-family conflict reduction (Allen, 2001), organizational and supervisor support of employees utilizing family-friendly policies is also necessary (French & Shockley, 2020; Mills et al., 2014). Existing research focuses on current employee perceptions of family supportiveness, yet it is unclear how applicants' perceptions emerge during job search. During anticipatory socialization (Jablin, 2001; Jablin & Miller, 1991), candidates decipher company culture nuances, such as family supportiveness. Simultaneously, asking about family supportive policies may come at the risk of divulging family status information, which can bias interviewers against the applicant (c.f. Bragger et al., 2002). The surge of Zoom interviews offers a unique opportunity to blend home and work environments, potentially conveying family supportiveness without applicants disclosing personal information. Concurrently, it is still unclear how positively candidates view digital interviews (Hiemstra et al., 2019). Thus, we examine the extent to which an interviewer being interrupted by a family member can convey family supportiveness to job applicants while maintaining applicants' interest in the company.

H1: Family sources of interruption (child, partner) will convey more family supportiveness than a non-family source (pet).

RQ: Are family sources of interruption (child, partner) perceived as less professional than non-family sources (pet)?

Applicants will pay more attention to relevant cues. Those having dependent care needs may respond more positively to cues of family-supportiveness than applicants without said needs. Alternatively, applicants without dependent care needs may worry about potential increased workload and may be turned off by an interview setting that conveys family supportiveness.

H2: The family interruption will lead to more positive perceptions of supportiveness in participants with more a) dependent children, b) are currently pregnant, and c) have a partner who is currently expecting.

270 participants will be recruited from Prolific beginning in early 2024. Participants will view a video where a female interviewer provides an overview of the role and company and how the interview will work. The interviewer will begin to ask three questions to which the participant must respond and is interrupted while doing so. The interviewer will introduce the person/pet and move on. After written/recorded interview responses, dependent and demographic measures will be presented. Dependent variables include family-supportive organizational policies (6 items; Booth & Matthews, 2012), family supportive supervisor behaviour (4 items; Hammer et al., 2013), willingness to accept job offer (1 item), and professionalism of the interviewer (1 item). Individual differences such as number of dependent children under 18 and pregnancy status of self or partner, will be recorded along with demographics.

An ANOVA will be performed for each dependent variable to test main effects and interactions. Significant main effects will be probed with post hoc testing and significant interactions will be plotted. Our study explores a novel approach to convey family supportiveness during anticipatory socialization. Limitations include potentially limited external validity and its use of only a female interviewer. Future research could explore conveying supportiveness for other personal obligations (e.g., eldercare).

P46

Telework, Social Isolation and Job Satisfaction. the Moderating Role of Gender.

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Introduction: Although telework is a very present phenomenon in society, especially after the pandemic, it is not yet clear how its relationship with employees' satisfaction or the effects of the different characteristics that make it up. In general terms it has been considered a tool to support work-family balance, however, research has also highlighted that certain types of telework arrangements can impair the well-being of workers by increasing the levels of social isolation and limiting workers' access to valuable organizational resources such as promotion opportunities. Moreover, research has shown that telework might have different consequences for women's and men's well-being and health. To understand in hybrid contexts the relationship between different characteristics of telework arrangements and job satisfaction. The study also considers the mediating role of social isolation at work and the moderator role of gender.

Method: The sample consists of 524 participants (50.2% women and 49.8% men) from different organizations in Spain. All of them teleworking at least 2 days per week. By means of a moderated mediated model, we analyze the relationship between three telework characteristics (telework intensity, voluntariness, and flexibility), and job satisfaction.

Results: Social isolation partially mediates the relationship between flexibility and job satisfaction for women, and totally mediates the relationship between voluntariness and job satisfaction for both men and women. Intensity of telework was not found to be related to job satisfaction.

Conclusion: This research helps to understand better how different characteristics of telework arrangements can have a positive or negative relationship with job satisfaction by increasing or decreasing levels of social isolation. While voluntariness has a similar role for both genders, flexibility might have a dark side for women's satisfaction during telework. It is recommended that companies and policymakers consider gender-specific implications when implementing telework practices.

P47

Technostress in the Digital Age: A fsQCA Analysis of Organizational and Individual Conditions underpinning Technostress among Health Professionals

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Background: The increasing impact of digital technologies on the work environment has raised growing concerns about the emergence of technostress, a phenomenon involving psychological tensions and discomforts resulting from the excessive or incorrect use of technologies in the professional environment (Bord, 1984; Rosen and Weil, 1997). Technostress is shaped by a complex interplay of factors at organizational and individual levels, which however have never been investigated in combination. This research bridges this gap by employing qualitative comparative analysis (QCA) to explore the configurations of organizational, demographics and individual conditions that are associated with perceived technostress at individual level, in order to anticipate and manage technostress in healthcare contexts.

Method: Data are collected through structured interviews and questionnaires from 85 professionals working in healthcare provider organizations, across a variety of settings and representing heterogeneous roles and hierarchical levels (clinical and administrative). Qualitative fsQCA were used to explore the complex configurations of conditions associated with technostress (outcome), providing a detailed view of the relationships between the factors under investigation and highlighting different profiles of professionals experiencing technostress

Preliminary results: Preliminary results provide an insight into the interactions among the considered the conditions and technostress as an outcome. Indeed, these conditions (organizational role, gender, age, technology use, organizational support, digital skills, performance, commitment and propensity to change) are involved in unique configurations that influence the level of perceived stress, which allow for a technostress profiling. Further findings relate to the propensity to change and commitment, which emerge as key factors in the management of technostress.

Conclusion and implications: Based on preliminary results, key implications relate to promoting continuous training in digital skills and implementing organizational support policies to mitigate technostress. Further implications include encouraging a positive culture of change and developing stress management programmes adapted to the digital context. This research offers practical implications for improving individual and organizational resilience in the face of emerging technological challenges. This paper aims to contribute to the literature by providing a timely perspective and concrete guidelines for the management of technostress in modern digital work dynamics characterizing healthcare settings.

P48

New Technologies and Work-Related Outcomes: Exploring the Effects of Smart Working and Techno-stress on Perceived Job Satisfaction and Performance

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This contribution aims to investigate the relation between the perceived usefulness of smart working among employees (PUSW) and certain work outcomes, specifically perceived performance (PP) and job satisfaction (JS), hypothesizing techno-stress (TC) as a moderator of the relationship.

The spread of increasingly advanced digital technologies supporting remote communication and collaboration has driven organizations to develop smart working (SW) as a new labor model, and the Covid-19 pandemic has greatly accelerated this process. To date, research on SW outcomes shows ambiguous results. Indeed, on the one hand, SW leads to more flexibility, productivity, and a better work-life balance, on the other hand, SW can result in difficulties in task management and worsened performance (e.g., Bednar and Welch, 2019; Carbonara et al., 2022). The development of digital technologies has also caused techno-stress (i.e., a specific stress syndrome that workers experience when they have difficulties in dealing with new technologies; Dragano and Lunau, 2020). To date, the relationship between SW and TS has been little investigated and a better comprehension of their interaction can foster an understanding of the positive or negative effects SW has on work-related outcomes.

The Job Demand-Resources Model (JDRM; Bakker and Demerouti, 2007) states that, in workplaces, job resources exist that enable job demands to be managed by increasing motivation and improving performance outcomes and job satisfaction. However, the relationship between job resources and work-related outcomes is moderated by the stress that can result from excessive or inadequate job demands on workers. Based on the JDRM we hypothesize that if employees perceive SW as useful and appropriate for their tasks it will be a job resource that will improve work-related outcomes (i.e., PP and JS). However, when the TS level of employees is high, the positive relationship between SW and work-related outcomes will be disrupted.

To test this hypothesis nearly 500 employees of an Italian municipality are filling out a self-report questionnaire. PUSW is measured with the 13-item scale of Ingusci et al. (2022), and TS with the 11-item scale of Ragu-Nathan et al. (2008). In addition, workers are asked to rate the level of their PP and JS over the past six months, expressing a percentage from 1 to 100. We will conduct a multiple regression analysis where we will first test whether PUSW is a significant predictor of PP and JS. Then we will verify whether TS moderates the relationship between PUSW and PP/JS. We expect that if TS is low, high PUSW levels will predict higher PP and JS, in comparison with low PUSW levels but, at high TC levels, the relationship between PUSW and PP/JS will lose strength or even become negative. The study's results, whose data collection will end in January 2024, will be discussed and they may clarify how SW and TC operate on work-related outcomes. This contribution can also help practitioners in assessing whether or not, in a given organization, a smart working policy is effective and efficient, taking into account the TC levels of employees.

P49

The Relationship Between Interpersonal Conflicts and Cyberbullying at Work: A Moderated-Mediation Model.

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Background: Cyberbullying at work refers to all repetitive and intrusive negative acts among employees that occur using new information and communication technologies (ICTs). With the massive introduction of ICTs after the COVID pandemic crisis, exposure to cyberbullying behaviours at work has rapidly increased. However, the antecedents of workplace cyberbullying have not been exhaustively explored and findings on gender differences remain inconclusive (see Escartin et al., 2021). Therefore, this study aims at exploring the role of interpersonal conflicts and laissez-faire leadership on cyberbullying at work.

Method: A two-wave panel study was conducted (N = 1995; 53.6% women; M age = 42.02 years old; SD = 9.23; age range: 18-74 years old). We measured interpersonal conflicts (ICS-14: Nieto-Guerrero et al., 2019) and laissez-faire leadership (Notelaers, 2011) at time 1. Three months later (time 2), we measured cyberbullying at work (ICA-W: Vranjes et al., 2018).

Results: We conducted a moderated-mediation regression analysis by using the macro PROCESS, model 14 (Hayes, 2016) in SPSS v. 26. We introduced interpersonal conflicts as predictor, laissez faire leadership as mediator, cyberbullying as dependent variable, and sex (dichotomized: 0 = women, 1 = men) as moderator of the path leadership-bullying. Results revealed a direct effect of interpersonal conflicts (B = 0.35; LLCI = .29; ULCI = .41; p < .001) on cyberbullying at work, and an interaction effect of laissez-faire leadership by sex on cyberbullying at work (B = 0.07; LLCI = .01; ULCI = .14; p < .05), indicating that there is an indirect effect of interpersonal conflicts on cyberbullying through laissez-faire leadership only for men (Index: 0.04). Model: R² = .0945 F(4,1990) = 51.93, p < .001.

Conclusion: Similar to the findings on the workplace bullying literature, our results suggest that interpersonal conflicts at work may increase the exposure to cyberbullying behaviours at work, particularly for men when leaders adopt a laissez-faire style and do not actively manage conflicts between their subordinates. These findings, although not exempt from limitations, have interesting managerial implications for preventing workplace cyberbullying and its potential detrimental consequences for both employees well-being and organizational productivity.

P50

How Authentic Leadership Behaviours Predict Nurses' Well-Being: The Role of Autonomous Work Motivation and Work/Life Enrichment

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Background: In order to promote employee well-being, authentic leadership theory advises leaders to present themselves as they are, to be aware of both their strengths and limitations, to share available information in a collaborative way, as well as to seek and sincerely consider others' experiences and opinions. Despite its interests, managerial practices in some sectors, such as healthcare, tend to be top-down, which may prevent nurses in a leadership position to act authentically (or being perceived as authentic). This study aims to examine nurses'

perceptions of their supervisor's authentic leadership (SAL) behaviours in order to verify whether they constitute a lever to well-being (life and job satisfaction). To improve this understanding, we also investigate potential mediators of these relationships (autonomous work motivation and work to life enrichment, and life to work enrichment).

Method: Data were collected from a sample of 353 nurses (87.7% female) employed in the Province of Québec (Canada).

Results: The proposed partial mediation model was tested using structural equation modelling with Mplus. Results confirms that perceived SAL behaviours directly and positively relate to nurses' well-being (life and job satisfaction) and also, through their personal resources. Specifically, SAL contributes to nurses' life satisfaction via autonomous motivation and enrichment experiences (work to life, life to work), whereas it positively predicts job satisfaction via autonomous motivation and life to work enrichment.

Conclusion: This study highlights the importance of authentic leadership behaviours in nurses' job satisfaction and interestingly, its benefits on their well-being outside the work domain (i.e., life satisfaction). Although nurses in a leadership position may work in top-down structure, their authentic leadership behaviours are likely to improve the on- and off-job satisfaction of their employees. Organizational interventions could be developed to raise awareness of nurses' authentic leadership behaviours. Efforts along these lines are encouraged as they offer promising avenues to foster high-quality work motivation and work/life enrichment experiences and subsequently improve nurses' well-being.

P51

Gender Difference in Hazardous and Harmful Alcohol Use among Workers: A Scoping Review

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Introduction: Harmful and hazardous alcohol use is a continuous problem that affects many workers in organizations. Yet, there is little evidence of gender differences in the prevalence and incidence of harmful and hazardous alcohol use although most labour markets are clearly segregated by gender. The overarching objective of this scoping review is to describe findings from the literature on gender segregation in the prevalence and/or incidence of hazardous and/or harmful alcohol use among working men and women.

Method: The scoping review was conducted in accordance with the JBI methodology for scoping reviews. A search was performed in collaboration with librarians in the following electronic databases: Web of Science, Medline, PsycInfo, Cinahl Plus, and the Applied Social Science Index and Abstract. Additionally, we searched Google Scholar and ProQuest theses and dissertations for grey literature. The inclusion criteria were based on observational studies such as cross-sectional studies, cohort studies, and case-control studies. Two independent reviewers performed the title and abstract screening, full-text screening, and subsequently extracted the relevant data. Any conflict that occurred during the screening process was resolved by two additional reviewers and the whole team. Finally, a descriptive analysis was performed using tables and diagrams.

Results: The first search was performed on peer-reviewed journal articles. Of the 4754 retrieved articles, only 28 were found to be potentially relevant for full-text screening.

Consequently, results from the full-text screening yielded only one paper. A subsequent search conducted on the list of references of the relevant study did not yield any results. The relevant study for this review indicated that the prevalence of hazardous alcohol usage among male faculty members was higher than that of females. Also, the prevalence of hazardous alcohol usage was higher among men who were principals and vice principals than women in these professions. On the other hand, women who were schoolteachers had a higher prevalence of hazardous alcohol usage than men in this profession.

Conclusion: This review demonstrated a knowledge gap in the literature of prevalence and incidence of hazardous and harmful alcohol use by gender segregation in the labour market. Thus, more research is needed to identify gender-based industries and gender-based professions that are more prone to hazardous and harmful alcohol use to help design and develop effective guidelines for reducing problem drinking at the workplace.

P52

Back on Track: Implementing a Tool to Assess and Improve Reintegration After Burnout in the Belgian Federal Government

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Background: Despite investments in burnout prevention in science, legislation and practice, the number of people absent from work for more than a year due to burnout increased from 25,098 in 2016 to 35,145 by 2021 in Belgium (National Institute for Sickness & Disability Insurance, 2022). Psychological literature has long been aware of the factors that lead to burnout (Awa et al., 2010) but a preventive approach (primary prevention) alone thus seems insufficient to successfully tackle the burnout issue. A more curative approach is also needed, which looks at treatment (secondary prevention) and reintegration in the workplace (tertiary prevention). As a result, the focus on reintegration after burnout is growing. However, most focus is on how to assist people to go back to work. The follow-up of this work resumption and prevention of relapse are, although important, not yet considered as much and are therefore considered here.

Method: The present study aims to adapt and implement a tool for the assessment and improvement of reintegration after burnout in the context of the Belgian Federal Government. Building further on previous studies (Rooman, 2023), important success and risk factors have been selected. Risk factors were workload and perfectionistic concerns, whereas success factors were job autonomy, supervisor support, resilience and perfectionistic striving. In a first stage, other relevant factors unique to the Belgian Federal Government are being identified through six interviews with reintegrated federal agents with a burnout history (December 2023). In a second stage, a two-wave survey will be held (T1: January '24, T2: May '24) in which the relevant success and risk factors are measured at T1 and the perceived quality of reintegration is assessed at T2, in order to evaluate the promoting and risk factors longitudinally and draw conclusions for government policy.

Results: The first data collection is ongoing (interviews; December '23) and the second data collection is planned as of January '24 (two-wave survey). Therefore, no results can be reported yet.

Conclusion: Recommendations towards decision-makers and stakeholders will be formulated after the analyses. Although the research is ongoing, we confirm that the paper will be completed by the conference date.

A More Enjoyable Working Experience: Exploring Different Implications of Music Listening at Work on Job Satisfaction and Performance

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Several studies in the literature have explored the potential impacts of music on performance or other organizational outcomes. Music is recognised for its influence on well-being through mood regulation (Hennessy et al., 2021) and its potential to enhance satisfaction, creativity, work enjoyment, and its quality (Lesiuk, 2005, 2010). However, negative effects on attentional performance have been noted, especially when listeners have a strong preference for or against the music being played (Huand & Shih, 2011). Despite this insight, research on the individual perceptions of music usage remains limited. Chamorro-Premuzic and Furnham (2007) identify three purposes for listening to music: emotion regulation, intellectual enjoyment of structure and composition, and background accompaniment. This study aims to examine the association between the emotional, cognitive, and background use of music with individual perceptions of performance through the mediation of job satisfaction.

The study included a convenience sample of 244 participants from various occupational sectors who listen to music while working. The sample was balanced in terms of gender (50.6% women), with a mean age of 36.1 years (SD = 11.91, range 18-67). Most participants worked in the services sector (61%), and in private companies (80.8%) with a full-time arrangement (75.7%). Music was mainly listened to with headphones (37.9%) or played in an open-space office (34.2%). The relationships between the study variables were tested through a structural equation model (SEM; Mplus8), controlling for gender and age. The SEM showed an acceptable fit [$\chi^2(233) = 429.106$, $p < 0.001$, RMSEA = .06, 95% CI [.05; .07], CFI = .90, TLI = 0.89, SRMR = .07]. The emotional use of music was positively related to performance, both directly ($\beta = .50$, $p < 0.01$) and indirectly through the mediation of job satisfaction ($\beta = .23$, $p < 0.001$). Conversely, background use was only negatively related to job satisfaction ($\beta = -.58$, $p < 0.01$), while cognitive use showed no significant relationships. Age was negatively associated with all three uses while being male was positively associated with cognitive use and negatively with background use.

Limitations regard the cross-sectional nature of the study and the absence of other job demands and resources. Future research could explore the role of music listening within more structured organizational theories, such as the Job Demands-Resources theory (Bakker et al., 2023), and investigate its longitudinal effects over time. Our study suggests that enjoying the emotions evoked by music might enhance satisfaction, in turn fostering a better perception of work-related task accomplishment. On the other hand, the increased focus required for cognitive use may counteract music's pleasant activation, possibly explaining the lack of a significant relationship. Background use, though not directly harming productivity, may indicate a desire for isolation from an adverse work environment, explaining its negative relationship with satisfaction. These findings highlight that, within a suitable work context, music might be a viable strategy that employees and managers should consider to enhance job satisfaction and productivity if individual preferences are taken into account.

P54

Empowering Educators: Unravelling the Impact of Transformational Leadership, Professional Development, and Learning Program Management on Teacher Job Satisfaction

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Nowadays, educational institutions are going through significant challenges across all EU countries. To ensure the educational achievement of new generations in contemporary society and to preserve their job satisfaction, teachers must constantly work on their professional development. Therefore, school principals need to have an appropriate leadership style to support teachers through these changes, supporting them in their professional development and promoting their satisfaction. Empirical evidence corroborated the assumption that behaviour pertaining to transformational leadership can be successfully applied within the school context. This study focuses on the association between principals' transformational leadership and teachers' job satisfaction. In particular, the present study aims at assessing the relationship between transformational leadership and job satisfaction, both directly and through the mediating role of teacher professional development attitude. Furthermore, our model considered the moderating effect of learning program management in boosting the association between professional development attitude and job satisfaction. A sample of N= 1,091 (86% female; Mage = 49.71, SD = 8.76) Italian tenured teachers answered our paper-and-pencil questionnaire. Study hypotheses were tested using structural equation modelling using Mplus. The results of our study confirmed our hypotheses. In particular, we found a direct and positive effect of transformational leadership on job satisfaction. Moreover, we found an indirect effect of transformational leadership on job satisfaction via professional development attitude. Finally, we found evidence of the moderating effect of learning program management on the association between professional development attitude and job satisfaction. Taken together, our results emphasise the importance of supporting teachers' professional development to promote their satisfaction and foster their positive attitudes toward their development. Furthermore, we underline the importance of investing in school principals' leadership skills, which can be directly associated with teachers' personal and professional outcomes. These results have important practical implications for the professional practice of school principals, as they stress the importance of a conscious and targeted management of teachers' training opportunities.

P55

Exploring Diverse Employee Perspectives and Experiences of Psychological Safety at Work

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Background: Psychological safety is defined as a belief that the environment one is in feels safe for taking interpersonal risks (Edmondson, 1999; Kahn, 1990). When applied to the workplace, this concept translates to an employer's ability to create an environment where their employees feel safe to be themselves and contribute to their workplace without perceived threat to their self-image, status, or career (Kahn, 1990; Schein & Bennis, 1965). For diverse employees especially, workplaces that lack diverse representation among leadership and employees, and inclusive policies and practices are associated with psychologically unsafe work environments (Reece-Nguyen et al., 2023). Psychologically unsafe work environments can have particularly damaging impacts for employees who have been historically marginalized such as racial/ethnic minorities, women, LGBTQ2S+ individuals, and employees who have a

disability. When discussing work environments, minorities report more accounts of prejudice than their majority colleagues (e.g., Singh et al., 2013). There remains, however, limitations in the literature when considering psychological safety from the perspective of diverse employees who may experience workplace dynamics differently (Singh et al., 2013; Sozonchuk, 2023; Purdie-Vaughns, 2008). Thus, the purpose of the current research is to better understand what psychological safety means on both a conceptual and applied level to specifically employees from diverse backgrounds.

Methods: The current study employs virtual one-on-one semi-structured interviews, 60-90 minutes in length, with participants (target $N = 30$; Cresswell, 2007; Saunder, 2012) who are living and working in Canada, 19+ years of age, and either currently or formerly employed within the last year. Recruitment efforts are targeting diverse communities and groups across Canada according to the Government of Canada's (research funder) diversity categories which include gender, age, race, language, disability status, and sexual orientation. Each participant completes a 10-item demographic questionnaire at the start of the interview. Throughout the interviews with trained research staff, participants are asked to describe what psychological safety at work means to them and the characteristics of workplaces where they felt psychologically or emotionally safe. Participants are also asked to describe a specific incident(s) where they did not feel psychologically safe, and are asked to reflect on how the diverse and different categories of their identity influence their experience of psychological safety at work. Qualitative/interview data will be de-identified upon transcription for coding and thematic analysis. A code book will be co-developed by the research team through independent review of the data as well as a calibration exercise.

Results and Conclusion: Data collection is in progress for this research. An analysis plan and process has been developed. Data collection, analysis, interpretation, and report writing will be completed and ready for presentation by the conference date. Understanding the perspectives of diverse employees will be extremely valuable in furthering this area of research and eventually supporting employers in creating psychologically safe workplaces for their diverse employees.

P56

Job Resources and Work-Related Well-Being: Differential Associations According to Occupational Status?

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Introduction: It has repeatedly been shown that employees of lower social (e.g., occupational) status report more stressful working conditions and may face more detrimental effects of such working conditions on (mental) health compared to their higher status counterparts. The stress of higher status hypothesis, however, points to a nuanced view on the distribution and effects of work characteristics according to social status, related to the profound changes in the world of work. The current study therefore examines differential associations of specific work factors and work-related well-being, with a focus on job resources, according to employees' occupational status.

Method: Data were taken from the first wave of the Study on Mental Health at Work (S-MGA), a nationally representative sample of German employees subject to social security contributions, aged 31 – 60 years at baseline ($N = 4,511$). Job resources comprised influence at work, control over working time, possibilities for development, role clarity, social support from colleagues, and quality of leadership, measured by items from the German COPSOQ 1 inventory. Job satisfaction (single item), work engagement (UWES-9) and exhaustion (OLBI) were used as

indicators of work-related well-being. Occupational status was assessed by occupational skill level, based on the International Standard Classification of Occupations (ISCO 08). Regression analyses including interactions between job resources and occupational status were conducted for the full sample and also separately for men and women.

Results: Results show that control over working time was more strongly associated with work-related well-being in employees with lower occupational status. Gender-specific analyses indicate that this effect was mainly driven by female employees. Role clarity and opportunities for development showed stronger associations with well-being in higher status employees.

Conclusion: The results support a differentiated view on job resources. If the findings on the differential significance of job resources for work-related well-being are also shown in further longitudinal analyses, this could provide an approach for group-specific work design.

P57

Exploring the Disability Disclosure Gap at Work: An Interview Study

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Background. Disabled people continue to face a variety of significant barriers to full participation and inclusion at work and in employment (OECD, 2022). In the UK the disability employment rate was 52.7% in 2021, compared to 81.0% for non-disabled. The lived experience of disabled employees, however, remains sparsely researched or discussed, despite growing evidence that many employers are neglecting their responsibilities under disability inclusion schemes and equality legislation (e.g., Santuzii et al., 2014). It is important to explore and better understand, therefore, disabled workers' experiences as they are qualitatively different from other marginalised groups (Randel and Hardy, 2017) and are influenced by the broader contextual factors (e.g., organizational systems and policies, national-level occupational systems and services, national legislation related to disability and employment; Hassard, Jain, Leka, 2020). Disclosing a disability to an employer is typically a critical first step in ensuring that legal protections and support systems are appropriately put in place for the respective employee. However, there remains a significant gap between the number of disabled employees and those who formally declare this to their employers (Santuzii et al., 2014; Sherbin et al., 2017). We refer to this as the disability disclosure gap, which is pervasive and has received limited attention within the scientific literature. This study aims to explore the lived experience of disabled employees regarding disability disclosure in the workplace and to identify key facilitators and barriers to this declaration process.

Method. We conducted 41 semi-structured interviews with employees who self-identified as disabled, having a long-term chronic health condition, or neurodiverse. This interview study was embedded within a wider single-organization case study design. The developed interview schedule was peer-reviewed before use. The inclusion criteria for the study were: employees of the (case study) company, over the age of 18, and self-identified as having a disability, long-term health condition, and/or neurodiverse. Their declaration status was not specified as an inclusion criterion as we thought this would provide a wider range of lived experiences. Participants were recruited through existing equality, diversity and inclusion staff networks within the organization by circulating a study flyer. Interviews were conducted via Microsoft Teams. A verbatim transcript was developed and utilised for analysis purposes. Qualitative data is being analysed using reflective thematic analysis (Braune & Clarke, 2021).

Results and Conclusions. This qualitative data is currently being analysed and will be ready in time for the conference. However, the following are some early, emergent findings. Many disabled employees highlighted their need to continuously disclose their disability to a variety of stakeholders, which they found challenging emotionally. Line managers, when supportive and knowledgeable, were observed as key facilitators in this process. However, unfortunately, many of the participants reported feeling isolated or discriminated against by their line managers or other key stakeholders in the process. Many of those interviewed reported experiencing or anticipating discrimination at the point of disability declaration and beyond, which for many was a key barrier to disclosing. Limitations of the study will be reflected upon, and considerations for future research and practice outlined and discussed.

P58

Work-related Factors Influencing the Workplace Well-being of Women and Marginalized Workers in the European Union: A Scoping Review.

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Background: Workplace well-being, also known as the physical, psychosocial, and emotional health aspects of an individual's working life, can be a predictor of overall health. Promoting workplace well-being is important to employers and employees because of its impact on productivity, engagement, and individual employees' health. Poor workplace well-being may lead to stress, conflict, or bullying at work, as well as physical and mental health disorders. Although there has been previous research on aspects of workplace well-being in Europe, there is a gap in our understanding of the factors related to specific worker populations suffering from relatively poorer workplace well-being. The objective of this review is to evaluate which work-related factors influence the workplace well-being of women and marginalized groups across the European Union (EU). We used job quality (based on the seven Eurofound job quality indices), work-life balance, and job satisfaction to represent workplace well-being.

Methods: We used the Preferred Reporting Items for Systematic Reviews and Meta-Analyses extension for Scoping Reviews (PRISMA-ScR) methodology. A PECO (population, exposure, control, outcome) framework informed search terms that identified studies examining the impact of workplace factors on the job quality, work-life balance and/or job satisfaction of women, immigrant, ethnic minority and/or disabled workers in any EU member state. We searched the MEDLINE, CINAHL, EconLit, SCI-Expanded, SSCI, and SCOPUS databases. Results were restricted to English-language titles published since 1992, with grey literature included. No restriction was placed on study design. We followed Synthesis Without Meta-analysis (SWiM) guidance to synthesize the results narratively.

Results: We retrieved a total of 2,594 results from the search terms, of which 166 were eligible for inclusion. We identified 25 additional eligible reports through hand-searching, resulting in a total of 191 studies included in the review. Most studies were set in Western Europe, of which 55 (28.8%) were in the United Kingdom. Only 6 studies (3.1%) used data from every EU member state. 121 studies (63.3%) only looked at women workers. 94 studies (49.2%) looked at job quality, 50 studies (26.2%) at work-life balance, and 75 studies (39.3%) at job satisfaction. The most frequent work-related factors included occupation type, part-time work and remote/flexible work. Factors such as working in healthcare, manual work, and workplace discrimination had the most negative impact on workplace well-being, whilst educational attainment, policy co-production, and working in Western Europe had a positive impact.

Conclusion: The results of our review were consistent with previous research on workplace well-being, indicating inequalities in the workplace well-being of women and marginalized groups across the EU. These inequalities can become more pronounced when workers fall into multiple categories of marginalization. Our findings reflect two key issues: 1) there is limited evidence on workplace well-being of ethnic minority, immigrant, and disabled workers and the factors that influence this; 2) there is disproportionate representation of workers from Western EU member states in the available literature as overall predictors of the well-being of the EU-wide workforce. To address these gaps, a quantitative comparative analysis utilising cross-EU data is needed.

P59

Predicting Conflict Management Profiles with Masculine Contest Culture and Precarious Masculinity Beliefs

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Background: One of the most common stressors in the workplace is interpersonal conflict. Unfortunately, the exploration of conflict management behaviours within work teams is limited by failing to simultaneously explore the use of different conflict management behaviours. Thus, in this study we seek to explore profiles of conflict management behaviour usage. Based on theories of conflict (Rahim, 1983; DeChurch et al., 2013), we expect at least two profiles of conflict management behaviour usage to emerge (an individualistic- and a collectivistic-oriented profile).

These profiles represent two stereotypically gendered behaviours. Individualistic-conflict is a competitive masculine behaviour whereas collectivistic-conflict is a feminine behaviour that values cohesiveness. Thus, we expect gendered environmental influences (i.e., masculine contest culture) and gendered personal beliefs (i.e., precarious manhood beliefs) to predict usage of these behaviours. Specifically, cultures that are high in masculine contest value competition and punish showing weakness. Workers in these cultures ought to have individualistic conflict profiles compared to those not in these cultures. Similarly, individuals who believe masculinity must be earned, should also be more likely to be a more individualistic conflict profile than those that do not hold this belief. Additionally, these variables ought to interact together with gender such that men, with high precarious manhood beliefs, in competitive masculine cultures ought to be particularly likely to use individualistic conflict behaviours.

Methods: Participants: To test our hypotheses we collected data on Prolific using a sample of full time workers in the United States who reported worked in a team. After data cleaning a final sample of 302 participants provided usable data.

Measures: Conflict processes were ultimately measured with 20 items of Rahim's (1983) scale designed to capture four domains of conflict style (viz., integrating, avoiding, dominating, and compromising). Competitive masculine culture was measured using with a validated 8-item scale (Glick et al., 2018) and precarious manhood was measured using a validated 5-item scale (Vandello et al., 2008).

Results: Results of a latent profile analysis using tidyLPA suggest that a 3-profile solution has the best fit (AIC = 3524.08, BIC = 3590.45, Entropy = .71, LL = -1744.04). The profiles are (1) low collectivistic, (2) high individualistic, and (3) high collectivistic. Results of a multinomial logistic regression suggest that individuals who are in a more competitive masculine culture are less likely to be in the high collectivistic profile compared to the low collectivistic profile ($b = -0.83$, $p < .001$), as are those who are higher in precarious manhood beliefs ($b = -0.29$, $p = .01$).

Allowing the predictors to interact with each other and gender suggests a significant three-way interaction ($b = 0.66$, $p = .03$) such that those in competitive masculine cultures are more likely to be in the low collectivistic profile, but this is especially true for men who are high in precarious manhood beliefs.

Conclusions: Usage of conflict behaviours can be represented by certain profiles, and membership in these profiles, particularly low versus high collectivistic behaviour profiles is determined by an interaction of gender, competitive masculine culture, and precarious manhood beliefs.

P60

A Loss Spiral of Burnout Symptoms and Reduced Coping Self-Efficacy: A Latent Change Score Modelling Approach

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Police officers are frequently faced with chronic and acute stressors, such as excessive workload, organizational stressors and emotionally charged reports. This study aims to examine the relationship between a form of chronic strain (i.e., burnout symptoms) and a resource (i.e., coping self-efficacy) in a sample of Dutch police officers. Specifically, we aim to investigate the existence of a loss spiral of resources. We use Latent Change Score modelling to investigate the potential depletion or loss spiral of coping self-efficacy as a result of burnout symptoms in a sample of 95 police officers who completed a survey on three consecutive timepoints. The lag between the measurements was approximately one year. We found that, during both one-year intervals, within-person increases in burnout symptoms were related to within-person decreases in coping self-efficacy. Also, the results emphasize the buffering role of coping self-efficacy for burnout symptoms, as within-person decreases in coping self-efficacy during the first year were associated with within-person increases in burnout symptoms during the following year. Together, the results imply that a loss spiral of coping self-efficacy and burnout symptoms may occur. For this we used Latent Change Score modelling, which is a relatively new approach which provides researchers with the opportunity to analyze multi-wave longitudinal data while focusing on within-person changes over time. Practically, police organizations are advised to monitor personnel well-being and resources, to maintain and promote sustainable employability of police officers and to be able to timely provide individuals with interventions. Limitations discussed are the use of self-report measures and large intervals between the measurements. Finally, future directions of research are discussed that would circumvent the reported limitations, such as multiple wave with shorter lags and incorporating confounding factors that could affect coping self-efficacy.

P61

“Stay with Me”, Said the Organization: The Mediating Role of Work and Organizational Engagement in the Relationship Between Meaningful Work and Intention To Quit

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Background: Nowadays, we find ourselves in a BANI context (Brittle, Anxious, Non-Linear and Incomprehensible), with situations like the well-known Great Resignation, to which companies must adapt to survive. The Great Resignation refers to the massive abandonment of jobs since 2021, driven by a reevaluation of individuals' priorities in life and their relationship with work.

Consequently, organizations are investing efforts to make their employees want to stay within their organization. According to research, meaningful work translates to lower levels of job abandonment, as alignment with individuals' values and life purpose makes them more likely to remain in the organization. Furthermore, work meaning also showed a positive relationship with engagement. In addition, research has revealed the mediating effect that engagement exerts in the relationship between personal and organizational resources and organizational outcomes. However, limited research has explored the relationship among these four variables, despite their relevance in the current organizational context. Additionally, research in engagement has focused mostly on work engagement, but not as much on "organizational" engagement. Therefore, studies on organizational engagement and its relationship with organizational inputs and outcomes are scarce, despite being a strong predictor of them. Thus, the present study focuses on testing the relationship between meaningful work and workers' intention to leave, taking into account the mediating role of work and organizational engagement.

Method: The sample consisted of 287 employees from a chemical multinational organization sited in Spain. Measures included Meaningful Work, Work Engagement, Organizational Engagement and Intention To Quit. Data was collected between July and October 2023. Hypotheses were tested through Structural Equation Modelling (SEM) using IBM SPSS and AMOS 21.

Results: The main findings indicated a significant positive relationship between meaningful work and work and organizational engagement, as well as with intention to quit. Additionally, work and organizational engagement showed a significant and negative relationship with intention to quit. However, in testing partial and full mediation models, both engagement dimensions showed a full mediation role on the relationship between meaningful work and intention to quit, showing the best model fit.

Conclusions: The current study contributes to the understanding of the relationships between meaningful work, work and organizational engagement, and workers' intention to leave. In addition, the study shed light on the relevance of organizational engagement in positive organizational psychology research. The findings have practical implications for human resource management by suggesting that organizations can reduce their workers' intention to leave by focusing on promoting both work and organizational engagement and fostering meaningful work for their employees. Understanding these relationships can provide valuable insights for designing interventions and organizational policies that promote a healthier and more productive work environment.

P62

Affective and Behavioural Consequences of Boredom at Work: The Moderating Role of Job Control

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Background: Work-related boredom is associated with both high arousal (e.g., frustration) and low arousal (e.g., depressed mood) negative affective consequences, and related adverse behavioural outcomes. Although work-related boredom has been shown to fluctuate over time, as yet, boredom's changing nature has been largely ignored when examining associations with its presumed consequences. Therefore, in the current study, we focus on intra-personal changes in boredom to address two issues regarding work-related boredom that have remained unsolved so far. First, knowledge about the conditions under which boredom relates to high and low arousal affective outcomes is limited. Scarce cross-sectional and experimental

previous research among students suggests that higher levels of autonomy strengthened the association between boredom and depressed mood, and weakened the relationship between boredom and frustration. The current study builds on this work, by examining the moderating role of job control in the relationship between changes in work-related boredom and changes in depressed mood and frustration. Second, the role of affective states in the association between boredom and its adverse behavioural outcomes has remained unstudied so far. This study examines whether changes in depressed mood and frustration play a role in the relationship between changes in boredom and subsequent changes in work-related behavioural outcomes, namely respectively procrastination and counterproductive work behaviour. We will test the following hypotheses:

Hypothesis 1: An increase in work-related boredom over time is related to a simultaneous increase in depressed mood, and this association will be moderated by job control, in such a way that it is stronger in case of higher levels of job control.

Hypothesis 2: An increase in work-related boredom over time is related to a simultaneous increase in frustration, and this association will be moderated by job control, in such a way that it is stronger in case of lower levels of job control.

Hypothesis 3: An increase in work-related boredom will be indirectly positively related to an increase in procrastination via changes in depressed mood.

Hypothesis 4: An increase in work-related boredom will be indirectly positively related to an increase in counterproductive work behaviour via changes in frustration.

Method: Data for this study have been collected by means of a three-wave longitudinal full panel study with 6 weeks between measurement waves among a sample that was targeted to be representative of the Dutch workforce in terms of gender, age, education and region. Data were collected of 1018 participants with full data of 550 participants (54.03%) and will be analysed using Mplus 8.10 software package. Hypotheses will be tested by means of latent change score analyses using Bayesian estimation.

Results: Results will be available and presented during the conference.

Conclusion: The study's findings will increase insight in conditions under which changes in work-related boredom are differentially associated with changes in affective outcomes, and shed light on the role of affect in the relationship between changes in boredom and changes in behavioural outcomes.

P63

The Mediating Role of Interactional Justice between Incivility Experiences and Work Attitudes: What Role does Supervisor Demographic Dissimilarity Play?

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Background: The goal of the current study is to examine interactional justice perceptions (IJP) as an explanatory factor between incivility experiences and work attitudes. The moderating effect of supervisor gender dissimilarity is further explored. The role that interactional justice plays in work attitudes such as commitment (Jepsen & Rodwell, 2010) and job satisfaction (Miner & Cortina, 2016) has been well established. However, the mediating effects of interactional justice between mistreatment and job attitudes is limited. Further, drawing from Social Identity Theory, supervisor demographic dissimilarity is likely to reduce the perceptions of interactional justice and job satisfaction (Wesolowski & Mossholder, 1997). Therefore, this study predicts that IJP will significantly mediate the relationship between incivility experiences and job attitudes. Further, gender dissimilarity from immediate supervisor will moderate

incivility's effects on both perceptions of justice and job attitudes (affective commitment, job satisfaction, and organizational trust).

Method: This study used archival data from a department of public safety in a northeast state. Of the 310 respondents to an organizational survey, most were men (69%), white (75%), and from the police department (78%). The survey included measures of incivility experiences, IJP, job satisfaction, affective commitment, and organizational trust. Supervisor gender dissimilarity was calculated using reports of personal gender and supervisor gender by respondents.

Results: Incivility significantly predicted perceptions of justice ($\beta = -.50$, $t(195) = -6.68$, $p < .001$) and perceptions of justice partially mediated the effects of incivility on job satisfaction ($\beta = -.29$, 95% CI[-.70, -.41]) and commitment ($\beta = -.54$, 95% CI[-.70, -.42]). Incivility had an indirect effect on organizational trust through perceptions of justice ($\beta = -.73$, 95% CI[-.89, -.59]). Gender dissimilarity did not significantly moderate the effect of incivility on the mediator, perceptions of justice, or on any of the job attitudes (satisfaction, commitment, or trust).

Conclusion: The findings of these analyses overwhelmingly support IJP as a mediating mechanism between incivility experiences and job attitudes. Specifically, when incivility is experienced, perceptions of interactional justice are reduced which in turn lead to lower job satisfaction, affective commitment, and organizational trust. These results replicate the limited research findings that have found justice perceptions to mediate the relationship between mistreatment and job attitudes (Miner & Cortina, 2016). This finding extends justice and mistreatment literature by framing interactional justice perceptions as an explanatory factor in reduced job attitudes when mistreatment is experienced. No significant results were found for the effect of gender dissimilarity. These findings are inconsistent with previous literature that has suggested that gender dissimilarity between a subordinate and supervisor leads to lower justice perceptions and job satisfaction on the part of the subordinate. However, this lack of significance may be a function of a relatively low sample size, and particularly few women in both subordinate and supervisor positions. Future studies may want to examine this relationship with a more representative sample of supervisor-subordinate dyads.

P64

Workplace Bullying in Post-Pandemic Workplaces: A Job Demands-Resources (JD-R) Perspective

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Background: Workplace bullying refers to repeated negative and hostile behaviours directed against one or more employees who find it difficult to defend themselves. This form of workplace hostility continues to pose a considerable risk to employees' occupational and mental health across national contexts and work sectors. With the increasing digitalization of work, the detrimental effects of workplace bullying have been further amplified by the rising incidence of cyberbullying at work. Despite decades of research, recent profound changes in work patterns within post-pandemic workplaces necessitate further investigation into organizational risk factors associated with workplace bullying. For example, understanding how post-pandemic trends, such as the increased use of telework and reduced availability of leadership support, influence the incidence and nature of workplace bullying is crucial. Another research gap exists in the limited study of workplace bullying in non-Western national contexts, such as the Czech Republic and other Central Eastern European (CEE) countries, which may present culturally specific contexts for bullying. To address these gaps, this study aimed to examine organizational factors associated with exposure to workplace bullying in a representative sample of Czech employees. To do so, we adopted the Job Demands-

Resources (JD-R) theory to analyze both the direct and indirect associations of workplace bullying with selected job demands and job resources in psychosocial work environments.

Method: Data for the study were collected in October 2023 using an online questionnaire among a representative sample of 1400 Czech employees. Exposure to workplace bullying was assessed with the Negative Acts Questionnaire-Revised (NAQ-R), while psychosocial work environment factors and exposure to cyberbullying were measured using the long version of the Copenhagen Psychosocial Questionnaire III (COPSOQIII). The questionnaire also included a wide range of demographic and work-related variables. We formulated a structural model that hypothesized a negative effect of selected job demands (quantitative demands, job insecurity, role conflict, family-work conflict) and a positive effect of selected job resources (quality of leadership, social support from supervisors, social support from colleagues, horizontal and vertical trust) on workplace bullying.

Results: At the time of the abstract submission, the data analysis had not yet been completed. The results will include workplace bullying and cyberbullying prevalence rates and will examine both the direct and indirect associations of workplace bullying with selected job demands/resources in psychosocial work environments, using structural equation modelling.

Conclusion: The presentation will conclude with a discussion of the research implications for the development of the JD-R theory and for the prevention and treatment of workplace bullying in post-pandemic workplaces.

P65

The Reciprocal Relationship Between Job Demands, Resources and Burnout - The Moderating Role of Psychosocial Safety Climate

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Introduction: The job-demands resources model suggests that job demands lead to the burnout component exhaustion while job resources lead to the burnout component disengagement. Recently, scholars extended the JD-R proposing reciprocal relationships between exhaustion and job demands and between job resources and (dis)engagement. While meta-meta-analyses of longitudinal studies confirm the reciprocal relationships between demands and exhaustion, empirical evidence for the reciprocal relationship between resources and (dis)engagement is scarce. Further, it remains unclear whether these reciprocal relationships between job characteristics and exhaustion and disengagement can be replicated in studies with shortitudinal designs. As the reciprocal relationships between job demands, resources and burnout may lead to loss spirals, it is important to identify factors that mitigate or stop these loss spirals. To address these gaps in the literature, we use a shortitudinal design to examine the reciprocal relationships between job demands and exhaustion on the one hand, and between job resources and disengagement on the other. Moreover, we propose that the psychosocial safety climate (PSC) of an organization (i.e., employees' perception of organizational policies and practices aimed at protecting workers' psychological health and safety) may attenuate the hypothesized reciprocal relationships.

Method: A sample of 151 employees from diverse occupational backgrounds (66.7% female, mean age = 36.0 years) completed two web-based questionnaires with a time lag of four weeks. In both surveys, the burnout components exhaustion and disengagement, job demands, as well as resources were assessed. Additionally, PSC was assessed in the first survey. Cross-lagged panel models were used to test our hypotheses. To test the reciprocal relationships, we modelled separate models, including (1) job demands and exhaustion and (2) job resources and disengagement. Further, to test the buffering role of PSC, we additionally

included the interactions of job demands*PSC and exhaustion*PSC and the interactions of resources*PSC and disengagement*PSC in these models.

Results: The results of cross-lagged panel analyses showed that job demands T1 were not associated with exhaustion T2, whereas exhaustion T1 was positively associated with job demands T2. Job resources T1 were negatively associated with disengagement T2 and vice versa. PSC did not moderate the reciprocal relationships between resources and disengagement. However, PSC attenuated the effect of exhaustion on job demands.

Conclusion: The study highlights the importance of examining the reciprocal relationship between burnout and job characteristics. Furthermore, the study demonstrates a buffering function of PSC for the unfavourable influence of exhaustion on job demands. A study limitation is the sole use of self-report data, hindering a conclusion about whether changes in job characteristics are only subjective or also objective. Therefore, future research should include multiple measurement methods (e.g., peer and supervisor ratings). Regarding practical implications, organizations should offer interventions to improve employee well-being (e.g., recovery training programs) and should focus on establishing a strong PSC to support exhausted employees.

P66

Pandemic Lessons for Transformation of Hospital Care: Work Engagement among Nonclinical and Clinical Hospital Workers: A Survey Study

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Background: The Covid-19 pandemic has put enormous pressure on the well-being, functioning and work engagement of hospital workers, and may contain some useful lessons for the current and future pressure demographic ageing puts on them. Despite the emerging research on the well-being of hospital workers, two important issues remain understudied. First, little emphasis has been given to the non-clinical hospital workers (e.g. cleaning- and logistic staff, lab workers, managers). Second, insight into potential positive effects and positive outcomes (e.g. engagement and co-worker support) is less profound. Yet, these positive effects are interesting to explore since they can play an important role in improving, changing and innovating health care. Therefore, this study aims to provide insight into 1) work engagement levels of non-clinical and clinical hospital workers, and 2) association between co-worker support and psychological demands on work engagement in non-clinical and clinical hospital workers.

Method: A cross-sectional study was conducted using data from two cohorts of health care workers at two time-points (COVID-wave 1 cohort in June 2020 and COVID-wave 2 cohort in November 2020); A survey was conducted among all 4400 hospital employees of a non-university hospital in the Netherlands. Main outcome measurement was work engagement (UWES). Furthermore, potential prognostic variables were psychological demands pressure (Job Content Questionnaire), co-worker support (VBBA). To explore work engagement among the different occupational groups, employees were divided into clinical hospital workers (doctor, nurse specialist/physician assistant, allied health professional and trainee) and non-clinical hospital workers (manager, staff, supporting staff with patient contact, and supporting staff without patient contact). Analysis of variance (ANOVA) tests will be used to compare the

outcomes for the 2 groups while controlling for age and gender. By hierarchical regression contributing factors on work engagement were studied.

Results: In total, N=1704 hospital employees were included in the COVID-wave 1 cohort and n=1193 hospital employees in the COVID-wave 2 cohort (response rate 54 % and 34 %). Overall levels of work engagement were considered average for both cohorts. Overall work engagement was significantly lower in the second cohort (COVID-wave 1: M = 3.94, SD = 0.81; COVID-wave 2: M = 3.88, SD = .95) as were vigour (COVID-wave 1: M = 3.93, SD = .86; COVID-wave 2: M = 3.63, SD = 1.08) and dedication (COVID-wave 1: M = 4.34, SD = .96; COVID-wave 2: M = 4.28, SD = 1.04). Within the first wave work engagement was significantly lower for nonclinical hospital workers compared to clinical hospital workers (Non-clinicals M=3.92, SD=.92: clinicals, M=4.04, SD=.89). Within the second wave there was no significant difference (Non-clinicals; M=3.92, SD= 1.00: clinicals, M=3.87, SD=.92). Within nonclinical workers, significant associations were found between work engagement scores and co-worker support (Coeff beta 0.334) and psychological demands (coeff beta 0.130). Whereas in clinical workers, only co-worker support was significantly associated with work engagement scores (coeff beta 0.372).

Conclusion: Under acute pressure differences between non-clinical and clinical workers were found in engagement scores, but not under chronic pressure. The factors that are paramount for ensuring that healthcare workers remain engaged such as co-worker support and psychological demands differ between non-clinical and clinical workers. Knowledge of this nature will assist healthcare managers and policy makers in the ongoing transformation in healthcare where healthcare demands are rising and resources are becoming increasingly scarce.

P67

Examining the Reciprocal Relationships Between Work Events and Work Affect Among Irish Cadet Officers: A Five-Wave Panel Study.

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Background: Basch and Fischer (2000) suggested that work events and work affect are strongly related. Studies have also demonstrated that employees' experiences at work can predict momentary changes in their affect (e.g., Conway et al., 2009). However, the affective experiences of employees may not solely result from work-related factors; instead, these affective experiences could also predict the occurrence of certain work events. Therefore, work events and work affect may have reciprocal associations over time. Building on previous studies (e.g., Casper et al., 2019) and drawing on the affective events theory (Weiss & Cropanzano, 1996), this study aimed to examine the reciprocal relationships between positive and negative work events and work affect among Irish cadet officers in the early stages of their cadet course.

Method: Using a panel design, we collected data from 99 Irish cadet officers via five surveys, separated by a time lag of one month. We assessed perceived civility as a positive interpersonal event and incivility as a negative one. We also measured happiness and anger as positive and negative discrete emotions.

Results Expected: Using path modelling analyses, we expect that positive affect (e.g., happiness) will predict an increase in positive interpersonal work events (e.g., civility). Likewise, negative affect (e.g., anger) will predict an increase in negative interpersonal work events (e.g.,

incivility). The results of the path modelling analyses will be presented at the 16th EAOHP Conference.

Conclusion: In the current competitive landscape, the increasing interconnection between tasks and employees has led organizations to depend on positive employee interactions to cultivate efficiency and productivity. There is no doubt that work is a social endeavour. Nevertheless, a significant part of work stressors is socially related (Sonnentag & Frese, 2013). Therefore, this research will contribute to the existing literature on employee well-being in several ways. Work events, such as interactions with colleagues, can significantly impact employees' emotional well-being. More specifically, this study will demonstrate how uncivil interactions spread in the workplace via negative affect. From an applied perspective, the findings will be beneficial for managers to understand what type of events most commonly produce positive or negative emotions so that the incidence of the former can be enhanced and the latter reduced.

P68

Can it Be Negative To Be the Resilience of the Employee to Work-Family Balance?: A Moderated Mediation Model from the Job Demands-Resources Theory.

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Psychosocial risks at work have been the subject of attention by the United Nations Organization and included in its Sustainable Development Goals. Work and family life are related. The imbalance between family and work life is one of the most damaging consequences for employees of this risk. Work-family symmetry generates positive consequences for the organization and the people who carry out their activity in them. This manuscript shows a way of influencing negative emotional states in the perception of work-family balance. The objective is to know how emotional exhaustion, engagement, and resilience affect the balance between work and family. The study was carried out on a sample of 339 public administration employees. The scales used were Work-Family Balance, Utrecht Work Engagement Scale, Maslach Burnout Inventory, and Psychological Capital Scale by Luthans et al. The results show that engagement mediated the relationship between emotional exhaustion and work-family balance. However, when we include the modulating effect of resilience in the relationship between emotional exhaustion and engagement, the influence of the former increases emotional exhaustion, indicating that high levels of resilience affect employees' emotional exhaustion and engagement. Regarding the implications, this paper presents a theoretical framework that will serve as a reference in public administration to know which variables must be worked on to achieve work-family balance.

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Influence of Role Dysfunctions on Health in Spanish Teachers: Mediation Effect of Workplace Bullying Moderated by Transformational Leadership and Sex

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Background: The frequent exposure of teachers to inappropriate social dynamics characterised by contradictory or incompatible orders from hierarchical superiors (role dysfunctions) may drive the emergence and development of workplace bullying behaviour in schools. The International Labour Organization (ILO, 2019) includes the education sector as one of the

occupations most exposed to violence and harassment. In such contexts, the perception of transformational leadership can help to buffer the negative impact of workplace bullying on teachers' health. In turn, this buffering effect can manifest itself to a greater or lesser degree depending on the teacher's sex. The aim of the present study was to analyse whether the impact of workplace bullying behaviour on teachers' health manifested itself in different ways according to the perception of transformational leadership (high/low) and sex (male/female).

Method: The sample consisted of 3,442 teachers working in public regulated education centres located in Valencia (Spain), 855 (24.8%) were men and 2,587 (75.2%) were women, with a mean age of 44.71 years. Data were collected using several scales from the UNIPSIICO Questionnaire: Role conflict (5 items) ($\alpha = .72$), Role ambiguity (5 items) ($\alpha = .74$), Mobbing-UNIPSIICO (20 items) ($\alpha = .90$), Psychosomatic disorders (9 items) ($\alpha = .87$), Medication intaking (1 item) and Search for a specialist (1 item). The Transformational leadership variable was measured with a reduced version of the Multifactor Leadership Questionnaire (MLQ) scale (Bass and Avolio, 1990) (4 items) ($\alpha = .87$). Analysis were carried out with the quantitative methodology of conditional processes analysis (multiple regression), using the PROCESS macro version 3.4 (Hayes, 2022) and SPSS 24 statistical software.

Results: Evidence was obtained for: (1) Positive and significant direct effects of the independent variables (Role conflict and Role ambiguity) on health consequences (Psychosomatic disorders, Medication intaking and Search for a specialist); (2) The mediation effects of Workplace bullying on the relationship between the two independent variables and health consequences; (3) The moderated mediation effects of Transformational Leadership and Sex on the mediation relationship established by Workplace bullying between the independent variables and the health consequences.

Conclusion: Based on the results obtained, it is recommended to encourage the development and application of training programs on the practice of transformational leadership in educational centres against workplace bullying behaviour, in order to improve health and occupational well-being of teachers. In addition, such programs should take into account sex differences between teachers (male and female) both in emotional coping strategies to deal with workplace bullying and in the perception of the different behaviour associated with transformational leaders.

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Identifying the Critical Training Needs of Supervisors of Neurodiverse Employees

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Background: Beyond promoting economic stability (Baker et al., 2003), individual well-being (Modini et al., 2016), and social integration (Kahn, 2007), work gives people a sense of purpose and independence. However, neurodiverse employees are often denied opportunities for employment due to existing barriers that limit their freedom, empowerment, and overall quality of life (Jahoda et al., 2008). As such, there is an urgent need for research that investigates ways to eradicate existing barriers to improve the employment outlook for this population. The present study contributes to this effort by identifying the critical training needs of supervisors of neurodiverse employees.

Methods: A training needs analysis was conducted from the perspective of four sources of employee support: workplace supervisors of neurodiverse employees ($n = 33$), non-supervisors with knowledge of the role that supervisors within their organization play in managing neurodiverse employees ($n = 13$), job coaches who directly

assist neurodiverse individuals to find and maintain employment (n = 30), and service provider employees who work for an organization that provides services to neurodiverse individuals (n = 37). We developed 79 knowledge and task statements representing 10 different supervisor duty areas (e.g., socialisation, feedback and evaluation, training, career development, etc.), and asked participants to rate each statement in two different ways: A) how important the statement was to a supervisor's job managing a neurodiverse employee, and B) what the current level of supervisor performance/knowledge was for each statement.

Results: After the statistical comparison of A and B scores, in which all knowledge and most performance statements were identified as training needs across groups, quadrant graphs were created to determine the most critical training needs. Each statement was plotted according to the average A and B score, where statements rated as 'moderately important' or higher were plotted in the top two quadrants (representing areas that are most ripe for training intervention). Statements plotted in the upper left quadrant indicate critical training needs as they are not only essential but performance/knowledge in these areas is ranked either at or below average. For workplace supervisor and non-supervisor groups, three and five knowledge statements, respectively, were identified as critical training needs. Job coaches indicated that 12 task and 26 knowledge statements were critical training need areas, and service provider employees identified 13 task and 19 knowledge statements as such. Overall, 9 task and 18 knowledge statements representing all supervisor duty areas were identified as critical by any two groups, two knowledge statements were identified as critical by any three groups, and three statements were identified as critical across all four groups related to feedback and evaluation and career development.

Conclusion: The identification of critical supervisor training needs carries significant practical implications for organizations currently employing or looking to employ neurodiverse individuals. While individualising supports is key to effective management and getting to know the employee is essential, there is significant value in identifying a core set of task and knowledge areas to inform organizational training. Specifically, the findings demonstrate the need for training that spans beyond disability awareness topics and allows for more targeted training specific to task and knowledge areas across various supervisor duties.

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Your Co-workers Can Also Make You Sick: An Investigation of Coworker Undermining and Employee Health

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Background: Workplace mistreatment is a prevalent phenomenon in contemporary organizations (Dhanani et al., 2021). According to the ILO (2022), one out of five people experience some form of mistreatment at the workplace. Workplace mistreatment may assume many forms (e.g., insults, threats, bullying or physical aggression), and vary in severity, persistence, and source (Herschcovis, 2011) - such as supervisors, customers, subordinates, or co-workers (Duffy et al., 2002). The current study specifically examines coworker undermining, as co-workers represent a highly significant facet of employees' social milieu (Dutton & Ragins, 2007). Moreover, recent findings from the WBI US Survey Adults (2021) demonstrate that 21% of instances of workplace mistreatment originate from colleagues. Drawing from a conservation of resources framework and JD-R, coworker undermining can be conceptualized as a significant source of strain (Duffy et al., 2002), because employees perceive the depletion of their personal resources, both present and future (Hobfoll, 2011). An employee who is sabotaged by their co-workers appraise these situations as a threat to their

individual resources because these experiences increase the perception of resource loss (Hobfoll, 2011). These appraisals should trigger negative emotions, due to the increased focus on the aversive consequences of this undermining experience (Elliot & Thrash, 2004). In turn, when individuals experience prolonged or intense negative affect (that encompasses a range of negative emotions, including anger, frustration, sadness, and anxiety), it can impact their physical well-being and lead to somatic complaints (Schat et al., 2005). However, employees' health outcomes are influenced not only by job demands, but also by the personal resources available to employees for effectively coping with such demands (Schaufeli & Bakker, 2004). In the context of coworker undermining, employees may use different individual coping strategies to address the situation. More specifically, when employees perceive mistreatment, they may avoid, engage in revenge, or offer forgiveness to the offender (Tripp et al., 2007). Forgiveness has been defined as an "intraindividual prosocial change toward a transgressor" (McCullough et al., 2003, p. 540) and an internal act of letting go. We argue that forgiveness can be considered a personal resource because it gives individuals extra energy that improves one's ability to cope with stressors (Hobfoll, 2001; Costa & Neves, 2017). We therefore suggest that coworker undermining is positively related to somatic complaints and, that such relationship is mediated by negative emotions and moderated by forgiveness cognitions.

Method: Three surveys were sent to participants during a month. At time 1, 584 surveys were sent out. We received 356 usable responses (63.0% response rate). One week later, all participants received the link to survey 2, and we received 305 usable surveys (85.7% response rate). The same procedure was followed for survey 3 and the usable responses was 242 response rate was 79.3%. We then removed participants who failed the attention checks and did not complete the three surveys. Final sample was 229 employees, 51.3% females and 48.7% males. The average age was 36.24 (sd=12.51), ranging from 19 to 60 years. Regarding education, 4.4% had less than high school qualification, 24.2% hold a high school degree, 71.4% had a university degree.

Results: We tested our hypotheses using PROCESS macro (Hayes, 2017) models 4 (mediation) and 7 (moderated mediation). We found that coworker undermining in time 1 is related to negative affect in time 2, which in turn impacts individual's somatic complaints in time 3. We also found that forgiveness minimizes the impact of this negative chain. In other words, individuals who forgive their colleagues do not report high levels of negative affect and somatic complaints. Moreover, we predicted that negative affect would mediate the relationship between coworker undermining and somatic complaints, conditional on different levels of forgiveness. As expected, negative affect mediated the relationship between the coworker undermining X forgiveness interaction and somatic complaints, such that coworker undermining was related to somatic complaints through an increase in negative affect, only when forgiveness was low.

Conclusion: The present study brings important insights for organizations and managers who want to prevent and minimize employee's health issues. Organizations can provide training to managers about coworker relationships, specifically on how to spot problems, creating awareness and developing skills to prevent it. Organizations can also cultivate a positive environment where organizational norms capture the respect among employees. In addition, organizations can strengthen their regulations about abusive behaviours within the workplace by protecting workers from any type of aggressive behaviours.

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Zooming in: Exploring Fine-grained Behavioural Dynamics in Copreneur Workplace Coaching

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Background: Workplace coaching is a coach-guided, systematic, collaborative intervention that clients use to reach self-congruent goals that foster their self-development and behavioural change in the according organizational context. Despite the growing literature on professional coaching and positive client outcomes, the knowledge base regarding the key psychological mechanisms of in-session behaviours that contribute to process effectiveness and most proximal outcomes of workplace coaching remains limited. To identify key psychological mechanisms that contribute to the process effectiveness and the most-proximal outcome of clients' self-regulation statements during workplace coaching, we adopt a behavioural process perspective. Specifically, the present study investigates in-session behavioural dynamics during videotaped workplace coaching with small business owners and their spouses, so-called copreneurs. Using Personality Systems Interaction theory, we explore which verbal statements and high-quality working alliance patterns may elicit clients' self-regulation statements. High-quality working alliance patterns between coaches and clients signal agreement about goals and tasks and may form a prerequisite for a productive, trusting collaboration. Clients' self-regulation statements behaviourally signal active engagement with goal achievement, hence, may be seen as central, most-proximal coaching outcome from a Personality Systems Interaction theoretical stance. Exploring clients' self-regulation statements during coaching and its antecedents requires further attention as it is one of the prerequisites of effective coaching and reveals an enormous potential to deepen our understanding of coaching effectiveness from a dynamic, process perspective.

Method: We conducted lag sequential analyses as implemented in Interact software to analyze temporal dynamics between immediate behaviours of coaches and clients across $N = 28,603$ behaviours events (50.46 hours of video footage). Lag sequential analysis can test whether a speakers' different statements systematically elicit or inhibit specific respondents' verbal responses. The analyses were conducted using the triadic coaching setting with the coach as a speaker and the male and female copreneurial clients as immediate respondents (and vice versa). Further, also the client to client interactional perspective was under investigation.

Results: We identified working alliance patterns between the coach and either one of the copreneurial clients (and vice versa). Notably, working alliance patterns did not elicit clients' self-regulation statements. Instead, we found that female clients' self-regulation, but not male clients' self-regulation, were triggered when coaches provided support in form of agreement and asked open questions. Clients' self-regulation statements were also triggered by their own statements, such as describing problems or solutions and stating knowledge management.

Conclusion: We aimed to advance insights into the behavioural dynamics during workplace coaching. From a fine-grained process perspective, we found that both coaches and the clients themselves can increase clients' self-regulation statements, thereby underscoring the importance of specific coaching techniques and the verbal proactive engagement of clients themselves during coaching. Against the theoretical backdrop of Personality Systems Interaction theory and our findings, we can underscore the importance of two specific behavioural coaching techniques for practitioners: asking open questions and providing support in form of agreement.

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'When the World's Most Meaningful Job Becomes a Burden'

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Introduction: Several public service professions experience high emotional demands due to their frequent, prolonged and often intense interactions and relationships with other people as part of their core work tasks. Emotional demands are those aspects of a job that require sustained emotional effort due to interactions with clients, patients, pupils or others. Helping others and relating to other people's feelings and life situations as an important part of one's daily work can be both rewarding and exhausting. The health-eroding consequences of high emotional demands, especially combined with low resources, have been established. Yet the underlying mechanisms and context-specific factors within different occupations that potentially contributes to "tipping" it from being rewarding to being burdensome, is not well understood. This study thus set out to investigate the combined factors in the working environment that affect the experience and consequences of high emotional demands.

Method: A qualitative interview study was undertaken within five public service professions characterised by high emotional demands; kindergarten teachers, primary school teachers, nurses, police officers, and physiotherapists. A total of 24 interviews were conducted, five for each profession, with a mix of focus group interviews, individual interviews and group interviews.

Results: Preliminary thematic analysis show the importance of simultaneity; emotional demands do not exist in isolation but are influenced by several simultaneous working environment conditions within these occupations. Overall, informants report that there is a mismatch between the requirements, the number of tasks, and the expectations within the profession, and the time and resources they have at their disposal to carry out the relational work with the desired quality. The time pressure and high workload affect the burden of emotional demands, resulting in feelings of inadequacy and guilt. Further, external framework conditions such as tight budgets, low staffing, and insufficient time to carry out the work have a negative effect on their possibility to deal with high emotional demands. In addition, the findings indicate that there is a widespread norm within the professions to go the extra mile for the people they work for and putting others before themselves. There are also examples of norms saying that you should be able to deal with the stressors at work, and that it is up to yourselves to set limits for how emotional demanding the work should be. Overall, there are several indications of an individualistic approach to dealing with high emotional demands and less focus on how to address and systematic work with these possible risk factors at the workplace level.

Conclusion: The combination of other job demands, structures and external context, as well as norms and professional expectations affect the burden of emotional demands at work within public service occupations, contributing to the risk of "tipping" it from rewarding to burdensome.

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Barriers and Facilitators to Employee Health Interventions: A Delphi Study of the University Context

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Background: The detrimental effects of work-related stress on individual well-being are well-documented, for instance, mental health, cardiovascular disease (Niedhammer et al., 2021), and type 2 diabetes (Pena-Gralle et al., 2022). Despite the abundance of workplace interventions, reports of their effectiveness are inconsistent (Bartlett et al., 2019; Tarro et al., 2020), possibly due to individual differences among employees (Könen & Karbach, 2021; Buric et al., 2022). Recognizing the importance of tailoring interventions, this study employs the intervention mapping approach to conduct a needs assessment (Eldredge et al., 2016). Specifically, the study aims to identify key barriers and facilitators faced by various stakeholders, including employees, work council, human resource division staff, and management, in the implementation of health interventions within a university context.

Method: A 3-round ranking-type Delphi study approach was conducted to perform a needs assessment for an intervention within the organization (van den Houdt et al., 2023). Round 1 consisted of four focus groups from different employee groups (general employees, work council, human resource division, and management). The number of focus groups may be increased to reach saturation. The content of these focus groups is focused around two themes: (1) assessment of the work environment (current state of health and policies), and (2) assessment of needs (what could be changed, barriers/facilitators to engaging, differences across age groups and career stages). These will be transcribed, coded, and processed into unique themes. The themes discussed by all different employee groups will be combined. Rounds 2 and 3 will involve online questionnaires shared with the participants. These questionnaires will ask participants to rank the themes in order of importance using Q-methodology (Cross, 2005).

Results: Data collection will start in February 2024 and results are expected by May 2024.

Conclusion: The study's findings will hold significant implications for workplace interventions in the university context. By identifying the differing needs for an intervention, and barriers and facilitators across stakeholder groups to engage in interventions, the research enables the development of tailored employee well-being programs. These insights inform customized strategies that consider age and career stage differences, fostering a dynamic and responsive approach. The results will contribute to the literature on workplace interventions by attempting to explain why many intervention studies often find small or no effects, or effects only for specific groups of employees. Overall, the research provides practical applications for enhancing workplace interventions in university settings.

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How Resilience Predicts Well- and Ill-Being at Career Start in Nurses: The Role of Emotional Resource Possession

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Background: Nurses are increasingly feeling stressed and disengaged at work (Flaubert et al., 2021). These feelings can be even more detrimental for the *psychological health at work* of novice nurses (Statistics Canada, 2022). Recently, research has evidenced the importance of personal resources on both well- and ill-being indicators of psychological health at work

(Dubreuil et al., 2019; Flaubert et al., 2021). The notion of *resilience*, which refers to "the dynamic process encompassing positive adaptation in the face of significant adversity" (Luthar et al., 2000, p. 543), is a good example of such personal resource that is likely to enable nurses to respond well to job stressors at the start of their career (Boudrias et al., 2011; Hartmann et al., 2019; Luthans & Youssef-Morgan, 2017). However, the research is currently silent on the psychological mechanisms that could explain how resilience contribute to psychological health at work. In this study, we examined the mediating role of *emotional resource possession*. Referring to the emotional energies that individuals invest or mobilize to achieve work goals, emotional resource possession has been associated with psychological health at work (Ilies et al., 2020). To achieve a more nuanced understanding of psychological health at work, we focused on vitality (i.e., well-being indicator) and emotional exhaustion (i.e., ill-being indicator) as they reflect opposite psychological states.

Aim: This study investigated whether emotional resource possession acts as a mediator between resilience and vitality and emotional exhaustion.

Method: Data were collected from a sample of 138 novice nurses (less than two years of experience) from Québec, Canada. Bootstrapping for mediation analyses were performed using Mplus 8.8.

Results: The results indicated that resilience has a partial indirect effect on vitality via emotional resource possession (estimated = .180, CI = 95% [.048 to 0.311], $p = 0.007$). The same pattern of results was observed for emotional exhaustion (estimated = -.221, CI = 95% [-.355 to -.087], $p = 0.001$).

Conclusion: These findings support the mediating role of emotional resource possession in the relationship between resilience and psychological health at work, both for well- and ill-being indicators. It thus seems important to think of ways to empower novice nurses, as a way to improve their personal resources they need to tackle, in a healthy manner, the daily challenges they face in their professional life. This study may also promote new directions in nursing wellness research, taking better account of both sides of psychological health at career start. Indeed, resilience and emotional resource possession are an innovative way for nurturing well-being and preventing ill-being at work.

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Supportive Climate And Dedication: Implications For Public Employees

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Background: Self-efficacy is a personal resource mediating between antecedent and consequent variables. This study aimed to analyze the influence of a supportive climate on dedication through the mediation of self-efficacy and the moderating role of job tenure within the framework of the Job Demands-Resources Theory.

Method: The sample consisted of 325 public employees, all from the administrative area of a public university in Spain, who completed a sociodemographic and work-related data sheet, the FOCUS-93 (First Organizational Climate/Culture Unified Search), the PCQ-12 (Psychological Capital Questionnaire), and the UWES-9 (Utrecht Work Engagement Scale). Data were analysed using descriptive statistics, Pearson's coefficient, and regression analysis with PROCESS.

Results: The supportive climate was a significant predictor ($\beta = .537$, $p < .000$) for the dedication; similarly, self-efficacy predicted dedication ($\beta = .189$, $p < .013$). Furthermore,

the influence of a supportive climate on dedication through self-efficacy was positive and the higher job tenure moderated the relationship between a supportive climate and self-efficacy.

Conclusion: Cultivating resources such as a supportive climate and self-efficacy becomes a healthy organizational practice that improves the dedication of Spanish public administration employees, especially those with longer job tenure. Theoretical implications: In the framework of Job Demands and Resources Theory this finding confirms the motivational process present in the supportive climate's influence on dedication. It also demonstrates the significant role of social resources (supportive climate), personal resources (self-efficacy), and contextual resources (job tenure) in organizational outcomes (dedication).

Practical implications: Public administration is tasked with generating human resource retention programs, as the longevity of individuals within organizations allows them to cultivate relationships, value the support of their colleagues, feel self-efficient, and ultimately, have more dedication to their work.

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The Short Version of Technostress Creators Inventory: A Bifactor(S-1) Modelling Approach.

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Background: Technostress has become a significant concern in today's technology-driven workplace, garnering increasing attention from organizational and health psychology. Several studies have shown its detrimental effects on workers' well-being (e.g., burnout, perceived stress) and performance. The *Technostress Creators Inventory* (TCI) is one of the most used instruments to assess technostress. The original version of the scale consisted of five reflective indicators (i.e., techno-overload, techno-invasion, techno-complexity, techno-uncertainty, and techno-insecurity). However, its short version is frequently used, which comprises three dimensions (i.e., techno-overload, techno-invasion, and techno-complexity). Nevertheless, the TCI is characterized by some psychometric issues regarding: a) construct validity, as the dimensions of TCI often strongly correlated and they substantially overlap; b) criterion validity, since the TCI is often used as a general composite score or only specific subdimensions are scored; c) incremental validity, because the added value of the TCI dimensions in explaining the variance of relevant phenomena above and beyond other important predictors (e.g., workload) is not extensively investigated. Consistent with these premises, the present study aims to improve the factorial structure and the validity of the TCI, to better explain its specific dimensions and its effect on workers' well-being and performance.

Method: A sample of 778 Italian employees was utilized to compare two alternative confirmatory factor analysis (CFA) models, symmetrical bifactor and bifactor-(S-1) models to determine the best factorial structure of the short version of the TCI. Additionally, associations between these alternative models and anxiety, depression, perceived stress, burnout, and performance were examined to evaluate the criterion-related validity of the TCI.

Results: Results suggested that the bifactor-(S-1) model with techno-overload as reference domain and two specific oblique factors showed the best fit to the data and good reliability and validity. Techno-overload as reference factor allows to better clarify the other two dimensions of the TCI (i.e., techno-complexity and techno-invasion) from both theoretical and practical

standpoints. Additionally, our results show that the bifactor-(S-1) model was significantly related to burnout, perceived stress, anxiety, depression, and in-role performance, both concurrently and prospectively. Moreover, these relationships remained significant even after controlling for baseline quantitative workload level, gender, and job tenure.

Conclusion: The bifactor-(S-1) model of short TCI can represent a promising tool for representing the factorial structure of technostress and increasing our knowledge regarding how techno-stressors may explain employee well-being and performance above and beyond other important predictors.

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Structural Empowerment and Organizational Citizenship Behaviour: Exploring the Potential Explaining Role of Psychological Empowerment and Workplace Flourishing

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Background: In this study, the authors apply the Conservation of Resources Theory and the Self-Determination Theory to delve into the intricate connections between structural empowerment (SE), psychological empowerment (PE), workplace flourishing (WF), and organizational citizenship behaviours (OCBs).

Method: This paper conducted a cross-sectional online survey of 367 employees using the convenience sampling technique. Participants were recruited through online forums and social media platforms. This research employs Structural Equation Modelling (SEM; STATA v18) to explore a serial mediation model.

Results: The findings echo prior research revealing a strong and significant positive link between SE and PE, indicating that employees who perceive a higher level of SE feel more psychologically empowered with greater control and influence in their work environment. Similarly, the positive connection between SE and WF highlights how empowered workplaces foster a sense of flourishing. The positive link between PE and WF indicates that employees are more likely to experience a sense of flourishing at work if they perceive competency, autonomy, meaning, and impact in what they do. Similarly, the positive association between PE and OCB suggests that psychologically empowered individuals are inclined to participate in discretionary behaviours that improve the overall organizational environment and success. The mediating effect of PE in the SE-WF relationship emphasises its critical potential role in explaining the connection between empowering organizational practices and employee well-being. Similarly, the notable mediating effect of PE on the SE-OCB relationship indicates that PE might explain why empowering the workplace could potentially promote proactive behaviours that lead to considerable improvements in organizational outcomes. Contrary to the notion that employees with higher levels of well-being are more willing to engage in behaviours beyond their core responsibilities, no significant association was observed between WF and OCB. Analytically, this results in the absence of a serial mediation effect in the SE-PE-WF-OCB pathway.

Conclusion: This paper highlights the importance of the potential role of psychological empowerment in explaining the connection between workplace empowerment practices and critical outcomes, including employee well-being and organizational success. It also sheds light on the potential value of resource-based interventions that seek to harness the power of empowerment to stimulate flourishing amongst employees and engagement in proactive behaviours that contribute to organizational performance.

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Can We Anticipate the (Un)successful Implementation of a Participatory Organizational Intervention? A Study of Contextual Factors and Intervention Implementation

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Background: While the implementation of participatory organizational interventions has been extensively studied, research continues to explore the complex interplay of contextual factors crucial for effective implementation. This study builds upon existing insights by examining the association of specific baseline contextual factors with implementation success. Our first objective was to assess the success of implementing a participatory organizational intervention, focusing on three components. The second objective was to examine whether certain contextual factors (relating to job demands, psychosocial well-being, and readiness for change) were associated with overall implementation success. Drawing upon theoretical approaches that emphasize intervention implementation as a participatory process, our research seeks to deepen the understanding of the roles specific contextual factors play in the implementation of participatory organizational interventions, thereby enriching the existing literature and informing more effective implementation strategies.

Method: The studied intervention was a participatory organizational intervention aimed at improving well-being in office work. A total of 36 work units participated in the study, with 631 participants providing responses at baseline for contextual variables, and 366 responding to Implementation Support (IS) questionnaires containing the implementation variables. We operationalized intervention implementation through three components deemed crucial in prior studies on participatory organizational interventions: 1) employee participation in IS questionnaires, 2) common discussion on intervention goals, and 3) adherence to the new work practices. Initially, supervisory involvement was considered as a fourth component but was excluded due to missing data. All analyses were conducted with data aggregated to the unit level. Based on the mean score of the implementation components, we divided the participating work units into groups representing higher and lower implementation success. The implementation components were also evaluated separately using descriptive statistics. To assess differences in six contextual variables between work units with higher and lower implementation success, independent samples t-tests were conducted.

Results: Despite high readiness for change, participation in intervention activities by both employees and supervisors remained low across most units. Concerning the second objective, our findings show that work units with higher implementation success had lower baseline levels of weekly working hours, quantitative job demands, and cognitive job demands. The effect sizes associated with these differences were medium to large (Cohen's *d*'s between 0.69 and 0.88). There were no significant differences in the baseline levels of stress, burnout, or readiness for change between the two groups.

Conclusion: This study enhances our understanding of the complexities inherent in the implementation of participatory organizational interventions, particularly regarding the influence of organizational context. Our findings underscore that high job demands can significantly impede successful implementation. Practically, our findings suggest that organizations should ensure reasonable job demands, allocate sufficient time for intervention activities, and encourage active participation at all levels to foster successful implementation. These strategies are crucial for establishing a conducive environment for interventions, and ultimately enhancing their effectiveness. Additionally, our results add nuance to the existing theoretical perspectives by detailing how specific contextual factors shape the implementation process, providing valuable guidance for designing more effective participatory organizational interventions.

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Looking Good or Being the Best: Two Types of Team Performance Goals in Relation to Motivation in Work Teams

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Background: Achievement goal theory (Dweck, 1986) is a prominent motivation theory, categorizing the reasons people have for engaging in a task into mastery and performance goals. To address conceptual and empirical inconsistencies, performance goals were later subdivided into *appearance goals* (demonstrating competence & appearing talented), and *normative goals* (outperforming others; Hulleman et al., 2010). Research broadly linked normative goals with more beneficial motivational outcomes, like adaptive task strategies, and appearance goals with more adverse outcomes, like help avoidance. In this contribution, we explore this distinction at the team level. Achievement goals can manifest as team properties: Shared team goals that can be mastery and/or performance-oriented (Van Mierlo and Van Hooft, 2020). The appearance-normative goal distinction might help explain inconsistencies in team performance goal findings but has not yet been examined at the team level. We therefore assess whether team-level mastery, appearance, and normative goals (a) can be meaningfully distinguished, and (b) relate differently to adaptive and maladaptive motivational team states and processes, and self and leader-rated team outcomes.

Method: Online survey data were collected from 435 members and 89 external leaders of 114 work teams in various organizations. Team goals, processes, and outcomes were measured via referent-shift composition (Chan, 1998), asking team members about their team as a collective (“*One of our aims is to perform well relative to other teams*”). Data were aggregated to the team level after checking for sufficient within-team consistency in responses.

Results: (a) Results support the team-level normative-appearance goal distinction, revealing three distinct factors for team normative, appearance, and mastery goals. (b) Correlational analyses showed a clear pattern in the motivational nomological network. As expected, team mastery goals related positively to adaptive and negatively to maladaptive motivational team states, processes, and outcomes. Unexpectedly, normative team goals were unrelated to adaptive processes and outcomes but positively related to several maladaptive processes. Finally, also unexpectedly, team appearance goals were positively related to self-reported adaptive team processes and outcomes, but *negatively* to leader-rated team performance.

Conclusion: These findings extend previous support for the adaptive role of team mastery goals to a broader range of motivational team states, processes, and outcomes. Furthermore, they highlight the importance of the normative-appearance goal distinction at the team level. Normative team goals seem neither functional nor dysfunctional in their direct relationships to motivational team processes and outcomes, although further evaluation of potential moderators is recommended. Appearance-based team goals exhibit an intriguing pattern, relating to favourable self-ratings of motivational processes and outcomes but to unfavourable external leader evaluations. Given the nature of team appearance goals, we speculate that this pattern might reflect a tendency of highly appearance-focused teams to engage in favourable self-presentation that is not necessarily grounded in actual team performance. Future research should follow-up on this tentative explanation and further disentangle the differences and similarities between the different types of team achievement goals.

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Corporate Social Responsibility, Psychosocial Risks and Immigration in Southern Europe

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Responsible diversity management is a corporate strategy aimed at developing and integrating cultural, ethnic, religious, social, sexual orientation, age and migratory heterogeneity, which is increasingly important in modern organizations. Specifically, this diversity management entails implementing internal corporate social responsibility policies that take into account the characteristics, needs and idiosyncrasies of each group in the company, including immigrant workers. In this sense, workers' psychosocial risks would constitute one of the most important needs and responsibilities to be managed in the organizations. Responsibly managing these psychosocial risks of immigrant workers implies assuming some challenges such as the acceptance and 'naturalisation' of diversity; the cultural, social and labour integration and normalisation of immigrant workers beyond racism, xenophobia and discrimination in the field of work; the fight against the labour exploitation, precariousness, instability and vulnerability of this group and; finally, coping with the professional development of these immigrant workers. In this essay, we intend to analyse how these challenges are being addressed and what the reality of the responsible management of psychosocial risks is in immigrant workers of southern Europe countries that share the same migration model.

For that reason, we posit the responsible management of the psychosocial risks of immigrant workers as an integral part of the obligation of organizations to all their members. This obligation is a moral obligation, beyond legislation, although local circumstances can on occasion make the specific conduct and decisions go in parallel or even question the meaning of some of the legal rules. What distinguishes a responsible attitude such as has been presented here is above all the willingness to accept that the contribution of the workers makes them all equally worthy of the attention and prevention suitable to ensure their psychosocial health. Having accepted this principle, the special characteristics of the immigrant population, their special vulnerability and their special relationship with the labour market generate a series of special needs, resources to cope with the foreseeable stress and specially designed corporate policies. This is certainly integrated into responsible risk prevention policies but we have indicated some initiatives that would be particularly necessary in countries such as those in southern Europe. The beneficial consequences of the responsible management of immigrant workers for the organization are, among many others, economic and financial stability, improvement of work climate and positive internal and external reputation (Murie, 2007). Even so, we can conclude that the final result of socially responsible corporate management for immigrant workers in matters of psychosocial risk prevention is a feeling of ambivalence in which an expectant idealization and an exciting and motivating view of these issues are dilemmatically opposed. This is tempered by a pragmatic, frustrating and demanding socio-occupational reality that promotes the disenchantment and lack of interest of an increasingly more oppressed group in worse labour conditions and which, moreover, has significant consequences on the mental health of immigrant workers. In short, socially responsible management of the prevention of psychosocial risks of immigrant workers involves important, but necessary, present and future challenges for organizations as well as for society as a whole.

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What is Hinderling Stress Prevention in Small Enterprises? A Qualitative Process Evaluation Study of a Targeted Web-Based Intervention ‘System P’

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Background: 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 an interdisciplinary research project, we developed a targeted web-based platform (‘System P’) taking into account common barriers to implementation in MSE. The platform integrates two adapted individual and organizational interventions: an online stress management training and a web-based psychosocial risk assessment. Within our process evaluation of the implementation of System P, we aim to investigate how acceptability, appropriateness, and feasibility are assessed in the target group as well as by intercorporate stakeholders (e. g. occupational safety experts).

Method: We collected data on acceptability, appropriateness, and feasibility as indicators of a successful implementation process (Proctor et al. 2011) with semi-structured interviews (n=12). The interviews were conducted with MSE managers and intercorporate stakeholders. On the basis of three short video sequences introducing System P, participants were asked about the expected (dis)advantages of implementing the platform, the perceived fit of the intervention for the setting of MSE and potential barriers for the use of the platform. We analysed the interview data applying structuring qualitative content analysis. The results of the content analysis were summarized according to indicators of a successful implementation process (see above) and determinants of the Consolidated Framework for Implementation Research (CFIR) (Damschroder et al. 2009, 2022).

Results: Acceptability: Overall, the results show that System P was predominantly evaluated as acceptable by MSE managers and intercorporate stakeholders. The intervention was perceived as “help for self-help” (RP1) and a reflection possibility, and the science-based intervention source was approved. Expected benefits such as de-tabooing of stress, improvement of employee’s job satisfaction and prevention of absenteeism and fluctuation were described. *Appropriateness:* Regarding the fit of System P for the setting of MSE, direct communication in MSE was seen as beneficial for implementing the platform and a good fit was perceived, especially for MSE with digital affinity and a preference for structured work. *Feasibility:* With regard to feasibility, results are mixed. Regarding the intervention format, some participants appreciated the digital format, some preferred a non-digital approach of occupational stress prevention. Furthermore, some participants valued the adaptability of the intervention, whereas others did not find it sufficient. The complexity of System P was assessed as adequate considering the comprehensiveness of the subject by some, and as too complex by others. Indirect costs/time investment for introducing and using System P were mentioned as a main barrier for implementation.

Conclusion: Besides good acceptability and perceived appropriateness of the web-based intervention for MSE, perceived high time investment is identified as a key barrier for

implementation. External support on different levels may additionally be needed to overcome potential barriers and to foster effective occupational stress prevention in this setting.

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Safety Climate in Small Construction Companies – Identifying Relationships Between Safety Climate and Well-Being Outcomes

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Background: According to Bureau of Labor Statistics, U.S. construction workers experience a fatality rate three times greater than the average for all other private industries and continues to be one of the leading industries in workplace injuries. This burden is believed to be inequitably distributed among construction organizations, where small construction companies (i.e., those with fewer than 25 employees) shoulder most of these injuries. These small companies encounter constant challenges in obtaining and sharing with their employee’s safety information and resources. Safety climate is the shared employee beliefs, values, and attitudes regarding safety within an organization. Improving safety climate has been identified as an upstream predictor of well-being outcomes in other industries. It is a resource that enables employees to make better decisions impacting their well-being at work and home. This study explored the relationships between safety climate and well-being outcomes (burnout, anxiety, depression) among small construction firms.

Methods: Data were collected using a quantitative survey of working U.S. adults in small construction firms in February 2023. Participants were required to be 18 years of age or older, currently work in construction, and work at a construction firm with 25 employees or fewer. Participants were sent a link to an anonymous questionnaire via Qualtrics. There were 321 respondents. After excluding incomplete survey responses (n=87), the final sample was 234 participants, 25% of whom were female. The mean age of participants was 43.3 years (SD=11.55). A majority of the sample was Caucasian (84.5%) and reported not being of Hispanic, Latino, or Spanish origin (80.3%). Logistic regressions were run to identify relationships between safety climate and well-being outcomes. All analyses were run in SAS 9.4.

Results: We found that safety climate is significantly related to burnout (OR = 0.42, 95% CI [0.27, 0.65]), anxiety (OR = 0.48, 95% CI [0.29, 0.82]), and depression (OR = 0.21, 95% CI [0.10, 0.44]) after controlling for age, job role, organization tenure and work hours per week. Individuals within these small construction firms who perceived having higher levels of safety climate were more likely to experience lower levels of burnout, anxiety, and depression.

Conclusion: This preliminary study shows that safety climate plays an important role in worker well-being in small construction companies. Those who experienced better safety climates reported better well-being outcomes. This finding is consistent with prior safety climate research and adds to the literature in the context of small construction companies. Improving safety climate appears to be a crucial step small construction companies should consider to protect worker health. Safety climate may act as a resource for employees that help mitigate demands of the job. There are a variety of points along the safety climate pathway that can be leveraged into an intervention to improve safety climate. Future research should assess these

interventions in the specified population and evaluate their effectiveness. Additionally, comparisons with other industries or even the US construction industry in general could provide insights on the degree to which small construction firms shoulder these burdens.

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Measuring Work-Related Psychosocial Factors Predicting Sickness Absence of Health Care Workers

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Background: Work-related psychosocial factors (WRPFs), both risk and protective, play a relevant role in the development of health problems causing sickness absence (SA). The high rates of SA in health care workers (HCWs) lead to consequences on individuals, organizations, and society. While some regions legislated the duty of employers to consider WRPFs in their prevention plans, there is no consensus on which validated tools should be used to measure these factors. This systematic literature review has two objectives: 1) to list extant validated tools used to measure WRPFs predicting HCWs' SA, and 2) to evaluate their quality based on their psychometric and practical properties.

Method: This contribution is part of a larger PRISMA-compliant systematic literature review aimed at identifying the WRPFs that predict SA. Using the PsycINFO, Medline, and Web of Science online databases, the search first targeted prospective studies on WRPFs and SA published between 2012 and 2023. Then, the validated, self-report tools that yielded significant predictors (i.e., WRPFs) of SA in HCWs were identified. Next, an assessment of the properties, both psychometric (i.e., content validity, factorial validity, internal consistency, convergent validity, stability, and predictive validity of SA in HCWs) and practical (i.e., administration duration, ease of use, ease of interpretation, and availability in French or English), was performed following a rigorous method (Larivière et al., 2021; Gagnano et al., 2021; Villotti et al., 2021). The information reported in the included prospective studies and the validation studies of the tools was used to make the assessments. For each tool, the psychometric and practical properties were crossed, and an overall "excellent", "good", or "questionable" quality assessment was applied.

Results: The search queries yielded 1087 records, 774 after duplicates, and 47 papers were fully read for eligibility. Based on inclusion criteria, 31 were included in the first step of the project, three of which focused on HCWs. In these studies, six tools that significantly predicted SA in HCWs were listed, namely, the Psychological demands and Social support scales of the *Job Content Questionnaire* (Karasek et al., 1998), the Decision authority and Social support scales of the *Demands-Control-Support Questionnaire* (Sanne et al., 2005), the *Short Negative Acts Questionnaire* (Notelaers et al., 2019), the Fair leadership scale of the *General Nordic Questionnaire* (Lindström et al., 1997), and the Managerial leadership scale of *The Stress Profile* (Setterlind et al., 1995). The overall quality was "excellent" for four tools, and "good" for three.

Conclusion: In the context of SA prevention among HCWs, researchers and occupational health practitioners can use tools with "good" to "excellent" overall quality to measure traditional WRPFs that predict SA in HCWs. There is a need to develop and validate tools that measure WRPFs representing the specific characteristics of the health care working environment (e.g.,

ethical demands and social support from patients and their relatives). The Other WRPFs relevant to the work context of HCWs (e.g., human resource primacy and workplace violence) can be measured by extant tools that could be used in future research and program development and evaluation.

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Conceptualisation of a Health and Safety Intervention Using Audio Storytelling: The Essential Role of *Safety Resonance*.

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Background: There is a continuous need to improve occupational health and safety (OHS), especially in high-risk industries. Education and training is often used as interventions to address safety issues. However, research on work environment interventions has established that as a stand-alone intervention OHS education and training does not improve health and safety in the long term. This is unless these interventions are integrated into broader organizational changes. Thus, the question is if OHS education and training of employees is without prospect? In practice, OHS education is often conducted under school-like conditions, disconnected from the workers' daily practice, knowledge, and psychosocial work environment. We argue, that the value of education and training of employees is not only dependent on the integration of individual and organizational aspects of OHS, it is equally important to qualitatively tailor how these aspects are linked with each other and with the workers' experiences in order to arrive at health and safety initiatives that are meaningful. In this conceptual paper, we aim to present the key working mechanisms of the *LISTEN - concept*; a novel organizational OHS educational intervention. The intervention involves the development and use of an audio story of a real-life workplace accident close to the participants own line of work, and the subsequent facilitation of dialogue aimed at creating resonance, identification, and motivation, which are essential for the implementation of meaningful organizational changes.

Method: The working mechanisms of *LISTEN* combines augmented audio storytelling with a participatory approach. *LISTEN* consists of two main activities: 1) a series of 'reflection workshops' in which the participants listen to the professionally audio recorded story about an occupational accident, told by people who experienced it themselves. Following this, a carefully facilitated dialogue helps participants to identify their collective OHS experiences in their actual work. 2) A subsequent 'action workshop' in which the experiences from the first workshops are mapped and discussed by representatives among workers and managers participating in each reflection workshop. The participants then prioritise and decide on appropriate actions to solve these issues. We apply 'resonance pedagogy' (Rosa and Endres 2017) as a theoretical framework to understand how *LISTEN* work methodologically, and to explain how audio mediated narratives that resonates with the listeners' experiences motivate them through engagement, movement, resistance, and change, and thereby enable participants to engage with these aspects in future organizational practices.

Results: Rather than empirical results this conceptual paper points to the need for a new concept of OHS education and training in high-risk industries. To this end we propose the *LISTEN - concept* as it not only actively strengthens mechanisms to embed OHS education into the organization in which the intervention takes place, but it also highlights the importance of not just embedding any training program. It is vital to carefully consider the method of

resonance (audio storytelling), delivery methods (workshops), pedagogical approach (not-school- like facilitation), and the desired outcomes (OHS initiatives).

Conclusion: The *LISTEN- concept* improves OHS education in high-risk industries by creating 'safety resonance' in organizational interventions.

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New Ways of Work, Work Intensity, and Psychological Well-Being: The Beneficial Effects of Resilience as an Organizational Resource and as a Personal Resource.

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The world of work has profoundly changed. The variety of communication tools has increased, such as video conferencing, and work settings have changed due to increased flexibility both concerning work locations (e.g., working from home) and working hours (e.g., working in the evening). Also, the Corona crisis has accelerated these developments. The consequences of these new ways of work are the subject of controversial discussions and are often associated with endangered well-being. However, the mechanisms behind this relationship are not clear yet. Therefore, we present work intensity as a link between new ways of work and well-being. Furthermore, we address resilience both as an organizational resource and as a personal resource to prevent the negative consequences of new ways of work. Organizational resilience describes the ability of an organization to anticipate and to cope with a crisis. From the view of organizational psychology, a resilient organization provides supportive working conditions and includes those job resources that help employees to cope with high work demands. Resilience as a personal resource comprises resilient behaviour that refers to strategies for coping with problematic situations. We assume that organizational resilience prevents the new ways of work to result in a high work intensity and that resilient behaviour buffers the impact of work intensity on psychological well-being and performance.

Overall, 476 employees participated in a survey and answered a web-based questionnaire. All variables were assessed with existing measures, containing different aspects of new ways of work, namely digitalization, flexibilization, and dissolution of boundaries. Furthermore, we assessed work intensity and measures of psychological well-being such as cognitive and emotional irritation, psychosomatic complains as well as task performance. Finally, we considered resilience on the one hand as an organizational resource (i.e., organizational resilience) and on the other hand as a personal resource (i.e., resilient behaviour). We tested all models with the statistical software R and conducted hierarchical regression analyses. The results provided evidence that digitalization and dissolution of boundaries were positively related to work intensity, which in turn, was related to decreased psychological well-being, namely emotional and cognitive irritation as well as psychosomatic complaints. Furthermore, work intensity was negatively related to task performance. Overall, work intensity mediated the effects of digitalization and dissolution of boundaries on well-being and performance. Further analyses revealed that organizational resilience as an organizational resource had a negative effect on work intensity and beyond that moderated the effect of digitalization on work intensity. Thus, organizational resilience may prevent that digitalization results in high work intensity. Being confronted with high a work intensity, resilient behaviour as a personal resource reduced the harmful influence of work intensity on several aspects of psychological well-being, namely irritation and psychological complaints. Concerning task performance, a lack of resilient behaviour caused work intensity to have a negative impact on performance.

Overall, the results indicated that work intensity could be perceived as a conceptual bridge between new ways of work and psychological well-being. Resilience as organizational and personal resource provides a promising starting point in ensuring psychological well-being.

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Workplace Violence in Hospital: An Interdisciplinary Team for the Total Worker Health® Approach.

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Background: Aggression risk against healthcare workers (HCWs) is a widely recognized concern on a global scale. However, there is a widespread underreporting of workplace violence (WV) because it is frequently seen as an integral part of the work performed by HCW. In the last four years, the pediatric hospital has adopted a specific protocol to manage WV against HCWs. The process entails the employee (or their supervisor) reporting the attack via a digital platform for sentinel occurrences that any hospital staff can independently access online. An automatic report is then analysed by a multidisciplinary team from the Health Directory, consisting of psychologists and occupational physicians. The team uses the root cause analysis approach to create an ad hoc structured interview with the assaulted worker in order to look into the situation further.

Method: The purpose of this cross-sectional study is to offer a descriptive analysis of aggressive acts against HCWs that were reported to the hospital over a 34-month period. A multidisciplinary team followed a specific protocol for WV, analyzing each aggressive act using the "Modified Overt Aggression Scale" (MOAS), the "General Health Questionnaire-12" (GHQ-12), and the "Short Form-36 Health Survey" (SF-36) in order to provide a report addressing improvement measures.

Results: Taking into account the following three domains: (1) HCWs who have been assaulted; (2) issues connected to attackers; and (3) environmental context. Using univariate analyses, contributing factors to overt hostility were identified and examined. A multivariate linear regression model was then constructed with the statistically relevant components included. 82 violent acts were reported during the considered period. The mean value of the MOAS scores was 3.71 (SD: 4.09). WV most frequently took the form of verbal abuse. The presence of overt aggressiveness and the attacker's function in the hospital were found to be substantially correlated with the professional category of HCWs, minor psychiatric disease, emotional role limitation, kind of containment used, and emotion intensity ($p < 0.05$). These results were validated by the multiple regression analysis ($p < 0.001$).

Conclusion: Increasing knowledge of the danger of WV and its contributing elements may have a positive impact on the working environment, the health of individual employees, and the overall well-being of the company in the perspective of Total Worker Health®.

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Human Resources Management Good Practices in Occupational Health and Safety that Promote Decent Work: A Documentary Study in Brazilian Companies

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Background: This study aimed to identify main good practices in Human Resources Management (HRM) within the scope of occupational health and safety, which could simultaneously be identified as promoting Decent Work (DW). DW and economic growth are the essence of eighth Sustainable-Development-Goal (SDG-8) of the United Nations (UN)' 2030 Agenda. The development of a Work, Organizational, and Personnel Psychology (WOPP) approach of DW systematize seven facets of DW. The seventh talking about health and safety, respecting the conditions in the workplace that ensure the safety, health and physical integrity of the worker. This establishes the connection with Occupational Health Psychology (OHP).

Method: The current research is distinguished by its qualitative-descriptive and documentary nature. The first step was consider the Brazilian companies that are signatories to the UN Global-Compact. Then, we identified those included in the Global-Compact Good Practices "database", organized by UN-Brazil local point. This repository brings together successful Brazilian stories from the public and private sectors related signatories from Global-Compact and organized through the SDGs. This research aims to identify, among signatories-companies with SDG-8 as the main goal to be achieved, the more prevalent and effective people management practices that concern occupational health and safety and consequently promote DW. After the organizations identification in the repository, we search the companies' Annual Sustainability Reports and Annual Results Reports as complementary data source. The documents consulted were accessed through the organizational website and were open access. The sample comprised eight businesses that are signatories to the Global-Compact that target the SDG8 and, consequently, decent work, and that values good practices and health and safety. They represent different sectors of activity and have different sizes and are located in various geographic regions.

Results: On the UN-Brazil Global-Compact website, 54 companies were identified by the Good Practices "database" as companies with successful stories related to the SDGs. Just eight of these businesses have SDG-8 as their primary goal, and make their annual reports available for public consultation. The main good practices in health and safety identified were the existence of different types of commissions, committees, specialized services, programs dedicated to accident prevention, hazards and risk awareness and notification, promotion of health and physical and mental safety of workers and teams, promotion of well-being at work, prevention, and protection against workplace accidents, events to strengthen the culture of health and safety at work aimed at leaders and workers, education, awareness, and people development initiatives. All are focused on ensuring health and safety care, and when carried out, they also promote DW and contribute to these organizations being an example to be followed in terms of collaboration for the 2030 Agenda development and, mainly, healthier and safety working environments.

Conclusion: In sum, the sample' companies have important practices that address SDG-8, mainly in its eighth target of promoting a healthy and safe work environment, and can therefore consider focusing on promoting DW. The data analysis strategy was relevant to: firstly, identify successful companies in prioritizing SDG8; next, consulting the reports made available by the companies themselves allowed us to identify the practices used in these companies. Given the necessity of making the 2030 Agenda a top priority and advancing DW, taking a cue from these

businesses' successful implementations is a sensible and astute move toward hastening the accomplishment of very pertinent workplace health and safety objectives. One method to advance decent work and help realize the 2030 Agenda's objectives is by ensuring health and safety at work.

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Refining the Stress Management Competency Indicator Tool: An Exploratory Factor Analysis Approach

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Background: Work-related stress is well recognised as a concern for occupational health and safety due to its profound impact on employee well-being and organizational productivity. There is growing interest in understanding how line managers can cultivate their management competencies to help reduce employee stress. The UK Health and Safety Executive developed a specialised tool to assess managers' competencies in handling stress among their direct reports – the Stress Management Competency Indicator Tool (SMCIT) (Yarker et al., 2008). Since its initial development, the SMCIT was reduced from a 66-item tool to a 36-item tool to enhance usability and efficiency (Toderi et al., 2015). However, considering the extensive changes to management practices during the COVID-19 pandemic (Verhoeven et al., 2020), it may be that certain competencies and sub-competencies - measured by the SMCIT – should be re-examined for relevance. Streamlining the SMCIT may offer practical advantages, such as reduced administration time and increased respondent engagement. Further, reducing questionnaire length whilst maintaining relevant information can increase reliability (Kost & da Rosa, 2018) and predictive validity (Peytchev & Peytcheva, 2017) of measures. Hence, the purpose of this study was to assess the psychometric properties of the 36-item version to reduce the length of the scale whilst preserving its reliability and conceptual integrity.

Method: A secondary data analysis was undertaken of data collected from 224 line managers from eight organizations in England. Data were collected as part of a multi-site, two-armed clustered randomised control trial (Thomson et al., 2023). A Principal Component Analysis was conducted, with the number of factors fixed to four. Oblique rotation was applied to gauge the degree of factor inter-correlation. Deletion of items was based on factor loadings less than 0.4 and when the proportion of items demonstrating multiple loadings on more than one factor exceeded that which was acceptable within Thurstone's criteria of .20. An iterative item removal process was undertaken to evaluate how the removal of each item impacted the overall factor structure. After seven iterations, a factor structure with all variables loading onto a single factor and no cross loadings was obtained, resulting in a 19-item version of the SMCIT.

Results: To assess data suitability, Bartlett's test of sphericity was significant ($\chi^2 = 2385.317$, $df = 630$, $p < .001$), indicating variable intercorrelation and supporting data factorability. The competencies' reliability alphas ranged from .645 to .686. Similarly, the sub-competencies' alphas ranged from .485 to .647. Although these values fall below the minimum acceptable threshold of .70, the cumulative percentage of variance explained increased from 36.538 (36-item version) to 46.064 (19-item version). This indicates a substantial improvement of the latent factors' explanatory power through the refinement of the scale. The enhanced variance explanation supports the efficacy of the 19-item version to capture the core competencies more succinctly and effectively.

Discussion: These results provide compelling evidence for the viability of the 19-item version of the SMCIT. We encourage its adoption for realising a wider range of conceptual, empirical and practical benefits. Future directions for research and practice will be discussed.

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"Are You Feeling Good?": An Investigation of Psychosocial Safety Climate in the Relations Between Job Characteristics with Employee Burnout, Engagement, and Sustainable Well-Being

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Psychosocial safety climate (PSC) is defined as the corporate climate in relation to employees' perceptions of organizational formalized policies, procedures, and practices for the protection of employee psychosocial safety and well-being. Employee well-being and strain outcomes are based on the assumption of an interplay between two job characteristics - a high level of job demands would lead to psychological distress and this relationship would be offset when there are high job resources. For this line of reasoning, the present study based on the Demand Induced Strain Compensation (DISC) model and proposed that the interplay between identical job demands and job resources would be conditioned by PSC. Particularly, high levels of PSC would enable employees to optimally perceive and utilize more resources in coping corresponding demands. This study sample consisted of 406 Chinese workers from various occupational sectors, hierarchical regression analyses were applied to assess the effects of the proposed three-way interaction terms (PSC × Demands × Resources) in explaining employee well-being outcomes. The results indicated that although we did not find evidence for the proposed three-way interactions, the present findings further suggest that PSC is a fundamental contextual factor for workers' health and well-being. Specifically, high levels of PSC reflect a level of understanding and responsiveness to employees' concerns, sending a signal that employees are valued and that psychological health is under protection, encouraging employees to express their concerns and/or emotions rather than hide them. In such a context, employees may perceive and obtain more emotional resources (i.e., sentimental support for colleagues or supervisors). Further, the present work also adds to the literature by confirming that building good PSC for employees is not only for their present well-being but also could help them foster confidence for their prediction of longer-term well-being (i.e., sustainable well-being).

Additionally, beyond our hypothesis, noteworthy that our sample reported a high PSC mean score of 45.62 indicating that the risk level for psychological health problems is minimal among Chinese working populations. According to the empirical-based benchmark (Bailey et al., 2015), PSC total mean over 41 is desirable and would protect workers from the risk of depression and job strain. A similar finding was observed by Hu et al (2022) with PSC = 42.42. Ironically, previous studies reported that Chinese workers are among the most stressful, with more than half experienced anxiety. While our study showed a surprisingly positive condition, we urge more investigation on the national differences in the concept of PSC to lure out the potential of societal cultural impact on scale responses and establish a universal metric to evaluate national PSC.

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Working in Agile Multi-Team Systems: Engaging or Exhausting?

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Background: In recent years, several organizations have undergone agile transformation processes which entail a switch to team-based work structures and agile work practices (AWPs). Earlier research indicates that teams using AWP are more engaged and proactive at work (e.g., Junker et al., 2022; Twemlow et al., 2023). A noteworthy limitation of these earlier studies is that they did not consider that teams are often embedded in larger organizational systems. Hence, the present study adapts a multi-team systems (MTS) perspective to investigate how AWP relate to team well-being (engagement and exhaustion). Drawing from role theory and the MTS literature, we argue that the benefits of AWP are contingent on the maturity of agile transformation at the system-level. We argue that misfit occurs when either (1) agile teams are embedded in non-agile MTS, or (2) non-agile teams are embedded in agile MTS. In sum, we test:

Hypothesis 1: Team-level use of AWP relates negatively to team-level role conflict.

Hypothesis 2: Team-level use of AWP is more (vs. less) positively associated with team-level role conflict in systems with low (vs. high) maturity of agile transformation.

Hypothesis 3: Team-level use of AWP is less (vs. more) positively associated with team-level well-being in systems with low (vs. high) maturity of agile transformation, due to more (vs. less) role conflict (i.e., mediated moderation).

Findings and implications: The results of multilevel regression analyses of 192 teams nested in 49 MTS units indicated that the use of AWP at the team-level relates to favourable well-being outcomes (i.e., lower exhaustion and higher work engagement). Path analyses further indicated that this occurs because the use of AWP in teams helps to reduce team role conflict. However, these relationships were qualified by the maturity of agile transformation at the system-level. We find that team-level use of AWP relates negatively to role conflict primarily when a higher percentage of teams within an MTS is in the advanced phases of the agile transformation. Conversely, when the percentage of teams in the advanced phases of the agile transformation is low the relationship between team-level AWP and role conflict turned positive. This suggests that the well-being benefits of AWP at the team-level are contingent on the maturity of agile transformation at the MTS-level.

Conclusion: The present study shows that it is important to go beyond a team-level analyses of AWP and account for the characteristics of the systems in which agile teams are embedded. While working agile can contribute to better team well-being, this positive effect may disappear when the team works in a system that uses AWP in an inconsistent manner. Our findings contribute to role theory by showing that role conflict may originate at the team- and the MTS-level. This multilevel influence may go unnoticed in most employee-centered stress research and may explain why employee-centered well-being interventions sometimes fail to produce significant effects. Hence, the present study may inspire future research to develop interventions that help to reduce role stress in (agile) teams more effectively by taking a MTS perspective.

P92

The Effects of Self-Monitoring With Wearables on Stress, Resilience, and Well-Being in Police Officers: A Mixed Design Field Experiment.

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Background: The use of wearable technology to monitor fitness and health has seen a rapid increase among consumers in recent years. In occupational settings, there is a growing interest in applying this technology to promote health and well-being too, especially in professions with highly demanding working conditions such as first responders. Currently however, it is not clear to what extent self-monitoring with wearables can positively influence resilience and well-being in real-life work contexts, and how wearable-based interventions for high-risk professionals should be designed. In this study, we therefore investigated the effects of a wearable-based intervention on awareness, self-efficacy and well-being related outcomes in police officers. In addition, we compared a relatively straightforward implementation (wearable condition; mere use of a wearable and app) with a more enriched implementation (wearable+ condition; featuring personalization and peer intervention).

Method: A total of 95 police officers, coming from 5 teams, took part in the study, which covered a period of 12 weeks. A mixed research design was applied, combining a within-subject (to compare no wearable use to wearable use), and a between-subject design (to compare the wearable and the wearable+ deployment of the intervention). During the first 6 weeks, participants used no self-monitoring technology. In the following 6 weeks, half of the participants (48, in three teams) used a smartwatch (Garmin Forerunner 255) and a custom-build app (comparable to consumer apps), and the other half of participants (47, in two teams) used the same technology with added functionality and interventions aimed at personalization and integration in the team context. At baseline (T0), after the control period (T1) and after the intervention period (T2), questionnaires were used to measure 15 outcomes, including awareness related to stress, sleep, and physical activity; self-efficacy with regard to behaviour change and stress resilience; and outcomes related to general well-being and stress.

Results: Linear Mixed Model analyses were conducted for each of the 15 outcome variables. Results comparing the intervention condition (wearable and wearable+) against the control condition showed statistically significant differences in 8 out of 15 outcomes, with the intervention condition having a favourable effect in comparison to the control condition for each of these outcomes (relating to awareness, self-efficacy, well-being and stress). Results comparing the wearable+ intervention to the wearable intervention showed 3 significant differences, 2 favouring the wearable condition and 1 favouring the wearable+ condition. Additional exploratory analyses indicated that prior experience with smartwatches influenced the effectiveness of the wearable+ intervention; participants with experience profited more from the wearable+ intervention, whereas participants without experience profited less.

Conclusion: Results of the study show that the use of wearable technology to monitor stress, recovery and physical activity can promote stress resilience and well-being in a high-risk occupational context. The use of wearables enhances awareness of stress and recovery and promotes self-efficacy to make behavioural adjustments in order to better manage demanding aspects of work. Future work is needed to investigate how different aspects of these interventions can be tailored to specific characteristics and needs of employees to optimize these effects.

P93

Measuring and Training Psychological Well-Being in the Work Context (Psygesa Project)

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The topic of psychological well-being plays an increasing role in politics, society and the work context (Roczniewska et al., 2022; United Nations, 2023). As such, more and more organizations focus on maintaining and improving employees' psychological well-being. In order to do so, economic but parsimonious instruments to assess psychological health of employees as well as means for companies to get from analysis to training are needed. The PsyGesA Projekt (Psychische Gesundheit im Arbeitskontext, engl: psychological well-being in the work context) introduces an online toolbox designed to improve job resources and reduce job demands, utilizing a specially developed and validated scale to measure psychological health.

Drawing from the Job Demands and Resources (JDR) theory (Demerouti et al., 2001), the PsyGesA scale identifies and addresses demands and resources affecting psychological well-being at work. Scale items were formulated based on literature research and 46 qualitative interviews, leading to a final model with 28 dimensions (three items each) validated with a German sample ($N = 976$). Exploratory and confirmatory factor analyses demonstrated a robust model fit (CFI = .96, TLI = .95, RMSEA = .03, SRMR = .04). Scale validity was further assessed using panel data ($N =$ ranging from 1000 to 1009). As assumed, the PsyGesA demands and resources are positively related to the respective subscales of the FGBU (Dettmers & Krause, 2020), KFZA (Prümper et al., 1995), and COPSOQIII (Lincke et al., 2021), showing convergent validity. Meanwhile, the PsyGesA demands subscales can be discriminated from depression (Beck et al., 2006; Bianchi & Schonfeld, 2020) and job anxiety (Linden et al., 2008), whereas the resources subscale can be discriminated from job satisfaction (Thompson & Phua, 2012) and resilience (Soucek et al., 2015), hinting at divergent validity from these constructs. We could also show that the PsyGesA scale explains variance in some outcomes (i.e., emotional exhaustion (Demerouti et al., 2003), depression (Bianchi & Schonfeld, 2020), and rumination (Cropley et al., 2012)) beyond existing measures (KFZA, FGBU). Lastly, we discuss the predictive validity of the PsyGesA Scales on negative and positive work related outcomes three months later. Validity scores will be presented during the talk.

The PsyGesA Project goes beyond diagnosis by offering not only providing a time-efficient and comprehensive scale but also an online toolbox divided into learning blocks, directly connected to the PsyGesA survey. The toolbox recommends tailored learning blocks to participants. The learning blocks are accompanied by interactive elements such as videos, drag-and-drop tasks, and reflective notebooks. These elements enhance knowledge acquisition and its practical application in daily work.

In conclusion, the PsyGesA project presents a meticulously developed scale and an accompanying toolbox, providing organizations with the means to assess and address mental health in the workplace. These tools aim to empower companies to offer targeted training to employees.

P94

Latent Profiles of Work and Psychological Resources are Associated with Mental and Physical Employee Health

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Background: Work-related psychosocial stressors are associated with cardiovascular disease (Niedhammer et al., 2021) and type 2 diabetes (Pena-Gralle et al., 2022). Positive psychological (e.g. resilience, optimism) and work resources (e.g. support, autonomy) may buffer the detrimental effects of workplace stressors (Bakker et al., 2023). Traditional approaches assess these factors independently, overlooking their complex interrelations (Konttinen et al., 2008) and synergistic effect on health (Nielsen et al., 2017), which can be explained by the spillover effect from the Conservation of Resources theory (Hobfoll, 1989). To address these issues, we employ a person-centered approach to explore latent profiles of psychological and work resources (Study 1) and their associations with behavioural (Study 2) and physical (Study 3) health.

Methods and Results: In Study 1, we assessed questionnaire data from 2023 employees (age = 44.9 ± 11.4 ; 53% male) focused on psychological resources (self-efficacy, proactivity, resilience, optimism, flexibility) and work resources (HR practices, support, autonomy). A latent profile analysis identified five subgroups: *Average Resources* (43%), *Low Resources* (18%), *Unsupported* (18%), *Personally Thriving* (15%), and *High Resources* (6%). In Study 2, we collected cross-sectional questionnaire data in the same sample as Study 1 for behavioural health (sleep quality and duration, exercise, vegetable intake, alcohol consumption, smoking). A 3-step analysis identified differences between the subgroups compared to the *Average Resources* group. The *Low Resources* group presented the poorest behavioural health (e.g. poorer sleep quality (OR=1.3, 95%CI=1.2-1.5), decreased physical activity (OR=0.8, 95%CI=0.7-0.9)), whilst the *Unsupported* group showed poor outcomes only on some indicators (e.g. poorer sleep quality (OR=1.2, 95%CI=1.0-1.3)). The *Personally Thriving* group presented the best behavioural health (e.g. better diet (OR=1.3, 95%CI=1.2-1.6)), whilst the *High Resources* group showed improved outcomes on some indicators (e.g. better diet (OR=1.3, 95%CI=1.0-1.6)).

In Study 3, we collected physiological data from a subset of the original sample ($n = 556$; age = 44.7 ± 11.1 ; 52% male). We assigned diagnoses of hypertension, diabetes, and hypercholesterolemia, and calculated a Framingham Risk Score (10-year risk of developing cardiovascular disease). Using a 3-step analysis, differences across the subgroups were observed. The risk of hypertension increased with membership in the *Low Resources* (OR=3.0, 95%CI=1.2-7.8) and *High Resources* (OR=4.2, 95%CI=1.2-14.3) groups, compared to *Average Resources*. Further, males in the *Low Resources* group had an increased Framingham risk score (OR =1.1, 95%CI=1.0-1.1). Diabetes and high cholesterol did not present increased risk. Conclusion: The findings suggest that individuals with high work and psychological resources present better behavioural health outcomes, although *both* high and low resource groups were associated with hypertension. Resources alone may not be a sufficient buffer for hypertension, perhaps other factors play a stronger role, for instance, demands and factors outside of work. Notably, no group with high psychological but low work resources was identified, indicating the importance of psychological resources on workplace perceptions. Given the predominantly young sample, future research should explore the longitudinal effects of these relationships, especially in older workers. This research provides valuable insights into the complex interplay between work factors, psychological resources, and health outcomes, offering implications for occupational health psychology.

P95

Appraisal of Job Autonomy: Unveiling the Spectrum of Resources and Stressors

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Background: The recognition of distinct job stressors, such as challenges versus hindrances, is well-established. However, while job resources are typically considered uniformly, Warr's vitamin model suggests varying types of job resources, akin to diverse stressors. This study delves into job autonomy, a well-studied resource, exploring how employees perceive their autonomy levels and whether these perceptions relate to their expectations. It was hypothesized that higher autonomy levels would be valued as a resource and seen as challenging, while lower autonomy would be appraised as stressful, particularly hindering. These appraisals were expected to intensify when employees desired greater autonomy. Conversely, those desiring less autonomy might view high levels as less beneficial and lower levels as less stressful.

Method: As part of a larger, longitudinal research project, data on actual and desired scheduling and methods autonomy were collected among 708 German employees. Participants evaluated their actual autonomy in terms of resource, stressor, challenge, hindrance, and threat. Polynomial regression and response surface analyses were conducted to test the hypotheses.

Results: As predicted, higher actual autonomy related positively to resource and challenge appraisals and negatively to stress, hindrance, and threat appraisals. Desire for higher autonomy amplified these appraisals. However, when actual and desired levels differed significantly, autonomy was less likely to be seen as a resource. Extremely high autonomy, especially when differing greatly from desired levels, tended to be appraised as a stressor. Variance was notably high for resource appraisal ($R^2 = .30$ for scheduling, $R^2 = .24$ for method autonomy), followed by challenge appraisal ($R^2 = .08$ for scheduling, $R^2 = .07$ for method autonomy).

Conclusion: The study suggests that increased job autonomy is primarily viewed as a resource. Nevertheless, depending on employees' expectations, excessively high autonomy levels might evoke stressor-like qualities. This nuanced understanding is crucial for job design; while some autonomy is necessary, providing excessively high autonomy may not universally benefit all employees.

P96

Meeting Input Made Equal - Connections Between Workplace Meeting Equity and Meeting Outcomes

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Background: One of the most common aspects of the workplace is meetings. Meetings are critical as they provide the context for collaboration, communication, and decision-making. Unfortunately, meetings are often perceived as stressful demands by workers. Attending poorly executed meetings over time can lead to more demands, including the onset of burnout and thoughts of leaving the profession/job. Improving meeting processes can help mitigate these demands, and may even flip meetings into a resource for workers. This study focuses on meeting equity, or the degree to which meeting attendees can engage and connect with each other in an inclusive manner for all. This study explored the idea of meeting equity and how it relates to meeting outcomes such as effectiveness and satisfaction. Prior research confirms that as meeting outcomes improve, employee attitudes and well-being at work also improve. Thus, meeting equity may be an upstream resource for improving worker downstream well-being.

Methods: We used a quantitative survey of working U.S. adults' meeting experiences from October and November 2022. Participants were required to be 18 years of age, be full-time employees within the United States, and attend more than one work meeting each week. A total of 1,097 participants responded to the survey and were compensated (\$0.75 each). After excluded incomplete survey responses (n=56), the final sample was 1,041 participants, 37% of whom were female. The mean age of participants was 34.7 years (SD=10.69). A majority of the sample was Caucasian (65.5%) and reported not being of Hispanic, Latino, or Spanish origin (64.7%). Logistic regressions were run using meeting equity and meeting outcomes. All analyses were run in SAS 9.4.

Results: We found that meeting equity is significantly related to meeting effectiveness (odds ratio = 60.9, 95% confidence interval [35.4, 104.9]), meeting satisfaction (OR = 1.6, 95% CI [1.4, 1.9]), and meeting recovery (OR = 1.6, 95% CI [1.4, 1.8]) after controlling for age and job tenure. Individuals who perceived having higher levels of meeting equity were more likely to have increased meeting satisfaction and effectiveness. Surprisingly, individuals perceiving higher meeting equity were also more likely to need higher meeting recovery.

Conclusion: This is the first study to investigate meeting equity and link it to meeting outcomes. Results show that meeting equity plays a meaningful role in workplace meetings as those perceiving higher meeting equity were more likely to experience greater meeting outcomes. Those with higher meeting equity are more likely to be satisfied with meetings and feel their meetings are more effective. However, they also are more likely to require a longer period to recover from meetings before transitioning to the next work task. It appears higher meeting equity could mitigate some meeting demands on employees while increasing others. Future steps for these data include exploring specific benefits and potential issues meeting equity may present to workers. Additionally, other steps include exploring how specific meeting demographics (i.e., modality, type, length) impact the relationship between meeting equity and outcomes.

P97

Connecting Sustainability and Well-Being at Work: The Role of Environmental Satisfaction in the Relationship Between Green Human Resources Practices and Work Engagement

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Work engagement has been broadly accepted as a synonym for well-being at work, as well as have been recognized its positive effects on employees, groups, and organizations. For that reason, researchers pursue understanding this construct, studying the explicative role of job demands (e.g., conflict role), job resources (e.g., autonomy), human resources practices (e.g., performance evaluation), and even personal resources (e.g., self-efficacy beliefs). However, the current circumstances in human resources management (e.g., BANI context, ODS) call for a change of approach that contemplates other types of organizational actions related to sustainability (people, environment, economics). In this context, green practices, understood as organizational actions that seek to contribute to the improvement of the environment directly or indirectly, become particularly relevant. Considering the previous literature, we proposed to examine the effect of green organizational practices on work engagement through environmental satisfaction. The sample consisted of 316 employees (61.6% women) from different organizations in Spain. Data were collected using two strategies: 1) Snowball sampling; 2) Researchers contacted the key stakeholders in each organization, to send questionnaires to employees. Also, based on sample size suggestions, 119 was the recommended minimum sample size to test the exact model fit, thus it has been guaranteed

the minimum sample required in SEM analysis. To test the objective, SEM analysis was performed and different models were calculated (i.e., partial mediation, full mediation, alternative model). The results suggested a partial mediation effect. It is interesting to note that Green HR Practices explain 12% of the variance in Environmental Satisfaction, which in turn explains 14% of the variance in Work Engagement.

P98

The Switchoff Project; Supporting Workers' Well-being During Remote Work: The Case of Italy.

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Background: Over the last few decades, workplace digitalisation has enabled workers from various sectors to perform their work at any time and location (Eurofound and ILO, 2017). COVID-19 brought exponential growth in teleworking and the extensive use of Information and Communication Technologies (ICTs) has led to opposing effects. On the one hand, such technological advancements have led to increased efficiency, yet this shift has led to a “24/7 always-on culture” having as such a toll on remote workers' well-being. Eurofound data suggest that remote workers are twice as likely to exceed the 40-hour working time limit and work in their free time (non-working hours). This data has put the spotlight on the need for a European legal framework directly defining and regulating the right of employees to disconnect (ETUC, 2021), as this right has not yet been passed into EU law. The SwitchOff project addresses this need for psychological detachment /disconnection with emphasis on remote workers. More specifically, the project aims to help managers and VET trainers acquire the appropriate competencies and knowledge on how to facilitate recovery in the workplace and help remote workers disconnect from work and restore their personal resources (emotional, cognitive, physical) at the end of their working day.

Method: In the framework of the SwitchOff project an online survey and focus group, with HR Managers and remote workers were conducted. The aim was to examine their perceptions and viewpoints concerning the importance of psychological detachment, the challenges they face in disconnecting from work, the identification of best practices, and their intentions in developing practices that will enable employees' disconnection from work. By utilizing the findings from this primary research, the consortium designed and developed a practical toolkit and training program.

Results: A total of 25 teleworking professionals in Italy, encompassing individuals in managerial and HR roles completed an online survey with the aim to assess participants' perspectives on the right to disconnect from work. Challenges in implementing programs for promoting work detachment were identified by the respondents, including lack of resources, expertise, and leadership commitment. These factors hindered the successful implementation of initiatives aimed at helping employees switch off from work. Respondents also expressed their interest in receiving relevant training. With regards to the focus group, a total of 6 remote workers participated and expressed their perceptions regarding their ability to detach from work and disconnect. They also shared their views on the supportiveness of their respective companies in facilitating their right to disconnect.

Conclusions: This study has brought to the surface needs and gaps in terms of practices and relevant policies on the right of employees to disconnect. In light of these findings relevant workplace policy recommendations as well as practices that will be relevant to policy-makers and decision-makers at the government level (e.g. national and EU MPs), but could also be used by HR professionals who wish to apply such policies in their organizations, will be presented and discussed in the presentation.

Too Stressed to be Psychologically Present at Work? Employee Job Stress and Psychological Withdrawal Behaviours in Organizations

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Background: Behaviours which interrupt employees' work engagement are identified as psychological withdrawal behaviours (PWB), such as daydreaming, handling personal tasks during work, and excessive chatting with colleagues (Lehman & Simpson, 1992). It is imperative to examine the antecedents of these behaviours to mitigate their negative impacts on working individuals and organizations. Taris et al.'s (2001) seminal work underscores the role of job stress, particularly job strain, in predicting withdrawal behaviours. However, the mechanisms and boundary conditions in this link require more investigation (Koslowsky, 2009). Drawing on the conservation of resources theory (Hobfoll, 2001), this study investigates how and under what circumstances employee job stress predicts PWB. We do so by exploring the mediating role of employee self-efficacy as job stress's influence on self-efficacy has profound implications for employees' drive and motivation to tackle tasks and persevere through challenges (Bandura, 1997). We also examine leader narcissism as a critical trait with significant implications for how employees interpret and respond to both physical and psychological work-related pressures, subsequently influencing their workplace behaviours. Taken together, this study examines the mediating role of self-efficacy and the moderating role of leader narcissism in the relationship between employee job stress and their PWB.

Method: The research design involves two-wave data from 358 Nigerian employees working full-time in various industries including manufacturing, sales, oil and gas, banking, insurance, telecommunication, logistics, and health care. Of the sample, 56 percent are male with an average age of 30.3 years old (SD = 9.8). We tested the moderated mediation hypotheses using regression analysis in SPSS and PROCESS macro.

Result: The results indicated that job stress negatively related to employees' self-efficacy, which in turn, negatively affected their PWB. Additionally, self-efficacy mediated the relationship between job stress and PWB. Our study also found that the indirect relationship between job stress and psychological withdrawal behaviours was stronger when leader narcissism was high (vs low).

Conclusion: Our study adds to the existing knowledge of PWB by theorising a resource-based model through the lens of COR theory. Our finding underscores the overwhelming nature of job stress on employees, depleting their personal and psychological resources and instigating behavioural responses in the form of PWB. We highlight that employee self-efficacy can control PWB and deal with work-related challenges. Finally, our study underscores the importance of supportive leadership as instrumental in helping employees manage job stress (Kumar & Jin, 2022). A supportive unlike a narcissistic leader serves as a resource to help employees in stressful work situations and may provide useful advice and support to increase self-efficacy, thus reducing PWB. Practically, our study findings provide insights to management about how job stress reduces employees' self-efficacy and increases their PWB. Our research suggests that organizations need to create a climate that fosters socially supportive relations between employees and managers to enable employees to effectively manage their job stress.

P100

The Relationship Between Job Demand and Emotional Exhaustion Among Emotional Labor Workers: Tests of the Moderated Mediation Effects of Recovery Experience and Emotional Dissonance

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Despite recognizing the importance of effective recovery processes following job stressors, research has unveiled a paradoxical impairment in such processes during high-stress scenarios, known as the "recovery paradox" (Sonnentag, 2018). This study explores the recovery paradox through the JD-R-R model (Job Demands-Resources-Recovery), specifically investigating the impact of job demands on emotional exhaustion among individuals engaged in emotional labor. Notably, our focus extends to recovery during the weekend, diverging from the predominant emphasis on the workweek in previous studies. The study scrutinizes the relationship between job demands and emotional exhaustion, incorporating the mediating influence of recovery experiences—such as psychological detachment, relaxation, mastery, and control—during leisure time over the weekend. Additionally, we examine the moderating effect of emotional dissonance during weekdays among emotional labor workers. Two waves of surveys were conducted with 200 participants, including nurses from a hospital and sales department employees from a pharmaceutical company in South Korea. The first wave (T1) assessed job demands and emotional dissonance at the end of Friday's working hours, while the second wave (T2) examined recovery experiences and emotional exhaustion levels on Monday morning after the weekend. Analysis of valid data from 138 employees revealed significant findings regarding both the main and moderated mediation effects. Firstly, we identified significant correlations among job demands, recovery experiences, and emotional exhaustion. Secondly, the mediating effect of recovery experiences on the relationship between job demands and emotional exhaustion was confirmed. Thirdly, emotional dissonance was found to moderate the effect of job demands on recovery experiences, indicating a stronger negative relationship between job demand and recovery experience with higher levels of emotional dissonance. Furthermore, the full moderated mediation model was supported. The results suggest that individuals experiencing higher levels of emotional dissonance, stemming from elevated job-related stress during weekdays, are more likely to face additional challenges in psychological recovery. Despite the heightened need for recovery due to accumulated fatigue and stress, actively engaging in recovery-related activities may prove challenging for emotional labor workers. The findings also underscore the importance of addressing emotional dissonance resulting from their job. Consequently, rather than placing the entire burden of managing job stress and emotional dissonance on individuals, our results emphasize the necessity for organizational intervention. A systematic approach to providing fundamental solutions during both the workweek and the weekend is essential to foster a healthy work environment that supports the psychological recovery of emotional labor workers.

P101

Physiological and Emotional Stress Responses to Social Exclusion: The Novel 'Social Ball' Paradigm

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Background: Workplace exclusion, a prevalent and intense social experience, is shown to be an antecedent of stress (Chung, 2018) and well-being, with detrimental effects on psychological and physical well-being, job satisfaction, individual careers, and the retention of employees within organizations (Cacciopo & Cacciopo, 2012; Hitlan et al., 2006; Jones et al.,

2016). Our study extends this line of research by investigating the link between exclusion experiences and emotional and physiological reactivity – indicators of stress – to deepen our understanding of the mechanisms of exclusion on well-being. Employing the Social Ball (SB) paradigm, a more realistic version of the traditional Cyberball, we experimentally test the extent to which socially excluded (versus included) participants experienced heightened physiological and emotional reactivity.

Method: We analysed data from 101 participants with a mean age of 20.33 ($SD = 2.684$) and predominantly female (79.2 %) and European ethnicity (85.1%). Participants engaged in the SB task within a controlled environment ($n_{\text{exclusion}} = 51$) while an electrocardiogram (heart rate variability), electrodermal activity (skin conductance), and continuous blood pressure were continuously recorded to assess changes in both the sympathetic- and parasympathetic nervous system. Subjective emotions were assessed via self-report before, immediately after, and 5 minutes post-SB, to assess positive and negative emotion reactivity.

Results: Participants in the exclusion condition reported significantly higher feelings of being ignored and excluded compared to included participants, showing that the manipulation triggered the expected effect. Two Mann-Whitney U tests indicated that excluded participants compared to included participants showed increased negative emotion reactivity from baseline to task ($z = -3.49$), but there was no difference between the exclusion and inclusion conditions in positive emotion reactivity ($z = 1.48$). An independent samples t-test showed that there was no significant difference between the exclusion and inclusion conditions on inter-beat interval (heart rate) reactivity following the task, $F = 0.132$, $p = .718$. Furthermore, five Mann-Whitney U tests indicated that there was no significant difference between the exclusion and inclusion conditions on RMSSD (i.e., an indicator of heart rate variability; $z = 0.60$), systolic ($z = -1.01$) and diastolic ($z = -1.12$) blood pressure, or on skin conductance level ($z = 0.49$) or responses ($z = 0.96$; all p 's $> .05$).

Conclusion: Social exclusion as manipulated by SB successfully induces feelings of exclusion and negative emotions, which underlines the need for increased focus on the emotional impact of exclusion in organizational settings. Our findings do not provide support for any effects of exclusion manipulated by SB on heart rate (variability), skin conductance, or blood pressure. This outcome indicates a potential disconnect between an emotional experience of social exclusion and physiological reactivity or suggests that the SB paradigm may not be comprehensive enough to trigger a detectable physiological response. Our analysis, which initially compares baseline and task means, lays the groundwork for future in-depth research.

P102

Pay It Forward: A Multi-Source Study on Leaders' Strength Use and Employees' Perceptions of Strength-Based Feedback

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Introduction: Recent studies in positive psychology underscore the role of leaders in enhancing employee strengths for improved productivity and well-being (e.g., Ding & Quan, 2021; Ding & Yu, 2021; Ding et al., 2020; Miglianico et al., 2019; Wang et al., 2023). Individuals' strengths are described as "ways of behaving, thinking, or feeling that one is naturally inclined towards, finds enjoyment in, and which enable optimal functioning" (Quinlan et al., 2012, p.1146). Yet, insight on individual differences that drive leaders to provide strength-based feedback remains unaddressed. In this study, we combine behavioural and personality factors to explore what makes leaders provide strength-based feedback to their employees. We hypothesize that

leaders utilizing their strengths are more likely to offer strength-based feedback to employees if they are perceived as being humble leaders. Humility is a behavioural indicator of a personality characteristic shown through acknowledging flaws, highlighting others' strengths, and demonstrating a willingness to learn (Owens et al., 2015, p. 1204). Humility is often viewed as a metavirtue that helps balance other traits, preventing them from becoming too extreme (Owens et al., 2015; Park & Peterson, 2003). Leaders who use their strengths to the excess, may risk negative effects of overreliance on strengths, such as overconfidence or positive illusions (cf. Lanaj et al., 2019). We therefore argue that leader humility moderates the relationship between leaders' own strength use and employees' perceptions of strength-based feedback.

Method: To test our hypotheses, we applied a multisource field study with 45 leaders and their 593 employees. We recruited one leader per organization (45 different organizations) and this leader then invited his/her employees to participate in the study. Leaders and employees received separate surveys administered with an online tool. The respondents filled out the organization they were working in (pre-coded), allowing us to match each leader with his/her employees, resulting in 593 unique leader-employee dyads. To measure leaders' strength use we used a 4-item measure based on Wood et al. (2011) measure of strength use. To measure employee perception of strength-based feedback we used 4 items based on Wood et al. (2011, 2 items) and Kuvaas et al. (2017, 2 items). To measure employee perception of leader humility we used the 9-item scale developed by Bradley et al. (2013).

Results: We used the Lme4 package for multilevel analyses in R (Bates et al., 2015) to analyze the data. The results support our hypotheses, showing a positive interaction such that perceptions of strength-based feedback are higher with high leaders' strength use and higher humility, and lower with high leaders' strength use and low levels of humility.

Conclusion: Our study offers a more comprehensive understanding of how leaders' humility can enhance the effectiveness of strength-based leadership approaches. It underscores the importance of balanced strength utilization by leaders and the necessity of incorporating humility into leadership development programs, being a "modifiable trait" (cf. Owens et al., 2015). Our study thus provides practical insights for improving leader-employee relations and boosting workplace well-being.

P103

Organizational-Level Risk and Health-Promoting Factors within the Healthcare Sector – A Systematic Review

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Background: Sickness absence and staff turnover is a major concern within the healthcare sector, both in Sweden and in other countries. Adverse working conditions has been shown to be an important contributing factor to this. Work conditions and practices are determined at the organizational level. Hence, it is here that risk- as well as health-promoting factors on the workplace level have their origin. A focus on risk- and health-promoting factors at the organizational level makes it possible to identify underlying causes of challenges and resources at the workplace level. The aim of this study was to provide an overview of Nordic research on the work environment and health of healthcare professionals, with a focus on identifying organizational-level risk and health-promoting factors.

Method: This systematic search and review is based on an analysis of studies published in peer-reviewed journals between 2016 and 2022. The selected studies investigate the relationships between organizational-level risk and health-promoting factors and measures of health and well-being among healthcare professionals within the Nordic countries during ordinary operations. A total of 2,677 articles were initially identified, with 95 original studies meeting the criteria for relevance and quality.

Results: The majority of the studies utilized cross-sectional, cohort, or qualitative designs and focused on various outcomes related to mental and physical health. Organizational risk and health-promoting factors were categorized into five categories: work schedule distribution, operations design and work methods, ergonomic preconditions, working conditions and personnel policies, and the organization's ethical environment. In addition, two themes emerged that cut across the five categories, providing insight into how existing knowledge can be translated into practical action. The first theme emphasizes how risk- and health-promoting factors are present in the actions that are taken to guide and lead the work with the aim of fulfilling the organizations goals. That is, the way that the organization divides and governs work tasks, rewards, ensure staffing, and provides proper tools and support, but also its explicit values and priorities. The second theme emphasizes how risk- and health-promoting factors are present in that which the organization in different ways, and often implicitly, communicate to its employees regarding the value they place on their employees, and on the possibility for their employees to be able to do their job with a quality that they consider reasonable.

Conclusion: The results emphasize the importance of examining organizational-level factors in healthcare professionals' work environment. Identified risk factors include challenging work schedules, inadequate ergonomic conditions, and deficiencies in personnel policies, while health-promotive factors encompass secure employment conditions and a supportive ethical environment. The findings suggest that addressing organizational-level factors provides an opportunity not only to manage but also to eliminate risks in the work environment, promoting a health-supportive workplace.

P104

Who Am I at Work? An Analysis of the Importance of Identity at Work in Changing Work Environments and its Interplay with Employee Well-Being

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Background: Identities are the subjective interpretations of individuals - the answer to the question "who am I?" - based on their socio-demographic characteristics, roles, personal attributes, and group affiliations (Ashforth & Mael, 1989; Brewer & Gardner, 1996). For most people, work is of central importance to their lives and therefore fundamental to health, personal development as well as their individual and social identities (Carr et al., 2003; Paul & Moser, 2009). Work-based identities are self-meanings associated with participation in work-related activities, such as organizational, occupational, and role identities (Dutton, Roberts, & Bednar, 2010). Work-based identities are of particular importance in the age of diverse, boundaryless, digitalized and often plural careers, in which many employees must create new work identities or revise existing ones several times in their careers (Caza, Moss, & Vough, 2017; Ibarra, 1999). At the same time, in a wide range of fields, work environments and its characteristics - catalysed by the COVID-19 Pandemic - have changed drastically within the last years. With an increase in remote work and technological progress, work will continue to become more flexible in terms of time and location (McKinsey, 2021). Therefore, boundaries between work and other domains of our lives are becoming increasingly permeable. The study aims to address how changing work characteristics influence the individual importance of work-based identity and analyses its consequential effects on health and well-being. Theoretical as well as practical implications will be drawn.

Method: Data used in this study is provided by the respective panels of the GESIS Leibniz Institute for Social Sciences in Mannheim. For this study, multiple waves (expected n = 1600) of a representative sample of the German adult population with a part-time or full-time employment will be used. Importance of work identity, personality aspects, e.g. narcissism, and (changed) work characteristics, e.g. remote work and occupational prestige, as well as well-being, e.g. detachment, will be analysed via cross-lagged paths.

Results: Results will be available in April 2024. It is expected that work-based identity has a positive effect on well-being via self-esteem. The relative importance of work identity is expected to be reduced with an increase in remote work. Resulting effects on well-being are expected to vary depending on personality traits, e.g. narcissism.

Conclusion: The rising prevalent cause of absenteeism in the workplace pertains to mental well-being. Simultaneously, employees increasingly face new challenges due to several recent changes that have transformed working environments fundamentally. Hence, it is important to identify new risk and buffering effects for psychological well-being within those new environments. Using a large representative sample of the German adult population, the study investigates the role of work-based identity in this regard across groups of employees and various occupations.

P105

Managing The New Remote Workforce: The Impact of Monitoring Practices on the Psychological Safety of Employees

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Different remote work policies are emerging in organizations in the post pandemic world. In a scenario of uncertainty and job insecurity, monitoring employees in their home offices raised as a common practice whose effects are still being unveiled. Whereas monitoring can be carried out by legitimate purposes (Eurofound, 2020), it can affect trust, job satisfaction and performance considerably (Siegel et al., 2022). Monitored-related variables, such as the clarity provided by the organization and employees' access to the collected data, have also shown to influence these outcomes (Weibel et al., 2015). Our interest in this study was the relationship between monitoring practices in remote work with Psychological Safety, a construct that is shaped by multiple interactions with co-workers and managers (Edmondson, 2002) and has been overlooked in recent studies on the topic. Defined by Edmondson (1999, p. 354) as a "shared belief that the team is safe for interpersonal risk taking", Psychological Safety is broader than trust and is associated with valuable behaviours such as learning, voice behaviour (Edmondson & Lei, 2014) and knowledge-sharing behaviour (Hao et al., 2022). To carry out this study, quantitative data collected through an online survey was analysed. The sample consisted of 382 people working on hybrid or remote models, primarily based in Brazil. T-tests were carried out to verify differences across unmonitored and monitored groups; groups with and without access to collected data; as well as groups that considered clarification provided by the company as appropriate and those who considered it as non appropriate. Also, simple linear regression analysis was carried out to verify if the perceived appropriateness of monitoring was related to higher levels of psychological safety. Results indicate no statistically significant differences in psychological safety levels between monitored and unmonitored groups, or between those with and without access to the data. However, there were significant differences between groups with regard to the perceived appropriateness of the clarification provided by the employer. Also, a positive linear relationship was found between the perceived appropriateness of monitoring and psychological safety. This implies organizations should pay

special attention to how monitoring is clarified to employees, since their perception can be key to keep psychological safety levels. We expect these findings may provide relevant insight on how to design and implement telework policies in a way that endorses its benefits and enhances highly important behaviour in organizations.

P106

Beneath the Robe: Analyzing the Determinants of Psychological Distress Among Criminal Lawyers from Public and Private Sector in Canada

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Background: Lawyers are among the professional groups most at risk of experiencing psychological distress (PD). However, recent studies show that this risk is not the same across all areas of legal practice. For instance, given the high emotional demands to which they are repeatedly exposed throughout their careers, lawyers specialized in criminal law seems to be particularly at risk of PD. The sector (private vs. public) may also influence the nature of determinants that impact the mental health of legal professionals, and as a result, determinants (including protective and risk factors) of psychological distress (PD) could vary. Using a multidimensional model considering risk and protective factors from work (emotional demands, decision authority, skills utilization, coherence of values, lack of resources, quantitative and qualitative work overload, support from colleagues), from personal life (work-family conflict, having a spouse and having children) and from individual characteristics (sex and experience), this study investigates the differential effect of risk and protective factors on PD experienced by criminal lawyers working in the public sector (prosecutors) compared to criminal lawyers working in the private sector.

Method: A secondary analysis of quantitative data collected by (Cadieux et al., 2022) and following the exclusion of missing data, was conducted. The samples consisted of $n_1=535$ crown prosecutors and $n_2=195$ criminal lawyers from the private sector practicing in Canada. Data were standardized using SPSS-28, then were imported into SMART-PLS 4 to perform structural equation modelling in which PD is the dependent variable, measured by the K6 scale (Kessler et al., 2002). Following an evaluation of the measurement model (outer loading, construct reliability and validity, AVE and discriminant validity), a Bootstrap procedure with a resampling of 5,000 samples was conducted in SMART-PLS 4 to evaluate the structural model.

Results: Measurement and structural models show a good fit, which respect the threshold in the literature (Hair et al., 2021). Structural equation modelling analysis indicates that workplace resources appear to have less impact in the private compared to the public sector. Among crown prosecutors, consistency of values and support from colleagues appear to be significantly associated with PD ($p < 0.01$). In terms of risk factors, quantitative overload is associated with significantly higher PD among crown prosecutors ($p < 0.01$). Yet, this constraint is not significant among criminal lawyers working in the private sector. Regardless of practice settings, two risk factors that have the highest weight and direct effect in explaining PD among criminal lawyers are emotional demands and work-family conflict ($p < 0.01$).

Conclusion: Despite its cross-sectional design and some inherent limitations, this study highlights differences regarding the specific determinants (risk and protective factors) associated with PD among criminal lawyers, depending on whether they work in the private or public sector. This study paves the way to adopt various approaches for preventing mental health issues within these two populations of criminal lawyers, each facing distinct determinant.

P107

Improving Organizational Health: Toward a Shared Responsibility through Concrete Contribution of Employees

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Background: Collaboration among stakeholders is a promising approach for addressing health, well-being and effectiveness issues to improve organizational health (OH) (Lowe, 2020; Peters & al., 2022). A shared responsibility is highlighted, especially between top executives, managers, and employees, given their vested interest in and unique influence on OH (Bauer & Jenny, 2022). While employee contribution is essential for a healthy and resilient organization (Salanova & al., 2012), their role is less studied, especially compared to managers and top executives (Kelloway & al., 2017). If employees' behaviours may be related to health, well-being, and effectiveness outcomes (Taris & Schaufeli, 2015), we have little information about the specific behaviours they can exhibit on a day-to-day basis to contribute to OH (St-Hilaire & al., 2019). This research aims to develop a taxonomy of employees' behaviours related to OH by exploring their role, and identifying specific behaviours that may reflect their concrete contributions.

Method: We conducted an exploratory qualitative study in two phases over a period of eight years (2016-2024). The first phase involved 16 individual semi-structured interviews with employees from three large organizations in Québec (Canada). The second phase conducted up to now, included 19 interviews with employees across various job categories and sectors in Canada, recruited via social media to maximize variability and reach data saturation. All the interviews were recorded and transcribed. An inductive thematic analysis was performed on the corpus to allow themes to emerge, instead of approaching the analysis with a pre-established template (Saldaña, 2013). To ensure the reliability of coding, a random selection of 30% of the interviews will be independently coded to enable the calculation of the interrater reliability.-

Results: The preliminary results show that employees' contribution to OH could be described through various levels, including passive, active, proactive, initiator, generator and strategic. Within these levels, 80 specific behaviours are identified (e. g. promoting the benefits of a recreational activity, laying out a clear vision of the work), grouped under 13 competencies (e. g. supporting recreational activities, collaborating to the team). These behaviours focus on various targets, including self, colleagues, manager, customers, business partners, and the community. Until the end of the data collect and analysis in winter 2024, the taxonomy may be expanded (e. g. new behaviours) and refined (e. g. labels and definitions).

Conclusion: This study responds to the call of St-Hilaire & al. (2019) by defining employee contributions through actions that go beyond simple participation in top-down initiatives, and more specifically regarding OH. The findings expand the field of organizational behaviour by revealing various levels and targets, beyond traditional taxonomies (e. g. Somech & Drach-Zahavy, 2018). By pinpointing specific behaviours, this bridges a gap between theory and practice by providing actionable steps that employee can take to promote OH. This can guide the development of targeted training programs, improve communication and socialization, and foster a culture of co-responsibility. Futures research should incorporate perspectives from other stakeholders, like managers, and focus on the identification of key competencies and the measurement of the most effective behaviours relating OH.

P108

Predicting Manager Training Success with a Situational Judgement Test (SJT) for Effective Safety Leadership

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Background: Research suggests safety-focused leadership is associated with important safety outcomes (e.g., injuries). 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. Currently, there are limited tools to assess safety leadership skills, therefore researchers and organizations rely on broad safety outcomes and subordinate perceptions. However, injury rates are influenced by many factors and are not a direct measure of safety leadership, while subordinate self-report measures are often not possible (e.g., in a selection setting). Self-report measures and traditional leadership inventories are less useful in practice due to concerns about faking and social desirability. To fill this gap, we developed and partially validated a Situational Judgement Test (SJT) for Effective Safety Leadership which demonstrated test-retest reliability, internal consistency, and construct-related validity. To further validate the SJT for practical usage, it was included in a large-scale study on safety training with a pre-post design.

Methods: The SJT was included in a larger pre-post training study conducted with 90 managers from a high-hazard industry. The study was designed so that the participants first completed the SJT, other safety-related scales, and a knowledge test pre-training, they then completed the training in one of various conditions, and finally they completed the same SJT, scales, and knowledge test post-training. The current research only focuses on results related to the SJT and not the broader results of the training study overall.

Results: There was a significant moderation and interaction between the Perceived Need for Training and Time 1 SJT scores in predicting the change in Knowledge Test scores pre-post training. The interpretation of this result is that there was the greatest knowledge gain (i.e., more change due to training) for managers who perceived they needed the training and responded with less safety-minded choices to the SJT pre-training. Additionally, managers who scored poorly on the SJT pre-training were likely to gain more knowledge from training compared to those who scored highly, with a medium effect size ($d = 0.46$). Correlations between the SJT and other safety-related inventories were in expected directions.

Conclusion: To our knowledge, this is the first SJT devoted to measuring ideal leadership in safety-critical situations specifically. Interestingly, there was no significant correlation between post-training SJT scores and knowledge scores. This may suggest that SJT scores measure behaviour, or intended behaviour, more than knowledge. Meaning, while a knowledge test or other self-report assessments would reflect whether the person knows what they should do, the SJT would be closer to reflecting whether they actually do it. The moderation results also suggest that scores on the SJT could be used to identify who could benefit from safety-related training the most. This research contributes a scientific solution for the practical application of measuring leader safety behaviours. Future use of the SJT could result in better performance assessments, training effectiveness, and potentially even hiring decisions for high-hazard industries, leading to safer work environments.

P109

What Happens to the Sense of Community and Social Support in the Post-Pandemic World of Work?

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Background: Great part of especially knowledge work has shifted towards more multi-location mode. The purpose of this study is to examine how the adjustments made to the working arrangements and workplace communication during and after the COVID-19 pandemic have affected workers' sense of social community and social support at work. The study focuses specifically on the changes in remote forms of work and individuals' communication behaviour on social media.

Method: The study is based on a longitudinal dataset including of 544 participants with 4352 observations collected during eight time points in 2019–2022. The data is analysed with liner multilevel hybrid regression model.

Results: The results show that remote work increased during COVID-19 and remained higher than pre-COVID. Although the remote workers, especially those working high-intensity remote work i.e. three days a week or more remotely, experience lower social community and support, frequent social media communication (both work- and nonwork-related) can mitigate some of these effects. Moreover, younger participants reported higher support from colleagues and supervisors. Those in supervisory positions reported slightly lower support from colleagues. The results provide novel understanding on the evolution of remote work configurations, changes in communication behaviours and related effects on well-being in post-pandemic era.

Conclusion: This study enhances understanding of changing nature of work in relation to global crises and technological developments and how these changes may affect work-related behaviours and well-being. The results provide crucial information for workplaces, highlighting the importance of maintaining a social work community and possibilities for social support from colleagues and supervisors in remote work configurations.

P110

Techno-Home Invasion: The Impact of Constant Work Connectivity on the Family Unit

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Background: Smart devices allow individuals to work remotely, flexibly, and autonomously. Yet, simultaneously, the ubiquity of smart devices is linked to intensified expectations of availability, escalation of engagement, and an inability to effectively disconnect from work (Mazmanian et al., 2013). Drawing from Trafadar et al.'s (2007) conceptualisation of techno-invasion, a dimension of technostress, we examine the impact of constant work connectivity on the family unit amongst healthcare professionals. Specifically, we use a qualitative thick description approach (Geertz, 1973) to reveal how smart devices impact the families of community-based midwives in New Zealand (NZ). Thick description allows for a nuanced understanding of behaviours and practices deeply rooted in social structures and historical contexts. Hence, we contribute to the sparse literature on the flow-on effects of technostress in healthcare professions.

Method: We conducted 47 joint family interviews with 98 participants (47 midwives, and 51 family members). Community-based midwives participated in joint family interviews alongside

one or more self-nominated family members (e.g., partner, child) (Bjørnholt & Farstad, 2014). Community-based midwives provide 24/7, on-call maternity care to more than 90% of NZ's birthing women and children (Clemons et al., 2021). We recruited participants with relevant experience through the New Zealand College of Midwives, personal and professional networks, and snowballing. We used template analysis to develop themes relating to how each family unit experienced the midwife's constant connectivity via smart devices (King et al., 2018). We also used investigator observations of the joint family interviews as a data source.

Results: Based on the themes extracted from the data, we developed a detailed understanding of a phenomenon we label *techno-home invasion*. This phenomenon occurs when work-related communication technologies (e.g., smartphones) become an unwelcome yet inescapable presence in workers' home lives, negatively impacting family well-being and relationships. Our findings offer a rich picture of family experiences. First, we show how smartphones interfere with family routines (e.g., sleep, meals, childcare). Second, we illustrate how the need for constant connectivity restricts family activities (e.g., needing to always stay within cell phone range). Third, we present evidence showing that even when a smartphone does not ring, the threat of it ringing is enough to cause anxiety and put workers and family members on edge. Finally, we detail how techno-home invasion strains family relationships, with communication devices becoming a source of resentment and conflict.

Conclusion: Our findings call for a closer examination of whether the benefits of constant connectivity and availability via smart devices outweigh downsides such as techno-home invasion—especially for health workforces under significant recruitment and retention pressure. While research (Wakelin et al., 2023) has shown the value of having a variety of platforms (e.g., voice call, texting, e-mail, or social media) for clients to contact midwives, our findings imply this increased availability is, at best, a double-edged sword and thus warrants further examination to avoid or reduce negative impact.

P111

Assessing the Relationship Between Occupational Hazards and Mental Health in Firefighters and Law Enforcement Officers

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Background: "First responder" is a colloquial term used to categorize occupations that respond to emergencies, such as firefighters (FFs) and law enforcement officers (LEOs). FFs and LEOs are exposed to occupational stress more than the public and experience elevated risk for mental health outcomes such as burnout, anxiety, depression, and sleep disturbances. Previous literature has used the job demands resource model to assess occupational stress and its association with specific mental health outcomes in many occupations such as FFs and LEOs. This study aimed to understand the relationship between occupational hazards (OH), individually and collectively, and mental health outcomes. Understanding this relationship could improve this population's mental health risks.

Methods: Data were collected via an electronic survey. Participants were rural and urban FFs and LEOs located along the Wasatch Front in Northern Utah. The primary measures were OHs assessed three ways (ranked as most difficult, and two exploratory models made up of frequencies and intensity rankings) for FFs and LEOs as exposures and mental health outcomes including burnout, anxiety, depression, and sleep disorders. There were 381 participants: 214 FFs and 167 LEOs. A majority of FFs were Caucasian (91.5%), a majority were male (94.8%), and the mean age was 40.61 ± 20.23. Among LEO participants, most were

Caucasian (89.8%), most were male (86.5%), and the mean age was 39.94 ± 9.46. All analyses were conducted in SAS 9.4.

Results: Among FFs, the OHs of difficult or traumatic call (OR=1.40, 95% CI [1.16 - 1.70]; OR=1.23, 95% CI [1.06 - 1.43]), losing the life of a patient on a call (OR=1.34, 95% CI [1.12 - 1.61]; OR=1.28, 95% CI [1.11 - 1.48]), and dealing with the family or the public at the emergency (OR=1.19, 95% CI [1.04 - 1.37]; OR=1.17, 95% CI [1.04 - 1.34]) had a statistically significant to anxiety. For LEOs, the OHs of difficult or traumatic calls (OR=1.22, 95% CI [1.02 - 1.45]; OR=1.23, 95% CI [1.05 - 1.44]) and extreme hypervigilance (OR=1.19, 95% CI [1.04 - 1.35]; OR=1.17, 95% CI [1.03 - 1.32]) were statistically significant when assessed exploratorily. Combined exploratory analysis showed a statistically significant association with anxiety for both FFs and LEOs ($p < 0.05$).

Conclusion: The results of this study showed the importance of frequency and intensity when assessing OHs exposure. This suggests that simply identifying OHs may not be enough to predict the likelihood of relate to mental health outcomes accurately. Incorporating how often and intensely individuals experience OHs may allow for a more accurate assessment of the relationship between job demands and mental health outcomes in FFs and LEOs, which may have a broad impact on Occupational Health Psychology research. These results advocate for a shift towards more precision and specificity in understanding the intricacies of occupational stress. Understanding the relationship between what causes occupational stress and the effects of occupational stress on the well-being of FFs and LEOs may provide FF and LEO leadership insight into how much of an OH this population can handle.

P112

Is Materialism Detrimental at Work? A Meta-analysis of the Relationships between Employee's Materialism and Individual Work Outcomes

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Some theories (e.g., environment-fit theory, goal setting theory) suggest that pursuing materialism -or the individual orientation towards the pursuit of wealth, possessions, image and status- can be positive for individuals at work. Self-determination theory (SDT; Ryan and Deci, 2017), in contrast, argues that pursuing materialism would have negative effects in every context, including work. Unfortunately, to date there is not a clear understanding of the impact of pursuing materialism at work, nor the ethical implications that this would mean for organizations encouraging these values. Although a growing number of studies have empirically addressed this relationship, the direction and strength of the association between materialism and each studied work outcome varies greatly among individual studies. In the case positive outcomes for workers and organizations (e.g., job satisfaction, productivity, engagement) the relationships found in the literature vary from a moderate negative correlation ($r = -.41$; Torlak & Koc, 2007) to a moderate positive correlation ($r = .58$; Maloni et al., 2017). In the case of negative outcomes for workers and organizations (e.g., burnout, workplace deviance, turnover intention) these values range from ($r = .40$; Azinga et al., 2018) to ($r = -.26$; Van den Broeck et al., 2015). These inconsistent results along with the lack of theoretical consensus regarding the impact of materialism in this context does not allow to claim what the consequences of materialism at work are. Furthermore, the great amount of variance between studies suggests that there might be non-account factors moderating these relationships. By examining 324 effects from 119 primary studies addressing the relationship between materialism and employee outcomes from 1977 to 2019, this meta-analysis supports SDT's claims, finding that materialism also has negative consequences for employee well-being and

ill-being in the work context. However, these consequences are not equal for all employees as the results show that the strength and direction of these links are moderated by both personal and work-related factors such as level of education and position at work. Furthermore, the consequences for employee's attitudes and behaviours may be both positive and negative for individuals and organizations. As such, this meta-analysis, both supports and nuances the findings of previous meta-analyses in other life contexts (Bradshaw et al., 2023; Dittmar et al., 2014; Hurst et al., 2013). Thus, our results show that the consequences of materialism in the work-context might have beneficial outcomes for organizations, but also come with several negative outcomes for individuals' well-being, raising important practical and ethical implications regarding whether organizations should encourage the pursuit of these values among their employees. Theoretically, our meta-analysis calls for more research addressing why and when materialism might be beneficial or detrimental at work.

P113

Achieving a Mentally Healthy Workplace in Singapore Prison Service

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During the Covid-19 pandemic, the frontline employees of Singapore Prison Service (SPS) continued to work on-site while facing multiple adjustments to their workplace environment (e.g. change of shift hours, use of protective gear etc). Concerns about the mental health and well-being of staff arose, especially since research shows that correctional officers are at elevated risk of mental illnesses, which can be further exacerbated by the prolonged effect of covid-19. Data was collected from a total of 402 staff using surveys. Results showed that majority of sps staff self-reported moderate to flourishing levels of mental health. Low personal accomplishment, one of the factors contributing to burnout, emerged as a key concern. Job stress, psychological capital and coping self-efficacy emerged as a consistent predictors across most of the personal and organizational outcomes measured. SPS's existing efforts to enhance staff's mental wellness have been guided by the "WeWorkWell" framework, which was launched in August 2021 and designed to adopt a more holistic and systematic approach to enhancing workplace mental health. Building on the framework, interventions for addressing concerns that arose from the study results such as staff burnout were being implemented during post pandemic period. Examples include ongoing workshop efforts to promote awareness about mental health issues and resources, as well as providing recommendations for interventions that are tailored to respective departments in the organization.

P114

The Role of Gender and Sense of Community in the Relationship Between Work-Family Conflict, Work-Related Conflict, and Well-being: A Study on Finnish School Principals

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Background: School principal's well-being has been in crisis (Riley et al., 2021). Principals are required to deal with complicated social situations, such as solving interpersonal conflicts (Mahfouz, 2021). In the Finnish context, one moves into principalship as a qualified teacher. This rise in status causes a detachment from the teacher community and lonesome feelings (Campbell et al., 2006; Dor-haim & Oplatka, 2021). Consequently, Finnish school principals need to deal with social conflicts at work, yet, they are socially isolated too. The current study thus focused on sense of community and two kinds of conflict and examined the effects of sense of community, work-related conflict, and work-family conflict on Finnish school principals' job satisfaction and job burnout. In addition, the buffering effect of sense of community on the

relationship between conflicts and well-being outcomes was tested. Based on previous research on gender difference in job burnout and work-family conflict (e.g., Purvanova & Muros, 2010; Byron, 2004), gender was tested as a moderator alongside with sense of community.

Method: The current study used Finnish data from The Educator Health and Well-being Survey for Principals and Senior Leaders. The data was collected in 2022 (N = 698, Mean age = 52, 61.7% female). Two sets of structural equation model (SEM) were carried out. In the first set of SEMs (M1), main effects of work-family conflict, work-related conflict, and sense of community on job burnout (bi-factor) or job satisfaction were examined; latent interactions between sense of community and work-family and work-related conflict were estimated. In the second set of SEMs (M2), in addition to the main effects investigated in M1, effects of gender on work-family conflict, work-related conflict, and sense of community were examined; direct and indirect effects from gender to job burnout and job satisfaction via work-family conflict, work-related conflict, and sense of community were examined.

Results: Results from M1 showed that work-family conflict and work-related conflict were both associated with lower job satisfaction and higher job burnout. Sense of community was associated with higher job satisfaction and lower job burnout; it was also associated with higher level of specific exhaustion. However, sense of community did not buffer the effect of work-family conflict or work-related conflict on job burnout or satisfaction. Results from M2 showed that female school principals reported more severe work-family conflict, but lower level of general job burnout and higher job satisfaction. In addition, female principals reported to be more likely to experience higher level of general job burnout, lower level of job satisfaction, and higher level of exhaustion via more severe work-family conflict.

Conclusion: Work-family conflict and work-related conflict were both significant demands in Finnish principal's work life. Sense of community, on the other hand, was a beneficial job resource, but it did not buffer the effect of the conflicts on principal well-being. Female principals reported to have higher job satisfaction, lower general job burnout, but more work-family conflict. Although female principals reported better well-being, they were more likely to have worse well-being due to more severe work-family conflict.

P115

Addressing the Emerging Hazards of Hybrid Work: New Tools for Assessing and Managing Psychosocial Risks in Italy

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Background: The measures taken to manage Covid-19 have encouraged the spread of hybrid work. Thanks to the use of ICT, this working modality has the advantage of providing flexibility, an effective reshape of work organization, and a reduction of space constraints. However, the massive application of hybrid during the pandemic has led to substantial changes in the work methods, resulting in the onset of new psychosocial risks for workers' health and safety. Despite the lessons learned from the COVID-19 management, the emerging psychosocial risks associated with hybrid work - and their implications - are still under study.

In Italy, the INAIL's Methodology for the Assessment and Management of Work-Related Stress risk is widely used by organizations, being a scientifically sound methodological process to evaluate psychosocial risks. Nevertheless, due to the aforementioned changes in the ways of working, we believe it is crucial to identify additional tools aimed at investigating the potential

related risks. This would enable organizations at 1) reducing their negative impact on workers' health, and 2) optimizing the benefits of hybrid work. Consequently, the aims of this study are to identify, develop and test new tools for assessing the psychosocial risks associated with hybrid work. Our purpose is to integrate the INAIL's Methodology with ad-hoc tools for the organizations using hybrid work in their daily work activities. This would enable them for an effective evaluation of the main emerging psychosocial risks at work.

Method: We started with a literature review to explore the main risk factors emerging from hybrid work. Then, a series of interviews were conducted with OSH professionals and experts (employers, health and safety managers, etc.) to detect their main concerns on this work modality. Based on these insights, some tools were identified or developed, and subsequently tested for reliability and criterion-related validity (i.e., by exploring their association with traditional psychosocial risks and well-being indicators). The new tools were administered on a sample of over 19,000 workers from a large Italian energy services company. Moreover, specific thresholds for each integrative tool were developed to quantify the levels of risk.

Results: Our findings suggested the inclusion of both objective indicators and self-report tools. Among the firsts, we included the equipment provided by organizations to implement hybrid work, the realization of training courses on ICT, and the adoption of procedures to encourage coordination and to safeguard the workers "right to disconnect". Among the self-report tools, we included the workers' perceptions of work/life balance, technostress creators, acceptability of technological tools, social interaction, and isolation.

Conclusions: The new tools were valid and reliable and could be used to assess the psychosocial risks associated with hybrid work. These will be included as integrative tools of the INAIL's Methodology for the Assessment and Management of Work-related Stress risk and will be made available to Italian organizations through an online platform for data processing. Along with that, guidance and examples of improvement actions will be provided for each area of risk identified in order to support organizations in correctly implementing hybrid work.

P116

Does Cigarette Smoking Hinder Employee Well-Being?: Investigating the Role of Smoking Craving in the Health Impairment Mechanism of the Job Demands-Resources Model

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Cigarette smoking is widely recognized as a risk factor for health. The principal component, nicotine, influences the central nervous system, inducing pleasure and a sense of reward. Through this pleasure-reward mechanism, individuals gradually develop a dependence on nicotine, associating smoking with positive reinforcement. Smoking craving refers to the intense desire and impulses for smoking that result from this dependence. It involves a strong psychological and physiological need for nicotine, often leading to feelings of discomfort, restlessness, and a powerful longing for the act of smoking. While smoking craving has been linked to various health problems such as cancer and cardiovascular diseases, little is known about its association with employees' occupational well-being. This study addresses this gap by proposing smoking craving as a moderator of the relationship between job demands and burnout. For this study, data were collected from 1,500 participants through an online survey company in Japan. The survey included assessments of smoking habits, smoking craving (4 items from the Wisconsin Smoking Withdrawal Scale; Welsch et al., 1999), job demands (the

Quality of Work Index and the Quality of Employment Index; Steffgen et al., 2020), and burnout (the Japanese version of the Burnout Assessment Tool; Sakakibara et al., 2020). Of all participants, the data of smokers were used for statistical analysis ($n = 337$). Hypotheses were tested using hierarchical regression analysis. The results showed that smoking craving as well as job demands was positively associated with all burnout symptoms (exhaustion, mental distance, cognitive impairment, emotional impairment). Smoking craving was more strongly associated with cognitive impairment and emotional impairment than job demands. Moreover, we found a significant interaction effect of job demands and smoking craving on mental distance and emotional impairment. Simple slope tests revealed that the positive association between job demands and these burnout symptoms was stronger for high smoking craving (one SD above the mean) compared to low smoking craving (one SD below the mean), suggesting that employees with a high craving for cigarettes are more likely to be depleted by job demands. Our findings provide important insights in understanding the mechanisms of burnout among workers with smoking habits.

P117

Work-Health Management Interference and Work Characteristics in Blue-Collar and Service Workers with Type 2 Diabetes

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Background: Diabetes is common, affecting 10.5 percent of adults globally (IDF, 2021), and is also a leading cause of disability worldwide (IHME, 2018). Diabetes management is complex, involving lifestyle changes, weight management, glucose monitoring, the use of medications, and regular medical care visits. An estimated 50% of patients with type 2 diabetes are not adhering to treatment recommendations (Polonsky & Henry, 2016). Unfortunately, poor treatment adherence increases the risk for diabetes-related complications and mortality (CDC, 2020). The workplace is a critical context that can influence disease management. Workers in blue-collar and service jobs likely experience workplace barriers to self-management, as these positions are typically characterized by low levels of flexibility and control, along with high levels of physical and social demands. We sought to identify work-related factors that may hinder self-management behaviours in blue-collar and service workers with type 2 diabetes. In doing so, we expected to find high levels of work-health management interference (WHMI), which refers to workers' perceptions of conflict that occur when *time* or *energy* spent to meet work obligations interferes with disease self-management (McGonagle et al., 2020).

Method: Twenty-six blue-collar and service workers completed a 30-45-minute interview with a member of the research team about their diabetes self-management and work characteristics. Interviews were audio-recorded and transcribed by a member of the research team. We used constant comparative analysis, in which the four team members each first open-coded all transcripts in batches of five transcripts. After each batch, the team met to discuss the coding and create and continually update a list of categories and descriptors. Next, the second author on this submission created a list of axial codes using the categories, and the team discussed and refined the axial codes.

Results: As expected, participants described time- and energy- based WHMI and associated factors such as variable scheduling, work overload, time pressures, and understaffing. Yet, their reported hindrances to self-management and work ability went far beyond these two elements of WHMI. Many workers reported what we termed "work infrastructure" hindrances, including access to healthy food options, a refrigerator, a kitchen, onsite walking or gym facilities, places to store or administer medication, air conditioning, and seating. Low pay

necessitated working more hours, which indirectly contributed to WHMI. Lack of flexibility or consistency in scheduling and breaks was reported as problematic, as workers need to monitor and maintain stable blood sugar by eating or engaging in physical activity when needed. Lack of control was cited as contributing to stress, which can worsen diabetes. Finally, most participants mentioned the presence of unhealthy food at work, including food as a reward and co-workers bringing unhealthy foods to work, as problematic.

Conclusion: Blue-collar and service workers with type 2 diabetes may experience hindrances to disease self-management and work ability, including scheduling issues, overload demands, issues with work infrastructure, pay, flexibility, job control, and unhealthy food at work. Because these hindrances may contribute to poor self-management and disease outcomes, organizations and supervisors should be aware of these issues and work to mitigate them.

P118

Being Left on My Own to Manage It All - Experiences of Current Work Situation a Decade After Stress-Induced Exhaustion Disorder

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Introduction: Work-related stress and mental illness are growing problems and stress-induced exhaustion disorder is one of the most common diagnoses. It may cause significant problems related to work and reduced work capacity. A 10 year-follow-up study has shown that a significant proportion of former patients with stress-induced exhaustion disorder has recurrent health problems which may affect return to work and work ability. Individual perspectives of long-term consequences at work, a decade after stress-induced exhaustion disorder are unexplored. Therefor we addressed experiences of current work situation in former patients with stress-induced exhaustion disorder, 10 years after finishing a multimodal rehabilitation programme.

Method: A qualitative approach was chosen for the study. Individual interviews were made with 17 (14 women, three men) former patients diagnosed with stress-induced exhaustion disorder. They had all completed a multimodal rehabilitation programme 10 years previously. The multimodal rehabilitation programme consisted of group-based cognitive behavioural therapy, individual physical activity prescription, and vocational measures. The persons still had clinically proven stress-induced exhaustion disorders (> 4.4 measured with Shirom-Melamed Burnout Questionnaire). The interviews were analysed with Qualitative Content Analysis.

Results: Experiences of the current work situation was expressed in the main theme "Being left on my own to manage my work situation" and three categories; "High workload", "Lack of adaptations and working community" and "Feelings of shame, fear and incapacity". The present work situation was characterised by high tempo and social and cognitive demands combined with a great deal of responsibility. The persons were lacking workplace adaptations and support from their employers and the social support system (health care, social insurance agency and public employment services). Because of the adjustment needs the persons often had to work alone which made them feel outside the work team. Driven by feelings of shame and fear of not being good enough the persons had difficulties to set boundaries and to stop working and recover. They had problems to prioritise their own needs, instead they tried to work harder to catch up. They did not seek help or told their manager or work mates about their feelings and work situation.

Conclusion: Our study shows that the work situation for persons with stress-induced exhaustion disorders still remains strained, 10 years after they received their diagnosis and underwent a multimodal rehabilitation programme. The strained work situation seems to be maintained by individual and organizational factors. The workplace and employer need more knowledge and methods to systematically support continued work rehabilitation for people affected by stress-induced exhaustion disorders.

P119

How Does Work Design Affect Human Cognition in Older Workers? Results from a Longitudinal Person-Centered Study.

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Background: Maintaining cognitive functioning in the mature workforce seems to be important given the global trend of increases in digital technology use and its association with job performance. Especially certain occupational work characteristics (i.e., job autonomy, job complexity, challenging work demands, and task variety) may help to maintain cognitive functioning and positively influence brain neurology in older workers. However, it is important to examine effects of work characteristics in a holistic, not isolated, way with taking on a configural approach that aims to inform which combinations of work characteristics might foster or drain different aspects of cognitive functioning. This underscores that employees are embedded in their job and experience their job as a whole, rather than experiencing isolated aspects of their job. Another important aspect for the association between configurations of work characteristics and cognition refers to a temporal component. While some effects of work design on cognition might be immediate (e.g., use of knowledge, learning) others may evolve over a longer period of time (e.g., changes in brain function/structure). To foster the understanding between work design and cognitive functioning in older workers, this study employs a longitudinal person-centered approach to examine work characteristic configurations and how those are associated with cognitive functioning.

Method: Drawing from a large-scale panel data set in Australia (i.e., HILDA), a longitudinal transition analysis (N = 1875, 45.6% female) with two measurement time points over four years was conducted to examine similarities of profile configurations over time and associations with cognitive functioning in workers aged 45+ years. Cognitive measures (i.e., Backwards Digit Span, Symbol Digits Modalities Test, Normal Adult Reading Test) have been conducted at both time points. Given the two measurement time points, an additional model of explanatory similarity has been conducted to test if the profile – outcome relations remain the same across time points.

Results: Latent Transition Analysis revealed a 6-profile solution of distributional similarity across both waves. Those profiles showed different configurations, labelled as Passive, Challenged, Active, Low Autonomy, Autonomous, and Moderate. Transition probability to the second wave was lowest for the Passive (64.6%) and highest for the Low Autonomy profile (83.0%). Moreover, the model of explanatory similarity showed that workers in the Challenged and Active profiles had significantly higher scores in cognitive functioning across all measures compared to the remaining profiles.

Conclusion: Focusing on a configural approach of occupational work characteristics revealed unique profiles that are stable over a period of four years among a mature workforce. Results

can be used to inform practitioners about work design factors that are important to consider to maintain cognitive functioning among mature workers. Although the possibility that high cognitive functioning individuals select into better quality jobs cannot be ruled out, the results are consistent with the idea that work design configurations are differently associated with cognitive functioning.

P120

Exploring Job Crafting and Well-Being in the Workplace: A Longitudinal Study on the Representative Czech Working Population

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Background: Given the growing significance of job crafting in both research and practical application, it becomes crucial to comprehend the consequences of these employee-driven behaviours. The concept of job crafting refers to employees' proactive efforts to customise aspects of their jobs in alignment with their own needs, abilities, and preferences (Wrzesniewski & Dutton, 2001). Employee job crafting is positively related to increased engagement and job satisfaction, and decreased burnout through crafting job demands and resources (Tims et al., 2013). This research aims to investigate the assumed positive association between job crafting and well-being.

Methods: The study uses longitudinal design targeting a representative Czech working population. Data were collected through an online survey in two waves, May 2023 (T1) and December 2023 (T2). Sample from the first data collection comprises 552 individuals, while an anticipated count of around 350 is expected for the second data collection. The survey included Job crafting scale (JCS; Tims et al., 2012), Mental health continuum – short form (MHC-SF; Keyes, 2002), controlled variables and sociodemographic characteristics.

Results: While the outcomes of the two-wave longitudinal study are not yet known, initial findings indicate a notable impact of job crafting on well-being following the initial data collection. Based on a theoretical framework, a model was constructed to precisely measure the relationship between job crafting (JC) and Mental Health Continuum (MHC), incorporating additional controlled variables. The relationship between JC and MHC stands at approximately 0.3, accounting for around 10% variability in MHC.

Conclusion: These findings hold significance in the contemporary dynamic work landscape. While not all employees operate within well-resourced environments, they still might have the capacity to proactively respond to their work circumstances, aligning them better with their individual needs and enhancing their own well-being. Thereby shedding light on the mechanisms through which job crafting may impact mental health outcomes among individuals in the workplace. These insights provide valuable implications for organizational practices aimed at promoting employee well-being through initiatives supporting job crafting.

P121

Quality of Life in Mental Health- Validation of the MHQoL Questionnaire

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Mental health issues significantly affect health and productivity, resulting in substantial costs for individuals, organizations, and society. Promoting positive mental health and preventing mental illness are crucial goals in sustainable development. Quality of life (QoL) is a complex concept

that is interpreted and defined in various ways within and between different disciplines. Many different instruments are now used to assess QOL, but there is a lack of conceptual clarity about what QOL means and measures, which may compromise the validity of QOL in mental health research.

This study employed Confirmatory Factor Analysis (CFA) to assess the measurement invariance of mental health-related constructs across genders and investigate the incremental validity of the Mental Health Quality of Life (MHQoL) measure. This study used baseline data from a longitudinal survey design for the H-WORK project of five private and public sector organizations in the Czech Republic, the Netherlands, Germany, Italy, and Spain. Participants who were set to receive workplace interventions completed the MHQoL-7D, a standardized measure of quality of life for individuals with mental health issues, at baseline. The MHQoL-7D consists of seven questions across seven dimensions (self-image, independence, mood, relationships, daily activities, physical health, future), each with four response levels (e.g., very satisfied to very dissatisfied). The MHQoL-7D index score ranges from 0 to 21, with higher scores indicating a better quality of life.

While mean differences were observed in various variables between genders, the study established configural and metric invariance, supporting equivalence in factor structure and factor loadings. However, scalar invariance was only partially supported due to non-invariant intercepts for specific items. Full support of strict invariance was not evident. The results also demonstrated significant correlations between MHQoL and burnout ($r = -.55, p < .01$), mental health-specific leadership ($r = -.55, p < .01$), work engagement ($r = .46, p < .001$), and work performance ($r = .35, p < .001$). Incremental validity analyses, conducted through both regression and structural equation modelling approaches, revealed that MHQoL significantly contributed to predicting work engagement beyond burnout, work performance, and mental health-specific leadership. Empirical evidence for the separability of MHQoL from health-specific leadership was also established.

Our findings indicate that the MHQoL demonstrates favourable psychometric properties. Although additional validation is needed, MHQoL could be a valuable tool for assessing mental health-related quality of life and predicting workplace outcomes, highlighting its unique role in promoting employee well-being.

P122

Effects of Cognitive Demands of Flexible Work on Cognitive Flexibility, Detachment, and Exhaustion: A 10-Week Diary Study

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Background: Modern jobs are increasingly flexible. Whether flexible working conditions are likely to enhance or impair employee well-being is a widely debated issue (e.g., Constantini et al., 2023). Some scholars have suggested that flexible working conditions entail increased information processing demands that may not only motivate but also strain individuals (Dettmers & Bredehöft 2021; Prem et al., 2021). The concept of Cognitive Demands of Flexible Work (CODE) has been introduced to clarify when and why information processing demands within flexible work can both strain and motivate employees (Prem et al., 2021; Kubicek et al., 2022). CODE focuses on four distinct demands that can be integrated into the domains of time (demands related to planning work time), space (demands related to planning of workplaces), performance (demands related to structuring of work tasks), and collaboration (demands

related to coordinating with others) (Alvin et al., 2011; Prem et al., 2021). In line with the concept of challenge demands (Podsakoff et al., 2023), Kubicek et al. (2022) proposed that CODE might trigger both a strain and learning process. First, dealing with CODE may consume energetic resources. When this happens, a person might have more problems detaching or work more exhausted. However, dealing with CODE could also help employees to acquire more skills. As a result, people may work more engaged or be more cognitively flexible (Kubicek et al., 2022). To date, empirical evidence has provided inconsistent support for the proposed assumptions. Interestingly, CODE appears to trigger either motivational or strain processes, but rarely both. Furthermore, CODE seems to be more related to motivational outcomes than to strain outcomes, which challenges the idea that CODE can be defined as a challenge demands (Detmers & Bredehöft, 2021; Kubicek et al., 2021; Kubicek et al., 2022; Uhlig et al., 2022). However, further studies are needed to confirm these findings.

Methods: We assumed that particularly strong results would be found in within-person studies, because between-person studies are likely to be prone to selection bias. In other words, only people with sufficient skills might be likely to work and succeed in flexible working conditions. To test our assumptions, we conducted a ten-week diary study. We assume that weekly CODE is likely to be associated with less weekly detachment, more weekly exhaustion and more cognitive flexibility. We analysed the data using a multilevel structural equation model (MSEM) with MPlus 8.2. Our final sample consisted of 79 individuals who provided at least two weekly diary entries, resulting in 493 weekly observations.

Results: Our preliminary results show that only demands for coordination with others positively predicted weekly cognitive flexibility and negatively predicted weekly detachment.

Conclusion: Our findings provide some support for the proposed ambivalence of less weekly detachment but more weekly cognitive flexibility when it comes to demands for coordination with others. Our main limitation is the self-assessment of cognitive demands, which in many cases may be unconscious rather than conscious. Future studies are needed to identify the boundary conditions that might enhance (un) unfavourable CODE outcomes.

P123

Psychosocial Demands and Resources related to Algorithmic Management: A Qualitative Study

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Background: Algorithmic management (AM) transforms work tasks and organization of work, affecting the demands and resources faced by employees. In AM, digital algorithms, including those utilizing artificial intelligence, are used to complement or replace various managerial tasks, such as scheduling, goal setting, monitoring, feedback, and compensation. Despite the increasing prevalence of AM, there is limited research on the specific consequences of AM that employees perceive as strenuous hindrance demands, motivating challenge demands, or job resources. This study, part of a broader ALGOSH research program, aims to understand the demands and resources related to AM in daily work in traditional, non-platform workplaces. The findings will help develop a practical AM checklist for labor inspectors and other OSH professionals to identify and assess AM-related impacts on occupational safety, health, and well-being.

Method: The study is divided into two phases. The first phase involves developing an initial version of the AM checklist drawing upon the Psychosocial workload factors survey and other materials from the Finnish Occupational Safety and Health Administration. The first phase also includes administering an anonymous background survey via an open online link and conducting semi-structured background interviews (n=20) with self-enrolled employees and supervisors to explore experiences of AM practices in Finnish workplaces. Data collection for this phase will occur during March to June 2024. Thematic analysis will be employed to analyze the data. The second phase focuses on gathering detailed data from three Finnish organizations that utilize AM, through semi-structured observational interviews with employees and supervisors (n=12–36). The interviews will cover psychosocial and physical demands and resources, as well as socio-technical moderators that affect the relationship between AM and job characteristics, with a focus on psychosocial elements. Data collection for phase two will start in May 2024. To analyze the data, a priori coding supplemented with a bottom-up thematic analysis will be employed to explore in detail the demands and resources of the everyday work situations and tasks involving AM, and their influence on employee safety, health, and well-being. Based on the findings of phases one and two, the AM checklist will be revised.

Results: We will present at the EAOHP conference the methodology for the development of the checklist along with preliminary results from phase one of the study. The results from the phase one background survey and interviews will illuminate the daily work situations where AM is applied and how these are perceived by employees and supervisors.

Conclusion: The results of this study will shed light on the risks, strains, and potential advantages related to AM from the perspective of job demands and resources. By developing a practical AM checklist designed for labour inspectors and other occupational safety and health professionals, our study offers a valuable tool for identifying and assessing the risks and strains associated with AM in conventional work settings. Furthermore, the insights obtained in this study will guide the development and implementation of AM, advocating for a human-centered approach that prioritizes the well-being and health of employees, an overarching goal of the ALGOSH program.

P124

Health Promotion and Inclusion at Work For People With Disabilities Caused by Accidents at Work

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Background: The inclusion of people with disabilities is still a challenge for the labour market, and one of the reasons is the maintenance of obstacles that make it difficult for these workers to perform their activities satisfactorily. In this context, this study discusses organizational actions to support and reintegrate people with disabilities acquired as a result of occupational accidents into work, in the practice of professionals working in the area of Occupational Health and Safety. The need to listen to them in this regard is based on the fact that these professionals are primarily responsible for programmes to prevent accidents at work. They also monitor compliance with safety regulations and carry out actions to promote health and quality of life, among other related practices.

Methods: Using a qualitative approach, 23 occupational health and safety professionals took part in open-ended individual interviews, which were recorded and transcribed so that they could later be analysed using the thematic content analysis method. The research was part of a programme approved by the Research Ethics Committee.

Results: It was observed that accident prevention actions were based on raising workers' awareness to adopt so-called safe behaviours. Organizational issues, which could produce or increase the risk of accidents, tended to be naturalised in the face of the individualisation of accidents, which could lead to discrimination through the production of stereotypes that accident victims were inattentive or overconfident at work, negatively influencing working relationships after reintegration. About the practices developed after the accidents occurred, actions were identified, mainly financial support for the physical rehabilitation of injured workers, as well as actions to adapt activities and develop workplaces adapted to the needs of those rehabilitated. It should be noted that although the focus before the accident was on the individual, the attribution of responsibility after the accident was not necessarily linked to the worker. Furthermore, it did not seem to interfere with his actions to reintegrate him into work, at least as far as organizational management was concerned.

Conclusion: The willingness of organizations to promote adaptations in working conditions and to monitor the rehabilitation and return processes of rehabilitated workers proved to be a positive differential for inclusion processes. However, the adoption of various resources for the reintegration of people with disabilities is still not the norm in many organizations, even in cases resulting from accidents at work. For this reason, actions that contribute to the physical and mental health of those who have been rehabilitated mitigate the negative impacts of the period away from work and favour the return process. In addition, actions to include diversity in work contexts provide an opportunity to reflect on and question the inaccessibility of social structures that make it difficult for people with disabilities to access work.

P125

Occupational Outcomes Along the Menstrual Cycle

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Background: The menstrual cycle is characterized by many physiological as well as psychological fluctuations with the sexual hormones oestrogen and progesterone playing a central role. Work-related outcomes are also affected by the hormonal changes as is shown by higher absenteeism and presentism during the menstrual week. However, most research only focuses on the pre- and menstrual phase or on the impact of premenstrual dysphoric disorder (PMDD) and premenstrual syndrome (PMS) on occupational outcomes (e.g. performance). A lot more research is needed to adequately improve the life and working situation for people who menstruate. In our study, we want to explore how subjective job performance, well-being, creativity, and attention change along the menstrual cycle. We hypothesize a discontinuous growth where our four outcomes increase slightly from menstruation to the mid-follicular phase, increase strongly in the peri-ovulatory phase, peak at ovulation, decrease rapidly in the post-ovulatory phase until the mid-luteal phase and decrease slightly during the premenstrual phase.

Method: We are conducting a daily diary study which stretches along one menstrual cycle (~28 days). Participants are required to use natural family planning (NFP) as their method of contraception and work at least 20 hours per week. The daily questionnaires include measures for task proficiency to measure subjective job performance (Griffin et al., 2007); fatigue and vitality to measure well-being (Profile of Mood States, Petrowski et al., 2021); attention (Derryberry & Reed, 2002); creativity (Ideational Behaviour Scale, Runco et al., 2001) as well as the body basal temperature in order to define the cycle phase. We will do within-person analyses and use discontinuous growth modelling with absolute coding (Bliese & Lang, 2016) to analyze our data. In order to inspect the menstrual cycle in more detail than prior studies we will divide each cycle into the following phases: menstrual week (start of cycle to 8 days prior to ovulation), mid-follicular phase (7 to 4 days prior to ovulation), pre-ovulatory phase (three days

prior to ovulation), ovulation day, post-ovulatory phase (days 1 to 5 after ovulation), mid-luteal phase (days 6 to 9 after ovulation), and the premenstrual phase (day 10 after ovulation until the start of the next cycle).

Results: Data collection started in May of 2023 and is still running, therefore we do not have results yet.

P126

The Moderating Role of Hybrid Work and Employee Well-Being in Gain Cycles between Job Crafting, Psychological Capital, and Work Engagement – A Daily Diary Study

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Background: Over the past decades, the work environment has transformed significantly with many organizations adopting more flexible work designs in terms of time and place. This shift has led to the rise of hybrid work models, blending office and remote work. Previous research suggests that proactive work behaviours such as job crafting, (job and personal) resources such as psychological capital (PsyCap), and work engagement, fundamental to coping with the demands of hybrid work, are likely to influence each other positively and reciprocally in the form of a gain cycle. Based on multilevel Job Demands-Resources theory and Conservation of Resources theory, these positive reciprocal effects are exerted in the relatively short term: it is assumed that job crafting, PsyCap, and work engagement positively influence each other on a daily basis, while general or stable levels of well-being reinforce this daily gain cycle. However, previous research adopts a rather static view. Although it is known that all three components of the proposed gain cycle can fluctuate over days and weeks within individuals, most studies so far analyze the respective stable levels, neglecting short-term reciprocal relationships and not differentiating between fluctuating within-individual and stable between-individual effects. Furthermore, due to the aforementioned rise of hybrid work models, employees' place of work may change several times over a few days and is therefore an important contextual factor to consider. However, there is also a lack of studies examining short-term fluctuations of the situational features of work and their impact on employees. Hence, the aim of this study is to analyze the reciprocal relationships between daily job crafting, daily PsyCap, and daily work engagement while considering the moderating role of hybrid work (i.e., employees' daily place of work) and employees' general well-being.

Method: We will conduct a daily diary study across ten working days with participants from a German panel. Participants will first receive a baseline questionnaire measuring stable variables (e.g., general job crafting, PsyCap, work engagement, and well-being). Then, they will receive daily surveys at the end of ten consecutive working days that assess daily levels of job crafting, PsyCap, work engagement, and employees' daily place of work.

Results: Recruitment for the daily diary study will start at the end of 2023. During the conference, we will be able to present and discuss the results. We expect daily levels of job crafting, PsyCap, and work engagement to be positively and reciprocally related, with diverging effects for days working in the office versus working remotely and employees with low versus high general well-being.

Conclusion: Following our expected results, we extend research on the proposed gain cycle consisting of job crafting, PsyCap, and work engagement. In particular, conducting a daily diary study enables us to investigate short-term reciprocal relationships and to differentiate between within-individual and between-individual effects, which have been neglected in previous research. Finally, we provide indications of how employees' general well-being and, regarding the increase in flexible work designs, employees' daily place of work moderate the daily gain cycle.

P127

Organizational Diversity Training Effectiveness: A Systematic Review and Synthesis of Current Evidence

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Diversity training (DT) is a pivotal human resource initiative used to promote diversity and inclusion in the workplace. It aims to improve employees' knowledge, attitudes, and behaviours towards diverse colleagues and produce tangible organizational outputs. This is supported by social psychological theories, which hypothesise prejudice reduction and increased cultural competence as a result of employers' facilitating positive intergroup contact and providing factual knowledge of diverse others. Reportedly, 67% of US organizations, and 74% of Fortune 500 companies use the initiative. However, the extent to which DT achieves these goals within organizational contexts is often conflated. Prior research has extrapolated DT results from students and artificial settings to inform on program effectiveness. Human Resource (HR) practitioners have thus used non-representative findings to design and implement DT within organizations. This systematic review (<https://osf.io/su4gg>) aimed to investigate the effect of DT on employees within organizational settings. As training design and organizational factors influence DT success, this review also sought to explore the impact of these variables on program effectiveness. Embase, MEDLINE, PsycINFO, PsycArticles, Social Policy and Practice, PsycExtra, Business Source Complete, Academic Search Complete, PubMed, ProQuest Social Science, and Web of Social Science were searched until August 2023. The search identified 10,921 titles, and 19 primary DT studies met eligibility criteria. Studies were narratively synthesised using Bezrukova et al. (2016), Kraiger et al. (1993) and Cox and Beale's (1997) theoretical frameworks to delineate individual and organizational outputs, as well as training design and organizational factors relevant to organizational DT.

Findings demonstrated that: (1) DT within organizations yields mixed effects on employees; (2) positive individual effects achieved from training wither over time; (3) few studies investigate DT impact on organizational outcomes; and (4) significant methodological limitations exist for organizational DT research. Further comparative analyses identified that: (4) awareness-based DT with a multifaceted focus, multimodal teaching methods, and in-person formats generate more positive results; (5) a paucity of research reports DT organizational contexts; and (6) needs assessments and voluntary training attendance enhance organizational DT results. Implications suggest that standardised approaches to DT may not be effective in achieving positive workplace outcomes. Hence, organizational DT programs should be tailored to an organization's climate and unique diversity issues. Implementing awareness DT which addresses diversity from a multidimensional and organizational perspective, with a variety of teaching methods e.g., presentations, group discussions, and role play, can also enhance effective learning within organizations. Supplementary diversity initiatives e.g., mentorship programs, staff affinity groups, and community outreach, should also be adopted to sustain positive training impacts. Lastly, future research should improve the design and evaluation of DT research, incorporating more heterogeneous samples, qualitative designs, objective evaluation tools, and data collection methods. To conclude, this review provides HR practitioners with generalisable insight on organizational DT effectiveness. Methodological limitations observed underscore the importance of rigorous research on DT within diverse cultural and organizational sectors.

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Protecting Second-Generation Immigrant Workers' Health at Work

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Background: Second-generation racial and ethnic minority immigrant workers (i.e., those born in the United States to immigrant parents; Pew Research Center, 2019) face a unique set of challenges as they navigate the intricacies of expression of self within the workplace. Balancing workplace norms in their native country, when they also received a contrasting set of cultural norms from their family, may prove stressful and result in poor health outcomes without appropriate resources. The goal of this paper was to review and integrate the literature related to second-generation immigrants' work experiences and health outcomes to develop the first theoretical model that proposes how this unique group of workers navigate conflicting norms from both worlds, while also identifying resources within organizations that can buffer against poor health as this process unfolds. This literature review and the resulting model is also grounded in Optimal Distinctiveness Theory (ODT; Brewer 1991), which suggests that individuals hold simultaneous motives to both be included in groups (i.e., inclusion), yet also distinguish themselves as unique individuals from group members (i.e., distinctiveness).

Method: We conducted an extensive literature review using Google Scholar and PsycINFO, synthesizing research on the experiences, motivations, and identity dilemmas faced by second-generation immigrants in professional environments, in addition to health and well-being disparities unique to immigrant families. Keywords, such as authenticity and/or self-presentation at work, sense of belonging and/or relatedness, and health and well-being within immigrant populations were used to find relevant articles.

Results: Based on our review of the empirical literature, in addition to ODT (Brewer, 1991), we developed an integrative model illustrating the underlying processes connecting second-generation immigrants' need for relatedness at work (i.e., meaningful social connections and relationships with others; Ryan & Deci, 2000) and health outcomes (i.e., emotional exhaustion, sleep quality, and physical symptoms). We propose that when relatedness needs are met at work, second generation employees then initiate a process whereby they attempt to balance their desire for inclusion and distinctiveness. Further, psychological safety (i.e., shared belief that one can express themselves without fear of negative consequences or judgment; Edmonson, 1999) and coworker support (i.e., colleagues providing each other with assistance, encouragement, and camaraderie; Ng & Sorensen, 2008) should moderate the relationship between relatedness needs and inclusion versus distinctiveness desires, such that high levels of psychological safety and coworker support facilitate the process of balancing inclusion versus distinctiveness, ultimately improving health and well-being.

Conclusion: This review and the corresponding theoretical framework offer a comprehensive evaluation of why and how second-generation immigrant workers may experience poor health if they are not afforded necessary resources within organizations. Moving forward, research in this area should test this model, and focus on alternative outcomes such as those that are job-related (e.g., career trajectories, turnover). By doing so, we can work towards enhancing diversity and inclusion training, policy, and practices to create work environments that facilitate better well-being and success for second-generation immigrant workers. Ultimately, embracing the cultural richness and diversity of second-generation immigrants can contribute to a more vibrant and inclusive workplace that benefits both employees and organizations.

P129

A Qualitative Analysis of the Psychosocial Impact of Workers with Intellectual Disabilities in their Work Environment

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Background: There is a body of research on implementing inclusive employment of persons with intellectual disability in regular organizations working alongside co-workers without intellectual disability (ID). Some research has delved into the impact that inclusive employment has on the collective of persons with ID, as evidenced by the works of Donnelly et al. (2010), Robertson et al. (2019), and Voermans et al. (2020). However, there is a need for further research about the impact that the work activity of persons with ID has on their co-workers without intellectual disabilities. The visibility and positive contribution of persons with ID are crucial in promoting social inclusion and avoiding segregated contexts that limit their active participation. This research studies organizational factors, such as inclusive leadership, inclusion climate, and procedural justice climate, that facilitate or hinder the contribution of persons with ID to their regular workplace settings. There is an emphasis on the need to recognize the skills and competencies of this group, traditionally undervalued, and a general model is presented to explore the contribution of persons with ID in their work environment.

Method: An exploratory study with a qualitative approach was conducted to address the objective and research questions regarding organizational factors that promote the contribution of persons with ID in regular organizations and their impact on the work environment. Semi-structured interviews were conducted, and for content analysis, the Grounded Theory methodology of Strauss (Strauss y Corbin, 1998) was specifically applied. This strategy allowed information to be analysed through triangulation, combining and analyzing perspectives from different types of actors. Specifically, interviews were conducted with four experts in inclusive employment for persons with ID, four workers with intellectual disabilities working in regular organizations, and two team supervisors with at least one person with ID working.

Results: From the analysis of interview data, three main categories emerged related to the psychosocial impact of workers with ID in their work environment: a) characteristics of the organizational context that stimulate and recognize the contributions of persons with ID, b) contributions of persons with ID to their work team, and c) the impact of the work of worker with ID on the attitudes, performance, and well-being of workers without ID.

Conclusion: Previous research has primarily focused on the effects of inclusive employment in regular organizations on the worker with ID. However, as proposed in this work, a significant contribution to knowledge is to investigate how the work of the person with ID affects their environment (group of co-workers without ID), as their active participation and contribution also describe full inclusion and citizenship. Based on the theory of self-determination, we explore how the organizational context facilitates this contribution of workers with ID through two pathways: cognitive precursors (perception of autonomy, competence, and belonging) and affective states.

P130

Work, Life and Family: A Literature Review and Component Analysis

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Despite advancements in organizational research integrating employees' personal life in organizational policies and management, the literature examining work-life relations is still sparse about several work-life balance practices and domains of influence (e.g., flexible work arrangements, work from home, family leave programs). Also, the literature examining these relations is still unclear about the specific role played by family vs. broader personal needs of employees in constraints derived from nonwork life, with many questions that remain about differences among *work-life* vs. *work-family* concerns. Concepts such as conflict, enrichment, and policies/practices are typical in this field of study but the categories family and life are generally addressed interchangeably.

This work reviews conceptualization and usage of the most relevant terms in work-life balance research, with a focus on how previous studies have addressed different subdimensions of analysis as well as the specific role of family life in understanding employees' work-life constraints. In accordance with established methodologies for exploring the current state of research in a specific field, our investigation focused on the work-family balance domain with an in-depth review about actual usage of work-life and work-family related topics across years quantifying journal articles sourced from the ISI Web of Science database.

Preliminary results of this study reveal a clear prevalence of some areas of study over others, as well as the fragmentation of relevant concepts around work-life balance research (conflict, interface, enrichment,...) that are notoriously more prevalent for the "family" than the "life" subdimension of analysis. The distribution of scientific articles over time suggests the growing importance of work life balance research in general. In particular, in recent times the interest for understanding specific areas within the balance of work and family spheres has risen. This is the case, for example, for policies and organizational practices dealing with time constraints that facilitate work from home (i.e. telework) or the consideration of the organizational context on the use of these policies (e.g., culture, supervisory support). Finally, we provide recommendations about how theoretical and empirical questions can be further addressed to progress in the study of life and family demands that affect and are affected by work.

P131

Crafting a Balance: A Longitudinal Study of Work-Nonwork Balance and Its Gendered Dynamics

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Background: A sustainable, balanced set of work and non-work roles is vital for life satisfaction and enrichment. As proposed by Wayne et al. (2021), the overall harmony of work and non-work roles consists of three dimensions: affective balance reflects enjoyable emotions; effectiveness balance is defined as the feeling of being effective, and involvement balance reflects the feeling of adequate involvement in different roles, commensurate the value attached to those roles. Unofficial activities that individuals use to form their work-nonwork balance (WNB) are defined as WNB crafting (Kerksieck et al., 2022). Although the individual proactivity in the form of crafting has proven fruitful in other areas of working life, the empirical research on WNB crafting, and its role in promoting WNB is lacking. As research shows that men and women face various gender-related societal pressures related to their work and non-work domains (Adamson et al., 2023; Allen et al., 2023), with this study we aimed to evaluate longitudinal effects of WNB crafting (promoting and preventing work versus non-work roles) for one's WNB, with gender moderating the effects.

Method: A sample of 301 employees, age $M = 39.9$ years ($SD = 10.51$), 77,7% female, took part in an online two-wave survey with six months time lag. The survey measured four different WNB crafting strategies, and two scores were calculated: 1) the difference between *promoting* work domain vs non-work domain, and 2) the difference between *preventing* work domain vs non-work domain (from interferences). Respondents also evaluated three dimensions of their WNB: affective, involvement, and effectiveness balance. Mean ranks were evaluated using SPSS 28, Mann-Whitney U test, and longitudinal models with moderation were tested using Mplus 8.4. The two difference scores of WNB crafting strategies at Time 1 were modelled to predict three different WNB dimensions at Time 2, with gender as a moderator.

Results: Even though mean ranks of all WNB dimensions were equal for men and women at both time points, in longitudinal analyses, the patterns of how WNB crafting predicted WNB were different for different genders. Gender moderated the relationship between WNB crafting, involvement and effectiveness but not affective WNB. More precisely, the analyses revealed that the more men *promoted* work vs non-work domain, and the more they *prevented* work vs non-work domain, the higher involvement and effectiveness balance they reported. For women, these patterns were not present or were reverse: more prevention or promotion of the *non-work* domain was associated with more involvement balance.

Conclusion: Even though analyses showed that women and men had equal evaluations of their WLB at both time points, results revealed that promoting or preventing work/non-work roles over time predicts the perceptions of one's WNB in terms of effectiveness and involvement. Gender differences in these prognostic results might indicate different expectations of oneself and different societal norms and pressure people face while trying to balance work and non-work roles.

P132

The Effects of Workplace and Personal Resources on Women's Experiences of Menopause in the Workplace

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Introduction: As women are working longer, an increasing number are transitioning through menopause whilst employed. Using the Job Demands-Resources (JD-R) model, this study explored those workplace demands and resources that contribute to older employed women's job and life satisfaction, flourishing, personal effectiveness, and mental health (depression, anxiety, and stress). Along with cross-national differences, it was expected that personal and job resources would buffer menopausal experiences to give better outcomes for the women involved.

Methods: Volunteers ($N=444$) from Australia ($n=134$), UK ($n=171$), and USA ($n=139$) completed an online survey, measuring personal characteristics (e.g., optimism, menopausal status), job resources (e.g., autonomy, work climate), responsiveness of the workplace to menopause, and outcomes (well-being as job satisfaction, life satisfaction, flourishing, personal effectiveness; and mental health as depression, anxiety, and stress). Data analysis compared outcomes between countries, followed by regressions where variables were entered as the person (age, education, children, optimism, self-efficacy), menopause symptoms, and workplace resources (autonomy, skill discretion, social support, supportive colleagues, work climate). Hierarchical multiple regressions (HMRs) were used for well-being, and binary logistic regressions for mental health (due to negative skew of these scores).

Results: Firstly, significant differences were seen between countries, with women in the UK reporting lower scores for well-being, mental health, and higher level of menopausal symptoms, particularly compared to Australian women. The regressions explained substantial variance in the outcomes (e.g., Adj R²= .74, $p < .001$ for job satisfaction), with very large effect sizes. HMRs showed that personal resources (self-efficacy and optimism, general health) alone predicted life satisfaction and flourishing, whilst these, along with job resources, predicted job satisfaction and personal effectiveness. The logistic regressions showed that increasing menopause symptoms strongly increased likelihood of depression, anxiety, and stress. Optimism was strongly protective of women's mental health, with stress additionally exacerbated by greater vasomotor symptoms, and being unable to change the workplace if experiencing menopausal symptoms.

Discussion: In line with the JDR model, more personal and job resources lead to greater well-being and buffered the women's mental health, particularly countering the impact of greater menopausal symptoms. As more women work through this life transition, the findings highlight the need for employers to provide options for menopausal women to adapt their surroundings to continue to work whilst they adjust to post-menopausal selves. The findings also show where women can boost their own resources to better manage this time of their lives.

P133

Understanding Infectious Illness Presenteeism in UK Employees in a Post Pandemic World: Application of the COM-B Model and Theoretical Domains Framework

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Background: Presenteeism is most often defined as attending work while ill (Johns, 2010). Presenteeism is costly for organizations due to productivity loss (Schultz & Edington, 2007), and future poor health and sick leave of their employees (Bergstrom et al., 2009). Infectious illness presenteeism (IIP) can lead to additional problems for organizations and fellow colleagues due to workplace epidemics and exposure for at-risk individuals. The global pandemic may have changed attitudes towards IIP in the workplace. Increased Government involvement regarding this behaviour may encourage organizations to move away from a culture of presenteeism to avoid the workplace spread of infectious illnesses (Johnson et al., 2021). Furthermore, changing attitudes around IIP may be competing with increased financial and economic hardship following the pandemic, with employees reluctant to take sick leave due to concerns about job security or loss of income, and organizations reluctant to enforce sick leave due to risks of decreased productivity and revenue (Kinman & Grant, 2021).

Pre-pandemic statistics show IIP in the workplace was common (ranging from 35-97%) (Webster et al., 2019). However, existing research examining the determinants of IIP investigates disparate factors, reveals inconsistent results and gives limited attention to underlying theories of behaviour (Webster et al., 2019). The post-pandemic context provides an opportunity to understand and reshape attitudes, behaviours, and policies towards presenteeism in order to reduce the spread of infectious illnesses. Drawing on the Capability, Opportunity, Motivation-Behaviour (COM-B) model of behaviour change (Michie et al., 2011) and the Theoretical Domains Framework (TDF) we explore the extent to which participants engage in IIP and the behavioural influences on the enactment of preventive behaviours at work, productivity, and quality of life.

Method: A cross-sectional survey of UK employees from job roles where it is not possible to work from home was conducted in October 2023 (T1) with a follow-up three months later in January 2024 (T2). A combination of multiple linear regression and structural equation model (SEM) analysis using SPSS AMOS will be conducted. Semi-structured interviews were conducted with a subset of employees and managers between November 2023 and January 2024 to explore the barriers and facilitators to taking sick leave with symptoms of a respiratory tract infection. A deductive approach to coding the dataset will be utilised based upon the COM-B/TDF models, followed by an inductive approach. An iterative process allows for identification of further themes not already identified in these models.

Results: Findings will reveal the effectiveness of the COM-B model and TDF to predict past and future IIP behaviour, and which components are the main drivers of the behaviour. An overview of T1 (n=601) and T2 (n=600) quantitative findings and preliminary qualitative findings (n=30) will be presented. Overarching themes from the COM-B/TDF models (such as reflective motivation, physical capability) will be explored, and themes not currently captured within these models.

Conclusion: Informed by the findings, and giving consideration to economic and organizational context, implications will be discussed for individual and/or organizational intervention design targeting presenteeism reduction in employees with symptoms of infectious illness.

P134

Exploring the Dynamic Relationship Between Self-Awareness and Daily Well-Being

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The topic of self-awareness, seeing oneself and the effects one has on his or her environment clearly, has received considerable attention (London et al., 2023). Thereby, self-awareness has been associated with general well-being indicators, for instance with reduced stress and anxiety (e.g. Donald et al., 2019; Hülshager et al., 2021; Kil et al., 2021; Rasheed et al., 2019) or improved sleep quality (Hülshager et al., 2014). While existing research predominantly examined these effects over extended periods, our study takes a novel approach by investigating the dynamic changes in self-awareness at a daily level and by broadening the scope of outcomes (e.g. sleep quality (Buysse et al., 1989), affect (Watson et al., 1988), work engagement (Schaufeli et al., 2006)). Our research aims to bridging the gap in understanding how self-awareness evolves throughout the day and its immediate associations with leaders' health and well-being. Therefore, we are conducting a diary study, in which leaders from diverse professional backgrounds are filling out questionnaires on regular intervals throughout their workday. These assessments capture fluctuations in self-awareness levels, allowing us to get an understanding of intrapersonal changes during a workday. The results will be presented at the conference. Furthermore, we are connecting those daily changes to health related outcomes.

We expect to extend the knowledge of self-awareness and its relationship with well-being on an individual as well as an organizational perspective. As such, understanding how self-awareness evolves dynamically can inform workplace interventions and policies aimed at promoting employee mental health and productivity.

This research aims at providing an exploration of the dynamic relationship between self-awareness, intraday well-being, and health-related outcomes. By unravelling self-awareness variations and their associations with well-being within the context of a workday, our study should offer valuable insights on whether and how self-awareness can be used for enhancing individual and collective flourishing in both professional and personal spheres.

P135

Individual and Work-Related Psychosocial Correlates of Suicidal Ideation of Paramedics

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Background. Paramedics have higher suicide rates than workers in general. According to the ecological model of development (Bronfenbrenner, 1979), suicidal behaviours can be explained by the accumulation of risk and protective factors located at the individual and environmental levels. Atypical work schedules, exposure to potentially traumatic events, mental disorders such as posttraumatic stress disorder, stigma of mental health, and access to potentially lethal medications are among the risk factors that could explain the elevated suicide risk of paramedics. Evidence about the risk and protective factors associated with suicidal behaviours in this population is limited, and there are few specific interventions to prevent suicide among paramedics. The objective of this project was to identify factors associated with suicidal behaviours among paramedics and to propose specific preventive interventions targeting the risk and protective factors identified.

Method. In this correlational study conducted in Quebec (Canada), an online questionnaire assessed paramedics' history of serious suicidal ideation and help-seeking for suicidal ideation, the severity of post-traumatic stress symptoms, organizational stress, and coping strategies. Ad hoc items also described work schedules, perceived social support from colleagues, and workplace bullying. Discriminant analysis was used to identify variables that distinguish paramedics with and without serious suicidal ideation in the last two weeks.

Results. The questionnaire was completed by 356 paramedics (17% response rate). The rates of serious suicidal ideation were 27% (n=95) during career and 6% (n=20) during the past two weeks. Nearly a third (30%) of participants who reported career suicidal ideation also had suicidal ideation before becoming paramedics. Of the 20 participants with serious suicidal ideation in the past two weeks, seven (35%) disclosed their ideation to a physician or psychologist, and nine (45%) did not tell anyone. The discriminant analysis indicated that the severity of post-traumatic stress symptoms, use of disengaged coping strategies and the amount of perceived social support from colleagues correctly identified 40% (8/20) of paramedics with suicidal ideation in the last two weeks.

Conclusion. The results suggest that suicide prevention for paramedics should combine interventions targeting individual factors (e.g., increasing access to therapy for paramedics with severe post-traumatic stress symptoms) and work-related psychosocial factors (e.g., reducing workload and increasing peer support).

P136

Identification of Health Professionals' Needs for Occupational Clinic Consultations

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Background: In 2022, in Belgium, approximately 500,000 people are in long-term work incapacity, twice as many as 15 years ago. According to the National Institute for Health and Disability Insurance (INAMI, 2021), 36.8% of people in long-term incapacity attribute it to mental illness, among these 66.39% suffer from burnout or depression. These figures highlight

that work-mental disorders, especially burnout, constitute a major issue. This is confirmed by health professionals (HPs) who also reported a higher rate of patients experiencing work-related mental disorders. These HPs also pointed that they would need some more competencies and probably training to be able to efficiently treat these work-related disorders (Federal Public Service Social Security, 2020).

Method: Through a qualitative approach, we conducted 18 interviews with HPs, including general practitioners, occupational physicians, psychiatrists, clinical and/or occupational psychologists and/or prevention advisors. The interview structure was created through an iterative process with two experts in occupational and educational psychology. The interview was based on the critical incident method, which allows to collect HP critical incidents within their consultations and to identify available and missing personal and job resources. Based on Paillé and Muchielli (2021), a thematic analysis was proposed and divided into 5 distinct stages: (1) a detailed transcription, (2) an identification of meaningful units, (3) a coding into themes and sub-themes according to a syntax defined by the field of study, (4) a hierarchical organization of the themes, (5) a merging of similar themes while respecting the verbatim. A final step was to pick up the verbatim to list the needs for each theme. Subsequently, we developed a questionnaire based on interview findings and administered it to HPs to validate the identified needs.

Results: The main findings highlight 11 general HP needs: to develop knowledge; to have burnout prevention and treatment related experience; to be trained (e.g., occupational clinic, tutoring); to have diagnosis and practical tools; to develop communication skills with patients, with other HP and work-environment actors; to have time (e.g., to diagnose, to network); to be able to self-develop as a practitioner, to be able to network and to work in a multidisciplinary way; to be able to connect practice with primary prevention; to have a well-defined policy, to receive updated information by Federal Public Services and INAMI. Within these 11 dimensions, we were also able to identify 69 sub-needs. The main sub-needs concern a better understanding of aspects derived from clinical and professional perspectives through training and knowledge development, collaboration between healthcare professionals and tools development. The questionnaire allowed us to validate the needs among 94 HPs and to identify the cross-disciplinary and specific needs of each profession.

Conclusion: This study, based on a mixed approach, explores the different needs encountered by HPs during their consultations and interventions in relation to work-related issues. It allows to define specialised training devices that could be useful for HP involved in the treatment and to initiate and promote a multidisciplinary approach amongst HP to deal with work-related suffering.

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Furthering Implementation Management: A Pragmatic Scoping Review with Emphasis on Practical Recommendations

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Background: Many OHP initiatives fail to have the desired effects because of problems relating to implementation (Biron & Karanika-Murray, 2015). Implementation issues are important to address because they lead to waste of time and other workplace resources, while allowing the targeted OHP issues to continue affecting employees' health and well-being negatively. During the last decades, process evaluation has become an integral aspect of OHP intervention research in the form of increasingly sophisticated evaluation frameworks (e.g., Abildgaard &

Nielsen, 2013), and in the application of such frameworks in empirical studies, where a range of factors that may affect implementation positively or negatively have been identified (Havermans et al., 2016). However, while we have increasing knowledge of why specific interventions “go wrong”, relatively little research addresses how implementation processes can be managed so that they “go right”. This question is the focus of our study.

Method: The study employs a pragmatic scoping review approach. Based on findings from a large-scale review of workplace implementation processes (Greenhalgh & Peacock, 2005), a combined backwards and forwards snowballing search strategy was chosen (Wohlin, 2014). To identify a wider range of implementation approaches and factors affecting implementation quality, studies relating to various comparable intervention types were included (OHP, ergonomics, workplace health promotion, patient quality). 115 relevant papers were identified and reviewed. A subset of 38 papers (primarily reviews) focusing on empirical studies of specific factors affecting implementation success were included in a descriptive quantitative analysis of the range and frequency of specific factors influencing implementation success.

Results: The identified papers focus on one or more of three themes: 1) process-oriented approaches to designing and managing implementation processes, 2) role-based approaches to managing implementation processes, and 3) other circumstances affecting implementation success, such as features of the organizational context or the intervention in question. Among our notable findings are that while a wide range of factors can potentially affect implementation processes, certain challenges are highly recurrent, suggesting the relevance of a preventive management approach. Also, collaborative implementation management approaches involving both employees and managers have received limited attention, although these are recommended in the literature (Nielsen et al., 2010) and are the norm in certain geographical (e.g., Scandinavian) contexts. Third, compared to other workplace initiatives, health and safety initiatives seem especially vulnerable to circumstances which draw attention away from the implementation process, such as periods with high workload or employee turnover.

Conclusion: Based on the literature, it is plausible that many implementation issues can be managed or mitigated through a proactive and preventive research-based approach. We suggest that such an approach should include carefully designing the intervention process, clarifying the roles of persons involved (e.g., as steering group members or champions of the initiative towards staff), and identifying and taking relevant measures against other circumstances that are likely to challenge implementation success before implementation is initiated. Besides entailing better management of implementation challenges, systematic preparation may also prove beneficial by helping to identify when intervention content should be altered to enable a better fit with the given conditions.

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The influence of Positive and Negative Affect on Creative Performance: The Moderating Role of Perceived Ethical Leadership

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Literature refers to creative performance as one of the main characteristics emphasized by cutting-edge organizations, because of employees' potential of finding unexpected solutions to problems. Positive and negative affect have been investigated as antecedents of creative performance. In particular, the role of negative affect in creative performance is still controversial. On one hand, some experts affirm that negative affect decreases motivation and well-being, and consequently creative performance. On the other hand, the presence of opposite moods enhance creativity and innovative approaches. Lastly, perceived ethical

leadership was found to be little measured, but interesting for the research topic. For instance, it contributes to creating an open and transparent environment where workers can manage their emotions and the consequent outcomes.

The sample was composed of 741 Spanish workers. The data were collected between the end of 2021 and the beginning of 2022. The results were tested with SPSS 28. Reliability was calculated with Cronbach's Alpha values, which were good for all the three scales used. A hierarchical regression analysis was run to test whether positive and negative affect have a positive relationship with creative performance and the moderator role of perceived ethical leadership in both relationships.

First, results indicated that negative affect had a significant positive relation with creative performance, but only when also positive affect was considered. Second, positive affect was found to be positively related to employees' creative performance. Perceived ethical leadership had a significant moderating effect on the relation between negative affect and creative performance, but not on the one between positive affect and creative performance.

The paper contributes to clarifying the effect of emotions in workplaces. In particular, it can be counted within the studies which support the idea that negative affect can boost creative performance, when considered under particular contextual factors. The peculiarity of the paper is that positive affect was what made the positive relationship between negative affect and creative performance significant. Furthermore, specific types of positive and negative emotions (relaxed, serene, calm, happy, optimistic, lively, tense, nervous, anxious, sad, pessimistic and discouraged), both activating and deactivating, were considered in the analysis. The use of a consistent sample and the consideration of different types of positive and negative affect are also merits of the paper.

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Inconsistent Leadership: Scale Development and Validation

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Background: Although consistency is implied in research concerning leadership styles, emerging research suggests that leaders do not always act consistently. Moreover, inconsistent leadership could be linked to detrimental outcomes for organizations, such as increased ethical and fairness concerns or decreased safety performance. These early findings, along with initial theoretical attempts, indicate that inconsistent leadership could be an important topic warranting research attention. Yet, despite these efforts, a psychometrically robust measure of inconsistent leadership is still absent in the literature, and researchers operationalize inconsistent leadership in idiosyncratic ways in each study. Arguing the need for a psychometrically sound measure to assess inconsistent leadership so that research in this area can develop in an organized manner, the current study aims to develop and validate an inconsistent leadership scale.

Methods: This project involves three studies. In Study 1, we generated 26 items tapping into the two theorized sub-dimensions of inconsistent leadership (Factor 1 = non-coherent leader behaviours, Factor 2 = employees' sense making of these behaviours). We surveyed 310 Prolific users with full-time jobs and direct supervisors using these 26 items. Study 2 (N=300), which is currently underway, will use a similar method (i.e., a cross-sectional survey using data collected on Prolific) to confirm the proposed factor structure of the inconsistent leadership scale as well as to establish a divergent and nomological network. Study 3 (N=800; in

progress) will be a three-way longitudinal study that will examine the incremental validity of inconsistent leadership above and beyond other destructive forms of leadership, such as passive and abusive supervision.

Results: Confirmatory factor analysis of the Study 1 data supported the existence of the 2 hypothesized factors. It also supported strong measurement invariance of the scale across male and female respondents. Results of Studies 2 (confirmatory factor analysis and validity) and 3 (test of incremental validity) will be ready for the conference.

Conclusions: Inconsistent leadership is an emerging and potentially fruitful area of research with significant implications for theory and practice. To move the inconsistent leadership research forward in an organized and informed manner, we proposed a two-factor scale of inconsistent leadership. Initial results showed support for the two-factor scale.

Action/impact: The results of this study will enable future empirical research on inconsistent leadership. It will also allow organizations to identify and assess inconsistent leadership in the workplace.

P140

Mitigating Health Impairment from Emotional Work in the Teacher Profession: Intervening Through Education? The Development of an Occupational Health Psychology Course for Employees in Primary Education

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Background: Working as a teacher is considered one of the most stressful occupations. According to a recent large-scale study in Norway, employees in primary education report the highest level of emotional demands compared to other occupations. More than 80 percent of the teachers agreed that emotional demands as a topic were absent in their education and were given marginal attention at their workplace. Teachers must deal with demanding pupils and parents, and moral distress in terms of being unable to help those in need of help is prevalent. Many teachers experience violence and threats from the students. Increasing demands and restrained resources have contributed to a vicious circle of sick leaves, adding to the burden and risk of health impairment for the employees. The risk of burnout is one of many adverse health concerns, and turnover represents a threat to the education system. There is a need to identify possible ways of intervening to mitigate the health consequences of high emotional demands and to enhance the potential positive sides of emotional work in the teaching profession. The aim of this study was to develop and evaluate the outline and content of an empirically based education course aimed at employees in primary school and discuss the potential of employee education as one of many means to improve occupational health in this group.

Method: The program KOMPIS (Competence in School) at the Faculty of Education and Social Science at the Norwegian University of Science and Technology funded the development of an occupational health psychology course designed especially for employees in the primary education system. A course description (i.e., learning goals, aims, and activities), a reading list, and a timetable with the specific subject were outlined based on an updated and extensive literature review and input from leading practitioners. We interviewed six elementary school teachers with <.10 years of experience to explore the perceived relevance, identify success criteria. We applied a qualitative content analysis.

Results: The analysis identified significant limitations and success criteria of the course. The course content, e.g., the job-demand-resources model, burnout assessment, emotional demands, regulation, sleep personality and the role of individual differences in interpersonal conflicts, identity, self-compassion, increasing engagement, positive emotions, and means to reduce moral distress were perceived as relevant topics. Economic and practical aspects were addressed.

Discussion: Although the responsibility for a healthy work environment is the responsibility of the management, educating employees on occupational health psychology might contribute as one of many ways to improve primary school teachers' work conditions. There is a need and an interest in education on the topics included. However, concerns about finding the time to attend courses and financial issues regarding the course cost are possible obstacles. Designing a low-cost, time-efficient course focusing on specific content and practical tools is crucial, and employee empowerment through occupation psychology education should be a part of a large-scale intervention aiming to provide a healthy work environment for primary school teachers.

P141

Decent Work, Life Satisfaction, and Knowledge Sharing in the Portuguese Social Economy Organizations

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Background: The social economy comprises diverse legal entities dedicated to fighting for social causes, addressing economic challenges, and meeting human needs to impact local communities positively. Social Economy Organizations, or Third-Sector Organizations, in Portugal also play a crucial role by generating employment, promoting employability, and fulfilling social protection. This sector has multifaceted difficulties in its working conditions, which is why it was the target of our study, mainly concerning decent work, knowledge sharing, and satisfaction with its workers' lives. This study analyses the interaction between Decent Work (DW) and Life Satisfaction (LS), the interaction between DW and Knowledge-Sharing (KS), and how these interactions impact Portuguese Social Economy Organizations. Decent work encompasses productive work that safeguards human rights, generates adequate income, and offers social protection. Additionally, DW fosters professional and personal development by creating work opportunities and upholding fundamental values and principles at work through social dialogue in decision-making processes related to employment, also impacting the promotion of workers' well-being. Life Satisfaction is a cognitive judgment process or appreciation of one's life circumstances. Understanding the elements that influence personal and subjective well-being is essential, which is also a crucial indicator of this concept. Knowledge-sharing involves the mutual exchange of knowledge. As an essential element of Knowledge Management, it intentionally and unintentionally facilitates knowledge dissemination throughout the organization. Exploring the variables' impact allows understanding of pivotal factors shaping the lives of social economy organization employees.

Method: 338 workers from five Portuguese Social Economy Organizations participated in this study. The Decent Work Questionnaire (DWQ), the Satisfaction-with-Life-Scale, and the Knowledge-Management-in-Teams-Scale (adapted) were applied. Confirmatory factor analyses and simple and multiple linear regressions were conducted.

Results: The linear regression results showed that the Global-DW dimension explained 35% of Intentional-Knowledge-Sharing (KS1) variance and 14% of Non-intentional-Knowledge-Sharing (KS2). Multiple linear regressions between the seven DW dimensions and KS showed that Fundamental-Principles-and-Values-at-work (DW1) and Fulfilling-and-productive-work (DW3) were significant to promote KS1, explaining approximately 47% of the variance in the entire sample. Only (DW1) promotes KS2, explaining about 16% of its variance. Global DW also explained 20% of the variance in Life Satisfaction. Multiple linear regressions showed that Fulfilling-and-productive-work (DW3), Meaningful-remuneration-for-the-exercise-of-citizenship (DW4) and Adequate-Working-time-and-workload (DW2) were significant to predicted LS and accounted for approximately 20% of the LS variance.

Conclusions: The current study suggests that fostering Decent Work in Third-Sector Organizations promotes Knowledge-Sharing throughout the organization and predicts workers' Life Satisfaction. These significant findings may be constructive in promoting good workplace conditions for this type of organization, helping these institutions to fulfil their purpose. Furthermore, the study analyses the connections between Decent Work and Life Satisfaction and Decent Work and Knowledge-Sharing, expanding the frontiers of knowledge in Occupational Health Psychology. Respect for fundamental-principles-and-values-at-work was the dimension that stood out most in promoting knowledge sharing. Regarding the promotion of Life Satisfaction, work perceived as fulfilling-and-productive-work, which offers Meaningful-remuneration-for-the-exercise-of-citizenship and good time management, were the dimensions that were highlighted to our participants as the most important aspects to be valued in third sector organizations in Portugal.

P142

Top Management's Transformational Leadership and Nurses' Occupational and Organizational Turnover Intention: The Role of Work Engagement and Autonomous Motivation

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Background: Staff turnover in healthcare organizations is a serious concern in several Organization for Economic Co-operation and Development (OECD) countries. For example, in the United States, 32.8% of nurses are reported to leave their job after just one year of practice (NSI, 2023). Studies aiming to understand the issue of turnover widely document turnover intention which is a factor that reflect the employee's last cognitive stage before their voluntary departure (Takase, 2010). However, the research is currently silent about the specific targets of turnover intention and more importantly, the pathways through which top management's transformational leadership behaviours are likely to act on each target. Specifically, studies neglect the potentially distinct contribution of transformational leadership on different targets of turnover intention, which does not make it possible to assess whether transformational leadership behaviours are as critical to nurses' intention to leave the healthcare organization as they are to their intention to quit their occupation. In addition, the role of the psychological mechanisms involves and the motivational conditions under which these relationships are strengthen or weakened are largely unknown.

To address this scientific gap, we aim to examine the contribution of top management's transformational leadership behaviours on two targets of nurses' turnover intention (organization and occupation) by focusing on the mediating and moderating role of work engagement (vigor and dedication) and autonomous motivation respectively. Given that autonomous motivation (which refers to engaging in a job out of interest, pleasure and/or by valuing the importance of the work activities) can make employees more or less sensitive to

certain socio-contextual factors (Fernet et al., 2010), it could potentially enhance our understanding of how and when transformational leadership behaviours relate to nurses' organizational and occupational turnover intention.

Method: Cross-sectional data from a sample of 321 nurses were tested through structural equation modelling using a robust maximum likelihood estimator (MLR) in Mplus 8.8. Specifically, tests of latent variable interactions were conducted using the SEM approach to estimate latent moderation effects (LMS).

Results: Top management's transformational leadership behaviours directly predicted organizational turnover intention ($b = -.271$; $p < .01$) and indirectly –through nurses' dedication– occupational turnover intention. Specifically, transformational leadership behaviours positively predicted vigor ($b = .246$; $p < .01$) and dedication ($b = .212$; $p < .01$), but only dedication negatively predicted occupational turnover intention ($b = -.556$; $p < .01$). In addition, bootstrapped analyses confirmed the conditional indirect effect of transformational leadership behaviours on occupational turnover intention, via dedication, across each level of autonomous motivation (low, $b = -.218$ [-.473; -.081]; mean, $b = -.149$ [-.317; -.062]; high, $b = .080$ [-.208; -.023]).

Conclusion: The present findings provide insights into how and when top management's transformational leadership behaviours act on nurses' organizational and occupational turnover intention. Healthcare organizations are advised to foster top management transformational leadership behaviours and promote autonomous motivation to sustain the nursing workforce. The results will be discussed in the light of the self-determination theory (Deci & Ryan, 2000) and job demands-resources model (Bakker & Demerouti, 2017).

P143

Are Work Organization's Systematic Occupational Health and Safety Work Associated with a Better Working Environment?

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Background: Systematic occupational health and safety (OHS) work has been presented as an antecedent of a safe and healthy work environment. Thus, workplaces having a high level of systematic occupational health and safety (OHS) work are hypothesized to have a better working environment compared to other workplaces. Important components of systematic OHS work include, but are not limited to: (a) motivation for OHS work, (b) openness at the workplace about OHS issues, (c) continuous monitoring of OHS risks and focus on improving the work environment, (d) follow-up and learning from interventions to improve the work environment, and (e) collaboration between management and employees on OHS issues. However, due to the limited number of studies there is little empirical evidence to support an association between systematic OHS work and the work environment. The present study investigates the association between systematic OHS work and two factors related to the quality of the work environment. First, the association with enforcement notices from a national workplace inspection authority (fewer notices = better work environment), and second, the association with the quality of the workplaces' solution(s) to the work environment problem that lead to the enforcement notice. The hypotheses are that systematic OHS work is associated with fewer enforcement notices (i.e., a better working environment), and a higher quality of the solution applied to the work environment problem.

Method: The participants in this study comprise 4112 enterprises that participated in the evaluation of a national inspection authority initiative “Dialogue and Guidance” in Denmark. In brief, enterprises inspected by the authority and receiving an enforcement notice were offered supplementary dialogue and guidance. The dialogue and guidance were given after the inspection at a later date, either by telephone or in a meeting. Questionnaires were sent to the enterprises before (baseline) and after (follow-up) the dialogue and guidance meeting. Two identical questionnaires were sent to the enterprises, to a management and employee representative, respectively. The aggregated (management and employee responses combined) response rate was 28.6% (baseline) and 35.8% (follow-up). The baseline questionnaire supplied data to this study. The scale to measure systematic OHS consisted of eight items, and a six-item scale was used to measure the solution of the work environment problem (Chronbachs’ alpha = 0.88 and 0.72 respectively). The number of enforcement notices received on the inspection was used as a proxy for the quality of the work environment, and was retrieved from the authority’s registers. Potential confounders and mediators (OHS certification status, enterprise size, business sector, etc.) were likewise collected from the registers and the baseline questionnaire.

Results: The enterprises’ systematic OHS work will be characterized with respect to business sector, enterprise size, and geographical location. Next, the association between systematic OHS work and the number of enforcement notices and the quality of the work environment problem solution will be analysed. The results will be presented at the conference.

Conclusion: The study will contribute much needed data on the role of systematic OHS work in achieving and maintaining a good work environment.

P144

Thriving at Work while Facing Intensive Organizational Change: The Role of Adaptability as Personal Adaptive Resource

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Background: How does intensive organizational change (e.g. downsizing, process innovation or digitalization) affects thriving at work? And under what conditions are workers more able to deal successfully with these organizational changes (OC)? This study tests assumptions derived from the recently developed Adaptation-Activation model which builds on theories like Event System theory, Theory of Work Adjustment and Integrated Resource theories. In particular it is assumed that OC affects thriving at work (TaW) which refers to a joint sense of vitality and learning, and that this relationship is mediated by the adaptive demands (e.g. work load, learning demands) associated with the organizational change in place. Moreover, this mediational process is moderated by adaptive resources (e.g. learning opportunities or adaptability). Specifically, we hypothesize (1) that intensive OC increases work load, job insecurity and learning demands (the adaptive demands), (2) that this relationship is moderated by adaptability, and (3) that work load, job insecurity and learning demands (the adaptive demands) mediate the effect of OC on TaW. Moreover, these indirect effects of OC on TaW are conditional upon the level of adaptability which is the personal adaptive resource under study here.

Method: Moderated mediation analysis (PROCESS) was performed on a longitudinal data set representative for the Dutch working population (N = 750). The time lag between two measurements was 6 weeks. Change intensity (IV), workload, job insecurity and learning demands (Mediators) and adaptability (Moderator) were measured at T1 and vitality and learning (DV) at T2. Vitality and learning were used as indicators of TaW. All variables were measured with validated and commonly applied questionnaires.

Results: Our results largely support our assumptions. More intensive OC is associated with higher learning demands, work load and job insecurity. However, the relationship between OC and workload and job insecurity is stronger at a higher level of adaptability, indicating that more adaptable workers suffer less from increasing workload and job insecurity when facing intensive OC. Moreover, the impact of OC on vitality is mediated by work load and job insecurity, and this negative indirect effect is stronger for workers low in adaptability. Finally, the impact of OC on learning is mediated by learning demands, and this positive indirect effect is stronger for workers high in adaptability.

Conclusion: Being faced with intensive OC workers experience a differential impact on their TaW, and this impact depends on their level of adaptability. On the one side, intensive OC threatens TaW because change intensity negatively affects vitality of workers through an increase of their workload and job insecurity. This energy draining mechanism mainly impacts workers lower in adaptability. On the other side, intensive OC promotes TaW because change intensity advances learning through an increase in learning demands. This motivational mechanism is even stronger for workers higher in adaptability. Importantly, adaptability proves to be an effective adaptive resource in times of intensive organizational change: this personal resource buffers the unfavourable and boosts the favourable effects of OC on TaW. Limitations, suggestions for future research and practical implications are discussed.

P145

Promoting Valuable Work: Enabling Personally Valuable Work Goals Among Healthcare Professionals

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Background: The healthcare sector faces significant challenges, including increased workload, high sickness absence rates and shortages of healthcare professionals. The scarcity of qualified healthcare professionals is even more problematic since the COVID-19 pandemic, where the multitude of work-related stressors that these professionals face put their well-being, health and employability at serious risk. In light of these stressors, there is often little attention for positive aspects in the daily work, such as personal values that drive them in work (e.g., helping others, making a meaningful contribution). For protecting healthcare professionals and promoting well-being and work engagement, value-based approaches hold an enormous potential. Using the capability approach as a framework, this study aims to gain more insight in (1) what valuable work goals healthcare professionals and their supervisors have, (2) what work context factors align with these valuable work goals and (3) how these valuable work goals are realized. In addition, it is investigated which work- and health related factors (such as work engagement, team climate, and supervisory support) are associated with the ability to realize valuable work goals.

Methods: A quantitative study was conducted among hospital healthcare professionals and their supervisors. Online questionnaire were filled out by N=392 hospital healthcare professionals and N=40 supervisors. The Capability Set for Work, demographic data, Health (SF-1), well-being (UBOS), work engagement (UBES), Team climate (Team Climate inventory), supervisory support (POS) and employability self-efficacy were assessed. Descriptive statistics were used.

Results: Preliminary results show that for supervisors, the most important work values are: being involved in important decisions (M=4.73, SD=0.45) and developing knowledge and skills (M=4.68, SD=0.52). Concerning hospital healthcare professionals, the most important work

values are: using knowledge and skills ($M=4.51$, $SD=0.54$) and meaningful work relationships ($M=4.37$, $SD=0.55$). Analyses show that both the work context as well as the individual itself are not always personally capable to fulfil important work values.

Conclusion: This study provides valuable insights into the valuable work goals of healthcare professionals in the hospital care setting. Healthcare professionals find it important to use and develop knowledge and skills and to be involved in important decisions, but are insufficiently facilitated in these valuable work goals by their work environment. Future research should focus on how to ensure that healthcare professionals can actualize their valuable work goals, enabling them to remain healthy and engaged in their professional career.

P146

Service Variation in Institutional Food Systems: The Role of Social Proximity and Information Sharing Across Kitchen- and Health Personnel

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Background: Undernutrition is prevalent among patients in hospitals and nursery homes. To be able to serve patients food adapted to their nutritional needs and requests, personnel involved in the food service need to share information about both patients and the food. Most health care institutions share information through formal channels, but complex information should also be shared informally. To share information informally in an institution, it is often beneficial to be socially proximate to each other. The present study aimed to explore the process in which perceived social proximity between kitchen- and health personnel might influence the level of service variation at the point of serve, addressing potential mediating effects of different information sharing practices.

Methods: A survey questionnaire was distributed to different health care institutions, and a sample of 368 health care personnel completed the questionnaire measuring perceived social proximity towards personnel working at the institutional kitchen, food-related information sharing practices and service variation at the point of serve. A parallel multiple-mediator analysis was performed to reveal potential mediating effects of different information sharing practices on the association between perceived social proximity and service variation.

Results: The results from our analyses indicated that *informal* information sharing from health personnel to kitchen personnel acts as a mediator between social proximity and service variation at the point of serve, suggesting that health personnel who reported a high level of perceived social proximity towards kitchen personnel, took fewer initiatives to improve or change the food delivered from the kitchen.

Conclusion: The present study adds to the contemporary literature on communication in organizations and highlights the effects different ways of communicating across different subunits and professionals may have on the service provided by the organization. More specifically, this study contributes to the understanding of service variation in an institutional food service context by suggesting that perceived social proximity increases informal information sharing, which again may have an effect on health personnel' own initiatives to improve/make food adapted to patient needs. However, the results do not rule out other factors influencing service variation in institutional food systems, such as the dominating institutional logic within the health care sector, which emphasizes immediate care and satisfaction of patients' needs. Finally, this study highlights the necessity of some variation in the food service to better adapt the food to the patients' different needs and demands.

P147

Implications of Psychological Safety and Leadership for Organizational Safety – A Case Study in the Context of a High-Reliability Organization

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The safe operation of high-reliability organizations, particularly high-containment biosecurity labs, is paramount due to substantial risks associated with handling hazardous materials and pathogens. Safety lapses in such environments can lead to catastrophic consequences, emphasizing the need for stringent protocols, a culture of improvement, and psychological safety. This study focuses on the pivotal role of psychological safety in high-containment labs, where safety errors can have severe consequences, and explores the influence of leadership and organizational elements on fostering a safe working environment.

Utilizing a mixed-method approach, this study collected data from various sources, including individuals with psychological training (n=6), community members near a biosafety level 4 (BSL-4) high-containment lab (n=23), and high-containment lab subject matter experts (n=4). The investigation aimed to answer three key questions: 1) Does psychological safety matter for safe operations? 2) Is leadership critical for fostering psychological safety? 3) What are the optimal or acceptable levels of psychological safety for ensuring safe operations? Data analysis involved quantitative assessments and thematic analysis supported by a natural language processing (NLP) model developed by OpenAI, based on the GPT-3.5 architecture.

Respondents evaluated the impact of psychological safety in high-containment labs (RQ1) by rating the likelihood of safe operation on a 5-point scale (1 = extremely unlikely; 5 = extremely likely), revealing an overall perception that psychological safety is crucial for high-containment lab safety (M = 1.67, SD = .60). The qualitative study parts also revealed that psychological safety is deemed crucial for safe operations in high-containment labs, with respondents emphasizing its role in promoting quality communication, transparent mistake reporting, and open workplace discussions. Leadership was identified as highly important for fostering psychological safety, with effective communication, transparency, trust, active listening, and accountability being key themes. Organizational efforts, including effective training, communication, and leadership support, were recognized as significant contributors to psychological safety. The analysis highlighted the importance of organizational elements such as culture, values, policy, communication, and workplace management in promoting psychological safety. Respondents perceived the facility's psychological safety as fair, suggesting room for improvement in incident reporting and follow-up procedures.

The findings underscore the significance of psychological safety in ensuring safe operations in high-containment labs, with leadership playing a critical role in fostering it. Effective leaders were identified as those exhibiting transparency, responsibility, and strong communication skills. Other contributing factors to psychological safety included employee communication, policies, organizational culture, and the work environment. The results support the Conservation of Resources theory, suggesting that inadequate leadership can undermine psychological safety, potentially depleting resources due to increased stress and hindering safe task performance.

Interestingly, the study found unexpected results regarding incident reports, indicating the need for further investigation to validate these findings. The potential influence of a limited understanding of 'psychological safety' on safety ratings for organizations with transparent reporting practices was acknowledged. Overall, this study provides valuable insights into the multifaceted dynamics of psychological safety, leadership, and organizational elements in high-containment biosecurity labs, offering a foundation for future research and practical implications for enhancing safety in these critical environments.

P148

**Can Beliefs About Stress Exacerbate the Negative Effects of Boredom at Work?
Examining the Role of Stress Mindsets**

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Background: Boredom at work is known to relate to poor employee health and well-being. Some argue, however, that boredom may also be a driver of creativity, reflection and organizational transformation. It may thus be that boredom at work does not impact all employees in the same way. In the present study, we build on transactional theory of stress to argue that boredom at work can be especially harmful for people who believe that stress has enhancing effects. Stress mindsets are beliefs regarding the nature of stress, such that some people believe that stress can be utilized for productivity and performance (i.e., an enhancing stress mindset), while others believe stress to be inherently detrimental (i.e., a debilitating stress mindset). Stress mindset research routinely emphasizes that people are more likely to experience the benefits of stress when they believe it can be enhancing (e.g., higher energy and increased performance). In contrast, we examine whether an enhancing stress mindset can backfire when employees are bored at work. Specifically, we investigate whether believing in the challenging potential of stress can enhance the negative effects of boredom at work on employees, whose jobs may not enable them to leverage such beliefs.

Method: We conducted a three-wave study of 484 workers based in the United States to examine whether boredom at work predicts increased burnout symptoms and whether this effect is stronger for those who believe that stress is enhancing. We also gathered data from two experiments among employees in the US (N=261) and Australia (N=296) to further examine the role of stress mindsets in explaining affective and performance outcomes across boring vs. challenging task conditions.

Results: In line with our expectation, we found that boredom at work increased burnout to a greater degree for employees who believe that stress is enhancing. In contrast, boredom at work did not increase burnout for employees who did not hold this belief. While the participants in two of the experiments reported less positive affect in boring than in challenging task condition, this effect was not pronounced for those employees who had undergone an enhancing stress mindset manipulation.

Conclusion: While beliefs about the beneficial and productive nature of stress are functional in challenging and stimulating situations, they may amplify suffering in boring situations where such challenge and stimuli are absent. Boredom at work may indeed be more consequential for some employees than others, especially for those who believe or are led to believe that stress is useful. It may be that these effects manifest particularly over time, rather than in isolated tasks.

P149

Perceptions of Cancer Survivors and Oncological Healthcare Professionals on Adequate Supportive Cancer Care for Cancer Survivors: A Qualitative Study

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Background: With the increasing number of cancer survivors, the need for adequate supportive care also increases. Supportive care encompasses patient-centered care across the disease process including physical, psychological, social and spiritual well-being to improve quality of

life. Current supportive care after treatment is inadequately tailored to the needs of cancer survivors. Insight into the perceptions of cancer survivors on supportive care in their life after treatment is lacking. Furthermore, the perceptions of oncological healthcare professionals on offering adequate supportive care after treatment are unknown. Therefore, the aim of this study was to explore key stakeholders' perceptions (i.e. of cancer survivors and oncological healthcare professionals) on adequate supportive care for cancer survivors.

Method: Twenty-two interviews with *cancer survivors* of different types of cancer, and four focus groups with *oncological healthcare professionals* from different disciplines (e.g. occupational physicians, medical specialists, general practitioners, psychologists, informal caregivers) (n=25) were conducted. We performed thematic content analysis consisting of several phases of coding, using Atlas.ti.

Results: Cancer survivors emphasized the importance of a personalized approach with (psychosocial) supportive care tailored to personal values and needs, including support in maintaining or returning to work. Healthcare professionals also expressed the importance of paying specific attention to cancer survivors' reintegration to work. Occupational physicians stressed that patients should be involved in the treatment plan and should be referred to them shortly after diagnosis to be able to provide timely and adequate support. An overview of reliable referral options for supportive care, including options for work-related support, was perceived as helpful, as well as a clear role division between healthcare professionals in supportive care.

Conclusion: Both cancer survivors and oncological healthcare professionals highlight the need for personalized supportive cancer care with specific attention to work to support cancer survivors in resuming life after treatment. Efforts should focus on improving healthcare professionals' knowledge on referral options, on integrating supportive care including reintegration to work in medical cancer care, and on improving interdisciplinary collaboration, to be able to provide adequate supportive care to cancer survivors.

P150

Enhancing Teachers' Engagement: The Contribution of Quiet Ego and Compassionate Interactions

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The Quiet ego is characterized by a state of emotional balance and self-awareness in interpersonal relationships. It implies balancing one's needs with those of others, allowing a more empathetic and understanding approach toward others, and promoting a supportive relational environment (Wayment, 2014). Compassion at work (CAW) implies the ability to notice and respond to others' suffering creating a support network among organizational members. Employees can receive CAW from three different sources: colleagues, supervisors, and the organization at large (Lilius et al., 2008). Fostering the emotional and personal involvement of employees toward tasks and objectives, the cultivation of CAW may contribute to heightened levels of work engagement in teachers (Dutton et al., 2014; Aboul-Ela, 2017). Such effects are crucial for teachers, considering the heterogeneous web of relationships and interactions that characterize their job role (Pereira et al., 2015). Despite this, the role of quiet ego and compassion in the educational field is still poorly investigated.

Consistently with the Job Demands Resources (JD-R) model (Schaufeli, 2017) which acknowledges the importance of personal and organizational resources in enhancing work

engagement, this contribution aims to explore the role of the quiet ego, as a personal resource on work engagement and the mediating role of received compassion, as a job resource. A sample of 227 Italian teachers (mean age=48.0, SD=11.0, females=91.2%) working in primary and secondary schools completed an online survey including the Received Compassion scale (Lilius et al., 2008), Quiet Ego Scale (Wayment et al., 2015), Work Engagement ultra-short version (UWES; Schaufeli et al., 2019). The hypothesized associations between the variables were analysed using a Structural Equation Model (SEM). The model showed a good fit to the data $\chi^2(32) = 39.736$, CFI=0.991, TLI=0.993, RMSEA=0.033 (90% CI=0.000–0.062, $p=.811$), SRMR=0.036. More specifically, findings showed that Quiet Ego was significantly associated with work engagement (bDIRECT =.345, $p=.000$), and received CAW mediated this link (bINDIRECT =.075, $p=.005$). The model explained the 28% of work engagement.

Overall, the results emphasize that the promotion of an engaging work environment involves a synergy of personal attributes and external support factors. Specifically, Quiet ego motivates people to perceive interactions as prosocial development opportunities. The development of self- and others- awareness contributes to the establishment of more profound interpersonal connections and a cohesive organizational environment (Wayment and Bauer, 2017). This contribution offers practical implications for developing targeted interventions to enhance the professional experiences of teachers and, consequently, the quality of education provided to students. The establishment of a compassionate culture, with a focus on addressing employees' emotional and social needs, is a potentially valuable factor in enhancing teachers' engagement (Robinson & Green, 2019). Moreover, compassionate behaviours may arise as a result of both personal and organizational training initiatives, and other organizational actions.

P151

Workplace Health Promotion Initiatives for Healthcare Workers Demonstrate an Investment for Workers, the Organization and the Society in the Context of Total Worker Health®.

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Background: The aging workforce must deal with work-related alterations such as new organizational options (e.g., agile work), psychological difficulties (e.g., COVID-19-related distress), and new technology. Individual employee happiness has an indirect impact on the company's bottom line (e.g., personnel turnover, restrictions on fitness-to-work, occupational injuries and diseases, labor law disputes). Workplace Health Promotion Initiatives (WHPs) can successfully assist in addressing these labor-market difficulties. An Italian hospital has implemented a workplace strategy to improve the professional performance of healthcare workers (HCWs). A multidisciplinary team directs the three-lined WHPI strategy which includes: i) "Disability Management" (DM) addressing emerging impairments (e.g., chronic degenerative illnesses, oncological diseases); "Help Point" (HP) providing psychological support to overburdened HCWs; iii) "Stop Smoking" (SS) striking smoker HCWs.

Method: 131 HCWs were enrolled in DM (July 2017-December 2019), 35 HCWs participated to HP (September 2016-June 2019), and 40 HCWs (May 2018-July 2019). We provide findings about the economic impact of the three-lined WHPs. Sickness absence days (SADs) were calculated in the 12-month period preceding and after the three WHPs. Return on Investment (ROI) was calculated as the ratio of net profit to investment cost for the WHPs management using SAD reduction (for DM and HP) and the total recovered time from smoking (for SS) accounting for profit.

Results: SADs dropped by 67%, 60% and 85% for DM, HP and SS, respectively (p values= 0.001, 0.05 and 0.04). The best ROI was outlined for the DM program (27.66), which covers the most part of occupational issues of workers, followed by the psychological support (2.73), and the stop smoking initiative (1.90).

Conclusion: Providing clear indicators of the economic impact of WHPI is the keystone to raise awareness of the essential role of enhancing HCWs' health to the wide perspective of Total Worker Health®. Because of their instructional value, WHPIs constitute a "win-win" strategy for employees, businesses, and society. Public health policies should raise worldwide knowledge of the economic benefits of investing in improving employee's well-being for the benefit of society as a whole, toward the global horizon of occupational salutogenesis.

P152

Why Are Managers and Subordinates Disagreeing? a Multi-method Examination of Differences in Perceptions of Managers' Stress Prevention Practices

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Introduction: This mixed-methods study examines the RQ 'whether, why and with what consequences managers and subordinates perceive the manager's prevention of stress differently'. Despite established knowledge about effective strategies for stress prevention (Cousins, 2004; Yarker, 2022), managers frequently struggle to mitigate stress within organizations successfully (Cunningham, 2004). One potential explanation is the existence of divergent perceptions between managers and their subordinates regarding the manager's preventive practices, i.e. managers believe they are effectively addressing stressors, while subordinates hold different views. Research on self-other rating (dis)agreement (SOA) in leadership highlights discrepancies between managers and subordinates, associated with less effective leader behaviour, lower performance, and reduced well-being (Fleenor, 2010; Hasson, 2020). The current lack of SOA-research specifically related to stress preventive behaviour and a scarcity of qualitative investigations into leadership-related discrepancy present opportunities to explore whether and, if so, why managers and employees differ in their perceptions of stress prevention. Theoretical perspectives, such as 'implicit managerial theories,' suggest varying ideas about leadership contribute to subjective evaluations (Hommelhoff, 2017).

Method. Our sequential mixed-method study includes two phases. Phase 1: A questionnaire survey was conducted in two Danish organizations, to uncover whether a discrepancy between managers and their subordinates exists and if greater discrepancy is associated with higher stress levels. Self-ratings from 75 managers and other-ratings from 450 subordinates about stress-preventive leader behaviour (predictors) as well as subordinates' ratings of perceived stress (outcome) were analysed using polynomial regression analysis. Questionnaire data further served the selection of participants for phase 2: a qualitative exploration that uses 20 semi-structured interviews with managers and subordinates (both dyads with high/low disagreement scores) to investigate why disagreements occur and how this affects stress prevention.

Quantitative Findings: Preliminary results show that managers and subordinates do perceive the manager's prevention of stress differently. Specifically, managers on average score themselves higher (i.e. overestimate). Our results indicate overestimation is associated with higher stress levels.

Qualitative Findings: So far, thematic analysis revealed three reasons for why discrepancies arise. These are:

1) *Divergent perspectives on the nature of actions*, referring to a disparity in the managers' perception of action, such as how to handle pressure, and employees' understanding hereof; 2) *Insufficient transparency*, referring to managers omitting to reveal their acknowledgement of issues faced by employees and their comprehension of subsequent actions; and 3) *Avoidance of responsibility and accountability*, referring to managers not considering themselves responsible for acting or being accountable for negative feedback, thus failing to align their actions with the actions sought by their employees.

Examining the various strategies that managers employ—ultimately resulting in employees perceiving that the manager has not taken adequate action – reveals a variety of underlying logics held by these managers.

In conclusion, exploring the extent, causes and consequences of perception discrepancies related to stress prevention provides valuable insights into why stress prevention efforts might be more or less effective. This knowledge is useful for developing training programs and guidelines to better equip managers in stress prevention and proactive actions to avert employee absenteeism before it becomes a major issue.

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Risk Perception, Disinfectant Use, And Symptom Experiences Among Cleaning Workers During The COVID-19 Pandemic

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Background: Disinfectants are widely used to destroy harmful pathogens, yet they contain hazardous chemicals that may have adverse health effects. The COVID-19 pandemic has precipitated a substantial surge in the use of disinfectants in workplaces and communities to mitigate the risk of COVID-19 transmission. Cleaning workers, particularly in healthcare settings, who frequently use disinfectants may have increased health risks from the frequent disinfectant exposure. Health risk perception may play a role in the use of disinfectants. This study examined risk perception, disinfectant use, and symptom experiences, and their relationships among cleaning workers.

Methods: This cross-sectional study included 249 cleaning, janitorial, or housekeeping staff from a university medical centre and affiliated university campuses in Northern California, United States. Data were collected from August 2022 to May 2023 by in-person, phone, or ZOOM interviews as well as self-administered questionnaires developed in English, Chinese, and Spanish. Study variables included demographic and job characteristics, health risk perception about disinfectant use, disinfectant use at the workplace, home, and community (settings other than workplace and home), and symptoms related to disinfectant use. Chi-square tests were used to examine relationships between study variables.

Results: Among the participants (hospital custodians 36%, hospital support assistants 35%, and campus custodians 29%), 59% moderately or greatly increased the use of disinfectants at the workplace during the COVID-19 pandemic; that proportion of high increases was 60% for home use, and 74% for community use. As for perceived health risk, 44% were moderately or very concerned about disinfectant use at the workplace; that proportion was 17% for home use and 33% for community use. Half of the participants (51%) reported experiencing health symptoms related to disinfectant use; skin symptoms (36%) were the most common, followed by respiratory (30%), eye (22%) and neurological (10%) symptoms. The frequent use of disinfectants at the workplace was associated with symptom experience ($P < 0.0001$). Risk

perception about disinfectants was not significantly different between high-use and low-use groups. Symptoms were more frequently reported in the high risk perception group compared to the low risk perception group (57% vs. 45%), but the difference approached marginal significance ($p=0.0611$).

Conclusion: Our study found that during the pandemic, cleaning staff's use of disinfectants greatly increased in all settings, including the workplace, home, and community, and their experiences of symptoms were common. Almost half of the participants were highly concerned about health risks from disinfectants, but our study did not find substantive evidence of a significant influence of risk perception on disinfectant use and the manifestation of related symptoms.

P154

On the Multiple Facets of Authentic Leadership Practices: A Latent Profile Analysis Using a Confirmatory Bi-Factor Model

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Managerial research has recently shifted to a greater focus on positive managerial practices, on the merits of positive organizational behaviours, which mobilize strengths rather than managing weaknesses (Luthans, 2002). Consistent with this view, authentic leadership (AL) theory (Luthans & Avolio, 2003) proposes that certain leadership practices, referred to as AL dimensions, contribute to follower development and functioning (Leroy et al., 2015; Levesque-Côté et al., 2018, 2021). Indeed, these AL dimensions, which include self-awareness (i.e., understanding one's self and one's impact on others), relational transparency (i.e., honestly presenting one's authentic self to others), internalized moral perspective (i.e., practices guided by core personal values and moral standards), and balanced information processing (i.e., objective analysis of relevant data in the decision-making process; Walumbwa et al., 2008) are associated with significant individual and organizational benefits (see Zang et al., 2022 for a recent meta-analysis). However, most work on AL tends to conceptualize it as a global construct without considering the contribution of each of its dimensions to the relationships explored, thus evacuating all the richness and depth that a multidimensional construct brings to the understanding of these relationships (see Levesque-Côté et al., 2018). Drawing on a person-centered approach, the present study aims to identify different profiles of AL, represented by a confirmatory bi-factor model, as perceived by a sample of French-Canadian workers ($n=508$) and to identify certain manifestations of psychological health (work satisfaction, work engagement, psychological distress) associated with profile membership. Results of Latent Profile Analyses (LPA) show that workers' perceptions of their immediate superior's AL practices reflect both its globality and each of its dimensions through 5 distinct profiles: 1) Moderately authentic - oriented toward others; 2) Inauthentic; 3) Moderately authentic - self-oriented; 4) Highly authentic; 5) Weakly authentic. In addition to supporting the multidimensionality of the construct, these AL profiles are differently associated with manifestations of psychological health such as work satisfaction, work engagement and psychological distress. Interestingly, our results show that other-focused AL dimensions (relational transparency, integrated moral perspective and balanced information processing), and the overall level of AL, are particularly important for work satisfaction and work engagement. The theoretical and practical implications of these results will be discussed.

P155

Don't Leave the Good Things in the Rearview! A Field Experiment Examining the Influence of Positive Work Reflection Intervention on Taxi Drivers' Work Behaviours
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Jobs involving people work (i.e., work that requires constant interactions with customers or clients) are demanding. This type of work cuts across different occupations, such as salespeople, customer service representatives, waitstaff, and passenger transportation workers. Frequently interacting with customers is often challenging and exhausting, and these interactions become even more demanding when customers make unreasonable demands or illegitimate requests. Extensive research has shown that the demanding nature of people work can result in high levels of job strain such as emotional exhaustion as well as unsatisfactory performance or deviant work behaviours. However, these studies have provided few actionable recommendations for individual employees to stay positive and engage in behaviours that represent high quality customer service. Following the recent emergence of the positive psychology movement, researchers have begun to investigate whether interventions can be developed to positively impact employee well-being or buffer the detrimental effects of negative interpersonal interactions.

Previous research on workplace positive psychology interventions largely focused on well-being outcomes. In addition to employee well-being, do the interventions also have a meaningful impact on specific work behaviours? What is the mechanism of the interventions' effects on work behaviours? To answer these questions, the present study draws on affective events theory and examines how positive work reflection intervention influences taxi drivers' work behaviours (i.e., extra-role behaviour, rule breaking behaviour, and active and passive responses to entitled customer demands). We used a between-subject design to test the effects of positive work reflection intervention in a field experiment. Data were collected from 156 taxi drivers working at a taxi company in Beijing, China. In the initial survey, participants reported their demographic characteristics. At the end of the initial survey, we introduced the experimental manipulation, with 68 participants in the intervention group instructed to write about three work-related things that went well for them during that work day and provide an explanation why they thought these events occurred or went well and 88 participants in the control group instructed to describe three destinations where they dropped of passengers, every night during the following week. Right after this one week of reporting of positive events or trip destinations, we administered the second survey where participants rated their positive affect and work behaviours during the past week. Then after another week in which no intervention was conducted, we administered the third survey where participants rated their positive affect and work behaviours again during the past week. Results showed that the intervention indirectly increased extra-role behaviour and active response to entitled customer demands and reduced rule breaking behaviour via positive affect. The intervention also directly enhanced employees' extra-role behaviour and reduced passive response to entitled customer demands. These findings suggest that a simple practice such as positive work reflection intervention could significantly influence employees' work behaviours. This research supports and expands affective events theory and provides behavioural strategies for improving employees' affective experience and performance.

P156

Decent Work and Quality Working Life for Higher Education Teachers in Portugal

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Background: The present study aims to explore the interaction between Decent Work (DW) and Quality-of-Working-Life (QWL) for Higher-Education-Teachers in Portugal. DW is a concept that refers to fair and adequate working conditions, which guarantee workers the opportunity to develop their skills and potential, as well as healthy human interactions and dignified and respectful treatment, especially concerning respect for human rights at work. It covers social, political, and ethical issues such as gender equality, human rights, and the fight against discrimination and exploitation at work or through work. In turn, the QWL focuses on the relationship quality between employees and the work environment, promoting workers' well-being at work, including balancing personal-and-professional-life. It refers to the conditions and practices that promote workers' physical, mental, and social well-being, contributing to job satisfaction and increased productivity. In the present study, we evaluate the similarities and differences between the two concepts.

Method: 350 Higher-Education-teachers from mainland Portugal and the islands participated in this study. The Decent Work Questionnaire (DWQ) and Quality-of-Work-Life-Scale (QWLS) were applied. Two confirmatory factor analyses were carried out: one for each instrument. Then, simple and multiple linear regressions were carried out between the DWQ and QWL dimensions. Finally, the analysis of canonical correlations between the dimensions of the DWQ and QWLS was performed.

Results: All confirmatory factor analyses showed that the tested models presented an excellent fit with the data. The simple linear regression results between Global-DW and Global-QWL showed that Global-DW accounted for approximately 71% of the variance in Global-QWL. Multiple linear regressions between DW dimensions and Global-QWL showed that all DW-dimensions significantly predicted Global-QWL. The model was responsible for approximately 73% of the variance in Global-QWL. Next, analyzing the canonical correlations between the DW and QWL dimensions highlighted five significant and interpretable interactions. The first-canonical-correlation showed that the seven DW-dimensions were significantly and positively related to all seven QWL-dimensions. The second-canonical-correlation positively and significantly related the meaningful-compensation-for-exercising-citizenship (DW4) with economic-and-family-needs (QWL2). The third-canonical-correlation related Adequate-working-time-and-workload (DW2) to social-needs (QWL3). The fourth-canonical-correlation related the Health-and-safety (DW7) with Health-and-Safety-needs (QWL1). The fifth-canonical-correlation related the Adequate-working time-and-workload (DW2) to teachers' aesthetics/creativity-needs (QWL7).

Conclusion: Simple and multiple linear regression results indicated that decent work is a powerful predictor of a work environment with QWL. The results of the canonical correlation analysis once again highlight the importance of a DW for the QWL. They also contributed to showing the importance of (a) having an adequate compensation system (organizational level) to meet family and economic needs; (b) experiencing adequate time and workload to meet the social needs of teachers and, in addition, so that they can meet their aesthetic/creative needs at work and outside of work; finally, (c) the perception of promoting health and safety at work to meet the needs of workers in this area. In sum, the perception of work as dignified is essential in promoting QWL in the professional activities of higher-education-teachers. Future studies on DW and the facets of Occupational Health Psychology could enrich this study area.

P157

Towards a Socio-ecological Model of Sleep and Circadian Health: A Preliminary Study

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Background: During the last decade, the study of sleep underwent major developments as the result of two major influences: acknowledging sleep health as a key marker of overall health (Hale et al, 2020) and the need to adopt a systems approach to the study, promotion, and amelioration of sleep health (Grandner, 2019). Sleep is understood as a proxy of health rather than the mere expression of symptoms and disorders in a restricted group of individuals (e.g., clinical population). A systems approach to sleep health creates a unique public health opportunity as it emphasises social and societal antecedents of sleep health. Acknowledging sleep health as 'socially patterned' supports the development of broad-scale public health interventions that contemplate multiple determinants of sleep health and the cascading health disparities (Hale et al, 2020).

The objective of the study is to explore the associations between sleep beliefs, knowledge, and practices, and the impact these may have on sleep experiences in healthy participants. We were also interested in how this complex attitudinal background is associated with reported sleep experiences. We hypothesised that increased sleep quality, sleep duration and sleep efficiency were significantly associated with increased knowledge about sleep and supportive practices.

Method: Participants were recruited through social media and internal recruitment outlets and invited to contribute to a two-wave survey study addressing sleep and affective experiences. In the first wave, the following measures were used: PHQ-9 (Johns, 1991), GAD-7 (Spitzer et al, 2006), SDSC-25 (Klingman et al., 2017), Sleep Hygiene Practice Scale (SHPS) (Yang et al, 2010). The second wave included the Caen Chronotype Questionnaire (CCQ) (Dosseville et al, 2013; Laborde et al., 2018), the BRISC (Grandner et al, 2020), the CATS Scale (Peach & Gaultney, 2017), the Epworth Sleepiness Scale (Johns, 1991), the Pittsburgh Sleep Quality Index (PSQI) (Buysse, Reynolds, Monk, Berman, & Kupfer, 1989) and the subscale Impact of External Factors on Sleep of the SPAQ (Gardner et al, 2014).

Results: Despite the significant association between symptoms of depression and anxiety ($r=.754, p<.001$) and the significant association between sleep duration and time in bed ($r=.555, p<.014$), results did not support the relevance of attitudes and beliefs for sleep duration, sleep quality and sleep efficiency. Furthermore, the individual experiences of control over sleep and the perceived impact of external factors on sleep were also not identified as relevant predictors of relevant sleep markers.

Conclusions: The results of the study are aligned with the literature on the comorbidity of affective experiences and high sleep efficiency in healthy populations but do not support the relevance of social determinants to sleep experiences. The paper highlights the need to contrast these preliminary results with a healthy and young sample with clinical populations as their negative affective experiences or potential sleep disorders may be aligned with dysfunctional attitudes and beliefs toward sleep.

P158

The Impact of Unplanned and Disruptive Events on the Interaction Between Career Self-management and Employability – A Scoping Review

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Background: The rising incidence of conflicts and natural disasters, as well as the unpredictable economic environment, accelerated by technological advancements, are forces outside the worker's direct control that have widespread disruptive consequences for people's working lives and organizational behaviour. Due to the unpredictable and sometimes chaotic nature of disruptive events, career self-management (CSM) may be the only way to deal with this unpredictable and dynamic career environment. CSM encompasses various psychological and behavioural processes and activities by which individuals identify and achieve their own needs and goals, such as life and career satisfaction, personal development, and meaningful employment. CSM also focuses on how workers deal with career events and changes over time, by regularly adapting and revising their career goals and actions to strive for an occupational work environment that fits their personal characteristics and values. Although recent research argues that disruptive events are a significant factor in career development, to date it seems that little research has been published on different types of unplanned and disruptive events and their role in CSM (Akkermans & Kubasch, 2017). The purpose of this scoping review on existing research in peer-reviewed journals is to explore and map different types of unplanned, disruptive events, including their varying attributes and how these events relate to the psychological and behavioural characteristics of CSM.

Method: Following Arksey and O'Malley's scoping review framework (2005), a systematic search in three electronic databases (Business Source Direct, PsychInfo, and Web of Science) was undertaken. Relevant peer-reviewed studies, published between 2017 and 2023 were included in the search. After de-duplication 4,587 studies remained for title and abstract screening. Based on pre-defined inclusion- and exclusion criteria, after completing the title and abstract screening, a total of 210 studies were selected for full-text review. Data reviewed included author and year of publication, methodology, population, country, type of disruptive event, characteristics of disruptive events, self-management cognitive factors, self-management behavioural factors, and employability outcomes.

Results: The results of this review will be presented as well as a typology, connecting characteristics of disruptive events (e.g., predictability and locus) with identified impacts and interactions of psychological and behavioural factors of CSM that will be discussed in greater detail.

Conclusion: This study bridges several streams of literature to advance our understanding of the interplay between contextual factors such as disruptive events and CSM. We believe this scoping review provides a deeper understanding of how workers manage their careers after experiencing disruptive events. It can help build awareness of the range of disruptive events and the related obstacles and opportunities that might affect workers' progress toward their career goals and career paths.

P159

The Role of Supervisors' Style Profiles on Employees' Psychological Health and Performance

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Background: Based on a new conceptualization of supervisors' interpersonal styles rooted in self-determination theory (Huyghebaert-Zouaghi et al., 2023), this study examines how three factors reflecting supervisors' interpersonal styles (need supportive, thwarting, and indifferent) combine within different profiles. By doing so, this study addresses recent calls for more research examining the different configural profiles of personal attributes, such as supervisors' interpersonal style, in the organizational domain (Spurk et al., 2020). In addition, this research investigates the relations between these profiles and employees' psychological health (burnout and work engagement) and performance at work.

Method: This study was conducted among a sample of workers ($n = 807$) recruited via the Prolific platform. Participants completed a questionnaire assessing their perception of their supervisor's need-related interpersonal behaviours (Huyghebaert-Zouaghi et al., 2023), their levels of burnout (Schaufeli, Desart, & De Witte, 2020) and work engagement (Schaufeli & Bakker, 2003), as well as their performance at work (Griffin, Neal, & Parker, 2007).

Results: Preliminary analyses revealed three distinct profiles: (1) a high need supportive style (high need supportive behaviours, and low need thwarting and indifferent behaviours), (2) a low need supportive style (need supportive behaviours slightly over and need thwarting and indifferent behaviours slightly below the total group mean), and (3) a need hampering style (high need thwarting and indifferent behaviours and low need supportive behaviours). These profiles were distinctly related to the investigated outcomes. More specifically, employees in the high need supportive style profile reported greater work engagement and performance at work as well as lower burnout, compared to employees belonging to the other profiles. Conversely, employees in the need hampering style profile experienced the highest levels of burnout, and the lowest levels of work engagement and performance. Employees in the low need supportive style profile reported in-between levels on each outcome compared to the two others profiles.

Conclusion: These results stress the importance of further investigating supervisors' need-related behaviours using latent profile analyses by showing that supervisors can adopt various distinct configurations of need-related behaviours, which have important consequences on employees' psychological health and performance.

P160

Impact of Work and Socio-Emotional Demands on the Well-Being of Ecuadorian Teachers

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Background: Teaching is an inherently multifaceted profession that involves not only the transmission of knowledge but also the management of significant emotional and cognitive complexity (Kariou et al., 2021). This combination, while critical to achieving teaching goals and positive learning outcomes, can also have a major impact on teachers' well-being, potentially leading to the development of emotional exhaustion. Understanding emotional exhaustion

among teachers, as well as the factors related to it, has become particularly relevant (Kyriacou, 2001), as it has negative implications not only for teachers' well-being in terms of health (both physical and mental) with high rates of absenteeism, retirement and turnover, but also on student achievement (Schonfels and Bianchi, 2016; Herman et al., 2018). Given the negative consequences at the individual, student, organizational and societal levels, the present study aims to study the influence of organizational, social and quantitative demands on the prevalence of emotional exhaustion in teachers through a multidimensional approach. In addition, this research also aims to investigate work-life conflict as a mediating factor in order to obtain a comprehensive view of the interactions that affect teachers' health and to be able to develop more effective intervention strategies and educational policies.

Method: To achieve this objective, a cross-sectional study was carried out using standardised questionnaires with the participation of 205 Ecuadorian teachers. The data obtained were analysed using SPSS® v.25 statistical software and then a partial least squares structural equation model (PLS-SEM) was applied using the Smart PLS® v.4 statistical package to determine the relationships between the endogenous variables proposed in the model.

Results: Preliminary results indicated that both organizational and quantitative demands have a significant effect on emotional exhaustion. In contrast, social demands did not significantly influence the level of emotional exhaustion of teachers. Regarding the mediating role of work-life conflict, the findings revealed that this factor significantly intensified the effect of demands (organizational, quantitative and social) on emotional exhaustion.

Conclusion: This study represents a relevant contribution to the literature on occupational well-being in the educational setting by including psychological, social and organizational aspects. It thus provides a unified model that integrates several variables for future research and for the development of more effective policies in the educational environment.

P161

40 Years of Job Insecurity: A Review of Research Designs and Measures

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Introduction: Since 1984, when Greenhalgh and Rosenblatt published the first academic paper on job insecurity, scholars have given this construct a lot of academic attention, perhaps also in response to the precarization of workplaces. As academic interest is spawning, so are methods with which job insecurity is investigated. It is therefore paramount to take stock of measurement efforts and research designs used in the literature to improve the strength of inferences drawn from published job insecurity research and the effectiveness of measurement scales.

Method: We conducted a systematic literature review from January 1984 to November 2023 using PsycINFO. Using several exclusion criteria (e.g., peer-reviewed, in English, "job insecurity" in the abstract), we were able to recover 1039 unique entries. Two junior researchers coded these abstracts into several categories that represented major research designs (e.g., correlational/cross-sectional; complex correlational designs; longitudinal/follow-up studies; experiments; qualitative studies) and the 10 most-used measurement scales were also extracted.

Results: Cross-sectional correlational designs (including complex designs; e.g., dyadic and multilevel designs) make up roughly half of the studies and their share (compared to all other designs) seems to be increasing over time. Longitudinal and follow-up studies seem to follow a similar temporal trajectory, but their share is significantly lower, as only about one fourth of all

job insecurity studies used data with more than one wave. The remaining 25% of studies featured all other designs, such as experimental, qualitative, and mathematical simulations. In terms of the most used scales to measure job insecurity, we focused on item readability and difficulty using the Flesch-Kincaid readability tests, which return the level of education needed (e.g., 5th grade, the last year of elementary school) for participants to be able to read and understand scale items. Our analysis showed that most scales were easily understood by participants with a reading ability compared to students in their first year of high school, while others were more complex and more difficult to read.

Conclusion: This paper sought to analyze methodological issues in 40 years of job insecurity research and provide useful insights to strengthen the validity, measurement, and causal inferences of future research endeavours.

P162

Building Green Behavioural Intentions Through Green Knowledge Sharing: The Role of the Recipient's Self-Conscious Emotions

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Introduction: Organizations are increasingly interested in enhancing Employee Green Behaviour (EGB) of their staff (Zacher et al., 2023). According to Campbell et al.'s (1993) Work Performance theory, knowledge is a direct determinant of different work performance dimensions, including EGB. This underscores the importance of ensuring that employees have adequate knowledge regarding eco-friendly actions to take, in addition to other distal determinants such as their attitudes towards EGB (Campbell et al, 1993). Therefore, the study focuses on green knowledge sharing, especially on how knowledge receiving shapes employees' emotional experiences and subsequently their perceived green self-efficacy, intention to show EGB and appraisal of the knowledge sender. We argue that green knowledge sharing entails providing feedback about current behaviour and guidance towards more ecological behaviours. Such feedback messages may lead the recipient to perceive an evaluation of their competency, which can, in turn, threaten their self-efficacy, a self-esteem component (Tafarodi & Swann, 2001). Based on Stress-as-Offense-to-Self theory (Semmer et al., 2019), we distinguish between constructive, subtly offending, and destructive feedback and hypothesize that individuals are responsive to minor cues that affect their self-efficacy, and that even subtly offending feedback can trigger negative self-conscious emotions, such as guilt. From an environmental perspective, these feelings of guilt may be beneficial for increasing the intention to engage in EGB, albeit the feedback type can impair the appraisal of the feedback sender. We assume differential effects for constructive and destructive feedback due to distinct emotional types and intensities, resulting in destructive feedback decreasing intention for EGB and appraisal of the sender, and constructive feedback increasing both. Additionally, we consider the hierarchical position of the sender compared to the receiver as a moderator, which may alter the emotional response to perceived self-esteem threat.

Method: To answer the research question, we will manipulate the feedback type and hierarchical position of the feedback sender in an online vignette design. The study is expected to include a sample of 200 participants. We will analyze the data using structural equation modelling.

Results: Data collection is in progress and the results will be available at the time of the conference.

Conclusion: Prior research has primarily focused on investigating the self-esteem-related factors and emotions that prompt a sender to share knowledge (Wang & Noe, 2022). This study, however, enhances our understanding of self-esteem-related emotional processes in the knowledge receiver. Additionally, this article discusses the potential for organizations to directly influence the successful transfer of green knowledge by examining the direction of knowledge sharing (i.e., downward, upward, lateral). Furthermore, by integrating literature on pro-environmental behaviour and SOS theory, we provide a more nuanced analysis of negative feedback messages compared to previous environmental research that merely distinguished between positive and negative feedback (see e.g., Adams et al., 2020).

P163

Coping Strategies and Psychological Well-being of Italian and Portuguese Young Adults in response to Career Uncertainty

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Background: Considering the increased uncertainties in the labour market caused by external factors (e.g., the rise of the gig economy, the advancement of technology), our study investigates the phenomenon of career uncertainty by positing it as a stressor experienced by young adults. We hypothesize that career uncertainty is negatively related to psychological well-being, and this relationship would be mediated by approach coping (e.g., planning, positive reframing) and avoidance coping (e.g., denial, self-blame) strategies. We also hypothesize that future positive time perspective and resilience, considered important personal resources for young adults, would moderate the relationships between career uncertainty and coping strategies. Furthermore, we explore and compare the significance of these relationships between the Italian and Portuguese contexts.

Method: To test our hypotheses, survey data are being collected in Italy and Portugal, with at least 200 young adults (i.e., aged 18 – 30 years) being recruited from each country. A two-wave study design is carried out in which the predictor (career uncertainty), mediating (approach and avoidance coping), and moderating (future positive time perspective, resilience) variables are collected at the first timepoint of data collection. Whereas the outcome variable (psychological well-being) is collected at the second timepoint of data collection. We expect the data collection to conclude by March 2024.

Expected Results: We will test the hypotheses using observed path analyses in Mplus. In relation to our moderation hypotheses, we expect future time perspective and resilience to facilitate a positive relationship between career uncertainty and approach coping. Additionally, we expect future positive time perspective and resilience to weaken the positive relationship between career uncertainty and avoidance coping. In relation to our mediation hypotheses, both coping strategies are expected to mediate the negative relationship between career uncertainty and psychological well-being. Specifically, we expect approach coping to positively relate to psychological well-being and avoidance coping to negatively relate to psychological well-being. Testing for moderated mediation effects, we expect the indirect effects of career uncertainty on psychological well-being via approach and avoidance coping strategies would depend on the level of future positive time perspective and resilience. Additionally, the significance of the variable relationships and the moderated mediation effects will be compared between Italian young adults and Portuguese young adults.

Conclusion: By examining the phenomenon of career uncertainty as a stressor, we elaborate on the personal recourses and coping strategies that are relevant to the psychological well-being of young adults who need to confront changes and uncertainties in the development of their future careers. Furthermore, we highlight similarities and differences in the experience of

career uncertainty between two countries, namely Italy and Portugal. Lastly, our results have implications for designing and developing interventions that promote positive well-being in the modern career context.

P164

Safeguarding Civil Servants: Mapping and Evaluation of Burnout Prevention Interventions in the Belgian Federal Government

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Background: Literature describes three stages of burnout prevention: primary prevention (eliminating/reducing antecedents of burnout), secondary prevention (promoting early detection, burnout symptom reduction and retention in employment), and tertiary prevention (promoting return-to-work after burnout and preventing relapse) (Edú-valsania et al., 2022; Hansez et al., 2019). The state of the art is that attention for psychosocial well-being at work is growing but is focused most on primary burnout prevention in research and in organizations. Attention is growing for secondary prevention, but especially tertiary prevention remains largely overlooked (Ahola et al., 2017).

Method: The present study aims to map and evaluate current practices and policies on burnout in the Belgian Federal Government. The study combines a top-down approach (i.e., external benchmarking via a scoping review on burnout in the public sector) with a bottom-up approach (i.e., internal benchmarking via document analysis and expert interviews). The scoping review summarizes the best available scientific evidence on primary, secondary and tertiary burnout prevention in a governmental context with as main keywords 'burnout' and 'public sector', covering Medline, PsycINFO, Embase and Central. The scoping review findings serve as the basis for evaluating the practices regarding burnout prevention. The state of the art regarding scientific evidence is that most articles in the burnout literature cover primary prevention. There is less research on detecting burnout complaints in an early stage and preventing an evolution towards severe burnout (secondary prevention) and on reintegration after long-term sick leave for burnout (tertiary prevention) (Kärkkäinen et al., 2017). Next, document analysis (e.g., meeting notes, information via relevant contact persons) and in-depth interviews are being conducted for internal benchmarking. It is mapped what actions the Belgian Federal Government is undertaking already and on what aspects these actions could still be improved based on the literature. The experts interviews specifically cover timely well-being projects via its stakeholders as well as the permanent prevention framework via professionals active at the governments' prevention service.

Results: First results of the mapping (document analysis) show 16 well-being initiatives. They have a quite equally divided focus on different stages of prevention with four initiatives focused on primary prevention (e.g., an online risk analysis tool), three initiatives on secondary prevention (e.g., a network of stress and burnout coaches available for federal agents) and four initiatives on tertiary prevention (e.g., a reorientation trajectory towards a new job upon reintegration) and five combined initiatives focusing on multiple stages of prevention (i.e., one for primary and secondary, one for primary and tertiary, and three for secondary and tertiary).

Conclusion: Data collection (i.e., scoping review; interviews) is still ongoing but results based on mapping (document analysis) show a balanced investment in primary, secondary, and tertiary burnout prevention in the Belgian Federal Government. Remarkably, this stands in contrast with the rather limited literature on secondary and tertiary prevention in academic outlets (scoping review). Recommendations towards decision-makers and stakeholders within the Federal Government will be formulated after the analyses. Although the research is ongoing, we confirm the paper will be completed by the conference date.

P165

Development of a Federal Agencies Burnout Treatment Program

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Background: Burnout is an increasingly important issue today due to the high number of employees, including federal public servants, who are unable to work due to this disorder. In the Belgian public sector, depression and burnout are responsible for 34.4% of sick leave days (Health Food Chain Safety and Environment, 2019). In addition to primary prevention, secondary prevention seems important to be able to retain public servants showing early symptoms of burnout in the workplace. To this end, this study aims to implement a burnout treatment program for federal public servants. The development of such a program is based on a pre-existing tool, the Burnout Treatment Program (BOTP) targeted at healthcare and banking sectors. This program was set up by the Belgian Federal Agency for Professional Risks (FEDRIS, 2019) and defined as a mixed intervention, i.e., focused on both the individual and the organization (Ahola et al., 2017).

Method: In order to adapt the FEDRIS Burnout Treatment Program to the context of federal agencies, a qualitative approach was used. A total of 36 federal agents took part in 4 focus groups. During these focus groups, the BOTP was presented to the participants. Their suggestions and ideas for improvement were collected to develop a program adapted to the specificities of the context of the federal agencies. Based on the data collected, the modifications considered to be relevant by the research team were then brought to the BOTP to create the Federal Agencies Burnout Treatment Program (FA-BOTP).

Results: Following the focus groups, several adaptations have been considered and implemented such as the appropriate communication channels to be used to recruit participants, the procedure to request a participation in the FA-BOTP (screening form) or the number and definition of sessions to be included in the FA-BOTP. In addition, points of attention relating to the functioning of the public sector, such as the importance of anonymity, were identified and considered when setting up the FA-BOTP.

Conclusion: The adaptations made to the BOTP have led to the development of the Federal Agencies Burnout Treatment Program. From October 2023 to May 2024, the FA-BOTP will be tested with 40 federal agents in the early stages of burnout. A pre-test and post-test will enable the assessment of efficiency of the FA-BOTP (e.g., as far as burnout symptoms, employment rate, satisfaction level of participants are concerned). The final step will include guidelines for successfully implementing the FA-BOTP in the long run.

P166

Examining the Incidence of Workplace Bullying: The Relative and Interactive Effects of Leadership and High-Involvement Work Practices

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Background: Research shows that workplace bullying is a significant stressor, which negatively affects employees' health and productivity. As such, it is important to increase our understanding of factors that exacerbate or alleviate the risk of bullying. Previous research has pointed to the importance of leadership, with different forms of constructive leadership decreasing the risk and laissez-faire or tyrannical leadership increasing the risk. More recently,

attention has also turned to the role of human resource (HR) practices. The prevalent assumption that HR practices designed primarily to improve employee performance, possibly at the expense of well-being, increase the risk of bullying, has received limited empirical support. In contrast, recent research suggests that HR practices focusing on employee participation in decision-making, rewards, and competence development—defined as high-involvement work practices (HIWPs)—appear to have a deterring effect. However, despite general calls for integrating research on leadership and HRM, we still know very little about their roles in preventing bullying. To address this limitation, we examine both relative and interactive effects of leadership and HRM on the incidence of bullying.

Method: We base our study on two-wave survey data (n=242) collected in Finland. Our sample is nationally representative and consists of employees from large Finnish organizations. We measure workplace bullying with nine items from the Shorts Negative Acts Questionnaire (Notelaers et al., 2019); leadership with ten items focused on visionary empowering leadership (Arnold et al., 2000; Kearney et al., 2019); and HIWPs with 20 items predominantly adapted from Bae & Lawler (2000). Given the relatively high correlation between leadership and HIWPs, we examine their relative importance while addressing multicollinearity with relative weights analysis (Tonidandel & LeBreton, 2011). To study the moderating effect of leadership, we use Hayes' PROCESS macro for SPSS.

Results: The results of the relative weight analysis suggest that while both good leadership and relevant HRM practices help reduce the incidence of bullying, the relative contribution of empowering visionary leadership to lowering the incidence of bullying is nearly twice larger than that of HIWPs. Examining moderation effects, we note that when empowering visionary leadership is low, there is a strong negative relationship between HIWPs and bullying. Under such conditions, HIWPs appear to have a strong protective effect. However, somewhat counter-intuitively, under conditions of high empowering visionary leadership, HIWPs seem to be associated with a somewhat higher risk of bullying.

Conclusion: The contribution of this study is three-fold: First, it contributes to our understanding of how the work environment, in this case leadership and HIWPs, affect the risk of bullying. Secondly, it contributes to the debate on how HR practices affect employee well-being, showing that HIWPs are associated with improved relationship well-being. Thirdly, it contributes to nascent discussions on the interaction between leadership and HR systems, suggesting complex and somewhat unexpected interaction effects between the two.

P167

The Role of Burnout in Seafarers: A Systematic Review

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Background: Seafaring is a demanding profession, often involving long periods of isolation in a confined environment with a multicultural crew and a heavy workload in an unpredictable workplace. These factors can contribute to increasing the risk of developing psychosocial risks, fatigue and burnout in seafarers. Burnout is considered to be a state of emotional exhaustion, depersonalisation and professional inefficacy. Recent systematic reviews have examined the role of fatigue in samples of seafarers, but despite the potential impact on seafarers' mental health and performance, burnout has not yet been systematically investigated. The aim of this systematic review is to examine, analyse and evaluate the quality of the literature on burnout in the maritime industry.

Method: According to the Preferred Reporting Items for Systematic Review and Meta-Analyses (PRISMA), we searched various databases (i.e. Scopus, PubMed, Web of Science, and PsycINFO) for articles on burnout and seafarers or shipping until May 2023. After removing duplicates, 1058 articles were screened. 31 articles were checked for suitability in full text. Eighteen were excluded for the following reasons: wrong result, foreign language, wrong population, wrong publication type, and wrong metrics. Thirteen full-text articles were included in the quality assessment. Only quantitative studies written in English and published in the form of journal articles dealing with seafarers and assessing burnout by collecting quantitative data were included in the review. The quality of the included studies was assessed using the National Institutes of Health (NIH) Quality Assessment tool for Observational Cohort and Cross-Sectional Studies.

Results & Conclusion: The analysis of the studies has not yet been completed, but the paper will be finalised by the conference date. This systematic review will be the first to provide a comprehensive overview of burnout syndrome in the maritime industry by listing all the evidence and examining the determinants and factors associated with burnout.

P168

Veterans' Experience of Civilian Employment: The Influence of Personality Traits and Job Characteristics

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Background: Extant research indicates that veterans' often experience difficulty transitioning from military service to a civilian career (Hayden et al., 2014; Morin, 2011; Stone & Stone, 2015; Yanchus et al., 2018), and that their civilian job satisfaction is negatively correlated with their length of service (Mihaela & Mihaela, 2013). Some difficulties veterans may encounter in their post-service employment include transferring their military skills to their civilian job (Clemens & Milsom, 2008) and negotiating the need to unlearn certain skills while learning new ones (Dirani, 2017). The research on veteran job satisfaction and/or their transition from military to civilian work is, however, quite limited. Further, no published studies to date have investigated how the experience of transitioning to civilian employment affects subsequent job satisfaction.

Additionally, although a substantial body of research demonstrates the relationship between personality and job satisfaction (e.g., Törnroos et al. 2019), no published studies have examined how veterans' personality traits influence their job satisfaction. This is significant because at least one study suggests that the average personality profile of veterans may differ from that of the general population and that the incentive and punishment structures of the military may lead to changes in the service members personality traits (Jackson et al., 2012). In this study we examine veterans' personality traits and how those traits interact with characteristics of their civilian job to predict their transition to civilian employment and satisfaction in their civilian job.

Method: We are recruiting approximately 400 veterans with subsequent civilian employment experience in the United States through Amazon's Mechanical Turk. Veterans are individuals who served in the United States Army, Navy, Marine Corps., Air Force, or Coast Guard. Participants complete an anonymous online survey comprised of established measures of personality, job satisfaction, job characteristics, as well as questions regarding participants' experience in the military and their transition into civilian employment.

Results: Data collection is nearing completion. We will use statistical analyses to investigate: (1) main and interaction effects of personality traits and civilian job characteristics on the experience of transitioning to civilian employment; (2) main and interaction effects of personality traits and civilian job characteristics on civilian job satisfaction; and (3) whether the transition experience mediates the effects of personality and job characteristics on job satisfaction.

Conclusion: In the United States there are resources available to prepare veterans for success before they transition into the civilian workforce, such as the Transition Assistance Program (TAP), which assists veterans in writing résumés and applying for college. There are, however, no supports provided after their transition to civilian work. Research is needed to examine veterans' personality traits and how those traits interact with the characteristics of their civilian jobs to impact their transition and their job satisfaction. Such research is crucial to assist veterans, civilian employers, and career counselors in identifying interventions that promote veterans' well-being through facilitating their transition from the military and improving their civilian job satisfaction.

P169

Coping Strategies among Norwegian Police Prosecutors Working with Cases of Child Abuse.

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Background: Research has shown that exposure to child abuse material is associated with stress and poor health among workers. As a subgroup of child abuse investigators, prosecutors at the specialist sexual offenses units at Norwegian police departments are regularly exposed to traumatic accounts of crimes against children in their work. Accompanied by other stressors such as heavy caseloads and short deadlines, prosecutors in child abuse cases are susceptible to emotional issues such as burnout and moral distress. We aim to examine the coping strategies among prosecutors working as leading interrogators in cases of child abuse.

Methods: Our study involved conducting six semi-structured interviews with prosecutors who work as leading interrogators in cases of child abuse at the special unit of a regional police district in Norway. The prosecutors, who had 10 to 20 years of experience working at a police department, were full-time employees investigating and prosecuting cases of alleged child abuse. All interviews were recorded and transcribed. We used thematic analysis to analyze the data obtained from the interviews.

Results: To deal with the emotional and psychological stressors in their work prosecutors describe balancing a professional distance and an intellectual engagement with the case material. Prosecutors must remain objective when handling sensitive and traumatic material to protect their professional identity and well-being. However, to present a compelling case in court they must also address the gruesome details. Emotions can thus not be suppressed but must be managed to carry out their duties effectively. Other commonly used strategies were grounded in behaviour such as working irregular hours, venting to someone who understands, exercising, and long walks. Prosecutors often manage emotions and distress without formal support, and they urged the management to offer an organized and formalized system to cope with their work. Specifically, they mentioned the importance of having routine debriefing and follow-up sessions.

Conclusion: In a job where they are regularly exposed to traumatic accounts of crimes against children, the absence of organized and formalized debriefing practices is crucial. As we find limited research conducted on the coping strategies of prosecutors who exclusively handle child abuse cases, the findings of this study could aid in the development of support systems or training programs for prosecutors dealing with child abuse cases, enabling them to continue their hard work in this challenging field.

P170

The Implementation Quality of an Anti-Bullying Policy Has an Impact on the Perceived Occurrence of Workplace Bullying and Harassment

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Workplace bullying and harassment are serious problems in contemporary organizations worldwide. Researchers and legal bodies tend to argue that organizations must develop and implement policies and guidelines to prevent and better manage such problems. However, policies are often criticized for being inadequately implemented and therefore not a practical tool for effective prevention and intervention. Therefore, the aim of the present study was to investigate whether the degree of implementation of such anti-bullying policies is associated with a lower prevalence of bullying and harassment, as perceived and reported by two central stakeholders; the elected chief health and safety representatives (HSRs) and HR managers. Health and safety representatives, commonly referred to as HSRs, are workers who are elected to represent the health and safety interests of their work group or in our case the organization. Online questionnaires were returned from 366 organizations. The results showed a negative correlation between how well an anti-bullying policy is implemented and the reported prevalence of bullying and bullying-related problems in the organization. HR managers perceive their policies to be better implemented than did chief HSRs, while the chief HSRs perceive the bullying prevalence to be higher. Finally, there is a significant relationship between how well chief HSRs perceive the policy to be implemented and their reported level of workplace bullying. In contrast, there is no such relationship among the HR managers. The results indicate that the presence of a well-implemented policy can contribute to lower levels of workplace bullying. Nevertheless, compared to the HSRs, HR managers seem to underestimate the problems related to workplace bullying, overestimate how well policies are implemented, and, even more, HR managers may underestimate the role of well-implemented policies in preventing bullying. These results have important applied implications and may explain why policies may not be as effective in practice as they could have been.

P171

The Internal Mechanism Underlying the Relationship between Leisure Crafting and Job Performance

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Leisure crafting has been used as a strategy to fulfil unsatisfied needs at work and a way to generate additional resources for disposal. Yet, what is unclear in the literature is whether and how it benefits employees' job performance. In this research, we aim to address this issue by examining the impact of leisure crafting on job performance through mastery experience at work moderated by openness to experiences. The proposed hypotheses are underpinned by conservation of resource (COR) theory. We test our proposed theoretical model by analyzing multi-wave, multi-source data collected from 344 employees in Taiwan. The findings reveal that in addition to directly improving job performance, leisure crafting contributes to mastery

experience at work, which in turn benefits job performance. The positive indirect impact of leisure crafting on job performance via mastery experience at work is amplified by openness to experience. In this research, we reveal how leisure crafting contributes to job performance, thereby extending the current understanding of the role of leisure crafting in the work context. We show how openness to experience amplifies the impact of leisure crafting on mastery experience at work, thereby extending COR theory by integrating key resources in the theory. Our analysis also provides novel theoretical insights by testing how individuals' non-work proactivity benefits their work proactivity and subsequent work performance and shows the cross-domain resource flow from the non-work leisure domain to the work domain and eventually to the employees' performance at work.

P172

Let's Chat Together - Connections between Pre-Meeting Talk, Entitativity, and Meeting Outcomes

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Background: Workplace meetings are integral for communication and information sharing. They also impact worker experience and contribute to engagement, burnout, and job satisfaction. Given the importance of meetings it is imperative to make them better by enabling better collaboration and reducing psychological harm. Pre-meeting small talk refers to information shared between attendees before the meeting. Important upstream indicators of successful meetings include various meeting inputs such as pre-meeting talk and entitativity. Pre-meeting talk has been identified as a predictor of meeting effectiveness, a known indicator of a successful meeting. Entitativity is the perception of the social unit to consider themselves a cohesive group. Entitativity has also been identified as a contributor to meeting success. Thinking about these inputs to meetings, this study aimed to confirm the associations between pre-meeting talk, entitativity, and meeting outcomes (meeting effectiveness and meeting satisfaction) as well as identify the potential moderating relationship of entitativity on the relationship between pre-meeting small talk and meeting outcomes. Understanding how these meeting inputs impact workplace meetings can help us identify how to improve these meetings and enhance worker experience and well-being.

Methods: Data were collected via an annual quantitative survey of working U.S. adults' meeting experiences from 2021-2023. Participants were required to be 18 years of age, be full-time employees within the United States, and attend more than one work meeting each week. A total of 3,219 participants responded to the survey and were compensated (\$0.75 each). After excluding incomplete survey responses (n=1,672), the final sample was 1,547 participants, 37% of whom were female. The mean age of participants was 37.8 years (SD=11.14). A majority of the sample was Caucasian (54.8%) and had been working at their organization for 7.1 years (SD=6.36). Linear regressions were run using pre-meeting talk, meeting equity, and meeting outcomes. All analyses were run in SAS 9.4.

Results: We found pre-meeting small talk was a significant predictor for both meeting effectiveness ($\beta=0.13$, $p<.0001$) and meeting satisfaction ($\beta=-0.19$, $p<.0001$) after controlling for age, gender, race, organization tenure, and job level. Additionally, entitativity was found to be a significant predictor for both meeting effectiveness ($\beta=0.48$, $p<.0001$) and meeting satisfaction ($\beta=0.58$, $p<.0001$) after controlling for age, gender, race, organization tenure, and job level. We did not find entitativity to be a moderator on the relationship between pre-meeting small talk and meeting effectiveness. However, we did find entitativity to moderate the relationship between pre-meeting small talk and meeting satisfaction.

Conclusion: This study shows pre-meeting talk and entitativity play a meaningful role in workplace meetings. Both pre-meeting small talk and entitativity contribute to the success of the meeting. These findings suggest meeting leaders should encourage these teams to feel more cohesive. By doing so these meetings can become a resource for employees that help mitigate the demands of the job and improve worker experience and well-being. Future research should also look at meeting processes contributing to entitativity. Entitativity may be an input for workplace meetings but could be a consequence of the processes and communication that occurred in the meeting.

P173

Email Agony and Organizational Intrigue: Unveiling Supervisor Influence on Cyber Incivility in the Workplace

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Background: This paper examines the dynamics surrounding experienced workplace cyber incivility, a phenomenon that has become increasingly prevalent and presents itself as low-intensity, rude interpersonal encounters through a cyber modality (e.g., Andersson & Pearson, 1999; Cortina & Magley, 2003; Lim & Teo, 2009). A majority of the empirical literature investigates the outcomes of workplace incivility rather than its antecedents (Schilpzand et al., 2016; Yang et al., 2023). Our study answers a call for further examinations of antecedents to experienced incivility through investigating employees' perceived frustration with their supervisor as a potential antecedent to employees' exposure to supervisor incivility. Second, to address a call for future research to assess motivational mechanisms leading to incivility outcomes (Yao et al., 2020), we examine a mediational mechanism of organizational deviance (offline) which includes face to face behaviours that may be perceived as socially undesirable, in the relation between focal employees' frustration with their supervisor and exposure to supervisor cyber incivility.

Method: Thus, we examined how an individual employee's frustration with a supervisor may contribute to their experienced cyber incivility from the supervisor down the line, and posited that employees' deviant behaviour toward the organization/organizational deviance. For this model we differentiated the dimensions of cyber incivility (i.e., active vs passive; Lim & Teo, 2009). In an active form of cyber incivility, the sender may engage in disrespectful acts toward an email recipient (e.g., using all CAPS to represent shouting), whereas in a passive form of cyber incivility might occur as such that the recipient perceives a lack of decent interpersonal treatment (e.g., not receiving an email reply). Our sample included 192 employees in the banking and financial service industry in Singapore. We used a cross-sectional survey administered via hardcopies. We used established measures in English: experienced cyber incivility (19 items; Lim & Teo, 2009); organizational deviance (20 items; Robinson & Bennett, 2000); frustration with supervisor (3 items; Peters et al., 1980). All scales showed adequate internal consistency reliability ($\alpha = .94 - .96$).

Results: Using multiple regression with bootstrapping in SPSS 27 (Preacher et al., 2006), we tested proposed mediational effects. Higher frustration with supervisors predicted more frequent deviant behaviour toward the organization, which then predicted more active forms of cyber incivility from the supervisor. However, this hypothesized indirect effect of frustration with supervisors and passive forms of cyber incivility from the supervisor through organizational deviance was not significant. This may be explained by social exchange theory (Blau, 1964); that is, individual employees may actively display their own frustrations towards their supervisors through enacting organizational deviance, leading to supervisor retaliation via more active forms (instead of passive forms) of cyber incivility.

Conclusion: Our study makes new contributions to the literature, because we found evidence that organizational deviance is a key variable that mediates the process through which employees' frustration with their supervisors may lead to the employee becoming a target of active cyber incivility from their supervisor. Overall this study aims to broaden the scope of research on antecedents, with the goal of accumulating knowledge and formulating policies and interventions to reduce the incidents of workplace incivility.

P174

Alarming Levels of Burnout Among New Jersey Lawyers: Insights from the Well-Being Working Group Survey

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Background: Occupational hazards and wellness issues among lawyers have escalated to a critical level nationally, prompting the New Jersey State Bar Association's Well-Being Working Group to commission a comprehensive survey. This initiative aimed to understand and address the deteriorating wellness of attorneys, an issue that the legal profession can no longer overlook. The survey focused on various mental health aspects, including burnout, depression, and substance use disorders among lawyers.

Methods: The study utilized a questionnaire consisting of 90 questions, answered by 1,643 New Jersey lawyers in November 2022. The survey assessed levels of burnout, depression, suicidal ideation, substance use disorders, anxiety, and thoughts of leaving the profession. Statistical analyses were employed to compare these levels with other working populations. Additionally, the job demands-resources model was incorporated to examine the relationship between job-related stressors, resources, and the well-being of lawyers. This model helped in identifying specific factors contributing to burnout and other mental health issues.

Results: The survey revealed stark contrasts between the mental health of New Jersey lawyers and other working populations:

Burnout: 49% of lawyers reported moderate to high levels, nearly twice as high as other working populations (28% in 2017, 25% in 2020).

Suicidal Ideation: Reported at three times the rate of other working populations.

Substance Use: Problem drinking was six times higher, and anxiety five times higher than normal working populations.

Depression: Reported at 3.5 times the rate of other working populations. Statistically significant factors contributing to burnout included lack of boundaries, discomfort in taking time off for well-being, age, practice experience, and work hours. Younger lawyers (under 34) were more likely to report depression and burnout compared to older colleagues. Lawyers who felt isolated or worked extensively outside normal business hours exhibited significantly higher levels of burnout.

Conclusion: The Well-Being Working Group survey highlights a severe crisis of burnout among New Jersey lawyers, with implications for their mental health and professional sustainability. The application of the job demands-resources model in this study sheds light on the complex interplay between occupational stressors and mental health outcomes in the legal profession. Factors such as excessive work hours, lack of support, and inadequate downtime significantly contribute to the high levels of burnout and mental health issues. Addressing these issues requires systemic changes in the legal work environment, focusing on reducing stressors and enhancing resources for mental well-being. This study underlines the urgent need for targeted interventions and policies to support the mental health of lawyers and mitigate burnout in the legal profession.

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Is the Variable "Meaningless Work" Adding Value to the Organizational Psychology Research, as a Moderator Between Facets of Meaning in Work and Desired Work Attitudes?

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Background: There are three main types of desired work attitudes, measured in Organizational Psychology, such as work engagement, affective commitment to the organization and job satisfaction. According to the Organizational Psychology research results, work engagement is mainly associated with higher job performance, affective commitment with lower intent to quit organization and satisfaction with general employee's well-being. On the other hand, research in Organizational Psychology suggests that employers and organizations consider the relevance of meaning in work as a source that contributes to job performance (Allan, Duffy & Collisson, 2016) and employee well-being (Michaelson, Pratt, Grant & Dunn, 2014). The discussion about the meaningless work is becoming more and more common in various cultural contexts (Graeber, 2018). In several countries, workers were asked whether they would accept a lower salary for a more meaning in work. Half of those surveyed in Germany and Austria answered yes; in Switzerland it was 62%; and in the USA as much as 90% (Achor, Reece, Kellerman and Robichaux, 2018; Xing Gehaltsstudie, 2019). In this context, "meaningless work" is considered a core construct that reflects its importance at the individual, organizational, and societal levels. In 2022, a new tool for measuring meaning in work appeared, it is the Meaning in Work Inventory (ME-Work), which also includes an innovative, independent scale to measure "meaningless work" (Schnell & Hoffmann, 2022). The aim of this study is to examine the relationship between facets of meaning in work (coherence, significance, purpose and belonging) and three desired work attitudes: engagement, satisfaction and affective commitment, including the moderator of "meaningless work." The question is whether the variable "meaningless work" brings any additional value in the context of achieving desired work attitudes.

Method: A quantitative research approach was used in the design of this study. The main hypothesis is: Meaningless work contributes to a decrease in work engagement, satisfaction, and affective commitment, even in the presence of facets of meaning in work. The study population comprised employees who were working in Poland (except entrepreneurs). Among Polish employees, no extensive research has been conducted so far in which the variable "meaningless work" was used as a moderating variable. In the survey several questionnaires are used: the ME-Work Inventory (Schnell & Hoffmann, 2022), the Job Satisfaction Scale (Zalewska, 2013), the Polish version of Affective Commitment Scale (Meyer & Allen, 1991) and the UWES engagement scales (Schaufeli & Bakker, 2003).

Results: The survey is expected to be finished in February 2024. A high explanatory value of meaningless work is expected in moderating employee work engagement, satisfaction and affective commitment.

Conclusion: The results will significantly contribute to theories by advancing our understanding of the subjective experience of meaningless work. The research results will provide valuable insights for managers and HR practitioners, offering recommendations on how to improve employee well-being through meaning-centered interventions.

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Bitten in the Snake Pit: The Venomous Effects of Workplace Bullying on Employees' Moral Stigmatization Identity, Ill-Being, and Work Attitude

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Background: Workplace bullying occurs when employees are subjected to persistent belittling, harassment, and other mistreatment on the job. These negative experiences adversely impact a variety of work responses, but the extent to which bullying affects ethical outcomes is not extensively explored. Moral stigmatization identity, which occurs when individuals are disparaged for their moral convictions and behaviours, is one potential outcome of a work context characterized by bullying. Such stigmatization is also likely to prompt individual ill-being and a less positive work attitude.

Method: Using Qualtrics, the panel-based provider of research information, data were collected at two points in time from a population of adults who were working full-time and 18 years or older, which resulted in a finalized sample of 210 employees with mixed individual characteristics and work experiences. Based on multiple exploratory factor analytic models, the focal variables were assessed with an established workplace bullying scale, a newly-developed moral stigmatization identity scale, a multidimensional measure of ill-being combining work stress, fatigue, negative physical symptoms, and negative affectivity scales, and an overall measure of a positive work attitude combining job satisfaction, intention to stay, career satisfaction, and organizational commitment scales. An abbreviated social desirability scale was also used to control for participants' tendencies to provide socially correct answers. Data were analysed with correlation analysis and structural equation modelling.

Results: The confirmatory factor analysis produced acceptable fit statistics, and the latent constructs had acceptable convergent validity and discriminant validity; a single factor test showed that common method bias was likely not an issue. The correlation analysis indicated that the variables were significantly interrelated in the directions expected. The structural model showed that perceived workplace bullying was positively related to moral stigmatization identity ($p < .10$) and ill-being ($p < .05$), moral stigmatization identity was positively related to ill-being ($p < .05$) and negatively related to a positive work attitude ($p < .001$), and ill-being was negatively related to a positive work attitude ($p < .001$). Workplace bullying was positively and indirectly related to ill-being ($p < .05$) and negatively and indirectly related to a positive work attitude ($p < .01$); moral stigmatization identity was also negatively and indirectly related to a positive work attitude ($p < .05$). Social desirability was directly and indirectly related to all the variables in the directions expected ($p < .05$ - $p < .001$).

Conclusion: Workplace bullying encourages increase stigmatization of ethical employees, leading to increased ill-being and a more negative work attitude. As a result, companies should take steps to mitigate work contexts that encourage bullying and the stigmatization of ethical employees, thus leading to improved individual well-being and more positive individual work responses. The study limitations included the use of some cross-sectional information, the possible impact of socially desirable responding, and the limited generalizability of the findings; however, the use of lime-lagged data and a social desirability measure mitigate these issues. New research should utilize other research designs and collect information from other diverse populations.

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Shocked and Burned-Out: A Study on the Effect of Career Shocks on Burn-Out.

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Our work environment has been changing at high speed and in unpredictable ways. Disruptive events such as the COVID crisis or the rise of Artificial Intelligence have impacted—and still do—the lives of many. In this context, career scholars started to look at “career shocks”, which are disruptive, rather uncontrollable, and mostly unpredictable positive or negative events in the work environment that trigger conscious deliberation of one’s career (Akkermans et al., 2021). Earlier research has suggested that career shocks can lead to several negative career and work-related outcomes, such as reduced salary, or lower career satisfaction (Akkermans et al., 2020), but also to positive career and work-related outcomes, like increased perceived employability (Zhou et al., 2023). To date, it remains unclear when and why career shocks can be beneficial or detrimental for individuals.

Career shocks can be seen as stressful events that may elicit intense emotional responses, which can further influence individuals’ reactions to such an event (affective events theory; Weiss & Cropanzano, 1996). In this study, we specifically look into the effect of career shocks on burn-out. More and more people feel burned-out at work: they are extremely tired, feel less able to effectively regulate their cognitive and emotional processes, and mentally distance them from their work (Schaufeli et al., 2020). Despite an expected increase in career shocks and the spiking numbers of burn-out in our workforce, very little is known about how exactly career shocks could affect worker’s burn-out, and what role organizations could play in this relationship. We propose that career shocks can influence burn-out via self-regulation. Building on the Cognitive Appraisal Theory and the model of stress and emotion (Lazarus & Folkman, 1984; Lazarus, 1991; 1999), we propose that career shocks could be related to both increased and decreased levels of burn-out depending on how individuals evaluate the shock event (e.g., positive - challenging, negative - threatening, personally relevant or not). For example, if employees view the loss of an experienced colleague as a manageable challenge to further improve their job skills, rather than an unmanageable threat to their performance, they can be at lower risk of burn-out. Taken together, we expect that positive career shock appraisals will correlate with a lower risk of burn-out, whereas negative appraisals are expected to correlate with a higher risk of burn-out. We will also explore whether organization-level moderators (i.e., stimulation of proactive behaviours, organizational support), can facilitate a more positive appraisal, or de-intensify the negative appraisal, hence potentially strengthening or weakening the expected effect of career shocks on burn-out.

With this study, we enrich both the literature on career shocks and burn-out, as we provide empirical insight into the implications of career shocks, and identify a nearly unexplored antecedent of burn-out. Moreover, our findings bear practical value for both career counselors—e.g., to help clients deal with shocks in a beneficial way— and organizations—e.g., to prevent their employees from crashing into burn-out when going through organizational shock events like a re-structuring.

We will test the appraisal-mediated relationship between career shocks and burn-out via a quantitative study. This includes a survey-based data collection in January 2024 with approximately 300 employed Belgian adults. To test our assumptions, we will perform correlation analyses, t-tests, and hierarchical regressions in SPSS.

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Influence of Rokeach Moral Values on the Burnout Development Process: The Relationship Between Indolence and Feelings of Guilt

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Background: Burnout is a response to chronic work stress that frequently occurs in in-service professionals who work with people. A symptom of burnout is indolence or depersonalization (i.e., negative attitudes and behaviour towards the client). Some studies showed that moral values (Rokeach, 1967) could influence burnout development. In Gil-Monte's (2005) burnout development model, people with high levels of moral values could develop less indolence than people with lower scores in moral values. But the relationship between indolence and feelings of guilt will be more intense in people with high levels of moral values, increasing the levels of burnout and its consequences. Then, the hypothesis of this study postulates a modulating relationship between moral values in the development of burnout, but there is no relationship with competence values. Professionals with high levels of moral values could develop higher levels of guilt because of their attitudes and indolence behaviour than professionals with low moral values. This relationship will increase the negative consequences of burnout. The aim of this study is to analyse the modulating effect of instrumental values (moral and competence) on the development of burnout following the Gil-Monte model (2005).

Method: The sample of this study was 1,384 employees of the Justice Administration of Valencia (Spain). The instrument used was the Spanish Burnout Inventory (SBI) (Gil-Monte, 2011), the scale of Psychosomatic problems of UNIPSIICO Questionnaire (Gil-Monte, 2016), the Same Scale (Harder & Zalma, 1990), the Rokeach Value Survey (1967; 1973). To hypothesize the direct effects, it was being used Gil-Monte burnout model (2005; 2012). In addition, two models of structural equations for the moderating effects were designed: moral values vs. competence values. Same was included as exogen variable in both models. The data was analysed with SmartPLS v3.3.3 (Ringle et al., 2015) (partial least squares method PLS-SEM).

Results: It shows a significant moderating effect of Moral values on the relationship between Psychological exhaustion-Indolence, with a difference of $b = -.24$ ($p < .05$) in the moderating effects. The direct effects were more intense on the models with low moral values. In the relationship between Indolence-Feelings of Guilt, the difference in the moderating effect was $b = .45$ ($p < .05$). The direct effect was more intense for the model with high levels of Moral values. There was no significant difference in the modulating effect on competence values in the increase in feelings of guilt.

Conclusion: Moral values have a positive moderating effect on the feelings of guilt and burnout development, increasing the severity of the syndrome and its consequences. It should consider the moral values resulting from socialization processes and the professional role in the prevention and treatment of burnout.

P179

Understanding How Self-Monitoring Influences Extra Effort in the Context of Digitization Transformation: From Individual Perspective

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Technological advancements (e.g., automation, robotics, and artificial intelligence) allow companies to function more effectively and generate completely new business ideas and models. However, these technologies are predicted to have negative effects on job security and the availability of meaningful work opportunities (Budhwar et al., 2022; Malik et al., 2021). Self-monitoring refers to individual's tendency to observe, regulate, and control his or her expressive behaviour and self-presentation guided by social and situational cues (Snyder, 1974; Snyder & Gangestad, 1986) has been viewed as a quality to adapt to the intense job competition inside and outside the organization (Gangestad & Snyder, 2000; Premeaux & Bedeian, 2003) to reduce the job instability. However, most studies have mainly concentrated on the influence of self-monitoring on extra effort from a relational perspective (e.g., impression management tactics, social exchange (Chang et al., 2012; Lin & Chi, 2022) or organizational level (e.g., P-O fit; Bande Vilela et al., 2010). Few studies have investigated employees' emotions and proactive adjustments at the individual level. Therefore, this paper draws upon self-monitoring theory (SMT) (Snyder, 1974) to better understand the relationship between self-monitoring and extra effort.

We conducted multi-wave questionnaires among Chinese employees (N = 397) to test the serial mediating effect between self-monitoring and extra effort through harmonious work passion/obsessive work passion and job crafting. The results indicated that self-monitoring has a direct and positive effect on job crafting (H1) and job crafting mediates the relationship between self-monitoring and extra work (H3). Moreover, harmonious work passion (H2a) and obsessive work passion (H2b) positively mediate the relationship between self-monitoring and job crafting. Overall, self-monitoring has a positive indirect effect on extra effort through dual paths - harmonious work passion and job crafting (H4a), and obsessive work passion and job crafting (H4b).

Our study makes several contributions to the literature. First, this paper enriches the literature by adding individual perspectives (i.e., individual emotional and behavioural factors) to further explore the relationship between self-monitoring and extra work. Second, this paper has been one of the first attempts to examine the positive and negative emotional outcomes of self-monitoring simultaneously. Third, this paper explores intra and interpersonal antecedents of extra work behaviours, which provide valuable insight into the adaptation and proactivity of employees under the context of remote work and work transformation.

P180

Empowerment Meets Stress: How a Lack of Support Impacts Empowered Nurses' Attitudes and Behaviours

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Background: Amplified by the COVID-19 pandemic, the negative impact of employee stress can have detrimental consequences on both employee well-being and the success of organizations, particularly in the nursing profession. Workplace empowerment, more specifically structural empowerment (SE) and psychological empowerment (PE), may resolve this undesirable state of affairs as previous research suggests that SE leads to PE, which in turn, results in positive workplace outcomes, such as increased job satisfaction (Laschinger

et al., 2001). The present study builds on prior research by investigating this indirect effect on three important nurse-related outcomes: affective organizational commitment (AOC), nursing workarounds (NW), and safety performance (SP). Further, stress, often experienced by nurses as a lack of support (LOS), may moderate the effect on empowerment and organizational outcomes. To date, a scarcity of occupational health psychology (OHP) research explores the interplay of these relationships with the complexities accompanied by LOS. Hence, the present study utilizes LOS as a moderator on the indirect effect of SE, through PE, on (a) AOC, (b) NW, and (c) SP, such that the indirect effect is weaker when LOS is high versus low. This moderation effect will occur on the b path between PE and each outcome. Given nurses' indispensable role, findings from this study can offer tailored strategies for organizations to enhance their efficacy, optimize nurse-patient outcomes, and ultimately support nurses' well-being.

Method: Participants were recruited online and had to be at least (1) 18 years old, (2) work 20 hours a week as a RN, advanced practice RN, nurse practitioner, licensed practical nurse, and/or licensed vocational nurse, and (3) reside in the U.S. Survey methodology with Likert-type self-report measures was utilized for data collection. Participants (N = 153) were predominantly female (94.1%), Caucasian (68.6%), and ages ranged from 21 to 67 (M = 33.4, SD = 11.21). Most of the sample worked as RNs (73.9%), in the day shift (55.6%) in a direct care setting (86.9%) on a medical/surgery (41.8%), and averaged 37.3 hours per week (SD = 6.88).

Results: Moderated mediation analyses were conducted in SPSS using the PROCESS macro version 4.2, model 14. Results suggested that any two conditional indirect effects (defined by differing values of LOS) were statistically different for AOC (index = -0.10, 95% CI [-0.16, -0.04]), NW (index = 0.0772, 95% CI [0.03, 0.11]), and SP (index = -0.06, 95% CI [-0.12, -0.02]). The indirect effect of SE through PE on AOC and SP became weaker as the level of LOS increased. However, for NW, the indirect effect was only significant at low levels of LOS, and the effect became stronger, contradicting the hypothesis. The conference presentation will include full results.

Conclusion: Findings can inform workplace practice and future OHP literature. The results highlight the importance of understanding the effects of workplace stress (LOS) in predicting critical outcomes among nurses. Hence, organizations need to create a workplace environment in which individuals have abundant access to opportunities for support, which, in turn, may increase feelings of PE, resulting in more positive workplace outcomes.

P181

How To Trust a New Supervisor? The Role of Power Dependence, Value Fit, and Relational Identification.

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Background: Trust is an essential component for employee-supervisor relations and the effective functioning of organizations, as it fosters cooperation. However, many new employee-supervisor relationships may fail to achieve high initial levels of trust. This study argues that employees' perceptions of value fit, relational identification, and power dependence related to their supervisors are important drivers of employees' trust towards their supervisors, especially for employees whose supervisors change.

Method: We examined two-wave longitudinal data with a four-month time lag of matched respondents (N=718) gathered from a Finnish online panel. For 137 respondents supervisor

changed between the two measurement time points (leadership succession; LS). The data were analysed using hierarchical regression and moderation effects were tested with interaction coefficients. Trust was measured as a two-dimensional construct: reliance (willingness to rely on supervisor's skills and knowledge) and disclosure (willingness to share sensitive information with the supervisor).

Results: The results indicated that prior reliance (T1) was associated with subsequent reliance (T2) especially amongst those whose supervisor's did not change ($\beta=.789, p<.001$), as the association was substantially weaker amongst those whose supervisor changed ($\beta=.470, p<.001$). Similarly for disclosure, the association was stronger for those whose supervisor did not change ($\beta=.821, p<.001$), in comparison to those whose supervisor changed ($\beta=.415, p<.001$). Increase in value fit predicted especially reliance at T2 towards a new supervisor ($\beta=.480, p<.001$) whereas the association was weaker amongst those whose supervisor did not change ($\beta=.334, p<.001$). Similarly, an increase in relational identification was more strongly associated with reliance T2 towards a new supervisor ($\beta=.205, p<.001$), whereas this effect was non-significant for those whose supervisor remained the same ($\beta=.043, p=.402$). The same was found for power dependence, which was more strongly associated with reliance T2 amongst those whose supervisor changed ($\beta=.115, p=.003$) than amongst those whose supervisor remained the same ($\beta=-.002, p=.955$). Increase in value fit predicted disclosure at T2 towards a new supervisor ($\beta=.476, p<.001$), whereas the association was weaker for those whose supervisor remained the same ($\beta=.287, p<.001$). Similarly, an increase in relational identification predicted disclosure at T2 towards a new supervisor ($\beta=.304, p<.001$), whereas this association was weaker for those whose supervisor remained the same ($\beta=.164, p=.002$). Yet, the interaction coefficient of change in power dependence*supervisory change did not predict disclosure at T2 ($\beta=.026, p=.386$).

Conclusion: This study shows that changes in supervisors may drive employees to re-evaluate their trust and the predictors of this process. Specifically, changes in the motivational drivers of trust (i.e., value fit, relational identification, and power dependence) may influence subsequent trust development, and especially so towards new supervisors. This study makes a unique contribution by examining trust and its predictors in the context of supervisory change.

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Daily Exposure to Negative Acts at Work and Employee Negative Affect

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Background: Although much research has been conducted on workplace bullying and its detrimental effects on employee well-being, few studies have investigated such effects from a short-term and intraindividual perspective (Boudrias et al., 2021; Nielsen and Einarsen, 2018). While a few diary studies on the topic show that daily exposure to negative acts is associated with psychological costs (e.g., depressed mood, psychological need frustration) at the daily level (Høprekstad et al., 2019; Trépanier et al., 2022), more research is needed to better grasp how exposure to negative acts operates at the daily level as well as the effects of such exposure.

Method: The objective of this study (10-day diary study among 96 postal workers) is to investigate the daily relationship between exposure to negative acts and negative affect. More specifically, the study aims to (1) explore the association between daily fluctuations in exposure to negative acts and daily fluctuations in negative affect and (2) investigate potentially distinct patterns (classes) in exposure to negative acts and negative affect across measurement points as well as the nature of the cross-lagged relationship between both sets of classes.

Results: Results from Bayesian multilevel analyses first show that daily exposure to negative acts is positively associated with negative affect at the daily level (coef. = .449*, SD = .040; C.I. [.369-.522]): workers report more negative affect in the evening on days they are confronted to negative acts during their workday. Results from cross-lagged dual process latent Markov model analysis next reveal that 3 classes (i.e., latent states) of exposure to negative acts (no exposure [82%], very rare exposure [15%], and moderate exposure [3%]) and 4 latent states of negative affect (no negative affect [50%], very little negative affect [37%], moderate negative affect [11%], and high negative affect [3%]) emerge across time points. Finally, in regard to the nature of the cross-lagged relationship between classes of exposure to negative acts and classes of negative affect, results show that the normal causality model (negative acts to negative affect) provided a better fit to the data than the stability (no cross-lagged relation between negative acts and negative affect), reversed (negative affect to negative acts) and the bidirectional models. Although the overall class comparison model was not significant (Wald = 7.9987 (6), $p = .24$), which could be attributed to sample size, paired comparisons show that, controlling for same day effects, workers who were the day before in the “moderate exposure to negative acts” class, as compared to the “no exposure” class, were more likely to be in the high negative affect class on the next day (Log = 5.379, $p = .042$). This suggests a negative lagged effect of negative acts on employee affect.

Conclusion: Through the use of innovative statistical approaches, this study contributes to the workplace bullying literature by offering complementary insight into the intraindividual relationship between exposure to negative acts at work and employee well-being, illustrating that exposure to negative acts can not only have immediate effects, but that the negative impact of such exposure can also linger over time.

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Addressing the Great Resignation: The Crucial Role of Emotional Intelligence in Enhancing Perceived Employability, Work Engagement, and Job Satisfaction Among Young Professionals

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Background: Employee resignation presents a formidable challenge to contemporary organizations, with an increasing number of workers choosing to leave their jobs in search of more engaging and satisfying conditions. This phenomenon, widely recognized as the "Great Resignation," has increased dramatically in the post-pandemic period. There has been an increasingly evident change in attitude and engagement toward work, particularly among young professionals, who often choose to leave their jobs in search of value coherence and self-fulfilment (Kuzioret al., 2022). This problem needs to be addressed by organizations to retain young talent and reduce the costs associated with high turnover rates. Drawing on existing literature, we posit that Emotional Intelligence (EI) is a vital personal resource, enhancing individuals' ability to manage their social working contexts and fostering greater work engagement (Akthar et al., 2015; Bakker and Demerouti, 2023, Kossyva et al., 2023). We argue that EI plays a pivotal role in assisting new graduates as they navigate the social contexts of their professional lives, in bolstering their perceived employability (PE) (Pirsoul et al., 2023). Recognized as a key personal resource, PE has the potential to help workers grow in their organization and be supported in doing so. Consequently, an improved sense of PE could, in turn, promote work engagement (WE) and job satisfaction (JS) among newly graduated workers.

Method: Building on these foundations, this research aims to examine the role of personal resources (i.e., EI and PE) in fostering WE and JS among young professionals. To achieve this

goal, we conducted a cross-sectional survey involving 602 Italian newly graduates (women= 73.4%; age: M= 26,79) who participated in an online questionnaire. The collected data underwent Structural Equation Modelling (SEM) analysis using Lavaan R Studio and the bootstrap method to test mediation analyses.

Results: Our models fit the data well ($\chi^2(1113) = 2414.934$, CFI = .90, RMSEA [90% CI] = 0.047 [0.044; 0.049], SRMR = 0.070). Results support that EI is an important protective factor in directly increasing PE ($\beta = 0.534$, SE= .203; $p < .001$; CI 95% [0.379; 0.689]). PE, in addition, is a total mediator (Ind1= 0.197, SE= 0.219; $p < .01$; CI 95% [0.077; 0.318]) in the relationship between EI and WE. Finally, PE and WE are serial mediators (ind2= 0.160, SE= 0.171; $p < .01$; CI 95% [0.061; 0.259]) in the relationship between EI and JS. High levels of EI are not enough to be satisfied with the job. Nevertheless, high EI provides the abilities and self-regulatory resources to cope with social work context difficulties, increasing PE, which in turn increases WE and, consequently, JS.

Conclusion: The findings of this study show the importance of high EI and PE. Thus, higher education institutions should adopt career guidance activities and work-based learning experiences that can foster and support these two dimensions. Organizations, on the other hand, must prioritize the role of young workers' personal resources by intervening for their development to succeed in the modern workplace.

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Job Satisfaction in Norwegian Police Employees: Associations with Personality, Basic Psychological Needs, and Health

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Background: The Norwegian police force have recently experienced challenges related to decreased job satisfaction and higher turnover rates among their employees. This can result in reduced efficiency and loss of critical competence in the police force. Job satisfaction can be influenced by both situational (work environment and organizational culture) and individual factors (personality traits, psychological needs, and overall health). This study will focus on exploring the relationship between job satisfaction and personality traits, psychological needs, and indicators of health. There is a great need for studies investigating several individual factors at once to determine which are the most important for this group of employees.

Methods: Data was collected through an online questionnaire distributed by e-mail to all employees in a police district in central Norway in October 2018. The sample in the present study consisted of 314 police employees (52% men) with a mean age of 41 years and 4 years of experience in their current position. The respondents were asked to indicate their level of job satisfaction on a Likert-scale ranging from 1 (very little satisfied) to 5 (very satisfied). Personality, basic needs, and health were measured using the NEO-FFI, Basic Needs Satisfaction Scale, Perceived Stress Scale, Bergen Insomnia Scale, and Burnout Assessment Tool.

Results: The participants mean level of job satisfaction was 3.88 ± 0.97 . Results from the multiple regression analysis showed that autonomy had a positive relation to job satisfaction ($\beta = .19^{**}$) whereas insomnia was negatively related to job satisfaction ($\beta = -.18^{**}$). None of the other basic needs, stress, exhaustion, or personality traits had significant associations to job satisfaction. Overall, the final model explained 10% of the variance in job satisfaction. The findings in the present study are based on cross-sectional data, which limits the conclusions

that can be drawn regarding longitudinal relationships between the independent variables and job satisfaction. Significant strengths of the study include the sample size, statistical power, and the use of valid and reliable self-report measures of the concepts.

Conclusion: The positive relationship between autonomy and job satisfaction demonstrates that it is a psychological need that is important to fulfill in police employees. The negative relationship between insomnia and job satisfaction shows the importance of high-quality sleep for well-being at work. Overall, the results illuminate the importance of autonomy and sleep for job satisfaction over the other individual difference and health measures. Due to the selection criteria and educational background police employees have they may be more similar to each other compared to other occupations. Police management should focus on ensuring that their employees feel that they have determination and control over their own work and that their work demands, resources and schedules enables sufficient high-quality sleep.

P185

Beyond Diversity: The Relationship Between Inclusive Leadership and Job Satisfaction Through the Mediation of Climate for Inclusion and Work Engagement in an Italian Sample

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Introduction: The increasing diversity in the contemporary workforce has underscored the critical importance of Diversity and Inclusion practices in research and organizations; however, their effective implementation is still lacking. In this context, the construct of Inclusive Leadership (IL) (Ashikali, et al., 2019), seems to assume a pivotal role in fostering inclusivity. IL, encompassing both cognitive and affective dimensions, seeks to balance individual distinctiveness and a sense of belonging (Ashikali, 2019). Based on the Positive Leadership (Seligman & Csikszentmihalyi, 2014) and Job Demands-Resources (JD-R) frameworks (Bakker & Demerouti, 2007), this study hypothesizes that the two dimensions of IL and information and training opportunities (ITO) are positively related to job satisfaction (JS) while workload is negatively related to JS through the serial mediation of climate for inclusion (CFI, Nishii, 2013) and work engagement (WE).

Method: This cross-sectional study involved an online questionnaire, shared through informal channels by the research between February 2022 and April 2023, reaching a convenience sample of 567 Italian workers. The sample included mostly women (60.9%), with a mean age of 39 years (SD=13.2, range 18-70). Most were full-time employees (81.5%) with a permanent contract (69.5%), and an average of 13 years of seniority (SD = 12). We conducted a path analysis in Mplus 8 employing a bootstrapping procedure with 10,000 replications for indirect effect significance.

Results: The model demonstrated a good fit ($\chi^2(9) = 31.91$, $p < .001$; RMSEA = .07 [.04; .09], $p = 0.11$; CFI = .98; TLI = 0.96; SRMR = .05). The cognitive and affective dimensions of IL and ITO, were positively associated with CFI, which was positively and directly associated with JS and WE. In turn, WE was positively associated with JS. ITO were directly associated with WE and JS. Workload exhibited a negative relationship with both CFI and WE. Both dimensions of IL were indirectly related to JS through the serial mediation of CFI and WE and only CFI, but not through WE alone. All other indirect paths were significant and in the expected directions. Regarding controls, being female was negatively associated with WE, while age was not significantly related to other variables.

Conclusion: Despite the limitations of this study, namely its cross-sectional design and the exclusive reliance on self-reported measures, which prevent the establishment of causal relationships and increase the risk of common method bias, our hypotheses are confirmed. Both IL dimensions positively relate to JS, mediated by CFI and WE, underlining the importance of IL in promoting inclusivity at work, which in turn can enhance work-related well-being, and the possible role of ITO in fostering a positive climate of knowledge exchange. These findings are significant for research, suggesting the need to explore IL relationships, and for practice, emphasizing the importance of training for IL development, a key driver in establishing an inclusive climate with implications for employees' well-being.

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Burnout Symptoms and Work Engagement in Dutch Medical Doctors: A Test of the Role of Psychosocial Safety Climate in the Job Demands-Resources Model

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Background: In recent years, medical doctors deal with excessive job demands and more inadequate job resources. Insight into antecedents and consequences of medical doctors' job characteristics is warranted. The Job Demands-Resources (JD-R) model including Psychosocial Safety Climate (PSC) hypothesizes that a favourable PSC is related to favourable job characteristics, i.e. an adequate level of job demands and job resources, which in turn predict lower burnout levels and higher work engagement. PSC refers to the organizational importance, values, procedures, policies, and actions aimed at protecting employees' psychosocial health and safety. This extended model has received some empirical support, but has not been tested in medical doctors. Hence, we studied to which extent PSC is associated with medical doctors' job demands and resources, and through that pathway relate to burnout symptoms and work engagement.

Method: In total, 28 medical doctor groups ($N = 604$, 74% response) from Dutch healthcare settings participated in this study. The medical doctors filled out an online questionnaire measuring our primary outcomes burnout symptoms and work engagement. In addition, 5 job demands, 12 job resources, and PSC were assessed. All measures were analysed at the individual level, except PSC. PSC scores were aggregated on the group level, resulting in a reflection of shared perceptions of the organizational climate. Multilevel mediation modelling was performed to test the relationships.

Results: Results confirmed that PSC is positively associated with job resources (autonomy, recovery within worktime, social support from supervisor, work procedures, opportunities for development, staffing levels and team reflexivity), and negatively associated with some job demands (physical workload and social harassment). In line with the JD-R model, almost all job demands (except for cognitive workload) are positively related to burnout symptoms, whereas all job resources are negatively associated. Furthermore, almost all job resources (except for autonomy, recovery within worktime, and material/equipment) are positively associated with work engagement, while regarding job demands only time pressure is negatively associated. Mainly job resources (autonomy, recovery within worktime, social support from supervisor, social support from colleagues, work procedures, opportunities for development, staffing levels, and team reflexivity) and a single demand (social harassment) mediated the relationship between PSC and burnout. Only job resources (social support from supervisor, work procedures, opportunities for development and staffing levels) mediated the relationship between PSC and work engagement.

Conclusion: Our cross-sectional findings support the notion of PSC as determinant of job resources and, to a lesser extent, job demands, and consequently medical doctors' burnout

symptoms and work engagement. These results suggest that to reduce burnout levels and enhance work engagement, next to directly addressing medical doctors' job demands and job resources, it is important to improve PSC, given its role as "a cause of causes".

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Trajectories of Well-Being and Burnout Among Canadian Health and Social Services Nonprofit Workers During the COVID-19 Pandemic

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In Canada, non-profit organizations (NPOs) employ 2.4 million workers, with health and social services NPOs being the largest sector, employing 57.5% of NPO workers (Statistics Canada, 2017). Health and social services non-profit workers (HSSNW) play a crucial role in addressing the specific needs of the population across diverse socioeconomic backgrounds that public or private services sometimes have difficulty meeting. However, these workers have faced challenging working conditions in recent years, including higher and complex client demands, job insecurity, lower wages, and few benefits (Didier et al., 2005; Nicholas, 2013). The Covid-19 pandemic further exacerbated their precarious situation, raising concerns about their mental health. Studies by Meunier et al. (2020, 2021) indicated a burnout prevalence among HSSNW of one in five, escalating to one in three during the pandemic. Given their role as a societal safety net, it is crucial to gain a deeper understanding of the actual state of the psychological health of HSSNW and the factors that can affect it.

A prior study by Giroux et al. (2022) used the Job Demands-Resources model to identify factors related to the well-being and burnout of HSSNW prior the Covid-19 pandemic. Recognized resources included autonomy, the opportunity to use one's strengths at work (meaningful work), and social support from supervisors and colleagues. Conversely, workload, dissatisfaction with remuneration, overinvestment, and guilt were identified as demands. It is possible that the pandemic has influenced the presence of these demands and resources for HSSNW. However, this remains to be investigated. This study aimed to address this gap by examining the temporal dynamics of well-being and burnout of HSSNW during COVID pandemic and assessing whether these trajectories could be predicted by work demands and resources fluctuations.

A total of 287 Canadian HSSNW (F= 85.4%, M=11.5%) were recruited through social media and selected non-profit organizations' newsletters. Participants completed a three-measurement time online survey (one before and two during the Covid-19 pandemic) assessing perceived job demands, resources, psychological well-being at work, and burnout.

Multilevel growth curve analyses using Mplus revealed a significant decrease in well-being over time ($B = -0.018$, $p < .001$) as well as a significant increase of burnout over time ($B = 0.033$, $p < .001$). Colleague and supervisor support as well as autonomy slopes were not significant, indicating that these resources did not significantly fluctuate during the pandemic. However, a significant decreasing slope was found for strengths use ($B = -0.029$, $p < .001$). This trajectory of strengths use was significantly associated with the well-being descending trajectory ($B = 0.727$, $p < .001$). Regarding job demands, workload ($B = -0.029$, $p < .05$) and dissatisfaction with remuneration significantly decreased over time ($B = -0.025$, $p < .05$). However, these two trajectories were not associated with the burnout trajectory. Guilt and overinvestment slopes were not significant, indicating that these two demands remain generally stable over time. This study enhances our understanding of how the pandemic has affected well-being at work and the level of burnout over time, revealing a significant deterioration in well-being and an increase in burnout. Furthermore, it provides valuable insights into specific characteristics influencing psychological health at work.

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Profiles of Work Well-being: Does Self-Compassion Play a Role?

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Background: Work well-being is an important determinant of overall wellness for individuals, and a critically important factor for organizational scholars to investigate. Most prior research into work well-being has taken a variable-centered approach by, for example, modelling antecedent and outcome variables of well-being. More recently scholars have turned to person-centered approaches which instead seek to understand whether profiles or classes of individuals manifest from different patterns of well-being indicators. In the present study, we use three indicators of individual work well-being from prior research – job satisfaction, turnover intent, and burnout – to identify profiles of work well-being. Researchers have also been interested in identifying individual differences that facilitate well-being. One individual difference variable that holds promise in this regard is self-compassion, which reflects how we treat ourselves when we experience pain and suffering. We investigate whether self-compassion predicts the likelihood of membership in profiles of work well-being, after controlling for job demands (work hours) and demographics (age, gender). Collectively, our study contributes to the literature by identifying profiles of work well-being, and exploring self-compassion as an antecedent to profile membership.

Method: Institutional Review Board approval was secured prior to initiating our data collection. We collected self-report survey data using validated measures of each construct via Prolific, which maintains a database of verified survey participants. Participants were 18+ years old, resided in the United States, Canada, or United Kingdom, and employed at least 20 hours/week. We focused on the responses of 937 participants who completed all measures of interest and who passed careless responding checks.

Data were analysed via latent profile analysis (LPA) with robust maximum likelihood estimation in Mplus, following best practice guidance for LPA and the assessment of antecedents. Measures of job satisfaction, turnover intent, and burnout were standardized and used as indicator variables of latent profiles. We tested solutions ranging from two to five profiles and considered multiple quantitative and qualitative factors to determine the solution to retain, after which we employed multinomial logistic regression analysis to determine antecedents to profile membership.

Results: Results suggested that five profiles best represented the data, including individuals who are: (1) doing well (51.6% of sample), (2) looking elsewhere (25.5%), (3) burning out (4.5%), (4) disengaged and departing (11.3%), and (5) severely stressed (7.1%). Self-compassion significantly predicted profile membership, above and beyond the effects of work hours, age, and gender. For example, a one unit increase in self-compassion was associated with a significant increase in the likelihood of membership in profile 1 (doing well), relative to all other profiles except profile 2 (looking elsewhere; individuals who want to quit but who otherwise have average levels of burnout and job satisfaction).

Conclusion: Our findings align with prior research suggesting that individuals can be meaningfully distinguished into profiles of work well-being. Moreover, self-compassion is a significant predictor of profile membership; higher levels of self-compassion are associated with a greater likelihood of experiencing good work well-being, relative to most other profiles. Future research directions and practical implications will be discussed.

P189

Leaveism: Exploring its Antecedents and Consequences

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Both absenteeism and presenteeism explain employees' attendance behaviour in the workplace. However, some unveiled phenomena are outside the discussion of absenteeism and presenteeism, called 'leaveism'. Since the behaviour of leaveism is usually invisible, organizations might underestimate employees' working hours and health conditions. This distorts the accurate picture of employee attendance records. The hidden behaviour of leaveism may cause the employer inability to pay attention to workload issues in the workplace. This may lead employees to face high work-related stress, affecting their health. Employers should consider these adverse effects to provide a healthy workplace. The current study explores the nature of leaveism in Taiwan to provide fundamental knowledge for future studies. This study examined the antecedents and consequences of leaveism using a three-wave questionnaire design with monthly intervals. A total of 217 participants were collected. A latent structural equation model was constructed in JASP to test the hypothetical model with measured variables. The results revealed that the hypothetical model provided a good fit for the data ($\chi^2 = 329.07(191)$, $p < .001$, CFI = .95, TLI = .93, RMSEA = .06). When the hypothetical model included the control variables ($\chi^2 = 656.51(342)$, $p < .001$, CFI = .93, TLI = .90, RMSEA = .07), the model fits was lower than the hypothetical model. However, the significant paths remain the same with lower standardised coefficients. The result showed that workload had a positive relationship with work leaveism ($\beta = .44$, $p < .001$), resulting in lower mental health ($\beta = -.29$, $p < .001$) and higher work-family conflict ($\beta = .47$, $p < .001$) with after-work contact and workaholism controlled. However, attendance control and authoritarian leadership were unrelated to sickness leaveism and work leaveism.

Having the consideration of employees' leaveism behaviour is rare in the workplace. The present study can thus offer some suggestions for management practice. First, workload was related to work leaveism and further decreased employees' mental health and increased work-family conflict. Therefore, employers can pay attention to employees' work design to ensure an adequate workload. For example, human resource managers may consider reviewing employees' tasks regularly and provide necessary adjustments. Second, work leaveism was negatively related to mental health and positively associated with work-family conflict. This may lead to employees' intention to leave. Moreover, mental health issues would increase the level of absence. These would lead to vicious cycles in the workplace. Thus, employers should recognise employees' work leaveism behaviours and aim to reduce work leaveism within organizations.

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Strengthening Supervisors in Preventing Sick Leave Due to Common Mental Health Problems at Work

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Introduction: In spite of extensive efforts in the realm of preventative mental health interventions there is a need for increased focus on prevention of Common Mental Health Problems (CMHP) within the workplace (Harvey et al., 2014; OECD, 2012). Work is identified as both a significant contributor to CMHP and a factor in improving mental health (van Hees et

al., 2022). Employers strive to establish a preventive approach, while struggling to understand the complex ways in which CMHPs affect work (MacEachen 2006). Simultaneously a whole industry of interventions has developed. Given the increasing number of people falling sick due to CMHPs the effectiveness of these interventions can be questioned. It calls for more evidence-based intervention development. There is a need to bring science and practice closer together and align interventions with practice needs (von Thiele Schwarz et al., 2021). Implementers, users (e.g. supervisors) and ultimate beneficiaries should be involved from as early as possible until evaluation and dissemination (van Hees et al., 2022). Especially supervisors, as they are in an influential position to make decisions that can impact the mental health and well-being of their employees (Gayed et al., 2018). We respond to the call for exploring what happens in practice and use those learned lessons to develop interventions (Van Eerd et al., 2021). In this paper we present how taking a user centered research approach can contribute towards knowledge creation for evidence-based intervention development to support supervisors in the prevention of CMHPs at work.

Method: An exploratory study was conducted. The central research question was " How can supervisors be strengthened in preventing sick leave due to CMHPs? " We situated our method within "Human Centered Design" (Giacomin, 2014) and chose design thinking as an application. The starting point is to engage and understand the needs of all users of the services to be developed while maintaining a systems perspective (Flood, 2021). We had triangulation of 3 types of data, obtained by at least 3 research techniques and by a multidisciplinary research team. Data was collected from 32 interviews, 4 focus groups and one stakeholder workshop. A quantitative survey to validate the qualitative data with a larger sample is foreseen for January 2024.

Results: supervisors face several barriers in prevention of sick leave due to CMHPs. First, they lack knowledge and skills. Second, they struggle with the nature and causes of CMHPs, f.e. needing better understanding on the work-related factors that influence CMHPs. Third, the organizational culture can prohibit them in taking preventive action. Data analysis is in its final stages and the results will give input to the co-creative prototyping sessions with supervisors and employees to develop a set of interventions that can strengthen them in prevention.

Conclusion: With this study we contribute to bridging the gap between science and practice by involving key stakeholders from the beginning of intervention development. We learn from and co-create with them an intervention for their use.

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Follow-up, Debrief and Work-Stressors Among Police Employees Investigating Child Abuse. A Mixed-Method Approach

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Background: In the research on police stress and trauma, the focus has predominantly been on operational stress and critical incidences. However, in the last decade, there has been a turn in the research field, addressing the cumulative stress among police employees investigating child abuse and the consequences of child sexual exploitation material exposure; CSEM (i.e., secondary traumatic stress, vicarious trauma, burnout). The police force is, despite an increasingly more gender-balanced and diverse workforce, still characterized by task-specific gender segregation, where most employees in the special unit investigating child abuse are women, and men dominate the operational areas. Further, the culture struggles with the stigma

of mental health seeking, and debriefing and defuse are limited to critical incidences and operational work. This study aimed to address training, debriefing, and follow-up among police employees investigating child abuse.

Method: 100 paper-and-pen surveys were distributed to 6 different police districts across Norway. Inclusion criteria were working mainly with investigative interviews with victims of abuse in the special unit. The survey included both standardized items with fixed responses and an open-ended question. We used ANOVA to explore differences between the police districts. For the responses to the open-ended questions, we applied a qualitative content analysis. Seventy-seven persons from 6 different police districts in Norway responded to the survey: 23 men, 38 women, and 16 who did not report gender. Median age was 30-39. Mean years of employment were 11.66(SD=9)

Results: 47% reported having been in contact with the occupational health services the last two years, and of these, 35 had talked about working with child abuse investigation. 41% agreed that there was a focus on mental health in their workplace. 20% of the sample reported having received training on working with CSEM. 63% agreed there was room to speak up about high work pressure. However, there were significant differences between the different police districts. Ninety percent agreed with the statement that an annual talk to a psychologist should be mandatory for those working with child abuse investigations. The results from the content analysis identified that lack of resources was the most significant stressor and that there was a need for more systematic debriefing practices. Teamwork was suggested as the optimal way of organizing the work.

Discussion: There is a need to develop standardized procedures for the follow-up of police employees in the special unit. Ensuring collegial support and that the leader understands the nature of the work is crucial. Addressing stigma associated with mental health issues and help-seeking is essential to ensure health and sustainability when working with investigating child abuse. To prioritize combating child abuse on a societal level, one needs to start by prioritizing employees in the 'special unit e' and acknowledging that both the content and the amount of work together represent a potential health hazard for this occupational group.

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Illegitimate Tasks During the Pandemic – A Longitudinal Study

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Background. Many employees experience that they must perform tasks they consider unnecessary or unreasonable, also referred to as illegitimate work tasks, in their daily work. Illegitimate tasks can be perceived as a signal of disrespect, leading to work-related stress. However, they can also consume time and focus from core responsibilities, reduce performance, and lower the quality of work outcomes. Previous research has focused on the significance of individual and work-related factors in relation to illegitimate work tasks, in other words antecedents at the micro and meso levels. However, it's important to note that such factors must be understood within the larger context in which they arise. One of the most significant societal events in recent times is arguably the COVID-19 pandemic, which impacted the labor market and had different implications for various types of jobs. The aim of this study was to analyze changes in the level of illegitimate tasks during the pandemic based on expectations that the level increased for teachers, decreased for nurses, while were stable for IT- and construction workers.

Methods. Participants were drawn from the Swedish Longitudinal Occupational Survey of Health (SLOSH) study. Analyses were based on participants in waves 2018, 2020, and 2020 with complete data on the investigated construct, working at least twice in one of the occupations of interest (namely registered nurses (n=347), teachers (n=370), construction workers (n=259) and IT workers (n=251)). Illegitimate work tasks were measured by means of the Bern Illegitimate Tasks Scale (BITS). Mean differences were analysed using generalized estimating equations.

Results. A general decrease in unreasonable and unnecessary work tasks was found over time. Unreasonable work tasks decreased statistically significantly ($p < .05$) between 2020 and 2022 for all occupations, except for nurses, for whom the decrease occurred already between 2018 and 2020. In regard to unnecessary work tasks, a statistically significant decrease ($p < .05$) was observed between 2020 and 2022 for all occupations.

Conclusion. A general decrease in unreasonable and unnecessary work tasks was found over time indicating a potential long-term change for the better. This study contributes to a better understanding of how important aspects of the work environment may be influenced by societal-level changes.

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Why a Good Night's Sleep Matters for Your Employees

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Working in the hospitality industry is stressful, given that this industry is known for unfavourable conditions such as long hours, low wages, and few career advancement opportunities. When service employees confront demanding and difficult customers, they are usually required to do so with courtesy and friendliness in order to meet customers' needs (Grandey, 2000). Such demands have been related to negative work-related outcomes such as burnout, and employee turnover (Brotheridge & Grandey, 2002; Brotheridge & Lee, 2002). Empirical studies have found that customer mistreatment, as a significant stressor, is positively related to service sabotage behaviours. Service sabotage behaviours are defined as employee's intentional behaviours that negatively impact customer service (Harris & Ogbonna, 2006). Previous studies have suggested that employee counterproductive work behaviours are influenced by employees' negative mood (Rothbard & Wilk, 2011). Thus, understanding why and under what circumstances employees feel certain moods is important to reduce negative work-outcomes in the hospitality industry.

A few studies have suggested that service employees' negative moods and its adverse effects on service sabotage behaviours can be attributed to the personal life domain. In this study, we examined the daily sleep of restaurant employees as antecedents to daily employee negative mood and service sabotage behaviours. The purpose of this study is to take a within-person approach to extend theory on employees' mood by focusing on daily antecedents and daily-level outcome. More specifically, we applied the ego depletion theory as the overarching theory to explain why and how employees' daily sleep influences employees' negative mood which in turn result in service sabotage behaviours.

The sample for this study is non-supervisory employees working in the restaurant industry. We contacted the restaurant managers and requested the consent for their employees' participation. We directly explained the purpose of the study to research participants and gave them a package including a diary booklet. Daily survey data collected over 5 consecutive workdays from non-supervisory restaurant employees were analysed using a hierarchy liner model.

Our findings show that restaurant employees' sleep was linked to employee service sabotage behaviours through daily employees' negative mood. Our results have important theoretical implications. First, while previous studies have considered service sabotage behaviours as consistent behaviours using a between-subject research design, our study found that the level of employee service sabotage behaviours can differ on a daily level. Second, previous studies have indicated that motives for employees engaging in service sabotage behaviours include financial-related, customer-driven, stress-related, group/team-related and employee/firm-oriented causes (Harris & Ogbonna, 2012). However, our study contributes to service sabotage literature by examining restaurant employees' sleep (non-work domain) as antecedents of service sabotage. This has implications for negative spill over processes (Eby, Maher, & Butts, 2010), in which negative events that happen outside of the work domain can negatively result in work experience. Small, simple changes to promote good sleep habits will not only significantly reduce job stress but help boost productivity.

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Exploring Mental Health, Employment Factors, and Access to Social and Mental Health Supports in Shaping the Work Experience of Canadians with Mental Health Challenges Using the Canadian Community Health Survey

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Each year, 1 in 5 Canadians experience poor mental health and/or mental illness which, if unmanaged or left unsupported, can have significant personal, economic, and societal detriments. Advocates have been calling for a focus on the impacts of mental health and illness on workers and workplaces for decades, and the present investigation answers this call.

People struggling with mental unwellness or living with a mental illness (or both) can face significant barriers to finding or maintaining employment; negative workplace experiences can also lead to a deterioration of mental health. Alternatively, work can act as a buffer against the negative impacts of mental illness and can positively impact mental health. For those struggling with mental health issues, work-related or otherwise, access to care and social support is a crucial avenue for mental wellness. This study aims to test how accessing professional mental healthcare and social support, as well as experiencing a variety of job demands and resources, influence the work experiences and job status of Canadians experiencing a variety of mental health symptoms. The key is that we adhere to the dual continua model of mental health and mental illness (Tudor 1996) in distinguishing mental health and illness as two distinct variables. Data from 25,113 people across Canada was collected in the 2012 Mental Health and Access to Care Survey. Our study will inform how mental health and illness correlate, separately and additively, to Canadian employment status, comparing across rural and urban provincial jurisdictions. Considering Karasek (1979) Job Demands and Control model and Hackman and Oldham's (1974), we also aim to assess the connection between mental illness, mental health, and work characteristics or stressors. Participant responses to questions about work stress, task variety, conflict demands, interpersonal challenges, job security, autonomy, and job satisfaction will be analysed. Finally, we will assess if the use of mental health services or receiving support from co-workers or management influences these relationships. Our findings will inform potential systemic and workplace changes to allow Canadians experiencing mental health issues the opportunity to work. We will build on this project once data from the 2022 Mental Health and Access to Care Survey is released.

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Firefighters' Well-Being: A Longitudinal Study on Mental and Physical Health Factors Within Estonia's Fire Service

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Introduction: Firefighting and rescue operations encompass substantial physical and cognitive requisites within circumstances that are both unpredictable and perilous. Amid emergency scenarios, firefighters are obliged to promptly make numerous decisions and respond accordingly. These actions frequently involve critical spatial-temporal factors and biomechanical motions (like stair climbing, running, and jumping). In conjunction with various other occupational hazards (including physical, thermal, ergonomic, and chemical hazards), the psychological strain inherent in these situations can contribute to fatigue, burnout, and the onset of various chronic illnesses.

Method: The main objective of this study was to assess the levels of physical activity among firefighters while also examining the psychosocial risks they encounter in their work environment. We explored how much a healthy lifestyle is embraced, esteemed, and put into practice within the firefighter community, and whether this lifestyle interconnects with other variables. Furthermore, we aimed to identify factors that either facilitate or impede the mental well-being of firefighters. Lastly, we investigated the strategies that organizations can adopt to bolster the mental and physical health of firefighters. The research was carried out in the years 2019 and 2023, employing a mixed-method methodology. This approach included both quantitative methods, utilizing the COPSOQII questionnaire to assess psychosocial hazards, as well as a customized questionnaire focused on physical activities and health behaviours. Additionally, qualitative techniques were incorporated, involving the use of semi-structured focus-group interviews with firefighters.

Results: An upward trend in the Body Mass Index (BMI) of rescue personnel has been observed, possibly attributed to insufficient physical activity, unhealthy or inconsistent dietary habits, demanding shift schedules, sleep disruptions, emotionally demanding tasks, or other psychosocial influences. These factors were scrutinized through a combined quantitative and qualitative investigation. Consequently, a framework was devised to cultivate a culture conducive to enhancing the physical and mental well-being of workers.

Discussion: As a suggested course of action, a framework has been proposed to cultivate a culture that prioritizes the physical and mental well-being of workers, aimed at tackling the concerns deliberated earlier. This model draws inspiration from Gunther et al., encompassing four key components: "Why?", "Who?", "What?", and "How?," each with distinct objectives. The employer ought to possess a well-defined perspective concerning the awareness of both physical and mental health, an outlook that should be visibly embedded within their health and safety policies. This vision should be firmly grounded in scientifically substantiated information. A health promotion team should actively involve staff members in the formulation of a fresh framework aimed at advancing the physical and mental well-being of firefighters. However, it's essential to bear in mind that external experts should provide valuable contributions through their extensive expertise and comprehensive programs.

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PTSD in Peacekeepers: A Meta-analysis

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Background: In peacekeeping operations, military personnel are often exposed to the same professional aspects (e.g., missions occurring in demanding and dangerous scenarios), stressors (e.g., pressure to maintain restrictions) and traumatic experiences (e.g., physical and/or sexual violence, combat exposure, military sexual trauma, physical injury, chronic pain, sexual harassment, investigation of civilian victims, being targeted while unarmed) than those found during conventional war. Thus, these military personnel may also be subject to the physical risks and psychological stressors associated with posttraumatic stress disorder (PTSD). However, the knowledge regarding posttraumatic stress disorder in military personnel during peacekeeping operations is not yet systematized.

Objectives: The study aims to analyse the risks of and protective factors against this disorder among military personnel who take part in peacekeeping operations.

Method: To determine the risk and protective factors against PTSD, a systematic literature review was carried out with relevant keywords, using a four-step procedure (identification, screening, eligibility and inclusion), involving a sequential analysis of each paper's title, abstract and full text. A total of 26 papers met the inclusion criteria (using a specific sample of military personnel in peacekeeping missions; analyzing risks of and/or protective factors against posttraumatic stress disorder) for this meta-analysis.

Results and Conclusion: All the 26 papers are dedicated to studying risk factors while some of them (17 papers) also study protective factors. Notably, among the salient risk factors, the contextual factors are highlighted. On the other hand, in regard to the protective factors, the individual factors are more prominent. Although there are contextual risk factors inherent to any mission that cannot be mitigated (e.g., exposure to combat, characteristics inherent to deployment), this study demonstrates that there are other factors in which the role of the military institution is essential, via both the selection and monitoring of peacekeepers during and after their deployment, in order to protect deployed personnel's mental health.

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Automatic Monitoring of Affective States in the Daily Lives of PhD-Candidates: Individual- and Population-Based Predictions Based on Longitudinal Multimodal Sensing

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Background. Monitoring affective states can potentially help to detect early changes in a person's mental health depending on the type, intensity, duration or frequency of those affective states. By monitoring affective states, tailored feedback can be provided to employees to raise awareness of their current state and also suggest in situ interventions to increase well-being and productivity. Current sensors offering passive and continuous monitoring of a person's physiology and behavioural patterns potentially enable real time affective state

monitoring. However, previous research on affective state prediction with multimodal sensing in daily life has shown only small-to-moderate effects. One reason for this limited success might be the variability across individuals. Current research is often of short duration, preventing proper within-individual modelling. With an extensive longitudinal data collection of nine months, this research focuses on individual-based predictions of valence and arousal in daily life.

Method. Sixteen PhD candidates from the Netherlands provided 9-11 months of data about their affective states (self-reported valence and arousal), continuous physiology (Oura ring) and behavioural patterns (AWARE framework for mobile phone data). For the predictor variables of resting physiology, sleep and daytime physical activity, features were extracted from the commercial-grade Oura ring. In terms of behavioural patterns, the AWARE framework provided information about participants' smartphone usage, communication and about their GPS locations. For the outcome variable affective state, an app-based Ecological Momentary Assessment (EMA) questionnaire of 2 items was used, in which participants each evening had to report the valence and arousal of their affective states. On average, participants contributed valid observations on 268 days for Oura measurements, 247 days for AWARE measurements and 264 for EMA entries. Daily features for each participant were created for sleep, physical activity, smartphone usage and GPS movement. Random forests were used to create individual-based and leave-one-subject-out population-based prediction models of valence and arousal. For the leave-one-subject-out model, the data of 15 participants was used to predict the valence and arousal levels of the left-out PhD participant.

Results. In 14 out of 16 cases, the individual-based models outperformed leave-one-subject-out population models of valence and arousal. The best individual-based models achieved a 0.60 Spearman's rho correlation for valence and 0.70 for arousal. Results also indicated differences in the number and relevance of predictive features across individual-based models. Out of 45 predictive features, the number of most important features ranged from 1 to 9 for valence and from 1 to 17 for arousal. In many cases, participants a priori indicated informative sources matched with feature importance as indicated by the modelling results. Making use of participants' a priori knowledge about behavioural patterns might thus help to determine which data have to be collected, and which data can be left out.

Conclusion. The presented results can advance the field of affective state prediction by focusing on and highlighting the importance of individual differences and their impact on prediction models of valence and arousal. For future work, long-term changes in affective state and combinations of features for estimating real behavioural patterns should be explored.

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BEST : A Canadian Digital Solution for Post-Pandemic Recovery and Workplace Mental Health

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Background: Mental health problems (MHP) are a leading cause of morbidity worldwide. Approximately 1 in 5 Canadians will experience a MHP over the course of their life. In the past decades, the impact of psychosocial risk factors at work (PRW) on workers' health and well-being has been well established. PRW are modifiable factors that stem from work organization, management practices, employment conditions, and social relationships at work. Legislatively, several countries encourage or require workplaces to implement PRW prevention strategies. By 2025, all Quebec (Canada) employers will be required to include them as part of their preventive initiatives to comply with the new labour law 27. Through interdisciplinary and

intersectoral collaboration, our research team developed a digital tool (BEST; *Bien-Être et Santé au Travail*) to empower workplaces to autonomously measure PRW while also offering them with suggestions to nourish their action plans to mitigate these risks. The Occupational Health and Well-being Questionnaire (OHWQ), one of the most comprehensive PRW questionnaires currently available, was embedded within BEST to document PRW and indicators of employee health, well-being, and productivity.

Objectives: This study aims to 1) assess associations linking PRW to indicators of mental health, well-being and productivity, 2) determine the effectiveness of organizational interventions carried out using BEST, and 3) document the organizational practices introduced and the factors that enabled or hindered their implementation.

Methods: This is a mixed-methods study, using both qualitative and quantitative research methods. Participants principally hailed from the health and social services sector in Quebec. The OHWQ was used to assess PRW (incl. psychological demands, job control, digital stressors, psychosocial safety climate, and 15 others) as well as indicators of health (burnout, psychological distress, musculoskeletal problems), well-being, and productivity (presenteeism, absenteeism).

Results: Initial deliberative workshops allow to adapt the content and improve the design of the BEST tool. In our sample, PRW were found to be cross-sectionally associated with indicators of health, well-being, and productivity. The findings illustrate the extent to which workplace employees, empowered by our digital solution BEST, have been able to implement organizational interventions to reduce PRW and improve their employees' health, well-being, and productivity. Our team will further document factors facilitating and hindering the implementation of the workplace interventions.

Conclusion: BEST is a tool that enables employers to autonomously measure PRW and orients employers towards tailored organizational interventions to reduce these risks and improve the health, well-being, and productivity of their workers. This tool represents a promising solution to support workplaces in meeting legal requirements.

P199

Experiences of Healthcare Professionals in the Dutch Acute and Emergency Care During COVID-19, and their Impacts on the Mental Health and Well-Being; A Qualitative Study, Lessons Learned for Future Pandemics.

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Background: The COVID-19 pandemic had a significant impact on the mental health and well-being of healthcare professionals. Several interventions and guidelines have been developed in the Netherlands for psychosocial support for healthcare professionals. However, healthcare professionals experienced barriers in the use of these interventions and guidelines. This retrospective study aimed to give insight in the impact on well-being and needs of healthcare professionals. This insight is needed to develop interventions that address the concerns of healthcare professional to anticipate on future impactful events.

Method: A qualitative descriptive study was performed using semi-structured interviews. The setting of this study was the Dutch acute and emergency care chain. Included organizations were emergency medical services (EMS) and acute care hospitals. In addition, human resource departments of these organizations were involved. A structured interview guide was developed based on literature, expert opinion, and an existing topic list. Respondents were recruited by purposive and snowball sampling. Participation was voluntary. Data were collected from March until July 2022. To analyze the qualitative data, thematic analysis was used. The analysis consisted of open coding, axial coding and selective coding. Data analyses were conducted using ATLAS.ti version 23.

Results: In total 47 respondents were interviewed (14 physicians, 19 nurses/medical workers, 7 support workers and 7 HR managers/employees). Healthcare professionals' experiences during COVID-19 could be classified into four key-themes. These were (1) the impact of COVID-19 for individual patients, (2) the working conditions of the healthcare professional, (3) the impact of COVID-19 on the healthcare professional's private life and (4) unrest in society. Examples of concrete impressive experiences were loved ones not being allowed to visit patients, working with personal protective measures and the consequences of people not being vaccinated. These experiences had an impact on the mental health and well-being of healthcare professionals. This study reported the following impact: decreased work motivation, healthcare professionals felt insecure in their work (due to lack of knowledge and/or skills and support at work), mutual tensions arose among colleagues and development of mental and physical health problems related to work (mental and physical). In addition, healthcare professionals reported difficulty with working conditions such as work pressure, anger and aggression from patients and deterioration in the quality of care (due to lack of knowledge and guidelines). Healthcare professionals felt unheard by the employer and society.

Conclusion: The COVID-19 pandemic had a high impact on Dutch healthcare professionals in the acute and emergency care chain. The experiences, classified in four key-themes had consequences for mental health and well-being: disappearance of motivation, uncertainty, tensions between colleagues and work related health problems. Health care professionals also reported difficulty with their working conditions. These results point to the need to systematically develop and test interventions that address these consequences.

P200

Mental Health Challenges Among Law Professionals: A Cross-Sectional Study Comparison with the General Working Population

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Background: Law professionals represent a crucial yet understudied demographic in society. Previous research has hinted at the presence of poor mental health, decreased well-being, and a higher incidence of suicidality among lawyers compared to the general population. However, these findings have not been extensively quantified or comprehensively understood. Addressing this knowledge gap is vital for the development of targeted mental health interventions and support systems within the legal profession.

Method: This cross-sectional study engaged 1454 law professionals from two states. Participants' responses to a standardized depression assessment tool, the Patient Health Questionnaire 9 (PHQ-9), were collected and analysed. The results were compared with data from the general working population to assess the prevalence and severity of depressive symptoms and suicidal ideation among lawyers. Additionally, the study integrated the job demands-resources model to examine how occupational stressors and resources interact to

impact lawyers' mental health. This model helped in understanding the unique job-related factors contributing to the mental health issues identified.

Results: The findings revealed a significantly higher likelihood of law professionals reporting suicidal thoughts and various degrees of depressive symptoms compared to the general working population. The odds ratios (OR) for suicidal ideation 'several days' and 'more than half the days' were 6.54 and 5.50, respectively. The prevalence of mild, moderate, moderately severe, and severe depressive symptoms among lawyers showed elevated ORs ranging from 3.89 for mild symptoms to 18.34 for severe symptoms. Notably, 17.5% of the participating lawyers exhibited symptoms indicative of a major depressive disorder diagnosis.

Conclusion: Lawyers face a disproportionately high risk of poor mental health outcomes, including suicidality and depressive symptoms, compared to the general working population. The integration of the job demands-resources model in this study highlights the potential role of job-related stressors in exacerbating mental health issues among law professionals. These findings underscore the need for targeted mental health interventions and support systems within the legal sector, focusing on both reducing job-related stressors and enhancing coping resources. Future research should explore the specific job demands contributing to these mental health challenges and the effectiveness of tailored interventions in mitigating them.

P201

Psychosocial Factors and Their Impact on Health and Well-Being of Construction Site Workers in Ghana

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Introduction: Occupational health and well-being of workers is gaining increasing support amongst organizational practices globally. The construction sector, often characterised by its fragmented yet rigid and macho culture, is no exception to this phenomenon. Within this sector, site operatives, particularly skilled tradesmen, frequently belong to the "hard-to-reach" category, making them often overlooked in studies addressing psychosocial work environment. The workers' roles in the construction sector are inherently transient, varying from project to project, and often subject to the unpredictable nature of project conditions. This complexity is further magnified in developing economies such as Ghana, where research and practical guidance on managing occupational stress remains scant. This study aimed to comprehensively explore the occupational health and well-being of individuals in the sector, as well as investigate how the work-related psychosocial factors shape individuals' experiences of work, and specifically to uncover the psychosocial hazards faced by this unique workforce (e.g., project-specific stresses).

Method: A total of 25 interviews were conducted with construction site workers in Accra, Ghana, giving them a platform to articulate their experiences and concerns. A combination of purposive and convenience sampling was used for the research. These interviews were followed by two focus group sessions, which allowed for a deeper exploration of the emergent themes in addition to the uncovering of social dynamics among workers.

Results: the findings from this study show four psychosocial factors: workload and work pace, work schedule, environment and equipment, organizational culture, and function are especially salient towards shaping workers' experience. Additionally, it became evident that these workplace psychosocial hazards had far-reaching consequences, affecting not only the physical but also the social and psychological well-being of Ghanaian construction site workers.

The general consensus among participants was that the well-being of this workforce required substantial improvement. Furthermore, it is worth noting that these workplace psychosocial factors were widely acknowledged as detrimental to productivity, a critical concern that employers often fail to address adequately. The need for a collective voice of workers in the form of unions would also be a much-needed game-changer.

Implications: The wider contribution of the study lies in a fuller appreciation of the antecedents of issues explored. It offers extensive implications of the stressors on the well-being and productivity of construction site workers, shedding light on the critical need for intervention and improvement in this often-overlooked sector. The research and recommendations subsequently provoke dialogue and action toward fostering healthier and more supportive work environments for construction site workers in developing economies, ultimately benefiting both employees and the industry as a whole.

P202

Exploring Emotion Regulation Strategies in Response to Positive and Negative Work Events

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Background: The affective work events taxonomy (Ohly & Schmitt, 2013) was created as a framework to provide a comprehensive overview of work events as precursors for positive and negative emotions and subsequent behaviours. The taxonomy includes four positive affective work events (e.g., task-related success and positive feedback) and seven negative affective work events (e.g., conflicts, hindrances in goal attainment and ambiguity). When people find themselves in those events they usually react with negative or positive emotions. In response, employees regulate their emotions by employing emotion regulation strategies to experience and express them (Gross, 1998). In work and organizational psychology, research mostly focused on regulation of negative emotions and specific regulation strategies as deep acting and surface acting. Lately, positive emotions were identified as growing interest and show promising influence on several organizational outcomes (Diener et al., 2020). With our research we want to investigate several strategies (such as distraction, empathic suppression, controlled and uncontrolled expression) for negative as well as positive emotion regulation. Therefore, we examined positive and negative affective work events and how different implementation of emotion regulation strategies are associated with employee well-being.

Method: We conducted a 5-day diary study with working students as a pilot for a larger project, for which data collection is still running. After work each day, participants completed a brief questionnaire reporting the most emotionally significant situation of the day. The questionnaire included questions about their affect during the situation, their emotion regulation strategies (distraction, controlled and uncontrolled expression, empathic suppression, re-appraisal, acceptance, savouring), and their post-work affective well-being (positive affect, negative affect and fatigue). 104 affective work events were reported by 38 participants involved in the pilot study.

Results: When asked to identify the most emotional situation experienced during the workday, participants reported 63 positive and 41 negative instances. Those who identified a positive situation as their most emotional experience reported feeling higher levels of positive affect, lower levels of negative affect and fatigue by the end of the workday. Initial findings indicate that different emotion regulation strategies have distinct effects on the well-being of participants. For instance, for positive affective work events distraction and controlled

expression were associated with greater negative affect, empathetic suppression with higher negative affect and fatigue, and savouring was linked to higher positive affect.

Discussion: In line with earlier research, our initial findings suggest that different emotion regulation strategies have different associations with employee well-being. As our results show that employees use several strategies to regulate their emotions further analyses investigating person- or situation-centered effects seem fruitful. For the main research project, we want to investigate emotion regulation profiles for negative and positive affective work events and their association with well-being. Because we have examined a relatively small and specific sample so far, our study has methodological limitations and limited generalizability.

P203

Cost of Mental Health Service Use of Employees Participating in a Work-Related Psychotherapeutic Intervention (Friaa Project)

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Introduction: A leading cause for sickness absence and early retirement are impaired mental health or already diagnosed mental disorders. Delays in help-seeking for example due to a lack of perceived need, can lead to reduced quality of life, stigmatisation and productivity losses for society as a whole. First evidence suggests that a low threshold psychotherapeutic intervention at the work place can reduce depressive symptoms and improve work ability. A psychotherapeutic consultation at work intervention was implemented to reduce time of help-seeking and waiting times in the health system, improve mental health care and reduce sickness absence at the workplace. Health economic analysis for such a new concept of prevention is still scarce. But health economic analysis are needed to provide decision makers in health care funding and politics with reliable information to build upon. This analysis provides the base to pursue the health economic analysis with follow-up data.

Methods: As part of a multicentre randomised controlled trial, use and costs of health and social services were assessed for a sample of 550 employees in different companies located around five study centres all over Germany. Type and frequencies of service use were collected with the German version of the Client Sociodemographic Service Receipt Inventory (CSSRI). Costs were calculated at baseline for six months. Cost drivers were identified by means of a bootstrapped regression analysis with robust standard errors.

Results: At baseline total six-month mean costs for the sample amount on average €5100.57 (95% CI: € 4470.22 – 5730.93). The regression model indicates significant increasing costs with increasing age as well as lower costs for adjustment disorders.

Conclusion: Employees at participating companies used a broad spectrum of (mental) health care services. Calculated costs show to be lower in comparison with clinical samples. Further analysis should examine if these results can be complemented with longitudinal data.

P204

Symptoms, Work Situation and Work Functioning 10 Years after Rehabilitation of Stress-Induced Exhaustion Disorder.

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Background: Work-related stress is common and increasing in Europe and cause suffering for the individual and may also impact work ability. The most common reason for being on sick leave in Sweden are adjustment disorder and reaction to severe stress, including stress-induced exhaustion disorder. Typical condition of stress-induced exhaustion disorder is markedly reduced mental energy, prolonged recovery time after mental effort, cognitive impairments, sleep disturbances, often with mental and somatic symptoms. The aim of this study was to explore symptoms, work situation and work functioning among patients with stress-induced exhaustion disorder 10 years after a multimodal rehabilitation program.

Method: In this longitudinal observational study, 107 patients with stress-induced exhaustion disorder (91 women and 16 men) participated. They had all participated and completed a multimodal rehabilitation program 10 years previously. The multimodal rehabilitation program consisted of group-based cognitive behavioural therapy, individual physical activity prescription, and vocational measures. Data were collected by questionnaires before and after the multimodal rehabilitation program, and at follow-ups after 1 and 10 years.

Results: Symptoms of burnout, anxiety, and depression improved significantly during the rehabilitation program and remained stable from the 1- to the 10-year follow-up. Among those who were employed (n=89), 73% had changed workplaces, 44% had new work tasks and 11% had adapted work tasks. Just over 30 % had reduced their working hours because of lack of energy or own choice to prioritize life differently. Work functioning was classified moderate, with the lowest reported work function in work scheduling and output demands. Moderate-to-severe insomnia occurred in about one-fifth of those at work.

Conclusion: This 10 years follow-up shows that a large proportion of former patients with stress-induced exhaustion disorder have residual health problems which affect work functioning. Further studies need to more closely examine how interventions can focus on the work situation, to make adjustments that enable full recovery and promote health.

P205

Job Content Plateau and Employee Well-Being: The Mediating Role of Job Boredom and the Moderating Role of Age

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Career plateau occurs when employees perceive either a lack of promotion opportunities (i.e., hierarchical plateau) or a lack of work challenge or new responsibilities (i.e., job content plateau) in their organization. Prior research consistently indicates hierarchical plateau to be

linked to poorer well-being, but the effects of job content plateau on well-being are inconclusive. Furthermore, little is known about the mechanisms and conditions that explains how job content plateau may affect employee well-being.

Based on Conservation of Resources Theory, this study examines the relationship between job content plateau and emotional exhaustion, and proposes job boredom as a mediator through which the two variables are linked. Additionally, drawing from the workplace boredom literature, we explore whether this mediation effect will vary according to employees' age.

Data were collected from 234 employees working in various industries in Taiwan. Results from structural equation modelling analysis using Mplus reveal that job content plateau itself is not directly related to emotional exhaustion, but only indirectly through job boredom. In other words, job content plateaued employees experience emotional exhaustion only if they consider their current work to be boring. Additionally, the indirect effect of job content plateau on emotional exhaustion via job boredom also varies according to employees' age. Younger workers report a stronger sense of job boredom than older workers when faced with a job content plateau, and experience more emotional exhaustion than their senior colleagues. This study provides better clarity on how job content plateau affects employee well-being, and emphasises the importance for managers to take action in tackling boredom at work. This is especially crucial for younger plateaued workers since they will react more negatively to boredom than older plateaued workers. Due to time restrictions, this study was carried out in a cross-sectional manner, which means causal inference could not be made. Using a longitudinal research design would offer more robust evidence for the validity of the examined relationships.

P206

Work Engagement and Work Ability in the Digital Age: The Role of Job Resources and Traditional and Emerging Demands Among Older Workers

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Background: The modern workplace is undergoing rapid change, with an aging workforce, technological advancements, and the emergence of new ways of working. These changes are posing a number of challenges for organizations, including how to maintain employees' work ability. Work ability is the ability to perform one's job duties effectively and productively. It is influenced by a number of factors, including characteristics and workers' health. Among indicators of well-being, work engagement is a positive mental state associated with work, characterized by high levels of energy and resilience (vigor), a strong sense of connection to one's work (dedication), and a favourable state of deep immersion and focus on work tasks (absorption). Previous studies have underscored the motivational significance of work engagement across various professions, highlighting its prominent role in enhancing job performance and enriching well-being. However, while the association between work engagement and workers' health is better understood, its relationship with employees' work ability has received less attention. Based on JD-R model assumptions, this study aimed to investigate the relationships between job resources (control and social support), job demands

(workload and techno-complexity), work engagement, and work ability among employees aged over 50.

Method: A structured interview was conducted with 230 bank and finance workers aged over 50 during their mandatory medical check-ups under the Italian Legislative Decree 81/08. Structural equation modelling was employed to assess the study hypotheses.

Results: The study revealed a positive association between work engagement and work ability. Additionally, control and social support were directly linked to work engagement and indirectly connected to work ability. Among job demands, only techno-complexity was negatively associated with work engagement. Interestingly, workload acted as a buffer, diminishing the positive association between control and work engagement.

Conclusion: Work engagement plays a fundamental role in maintaining work ability. Techno-complexity emerges as a burgeoning risk factor for work engagement, particularly among older workers in the digital age. Organizations can effectively enhance work engagement and, consequently, work ability by granting employees greater autonomy, fostering a supportive work environment, and minimizing job demands.

P207

The Interplay of Age and Sickness Absence: Insights from a Systematic Literature Review

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Background: The likelihood of being absent from work due to a health disorder may increase in the presence of work-related psychosocial risk factors, such as high job demands, and decrease with protective factors like organizational justice. Additionally, personal characteristics, including age, can influence workers' risk exposure and overall health. Due to the physiological aging of individuals, the aging workforce is expected to be more susceptible to work disability and, consequently, more prone to sickness absence (SA). However, there's a lack of consensus on measuring age in SA studies. Therefore, the aim of this study is to understand better the relationship between age and SA when workers are exposed to work-related psychosocial factors.

Method: This contribution is part of a larger study on SA prevention. Initially, a systematic literature review was conducted following the PRISMA Checklist to identify longitudinal studies exploring the causal relationship between work-related psychosocial factors and SA. Three online databases (i.e., PsycINFO, Medline, and Web of Science) were searched, and publications from 2012 to 2023 were included. Subsequently, a deeper analysis was undertaken to investigate how age was measured and utilized in the predictive models.

Results: The systematic literature review included 31 longitudinal studies. Age in years was exclusively treated as a continuous variable in 23 studies, with the mean and standard deviation values reported in all of them. In four studies, age was solely a categorical variable, with varying age groups identified across articles. Two studies used age both continuously and categorically, depending on the statistical analyses conducted. Age information was absent in two other studies, and 11 studies did not report the age range. In the predictive models, age was mainly a covariate ($n=23$) with other non-work-related factors (e.g., sex) or an independent

variable assessing its direct effect on SA ($n=5$). Three studies considered age only for descriptive purposes. Overall, older age was associated with more long-term SA. However, regarding SA frequency, some results were inconsistent in demonstrating that SA due to mental disorders was more or less likely for older workers.

Conclusion: This study highlights important age measurement variation and its impact on understanding its role on SA. Consensus on age measurement is crucial. Indeed, a dedicated systematic literature review could identify whether and how age is linked to workers' exposure to work-related psychosocial factors, which, in turn, can influence SA. From a practical perspective, these findings could help in developing organizational interventions to mitigate work-related psychosocial risk factors and promote protective ones. This, in turn, may encourage job retention among older workers and reduce annual costs associated with disabilities due to SA.

P208

Bouncing Back to Learn: Unpacking the Role of Resilience From a Conservation of Resources Perspective

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In an era where the nature and organization of work are undergoing rapid transformation, learning emerges as a central pillar for organizational viability (Kim et al., 2017). The proliferation of technology has revolutionized workplace learning, affording unprecedented access to information, and enabling on-demand knowledge acquisition (Fenwick, 2001). This new paradigm necessitates that employees continuously update their competencies to remain relevant and effective. Learning is increasingly recognized as a creator of new methodologies, practices, processes, and products (Tynjälä, 2008), and as a vital competitive advantage that allows organizations to thrive in a perpetually evolving market (Von Krogh et al., 2001; Kim et al., 2017). The Conservation of Resources Theory posits that individuals strive to protect and conserve resources to navigate and mitigate environmental demands (Hobfoll, 1988, 2001). This paper argues that building and bolstering individual resources is crucial for sustaining an employee's commitment to continuous learning, especially within fast-paced environments. By enhancing their resource base, employees can not only prevent resource loss but also gain new ones, thereby cultivating a resilient and capable workforce (Hobfoll, 2011). Resilience is identified as a key resource, enabling individuals to withstand and adapt to adversities (Djourouva et al., 2019). Resilient individuals are better equipped to manage stress, adapt to change, and recover from challenges, thus preventing significant resource depletion (King et al., 2015). The paper posits that resilience is not only defensive in nature but also generative, facilitating resource expansion and positioning individuals to embrace challenges as opportunities for growth and development (Chen et al., 2015; Bardoel & Drago, 2021). We carried out two studies to test our theoretical model: study 1 examined our model using a cross-sectional design and two different sources of data, in which employees rated their resilience, disengagement and emotional exhaustion, while learning was assessed by their respective supervisors; study 2 examined our model using a time-lagged design all assessed by employees, in which resilience was measured at time 1, disengagement and emotional exhaustion in time 2 (one week later) and learning in time 3 (2 weeks later). We found that resilient individuals have the capacity to be immune to adversity and to cope better with challenges, maintaining their ability to learn and search for resourceful solutions.

P209

Robots at Work: Nurturing Employee Well-being

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Background: Robots are increasingly being incorporated into the workplace, promising improvements in employee well-being and task performance. However, robot introduction can negatively affect employees, as they might feel threatened by the robot or unable to perform their tasks, leading to lower employee well-being and task performance. Existing studies in human-robot collaboration (HRC) predominantly focus on technology-related aspects of robot implementation, overlooking the psychological implications for employees and organizational structure. Acknowledging the multidimensional nature of HRC, we propose a comprehensive framework, that considers the establishment of a fit in the workplace to optimize employee well-being and task performance. Fit is defined as the alignment between employee needs (e.g., knowledge, skills, abilities (KSAs)) and the resources (e.g., technology) available for performing a job. Our framework suggests that fit between the different human, robot, and task characteristics can enhance employee well-being and task performance.

Method: We performed a systematic literature review (SLR) and conducted semi-structured interviews with operators, managers, and designers of a manufacturing company that will implement robots in the near future. The SLR identified (i) potential gaps in HRC literature, and (ii) workplace characteristics (i.e., human, robot, task) that have been found to affect employee well-being and task performance. We searched Scopus and Psych info for English peer-reviewed articles published between 2011-2023. Propositions derived by the SLR will be verified through interviews with relevant stakeholders. By conducting interviews, we aim to gain a deeper understanding of different human, robot and task characteristics that employees consider important for maintaining their well-being and task performance when a robot is implemented. The interview process will be finalized and the data will be analysed by the time of the conference.

Results: Of the 63 papers that we found in the SLR search 53 are from the computer science and engineering disciplines, highlighting the strong techno-centric focus in the field of HRC (e.g., focus on robot's capabilities). Importantly, none of the papers examined the combined effect of human, robot, and task characteristics on employee well-being and task performance. Preliminary analysis of the interviews revealed that employees consider human characteristics such as KSAs, robot characteristics such as transparency and accuracy, and task characteristics such as complexity important when working with a robot. Additionally, employees highlighted that achieving a fit between their characteristics, the robot, and the task, is crucial for maintaining their well-being in the workplace. Considering both findings, we suggest that the interaction between human, robot, and task characteristics leads to different levels of fit, which, in turn, affect employee well-being and task performance. Higher fit levels enhance employee well-being and task performance.

Conclusion: This study proposes a comprehensive understanding of the workplace characteristics affecting employee well-being and task performance. It offers design and implementation guidelines to assist industries in navigating robot implementation. Beyond a performance-oriented perspective, this study sheds light on the socio-affective consequences of robot implementation. As the introduction of robots often results in negative psychological and performance indicators, these insights contribute to the design of meaningful work and sustainable employability.

P210

Contributing Factors to Sustainable Employability and Work Engagement of Physicians in a Hospital Setting

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Background: The health care sector is facing multiple challenges such as increased workload, a growing complexity of care, growing costs and an aging and declining labor force. This negatively impacts the health and well-being of physicians, who report higher levels of burn-out, sickness absenteeism and turnover intentions. In addition, a rising number of upcoming physicians are quitting their traineeships due to high workload and a negative work-life balance. To maintain the quality and the accessibility of our healthcare system it is important to gain a deeper understanding of factors that support sustainable employability and well-being of physicians. There is growing evidence that besides personal- and work related resources, being able to achieve valuable work goals (i.e. work capabilities) are important antecedents for work engagement and sustainable employability. This study aims to contribute to this understanding and focuses on the following research goals (1) to explore physicians' valuable work goals, (2) to determine to what extent they are able to realize their work goals and (3) to examine the relationship between work capabilities and other physicians' personal resources (psychological capital, authenticity) and work resources (autonomy and team climate) on work engagement.

Methods: A cross-sectional survey study was conducted among 250 physicians working in a non-university teaching hospital in the Netherlands. Main outcomes variables were work engagement (UBES) and work capabilities (Capability Set for Work). Independent variables were personal resources (psychological capital (PsycCap) and authenticity (IAM Work) and work related resources (Team climate (Team Climate Inventory) and autonomy (VBBA 2.0)). Descriptive analysis and multiple regression analysis were used and a correction for gender, age and type of contract were made.

Results: The findings show that the three most important work goals were: (1) the use of knowledge and skills (M= 4.72, SD= 0.45); (2) building and maintaining meaningful contacts (M= 4.56, SD =0.58); and (3) involvement in important decisions (M= 4.55, SD= 0.58). Furthermore, physicians were only able to realize the work value 'having a good income' (M= 4.10, SD= 0.67). Personal and work related resources that were associated with higher levels of work engagement include work capabilities, authenticity and psychological capital. Regarding work engagement levels, we found that female participants reported higher rates of the 'dedication' sublevel of work engagement compared to male participants.

Conclusion: This study shows which work goals are really valuable to physicians and to what extent they were able to achieve those work goals. Moreover, physicians who could achieve valuable work goals (work capabilities), were more engaged in their work. Also, other personal resources (i.e. authenticity and psychological capital) were found to be associated with work engagement.

P211

The Impact of Work-Related Conditions on Work Status for People with Multiple Sclerosis

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Background: Multiple Sclerosis (MS) is a chronic disease of the central nervous system and the most common nontraumatic neurological disease that affects mostly adults between 20-40 years. MS can lead to different health impairments like physical, cognitive and psychosocial difficulties, disease-related work difficulties and employment problems. High rates of unemployment among people with MS (PwMS) is a growing concern and raises the need for further research on MS and employment. This study aims to investigate which work-related conditions positively impact work status for PwMS, as well as work conditions that make it challenging to maintain work.

Method: Exploratory qualitative research was utilized for this study applying an inductive approach focusing on participants' perspectives identified through in-depth interviews. We used semi-structured interviews, with a set of pre-determined questions and follow-up questions. The main themes for the interviews were: management of work tasks, flexibility at work, opportunity for influence and autonomy at work, relationship with manager and colleagues, effect of working environment, and self-efficacy. We used the Job Demands-Resource model as a theoretical framework for data analysis without predefining which specific job demands and resources could impact work status. Participants were recruited by the Norwegian MS organization. In total 23 individuals participated in this study and the interviews were conducted online. Full-time/part-time employees and unemployed jobseekers were included and those who have been away from the workforce for more than 3 years were excluded.

Results: Preliminary results indicate that the following work conditions affect work status positively: Work flexibility, having the opportunity to manage the day yourself, distributing the work overload over several days rather than working a long day, and having the possibility to take breaks when needed; Supportive leaders who listen, show a willingness to meet needs, and see potential and not just limitations because of MS; Sufficient time to rest and recover; Maintaining employment fosters positive self-identity, a sense of societal contribution, provides structure, and positively influences mental health; Opportunity to work from home, as it provides greater freedom and flexibility; and, good balance between home and work. Some of the work conditions that have a negative impact are: deadlines, little/no flexibility, and time pressure; Handling multiple tasks, noises, and interactions simultaneously can be overwhelming; Some participants avoid being a burden at work, and this can negatively impact their health as they push themselves beyond their limits; and, a lack of awareness about MS among leaders and colleagues results in misunderstandings and a lack of support at work. Health issues emphasized as important for work status: Fatigue and cognitive issues, and pain and sleep problems. Experience from living with MS leads to better management of MS at work and life in general.

Conclusion: The findings highlight a complexity of work conditions that can affect work status for PwMS and emphasize the importance of taking several factors into consideration to help PwMS maintain their employment. This study also provides useful information on work conditions variables that affect PwMS, which can be used as a foundation for a larger study and further research.

P212

Work Ability in a Manufacturing Company: A Follow-Up Study

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The global phenomenon of population ageing has far-reaching implications for societies around the world. With increasing life expectancy and declining birth rates, the proportion of older people in the population is growing rapidly. By 1 January 2021, the European Union will have 15.1% of young people (0-14 years) and 64.1% of people of working age (15-64 years). In particular, Italy leads the EU with 23.5% of its population aged 65 and over, with an average age of 47.6 years, compared to the EU average of 44.1 years. This demographic shift means that people are forced to work longer, with various physical and psychological consequences. The present studies have mainly focused on the construct of work ability, which, as defined by Tuomi et al, describes the physical and intellectual resources that individuals can draw on to cope with the demands of their work.

The Work Ability Index (WAI) is an assessment of the ability of a worker to perform his /her job, taking into accounts the specific psychosocial and physical work-related factors, mental and physical capabilities, and health. The index consists of a questionnaire on physical and mental demands of an individual in relation to his work, diagnosed diseases, limitations in work due to disease, sick leave, work ability prognosis, and psychological resources. The WAI was developed to predict an individual's risk of becoming unable to work due to a health condition and to identify those who might benefit from interventions to improve their work ability. The WAI can be used to assess work ability in different contexts and the results can be used to identify people at risk of becoming unfit for work and to develop interventions to improve their work ability.

The data were collected through a survey conducted in 2019 (T1) and a second one in 2023 (T2), involving all employees of a metal production plant in northern Italy. Employees were given a self-report questionnaire to complete with paper and pencil. Data collection took place during working hours in sessions organized on different days, where a researcher from the university was available to help employees fill in the questionnaire. Anonymity and voluntary participation were guaranteed in this study.

In order to analyse the data from these two surveys, we have matched the two matrices. In terms of socio-demographic information, the T2 sample is older than the T1 sample (T1;M=39.8;ds=10.4; T2; M=45.2;ds=9.6). The work ability index (WAI) is indicated by a total score between 15 and 49. At T1, the mean score of the workers is 37.42 (sd= 6.62) while at T2 a statistically significant ($p<.001$) decrease is shown with a mean score of 27.65 (sd=4.93). The independent samples t-test was used to examine some of the items related to work ability. Comparing the means, both physical and mental work ability show a statistically significant ($p<.001$) decrease between T1 (physical: M=3.72; sd=.891; mental: M=3.71; sd= .79) and T2 (physical: M=2.69; sd=.81; mental: M=2.76; sd=.79). This is also the case for the perception of being able to do one's job in 2 years' time (T1: M=2.39; sd=.60; T2: M=1.21; sd=.68). With these two surveys we can concretely see how the ageing of the general working population is affecting the work ability of individuals and how individuals do not perceive themselves to be able to do their job in two years' time. The decline in the work ability index in two surveys 4 years apart, in a population with an average workload, is a worrying fact that should not be underestimated in the future.

P213

Exploring the Potential of Wearable-Measured Sleep and Resting Heart Rate Variability as Health-Related Indicators of the Impact of Stress and as Predictors for Readiness: A Multiple N-of-1 Observational Study in Police officers

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Introduction: The emergence of wearable sensor technologies has enabled new possibilities to monitor aspects of health, including sleep and physiological states such as Heart Rate Variability (HRV). Particularly in demanding professions such as first responders, improved insight into how occupational stress impacts physiological recovery and sleep and vice versa could benefit efforts to mitigate the negative influence of occupational stress on health and readiness related outcomes. Therefore, this study explores to what extent wearable-measured sleep and resting HRV in police officers can be predicted by stress-related Ecological Momentary Assessment (EMA) measures in preceding days, and predict stress-related EMA outcomes in subsequent days.

Method: Eight police officers used an Oura ring during 15–55 weeks to collect daily Total Sleep Time (TST) and resting Heart Rate Variability (HRV) and an EMA app for measuring demands, stress, mental exhaustion, and vigor. Bidirectional associations between the wearable- and EMA-related measures were assessed using Vector Autoregression (VAR) models, complemented by Granger causation tests and Impulse Response Function visualizations.

Results: Demands negatively predicted TST and HRV in one participant. TST negatively predicted demands, stress, and mental exhaustion in two, three, and five participants, respectively, and positively predicted vigor in five participants. HRV negatively predicted demands in two participants, and stress and mental exhaustion in one participant. Changes in HRV tended to take more days to recover from than changes in TST. Bidirectional associations of TST and resting HRV with stress-related outcomes were observed at a weak-to-moderate strength (Adjusted R-squared 0.03-0.59), but not consistently across participants.

Conclusion: TST and resting HRV are more consistent predictors of stress-related outcomes in upcoming days than indicators of stress-related measures in prior days. Based on these results, wearable-measured TST and resting HRV are more likely to be applicable in the estimation of the readiness and resilience to cope with upcoming demands than to explain the health-related impact of prior demands. Future studies with larger samples of participants are needed to improve the generalizability of the current findings, and could potentially help to gain insight into the extent in which these associations are consistently present within individuals (e.g., using Time-Varying VAR), and between individuals (e.g., using Multi-Level VAR).

P214

Applying the Job Demand Resource Model to Workplace Discrimination, Mental Health and Work Engagement Among Pregnant Workers: A Cross-Sectional Study

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Background. Around 80-90% of women are employed during their pregnancy (Adams et al., 2016). Pregnancy is a protected characteristic (e.g., in the UK under the Equality Act 2010), which affords women legal protection against pregnancy-related discrimination at work. Examples include being denied a promotion, reduction in pay or hours, pressure to resign, or

redundancy due to pregnancy or pregnancy-related illness. A survey of British working mothers found 77% reported a negative or potentially discriminatory experience related to their pregnancy or maternity status, with over 10% reported being either dismissed, made compulsorily redundant, or treated so poorly they felt they had to leave their job (Adams et al., 2016). Recently, there have been several public accusations by female employees and court cases against large companies regarding pregnancy-related discrimination (e.g., Frontiers Airline; Amazon; Devon and Cornwall Police). Highlighting, unfortunately, its continued prevalence among pregnant workers. During the pandemic, pregnancy- and maternity-related discrimination increased, with policymakers describing it as one of the '... most urgent threats to equality' (Equality and Human Rights Commission, 2020). Few studies exist internationally that have explored the relationship between exposure to pregnancy-related discrimination at work and pregnant workers' self-reported mental health (Fox & Quinn, 2015; Kachi et al., 2022; Hackney et al., 2020). In this paper, we apply the Job Demand-Resource Model to investigate: (i) the association between pregnancy-related discrimination (conceptualised as a job demand) and pregnant workers' mental health and work engagement, and (ii) the moderating role of job resources (co-worker and supervisor social support and perceived organizational family support).

Method. We conducted a cross-sectional online survey of vocationally active British workers in their second and third trimesters of pregnancy using purposive sampling techniques. Several psychometrically tested questionnaires were used to collect data and quantify study variables. Participants were recruited through online forums and social media platforms. A sample of 186 was used to conduct multiple regression and moderation analysis (SPSS v28 and STATA v17).

Findings. We observed that higher levels of pregnancy-related discrimination were associated with poorer mental health and work engagement among surveyed pregnant workers. Perceived co-worker social support moderated both these relationships for mental health (demonstrating a buffering effect) and work engagement (an antagonist effect). Perceived organizational family support and supervisor support did not moderate this association.

Discussion. This paper highlights the importance of pregnancy-related discrimination at work as a work stressor, necessitating its reduction as part of organizations' strategies to manage and prevent work-related stress above and beyond their legal requirements to do so under national-level equality legislation. It also sheds light on the potential value of resource-based interventions.

P215

Transmission of Work Experiences: Do Parental Working Conditions Shape Children's Assumptions about their Own Working Lives?

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Background: Stress theories explain how experiences at work spill over into the non-work domain and affect employees' well-being. Parents, for example, may talk about these experiences at home. However, little is known about whether job demands and resources also affect the expectations of their offspring. We would like to contribute to the literature by shedding light on the impact of employees' work experiences - i.e., the job resources they possess at work, but also the job demands they face - on other people outside the work domain by shedding light on their role for their children. We base our argument on a phenomenon called crossover. Crossover occurs in significant, long-lasting, and close dyadic relationships in which individuals are interdependent and interact regularly. Assuming a crossover process from parents' working conditions to children's perceptions, we speculate that if parents face

more difficult working conditions (e.g., high job insecurity), their children would also report lower expectations for their future working lives. We also examine potential transmission mechanisms for this effect, such as shared social cognitions (cognitive crossover) or emotional contagion (affective crossover).

Method: Using dyadic parent-child data in a longitudinal study (children had to be at least 6 years old), we examined in detail parents' work conditions (e.g., job insecurity, workload, abusive work climate, social esteem) and their children's assumptions about their own future work lives (e.g., having a job with a high risk of job loss, having to work in a bad social climate). In addition, data on emotional contagion, empathic crossover, and cognitive crossover were selected.

Results: Structural equation modelling and multiple mediator path models will be used to analyse the data.

Conclusion: In particular, our study extends and enriches our knowledge of the role of working conditions for close social contacts. Through the parent-child transition, parents' experiences can have long-lasting effects on school-age children. As children are the future generation of workers, their expectations of their working lives should be of interest to us all.

P216

'There's No One Right Way To Get the Job Done'. Understanding the Lived Experiences of Neurodivergent and Disabled Staff at a US Conservation-Based Organization.

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Background: Research into the experiences of disabled and neurodivergent workers is minimal and mainly focuses largely on disclosure and accommodations. Findings indicate that neurodivergent and disabled staff experience increased stress, higher absenteeism, and burnout compared to those who are not disabled and/or neurodivergent. Less is known about the use of strengths and the challenges faced in day-to-day tasks as well as perceptions of what the experience of inclusion is like. Furthermore, research tends to explore experiences of disabled or neurodivergent people separately rather than investigating the experiences of those who identify as both. This study explored the strengths, challenges, inclusion and support, of neurodivergent and/or disabled staff and students working and studying in a US conservation organization based at a US university.

Method: A volunteer sample of 13 staff who identified as either neurodivergent, disabled, or both, were interviewed as part of the study. A total of 5 participants identified as being both neurodivergent and disabled, the remaining 8 identified as being neurodivergent, we included mental health conditions in our definition. Over half the participants are ADHDers ($n = 7$). The interviews were 60-120 minutes long and the 11 interview questions were reviewed by an advisory group of people with lived experience of disability/neurodivergence, as part of the study's participatory approach. Participants were able to choose from a range of interview formats, encouraged to modify the environment as necessary, and transcripts were shared afterwards for member checking. An inductive approach, using thematic analysis, was applied to analyze the data.

Results: The most common challenges experienced were distraction from open-plan offices and pain from sensory processing differences. The main strengths identified were dedication and perspective, participants were passionate about their work and research, finding meaningful work, and discussed being more open and empathetic when recognizing there are

more than one way to do 'work'. When explaining what inclusion meant to them, participants highlighted the importance of belonging and authenticity that extended beyond work/study-related tasks to social events. Interviewees wanted to be seen as 'whole' rather than a list of labels or diagnoses and this was especially important if they held other underrepresented and marginalized identities. A clear finding, themes extracted from all participants, highlighted the importance of autonomy over physical workspaces, working schedules, and job design as being essential for well-being.

Conclusion: Findings emphasize that workplaces need to directly challenge the systemic structures and traditional ways that work is designed and carried out to fully embrace inclusion and foster healthy and safe environments, especially for disabled and neurodivergent workers. Therefore, highlighting the role of occupational health in supporting neurodivergent and disabled workers.

P217

Energizing and Exhausting Workplace Interactions: Qualitative Insights on the Quality of Connections in a Post-Covid-19 Landscape

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Background: The COVID-19 pandemic ushered in a new era of work characterized by increasingly hybrid and remote employees and changing the way employees interact. This research, which integrates relational cultural theory (Miller, 1976) and conservation of resources theory (Hobfoll, 1989), investigates both high quality connections (HQCs, which are momentary, dyadic, positive interactions; Dutton, 2003) and corrosive connections (toxic interactions that are life-depleting and corrode trust, dignity, and respect; Dutton, 2003) as energizing and exhausting interactions, respectively. By shedding light on the type of interactions that cultivate energy or exhaustion, we examined the effects and repercussions of these interactions.

Methods: We qualitatively assessed connection quality via 22 semi-structured interviews to code different themes. Analyzing the data using reflexive thematic analysis (Braun & Clarke, 2006), we adopted a social constructionist epistemology, a predominantly inductive approach, and a combination of semantic and latent coding.

Findings: We found that although HQCs are energizing and corrosive connections are exhausting, not all energizing and exhausting interactions are HQCs and corrosive connections, respectively. Energizing interactions did not always comprise of all three components of HQCs: vitality, positive regard, and mutuality (Dutton & Heaphy, 2003). In particular, they did not always include mutuality, or the sense that all individuals are actively engaged, caring, and compassionate towards their interaction partners. Similarly, exhausting interactions did not exclusively result from corrosive interactions. Often, the interaction itself was not toxic, but situational factors (such as feeling overwhelmed by work or held back from accomplishing goals) depleted individuals' energy following an interaction. Thus, there is a distinction between energizing interactions and HQCs, and exhausting interactions and corrosive connections. We also identified that corrosive connections often came from notoriously difficult individuals who were either depicted by their traits or presumed to be inflexible. This falls in line with the fundamental attribution error, or the tendency of individuals to emphasize personality traits over external factors or motivators to rationalize the cause for certain behaviours (Ross, 1977). Presuming someone is difficult based on biased perceptions can trigger incivility spirals as employees feel triggered when interacting with difficult individuals, and the victims of perceived incivility respond by enacting incivility themselves (Köhler et al., 2018).

Conclusion: This research aims to ignite research on connection quality in a post-COVID-19 work landscape by focusing on energizing and exhausting interactions and flagging potential biases concerning employees who are purportedly difficult and disagreeable. We offer practical implications for organizations, managers, and individuals to cultivate HQCs and curb incivility spirals.

P218

Deconstructing Sense of Coherence to Establish Dimension Clusters

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Background: Sense of coherence (SOC) is an individual's natural tendency that allows one to be more resilient to stressors. Its dimensions are: *manageability*, the belief that events are reasonable and under control; *comprehensibility*, the quality of being easy or possible to understand; and *meaningfulness*, the quality of having value or significance. Additionally, SOC has been found to be an important predictor of stress-related health outcomes. Correctional officers, especially, work in a high-stress occupation with an abysmal history of health. Understanding the unique contributions of the dimensions of SOC might explain their health outcomes. The purpose of this study was to: 1) examine how the individual dimensions of SOC cluster, similarly, across individuals and 2) examine whether those clusters are connected to differential health-related states.

Method: This study applied a k-means cluster analysis to a sample of 325 correctional officers working within a state correctional system. K-means analysis is a person-centered analysis that seeks to minimize within-cluster variance while simultaneously maximizing between-cluster variability, yielding groups of individuals with shared configurations of the separating variables (SOC dimensions). Following cluster finalization, a one-way ANOVA was performed to investigate the mean differences of well-being markers across cluster membership.

Results: We explored two- to five-cluster solutions and retained four clusters of individuals who were:

- 1) *resilient* (high manageability, high comprehensibility, high meaningfulness; n = 133), individuals best adept in approaching their job with a sense of control, clarity, and purpose;
- 2) *faltering* (low manageability, moderate comprehensibility, low meaningfulness; n = 90), those least adept in their day-to-day responsibilities, yet have a middling understanding of the broader complexities in their job;
- 3) *naïve* (high manageability, low comprehensibility, moderate meaningfulness; n = 49), who demonstrate a sense of purpose in work and are adept at handling day-to-day activities, but do not grasp the intricacies of complex work-related concepts; and
- 4) *contemplative* (low manageability, high comprehensibility, high meaningfulness; n = 53), possibly reflecting individuals that understand the greater complexities of the work, yet are less adept with the practical aspects of their day-to-day management.

The one-way ANOVA yielded significant mean differences across the four clusters with respect to the following well-being markers: threatened stress (F = 12.42, p < 0.001); pressured stress (F = 7.03; p < 0.001; disengagement burnout (F = 10.52; p < 0.001; exhaustion burnout (F = 16.53, p < 0.001; and depression (F = 33.99; p < 0.001). Although the *resilient* group fared best with respect to all well-being markers, the *contemplative* group (with the lowest manageability) did not significantly differ with respect to well-being markers. Additionally, although the *faltering* group consistently differed from the *resilient* group, its difference with other groups varied across the other well-being markers.

Conclusion: Results suggest that the dimensions of SOC might uniquely contribute to individuals' well-being. Focusing efforts on specific dimensions of SOC may provide the influence needed to affect change in personnel who need the positive effects high levels of SOC have been found to offer, which could be of value to employees working in high-stress industries, such as correctional officers.

P219

The Return-to-Work Experiences of Mothers Who Gave Birth in the UK During COVID-19: A Qualitative Study

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Background: Maternity leave can have wide ranging impact on working women's careers. With increasing numbers of women in the workplace, it is important that organizations support women returning to the workplace following a period of maternity leave. Little research has however looked at the RTW experiences of mothers during COVID-19. The objective of this research was therefore to explore the RTW experiences of mothers who gave birth in the UK during COVID-19 via qualitative means. Via an in-depth understanding of participants experiences, the research sought to better inform future organizational policy and practice to better improve women's RTW experience, facilitate workforce retention and promote longer term career progression.

Method: Twenty-one mothers from a range of organizational sectors completed an online semi-structured interview. Eligible participants were working mothers between 18-45 years of age who gave birth between February 2020 and June 2021. Participants had to be in full-time or part-time paid employment and had already returned to work by the end of 2021. Participants were recruited via social media (e.g. LinkedIn) and word of mouth. Participants were offered a £10 Amazon voucher as an incentive for participation. Interview duration ranged from 14 to 57 minutes, lasting 33 minutes on average. The mean age of participants was 35 years (range 29-43 years). Interviews were conducted in November and December 2021, transcribed verbatim and imported into NVivo. Data were analysed via thematic analysis conducted by three independent coders.

Results: Results suggested key themes: (1) The RTW experience; (2) Formal Organizational Processes; (3) Informal Organizational Processes; (4) Career Reflections. To illustrate, many mothers reported that their organization provided few formal processes to support their RTW. Several mothers relied more heavily on informal support from colleagues upon their RTW, but some felt this was lacking due to COVID-19 related reasons such as working from home. Most mothers reported a negative impact of taking maternity leave on their career. Overall findings provide insight into ways in which employers may better support mothers returning to work following maternity including a need for providing more tailored RTW procedures. This includes both short-term strategies, for example practical steps to ease the RTW transition and reintegration, as well as longer-term opportunities for career progression and employee retention.

Conclusion: Whilst this study explored the RTW experiences of mothers during COVID-19, it offers a number of valuable insights into how organizations may better support the RTW experiences of mothers returning from a period of maternity leave. In order to retain mothers in the workforce, it is key that organizations provide a positive and inclusive RTW experience, facilitate workforce retention as well as considering wider career progression.

P220

Who Would You Judge the Most - One Excluded by a Colleague, Or by a Boss?

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Background: Workplace ostracism happens when one fails to engage another when it is socially appropriate to do so at work (Robinson et al., 2013). Being excluded causes negative effects on individuals such as emotional exhaustion, lowered self-esteem, and reduced level of psychological well-being (Bedi, 2021). Other costs include deviant behaviour among employees or towards the organization (Greco et al., 2019). Most of the studies on ostracism focus on targets and sources - people who are excluded, and those who exclude. The present series of studies explores the observer's perspective. In a general scenario, an observer's response is either the tendency to empathize or to blame a target (Rudert & Greifeneder, 2019) but no studies have investigated this in the workplace context so far.

Method: In two experimental studies (N = 54, N = 382) vignettes were used to describe a workplace scenario in which a person was either excluded or included. Participants acted as observers. The first study followed the between-subject design: 2 (a scenario of a target being ostracized vs being included during a group task) × 2 (a scenario in which the person presented opposite the target was either a colleague or a supervisor). The second study followed a more complex design: 3 (observed ostracism – target norm violation vs observed ostracism – source norm violation vs observed inclusion) × 2 (supervisor vs colleague). The dependent variable, target evaluation, was measured on a scale based on a semantic differential in both studies.

Results: We found a significant main effect of observing ostracism. However, contrary to our hypothesis, being excluded by a peer led to more negative target evaluation. Even when the norm violations were present, the authority seemed to be less trustworthy when it came to judgments about the target than a coworker.

Conclusion: Observers stigmatize people at work more when they are excluded by a coworker than when excluded by a supervisor. When participants witnessed ostracism by a supervisor, they did not blame the target.

P221

Do Prospective Associations Between Health Complaints and Physician-Certified Sickness Absence Differ Across Office Concepts? Evidence From a Nationally Representative Sample From Norway

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Background: Shared and open workspaces and non-territorial work arrangements is a major trend in contemporary working life and represents economic advantages for employers in terms of immediate reductions in operating costs. However, a complete understanding of the implications of these changes for employee health and workplace participation—and consequently for long-term individual, organizational, and societal productivity—is currently lacking. While previous literature suggests that the physical office environment may influence employee health and well-being directly, office concepts may also differ in the resources they provide employees in such a way that similar levels of health may lead to differing workplace participation depending on office concept. In this study, we therefore plan to investigate (i)

patterns of musculoskeletal and mental health complaints across different office concepts (i.e., private, conventional shared room, conventional open-plan, and non-territorial offices) and (ii) whether prospective associations between these health complaints and subsequent physician-certified sickness absence differ across office concepts (i.e., moderation).

Method: Data came from a large nationally representative sample of employees from Norway (N = 5534) and includes survey data on office concepts and musculoskeletal and mental health complaints, in addition to prospective registry data on physician-certified sickness absence (one-year follow-up). Differences in health complaints across office concepts will be investigated with Bayesian cumulative probit models. Bayesian statistical models will further enable us to estimate monotonic effects of health complaints on sickness absence conditional on different office concepts. All analyses will be adjusted for age, sex, education level, occupation group, leadership/executive responsibility, and time spent on office work.

Results: We will present results on whether levels of musculoskeletal and mental health complaints among employees in shared and open workspaces differ from those among employees in private offices. Furthermore, since effects of health complaints on sickness absence are modelled monotonically, results regarding the moderating role of office concepts will be presented in terms of differences in both the size and shape of effects. A Bayesian statistical framework further allows for a probabilistic interpretation of results and quantification of evidence for the study hypotheses versus the null (e.g., credible intervals, probabilities of direction, Bayes factors).

Conclusion: Few previous studies have investigated differences in employee health across office concepts using specific measures of health complaints. Furthermore, this is among the first studies to investigate whether office concepts moderate associations between health complaints and subsequent sickness absence. Thus, findings from this study will advance current knowledge on the potential impact of shared and open workspaces on employee health and workplace participation, particularly with regards to ensuring an inclusive working environment for all employees in the future.

P222

Fostering Inclusion in Organizations: The Selective Incivility Network Theory

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Although inclusion is a goal for most modern organizations, recent research paints a bleak picture of factors facing diverse employees, including perceptions of racial mega-threats (Shen et al., 2023) and increasing anti-immigrant sentiments (Sanchez & Benett, 2022). Savvy organizations now realize that fostering diversity “in” (i.e., employing diverse members) is not sustainable on its own. Indeed, inclusion is necessary to create high-quality relations between the group members that will lead to embracing diversity “up” (i.e., promoting the integration and value of diverse members, Nishii, 2013) while increasing job satisfaction, commitment, organizational citizenship behaviours, job performance, and well-being of all team members (Shore et al., 2018). However, organizations are facing a significant challenge: how to foster productive and healthy workplaces that minimizes or eliminates insidious behaviours between employees, often rooted in disrespect and disregard for others (Kabat-Farr et al., 2020). One particularly pernicious form is *incivility*, which refers to rude, condescending, and ostracizing acts that violate workplace norms of respect but otherwise appear mundane (Cortina et al., 2017). *Selective incivility* is a term used to describe the phenomenon of incivility being disproportionately experienced by employees with underrepresented and marginalized identities (e.g., women, people of colour, 2SLGBTQI+ people, and people with disabilities;

Cortina, 2008). Our paper introduces a new conceptualization and definition of *Selective Incivility Networks*: how workplace incivility is enacted and experienced by individuals in an interconnected, embedded network. Based on *Network Theory* (Park et al., 2020) and *Social Resource Theory* (Lin, 1990), we propose that selective incivility may create interpersonal voids of respect and connection, limiting resources (such as access to information and sponsorship), advancement, and inclusion in organizations. Indeed, we theorize that incivility does not travel through organizations and networks equally. Instead, actors within these networks strategically use incivility (consciously or not) to diminish diverse members while preserving and promoting their network status and power. By linking these network features to a reduction in professional resources, we will uncover ways Network Incivility disrupts the personal and professional lives of marginalized employees. Critical to this understanding is the role of social power (Ibarra & Andrews, 1993), the strength of ties (Granovetter, 1973), centrality, status (Brass et al., 1998), and structural holes (Burt, 2009) that develop and morph throughout interactions at work. This paper overcomes an important limitation in the literature on workplace mistreatment. Initially conceptualized as a “tit-for-tat” process involving reciprocated exchanges of uncivil actions between individuals (Andersson & Pearson, 1999), researchers now argue for a need to go beyond a dyadic approach to better contextualize its dynamic in organizations (Cortina et al., 2021; Kabat-Farr et al., 2020). The development of the *Selective Incivility Network Theory* is poised to accelerate future research on how organizations can leverage social networks to mitigate mistreatment of diverse members and also promote inclusion among their ranks.

P223

The Impact of Redeployment on Employee Health, Well-Being and Disposition to Stay or Leave: A Longitudinal Study of UK National Health Service Employees

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Background: Health professional and care staff retention, within the context of labour shortages, represents a key challenge for all European states. The COVID-19 pandemic led to unprecedented rates of voluntary and involuntary staff redeployment within the UK National Health Service (NHS). While negative impacts arising from redeployment might be predicted to be greatest amongst staff unhabituated to intensive care and end of life care roles at the height of the pandemic, established insights from the health sector and beyond, point to an array of potential negative impacts arising from the practice of regular and routinised redeployment. Redeployment at the height of the COVID-19 was necessary to meet the demand for care. However, acute staff shortage has become an enduring feature of the post-pandemic period, with an indication that rates of routinised redeployment may not return to pre-pandemic levels. The research presented here details longitudinal NHS employee survey findings on the health and well-being of redeployed staff and their disposition/capacity to remain in NHS employment.

Method: Samples of NHS health professionals, care staff, support and administrative employees (N= ~1,500 – ~2,200) completed four snapshot 12-15minute surveys (winter 2020/1 - spring 2023). The survey addressed the impact of a range of variables, including staff resources, workload/demands, working conditions, pay and other background climate factors on staff health, well-being and disposition to stay or leave NHS employment.

Results: Approximately, 1:4 staff reported being redeployed during the height of COVID-19 pandemic, and this rate has not diminished over the post pandemic period. The majority of redeployments are involuntary (65-70%, spring 2023). Doctors, nurses and staff with less than three years tenure report higher rates of redeployment. The regularly redeployed show a more negative response profile on most health, well-being, and disposition to remain criteria explored

than non-redeployed staff. They are more critical of the support provided by employers, show higher work-related stress, pressure to work overtime and are more likely to report symptoms of burnout. With the exception of nurses, redeployed staff were also more likely than non-redeployed staff to have looked for employment outside the NHS.

Conclusion: The survey data shows redeployment during and beyond the pandemic as a having a negative impact on staff well-being and commitment to remain in NHS employment. Negative impacts do not present as a transient feature of the pandemic experience, although legacy effects may be present, but as a persistent feature and by-product of post pandemic working arrangements. The findings on impacts arising from routinised redeployment indicate an array of amplified vulnerabilities, with respect to (i) the well-being and future employment prospects of staff at an individual level, and (ii) to care delivery functions and care provider organizations, with respect to staff retention and future institutional capacity. An arising implication is that, if left to incubate, in the absence of suitable risk mitigation intervention measures, there is risk of a corrosive cycle of redeployment-sponsored exit contributing to staff shortages that fuel the institutional recourse to redeployment.

P224

How to Sustainably Promote Resilience Among Employees

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Resilience is the ability to withstand difficult situations, to successfully adjust to external and internal demands or to recover quickly from setback. A high level of resilience preventively strengthens employee's mental health but is also known to be a key prerequisite for organizational resilience, which is an important critical success factor and competitive advantage for companies because the corporate environment is becoming increasingly complex. To make sure, that employees cope with a variety of high demands (e. g. fast paced, climate change, geopolitical tensions, economic crises, technological developments) it is from utmost importance to sustainably implement resilience promoting trainings in organizations. Therefore, the purpose of this project was to determine the requirements to sustainably implement a resilience training program in an organization. To do so, we implemented an evidence-based resilience training program (READY) among employees in a health care facility with several locations in Lower Austria, Vienna and Burgenland and followed a mixed-methods approach. Voluntarily participants underwent a four-month coaching intervention (six sessions of four hours each) to learn about the key elements of acceptance and commitment therapy, such as acceptance, cognitive flexibility, meaning, social connectedness and coping strategies. To test effects on their resilience (RS-13) and work ability (WAI), we gathered data from participants through a quantitative online survey before and after the resilience training (n = 137). According to the requirements of sustainable implementation of a resilience training program, we conducted semi-structured qualitative interviews with experts in workplace health promotion (n = 4), who did not participate in the program, as well as with participants after the training (n = 5) for personal experiences and perspectives of successful implementation. Quantitative data from the post-resilience (M = 74.01, SD = 9.30) and post-work ability index (M = 39.93, SD = 5.56) show a significant improvement compared to the pre-test resilience (M = 70.48, SD = 10.70), $t(136) = 77.1, p < .001$ and pre-test work ability index (M = 37.70, SD = 5.36), $t(136) = 82.4, p < .001$. Results of the qualitative surveys are summarized in a "Guide to promoting psychological resilience in the workplace" and contain recommendations regarding required resources within the company, supportive attitude of management, scheduling of training sessions, group organization, training content and communication of the training offering.

The resulted guide is a useful tool for organizations, companies or department heads who want to promote individual and thus organizational resilience and to achieve sustainable effects.

P225

“Take a Break!”: The Role of Detachment in the Relation Between Sport-Related Demands and Athlete Sustainable Performance and Vigor

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Sustainable performance in sports refers to enduringly and efficiently ensuring a particular level of athlete performance (i.e., achieving desired sport-related goals) while maintaining a satisfactory level of well-being (i.e., vigor). Both academia and practice agree that optimizing athlete's recovery experience, particularly mental and physical detachment from sport-related demands during recovery time, is an indispensable part of achieving one's sport-related goals and preserving one's well-being in the long haul. This study empirically investigated the role of detachment in the relation between (1) sport-related demands and (2) athlete vigor, current task performance, and athlete sustainable performance. Drawing on cross-sectional survey data from 191 Chinese handball players, regression analyses revealed that detachment moderated and mediated the associations between sport-related demands and study outcomes. Specifically, high mental detachment buffered the positive associations between mental demands of athlete's cognitive liveliness, physical strength, and task performance. High physical detachment buffered the associations between physical demands and athlete task performance and athlete sustainable performance, and also partially mediated the positive associations between mental demands and all study outcomes. These findings highlighted that athletes should physically disengage themselves to restabilize their physiological levels and optimize their athlete performance. However, mental connection with their sport-related tasks or activities is suggested so that they can stay focused, motivated, and competitive. Moreover, the findings also indicated that matching identical demands and detachment does matter. Finally, the theoretical and practical implications of the findings were fully addressed.

Lay summary: Mental and physical detachment seems to be functionally different for athletes – optimizing recovery involves “switching off” physically, while mentally “slacking off” should ideally not occur. Athletes are warmly suggested to keep a mental connection with their sport-related tasks and activities when they physically disengage from sports in order to stay focused, motivated, and competitive.

Implications for practice: • According to our findings of sport-related mental demands and detachment, coaches, managers, and other staff members might strive to create mental challenges for their athletes as well as to keep them mentally active. Physical detachment from sports appears to be functional. “No pain, no gain” is a useful mindset in some cases that suggests that an athlete must endure physical discomfort to achieve success. However, it should never mean that one should ignore the importance of the different types of detachment (i.e. physical and mental). Without physical rehabilitation, athletes may be unable to reach their full potential, or may even risk further injury. Sports organizations or leagues need to equally take care of both the athletes' body and their mind along the way. Ideally, one could also think of the possibility of combining mental training sessions with athlete physical detachment periods.

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Assessing the Relationship Between Physical Job Tasks and Musculoskeletal Disorders in Firefighters and Law Enforcement Officers

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Background: Firefighters (FFs) and law enforcement officers (LEOs) are categorized as first responders, as they respond to emergencies involving the public. FFs and LEOs are exposed to unique occupational stressors and face an increased risk of developing musculoskeletal disorders (MSDs) such as knee pain, shoulder pain, and low back pain (LBP). FFs and LEOs encounter various job demands that are highly physical and stressful such as patient handling or wearing heavy or bulky personal protective equipment. According to the job demands resources model, if job demands outweigh job resources, burnout and occupational stress are likely to occur, leading to negative health outcomes such as MSDs. This study investigated occupational stress assessed by physical job tasks (PJT) identified by FFs and LEOs in a preliminary study on occupational stress related to MSDs. Understanding the relationship between PJTs and these MSDs could improve well-being in this population.

Methods: Data were collected via an electronic survey. Participants were rural and urban FFs and LEOs located along the Wasatch Front in northern Utah. The primary measures were PJTs assessed in three ways (ranked as most difficult and two exploratory models of frequencies and intensity rankings) for FFs and LEOs as exposures and MSDs, including shoulder, knee, and low back pain. There were 381 participants: 214 FFs and 167 LEOs. A majority of FFs were Caucasian (91.5%), a majority were male (94.8%), and the mean age was 40.61 ± 20.23 . Among LEO participants, most were Caucasian (89.8%), most were male (86.5%), and the mean age was 39.94 ± 9.46 . All analyses were conducted in SAS 9.4.

Results: The PJTs of fitness testing/keeping up with fitness were associated with shoulder pain (OR=2.78, 95% CI [1.56 – 4.93]; OR=1.54, 95% CI [1.13 – 2.10]) and knee pain (OR=1.69, 95% CI [1.01 – 2.81]) for FFs. For LEOs, the PJT of fitness testing/keeping up with fitness was associated with LBP (OR=1.35, 95% CI [1.06 – 1.73]) when assessed exploratorily.

Conclusion: The results of this study show the importance of frequency and intensity when assessing PJTs exposures. Depending on the frequency and intensity of a PJTs, FFs may be more likely to have experienced shoulder and knee pain, and LEOs were more likely to have experienced LBP. Simply identifying physical job tasks, even the most difficult PJT, may not be enough to predict likelihood of MSDs accurately. Incorporating how often and intensely individuals experience PJTs may allow for more accurate assessment of the relationship between job demands and physical health outcomes in FFs and LEOs. This may have a broad impact on Occupational Health Psychology research, as it advocates for a shift towards more precision and specificity in understanding the intricacies of occupational stress. Understanding the relationship between what causes occupational stress and the effects of occupational stress on the well-being of FFs and LEOs may provide FF and LEO leadership insight into how much PJTs these populations can handle. Leadership at these organizations should consider monitoring the frequency and intensity of PJTs to see how they impact members.

P227

Work-Related Fear of Missing Out and Burnout Among Young Dutch Workers: Associations with Perfectionism, Social Comparison Orientation and Need for Approval

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Background: Young workers are confronted with a variety of challenges that may affect their functioning and well-being: they need to navigate in a competitive work environment and must cope with a demanding private life. This study focuses on work-related fear of missing out' (FOMO) among young workers, which refers to the constant worry that one is absent from rewarding experiences that others might have, in the context of work. More specifically, this study investigates the role of personal characteristics that may increase the risk of experiencing FOMO: perfectionism (i.e., perfectionistic concerns and strivings), social comparison orientation, and individuals' need for approval. It also investigates the mediating role of FOMO between these personal characteristics and the experience of burnout. Although FOMO is a common phenomenon in the life of young working professionals and might put employees' health at risk (see Budnick et al. 2020), FOMO at the workplace has to date not been extensively studied.

Method: A cross-sectional survey was conducted among young workers in the Netherlands ($N = 196$; age 18-35), including measurements for perfectionism (Perfectionism Inventory; Hill et al., 2004), social comparison orientation (INCOM; Gibbons & Buunk, 1999), need for approval (Contingencies of Self-Worth Scale; Crocker et al., 2003), FOMO (Workplace Fear of Missing Out Measurement Scale; Budnick et al., 2020), and burnout (BAT-C; Schaufeli et al., 2020).

Results: Pearson's correlations indicated that all personal variables (personal concerns, personal strivings, social comparison orientation and need for approval) were positively associated with FOMO and burnout. Further preliminary analyses, using multiple regression, indicated that personal concerns, personal strivings, and social comparison orientation positively predicted FOMO. Multiple regression analyses also showed that perfectionistic concerns positively predicted burnout. Mediation analyses using Preacher and Hayes' MACRO indicated that FOMO mediated the associations between all personal variables and burnout. At the conference we intend to present the results from Structural Equation Modelling Analysis.

Conclusion: Perfectionism, social comparison orientation and need for approval seem to make young workers more prone to experiencing both FOMO and burnout. In particular perfectionistic concerns seem to constitute a risk factor for burnout. As FOMO mediated the associations between personal variables and burnout, our study may provide insight into the mechanisms that underly exhaustion processes among young workers. To prevent and combat burnout among young workers, we encourage researchers and practitioners to pay attention to young workers' levels of perfectionism, social comparison tendencies, need for approval and associated experiences of FOMO. By addressing FOMO in young workers' lives, we may eventually help young workers survive and thrive in the modern world of work.

P228

Socio-Psychological Age of Women's Staff in Organizational Cultures of Different Types

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The analysis of the women's position at the labor market under the conditions of technological changes and age-related stereotypes is given. Significance of the staff's Socio-Psychological Age (SPA) as the basis for decisions made by employers is shown. The work presents the

results of the empirical research, which is intended to identify the SPA characteristics of the women's staff under the conditions of organizational cultures (OC) of a hierarchically clan type and a market hierarchical type with expressed innovative component as the most typical characteristics for companies with low and high level of engagement in innovation processes. The respondents are women engineers and women doctors (N=420) of three age groups - up to 35 years old, between 35 and 55 years old, and older than 55 years. Determination of socio-psychological ageing is described on the bases of the Talcott Parsons methodology. Kim Cameron and Robert Quinn's diagnostic method for organizational culture and value-based organizational and cultural preferences (Organizational Culture Assessment Instrument), Ronald Kessler's distress test, and the self/ developed questionnaire, comprising questions and direct scaling, aimed at identification of the staff subjective well-being were have been used as a toolkit. It is demonstrated that the SPA of the staff depends on the specifics of organizational and cultural conditions and staff management peculiarities during implementation of innovations. It is revealed that stress during implementation of innovations in organizational cultures of hierarchically clan type is expressed in tiredness, health and age self-assessment decline, and it raises staff resistance. The management assesses the resisting staff as significantly older than its chronological age. Women's staff in organizational culture with the expressed innovation component supports innovative development path, feels healthier, younger, and less tired. Managers assess the age of the major part of the staff as young or close to the chronological age. Thus, a new basis for the managers' age-related assessment of staff is revealed - it is not the characteristics of chronological age, but the characteristics of SPA. This basis is a value-based readiness for acceptance of innovations. Significance of stress prevention during organizational culture changes and innovations implementation is shown.

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The Effects of Physiotherapeutic Training on Well-Being, Engagement, Productivity, and Musculoskeletal Ailments Among Employees Working in a Prolonged Sitting Position

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The aim of the project was to assess the effectiveness of physiotherapeutic training on well-being, work engagement, presenteeism and muscle fatigue and stiffness among employees performing administrative work and spending their working time in a sitting position. The study consisted of an intervention study in which physiotherapeutic training was conducted, with a comparison group given no such treatment. The effectiveness was assessed using two approaches – subjective surveying and objective muscle examination, guided by four hypotheses:

H1: Physiotherapeutic training will increase the level of well-being and work engagement and decrease presenteeism

H2: Physiotherapeutic training will reduce musculoskeletal ailments and experienced level of pain

H3: Physiotherapeutic training will reduce muscle fatigue and stiffness

H4: Physiotherapeutic training will create healthy habits related to sitting posture and physical activity

45 participants selected from the administrative staff were assigned to intervention (N=22) and comparison (N=23) groups. The intervention lasted 4 weeks; the training was conducted 3 times a week, 45 minutes for each session. The selected exercises were to reduce tension and fatigue of muscles used in a long-term sitting position. The subjects exercised under the supervision of a physiotherapist. Subjective data were collected by using standardised

questionnaires such as Well-BQ (NIOSH) for well-being, UWES for work engagement, and SPS-6 for presenteeism. The level of musculoskeletal complaints was assessed by NMQ, specifying the location and the level of pain caused by the ailments.

Objective data about muscle fatigue was collected using surface electromyography (EMG) by Noraxon Telemetry MyoTrace 400. Muscle stiffness was measured by the MyotonPRO equipment. Eight muscles associated with a sedentary position (Trapezius Descendens, Trapezius Ascendens, Erector Spinae in the lumbar and thoracic part) were examined. All measurements were carried out two times – before and after the intervention. Analyses didn't show differences in most of the aspects of well-being. However, we found physical health problems worsened slightly in the comparison group (on the verge of statistical significance).

Presenteeism was reduced significantly in the intervention group ($t=3.95$; $p<.01$), while there were no changes in the comparison group between the two-time measurements. Significant differences were also noted in the level of experienced pain resulting from musculoskeletal problems. They were related to the neck ($Z=-2.14$; $p<.05$) and lower trunk ($Z=-2.98$; $p<.01$). However also participants in the comparison group experienced a significant decrease in pain in the neck ($Z=-2.279$; $p<.05$) and lower back ($Z=-2.276$; $p<.05$). Data analyses from EMG and Myoton examination revealed no changes in the condition of the muscles, both stiffness and fatigue, after the training. Muscle fatigue index, muscle stiffness index and asymmetry index didn't change after the training. There was also a lack of changes in work habits related to sedentary positions.

The results of this study showed a decrease in subjectively assessed musculoskeletal discomfort, especially in the neck and lower back, however objectively, there were no changes in the muscles' strengths and stiffness after 4 weeks of physiotherapeutic training. It erases questions about the effectiveness of physical activity interventions in workplaces.

P230

Positive Psychological Interventions With Digital Technologies in Essential Workers on the Frontline, in Times of Covid-19

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This presentation describes a conceptual map of a research program granted by the Ministry of Science and Innovation of the Spanish Government titled "Positive psychological interventions with digital technologies in essential workers on the frontline, in times of covid-19" (PID2020-119993RB-I00). During the COVID-19 pandemic, the promotion of well-being was really important to address mental problems in all groups (35% of the population experienced stress in terms of anxiety, worries, and character changes; Qiu et al., 2020) but especially in the essential ones that were on the front line. Among the professionals most vulnerable to the COVID-19 crisis are health workers, especially those professionals who work with confirmed COVID-19 patients, funeral home workers, and food workers, among others. In fact, research shows the importance of serving these vulnerable groups during and after the crisis (Qiu et al., 2020). Therefore, the objective of this research project was to improve the mental health of essential workers who were on the front lines in times of COVID-19 through positive psychological interventions using digital technologies. Sample was composed by 5 organizations where participated a full sample of 1012 employees, one from the health field (N= 322), two from the educational field (N= 50; 72), one food company (N= 353) and one from the funeral home (N = 215). The objective of this presentation is to show the procedures that we have carried out, the difficulties that we have encountered and how we have solved them.

We describe a roadmap of the Positive Psychological Interventions (i.e., Healthy emotionality, Leader coach, Optimization of organizational practices, and Survey appreciative feedback), the rationale of each PPIs, protocols and what are the best practices regarding the design and implementation of the PPI in the different organizations. Finally, we will share preliminary and results about the positive impact of PPI on psychological well-being and performance.

P231

(Mis)Aligned Theorizing and Operationalizing: A Scoping Review of Work on the Social Dynamics of Unethical Behaviours

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Background: Unethical conduct such as bribery, corruption, harassment, and bullying are common and costly for individuals and organizations. The increased reliance on teams in organizations creates ample situations where an employee can collaborate with, observe, or decide to intervene when other employees engage in unethical conduct. To understand the social dynamics in these interactions, scholars have repeatedly called for studying the dyad- or group-level dynamics of unethical behaviour. Yet, studying the dynamics of group processes is a notoriously challenging endeavour - one that many published articles claiming to do fall short in one way or another. To examine the state of the literature, we conducted a multidisciplinary scoping review of work on unethical behaviours where the influence of more than one individual is considered (e.g., dyads, teams).

Method: We conducted our literature search on three databases (PsycINFO, Web of Science, Business Source Premier) in February 2023. Out of the 25k articles (after deduplication), we identified 1.7k relevant articles at the abstract screening stage. After the full-text screening, we were left with 498 empirical articles that studied the social dynamics of unethical behaviours. We critically analysed these 498 articles to map the scope of the work on the topic and investigate the extent of misalignment in terms of their theorizing (i.e., what they propose to do), and their operationalize (i.e., what they do).

Results: The results revealed a significant misalignment between the proposed relationships and the adopted methods in terms of potential for understanding dynamic relationships. Even though most work conceptually focused on the dyadic or group-level phenomena, methodologically they remained at the individual level. Additionally, we observed a reliance on static designs which do not allow for truly studying dynamic relationships between persons.

Conclusion: Overall, this review synthesized multidisciplinary knowledge on "how" the social dynamics of unethical behaviours are studied and identified its limits, gaps, and weaknesses. We proposed an agenda for future research and alongside a discussion of novel tools, paradigms, and analysis techniques that aid in the study of social dynamics to provide the interested researchers and practitioners with some crucial resources.

P232

The Recovery Experience Questionnaire (REQ): Validation and Psychometric Properties on Czech Normative Sample

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Background: Recovery can be defined as the process by which the body returns to its original state after a stressor has no longer affected it. The original Recovery Experience Questionnaire (REQ) was developed by Sonnentag & Fritz (2007) to measure the degree to which the individual perceives that the activities of nonwork time help him/her restore energy

resources. The original REQ contains 16 items with a 4-factor structure. The scale ranges from 1 ("strongly agree") to 5 ("strongly disagree"). Confirmatory factor analyses with calibration and cross-validation samples showed that 4 recovery experiences could be distinguished: psychological detachment from work, relaxation, mastery, and control. The presented study aims to validate the REQ on the Czech normative sample of the working population.

Method: In total, 522 valid responses were collected (257 male, 49.2%) in cross-sectional data collection in May 2023. The validation was carried out in parallel with questionnaires measuring other mental health and occupational health parameters (Job crafting scale, Mental health continuum, Sense of coherence, Utrecht work engagement scale) to verify the convergent validity of the questionnaire. The follow-up data collection was carried out in November 2023 to verify test-retest reliability.

Results: Confirmatory factor analysis showed the four-factor model as a satisfactory questionnaire structure. These findings are consistent with the original version from Sonnentag & Fritz (2007) for the 16-item questionnaire. Statistically significant correlations were shown between all factors except factor 1 (Psychological detachment) and factor 3 (Mastery). We found a statistically significant correlation between REQ and Job crafting, Sense of coherence, and Mental health continuum. There was no significant correlation between Recovery experience and UWES. Test-retest reliability results will be available by the conference date.

Conclusion: The Czech version of REQ seems to be a reliable and valid tool to measure the restoring potential of our off-job activities. Follow-up data collection will show further psychometric characteristics.

P233

Does Job Crafting Intervention Reduce Job Stress and Increase Engagement? Case Study of Academic Administrative Staff.

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Background: The aim of the paper is to evaluate the effectiveness of a job crafting intervention (one-day workshop) to reduce stress and increase employee engagement. The workshop was based on the concept of job crafting developed by Wrzesniewski & Dutton (2001), in which crafting is understood as actions undertaken independently by employees to adapt their work (tasks, work relationships, and attitudes towards work) to meet their individual needs and preferences. This adaptation results in positive consequences for both the employees themselves and the organizations where they work. Previous scientific works have led to identifying the correlates of job crafting, including both causes and effects (Rudolph et al., 2017). However, only a few studies have truly evaluated the effectiveness of such interventions (Demerouti et al., 2020; Sakuraya et al., 2015). Two hypotheses were formulated in the project. H1 workshops are an effective tool for improving the level of job crafting. H2: Increasing the use of job crafting affects lower level of stress and increased engagement. All considerations meet contemporary needs and align with the concept of socially responsible organizations and focus on employee well-being.

Method: The research was designed using a quasi-experimental model, the study population comprised administrative employees of a private university in Poland. The research procedure included: (1) Recruitment of participants and their allocation into the intervention and comparison groups (ni= 23; nc = 20). (2) Pre-tests for measuring dependent and control variables. (3) A one-day workshop for employees. (4) Measurement of fresh effects solely for the intervention group. (5) Post-test conducted for both the intervention and comparison groups. The workshop included activities such as a) individual work analysis/evaluation of

perceived work. b) diagnosis of personal and organizational resources. c) identification of barriers aimed at increasing the sense of internal control over work-related challenges. d) identification of opportunities for utilizing organizational and personal resources in individual tasks. Several questionnaires were used both during pre-tests and post-tests. To assess the dependent variables, the Polish adaptation of The Job Crafting Questionnaire (Kasprzak et al., 2017; Slemp & Vella-Brodrick, 2013), the PSwP perceived stress at work scale (Chirkowska-Smolak & Grobelny, 2016), and the UWES engagement scales (Schaufeli & Bakker, 2003) were used. Additionally, proactivity in career scale (Banka, 2016), self-efficacy at work measured by the SVOSES scale (Baka & Grala, 2022), and autonomy at work and task complexity from the work characteristics questionnaire to measure controlled variables were used.

Results: The last post-test will be conducted in February 2024. After this stage, a series of statistical analyses, including an examination of preliminary conditions and the comparability of control variables between groups, as well as analysis of variance (ANOVA) to verify of hypothesis.

Conclusion: The results will be significant for theories by advancing knowledge about the effectiveness of interventions promoting job crafting. Additionally, they will be valuable for HR practices in developing recommendations on how to enhance employee well-being, especially among administrative staff.

P234

Pre-Job Loss Grief Reactions in Sick-Listed Employees: The Down Side of Work Attachment

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Background: In the Netherlands, sick-listed employees are required to explore external job opportunities alongside their job search within their current company. With this study, we aimed to explore the emotional experiences of sick-listed employees facing imminent job loss, as this emotional distress may hinder successful job search outcomes. The study had two objectives: (1) to develop and validate the Imminent Job Loss Scale (IJLS) for assessing pre-job loss grief reactions and (2) to examine its relationship to work attachment.

Method: Development of the 9-item IJLS was carried out using feedback from an expert panel, consisting of five academic experts in grief and labour, five re-integration specialists, and five sick-listed employees facing imminent job loss. The psychometric properties of the IJLS were evaluated, and its association with work attachment was examined using data from 200 sick-listed employees facing imminent job loss. Participants were predominantly female (84%) and highly educated (73%) with an average age 49.0 years. They experienced limitations in one or more areas due to health issues: physical ($N = 120$), mental ($N = 145$), energetic ($N = 145$), and other ($N = 19$).

Results: The IJLS demonstrated strong internal consistency and temporal stability, distinctiveness from depression and anxiety symptoms, and solid convergent validity. Work-centrality and organizational commitment were positively related to pre-job loss grief reactions, while work engagement and meaning of work showed no significant associations.

Conclusion: This study provides valuable insights into pre-job loss grief reactions and shows the potential utility of the IJLS for screening and monitoring purposes. The results imply that

pre-loss grief reactions, commonly associated with caring for a terminally ill family member, can also manifest in cases of imminent job loss. Understanding pre-job loss grief reactions can improve the re-integration and job prospects of sick-listed employees. In future research, explorations of these dynamics should continue to provide better support to sick-listed employees during this challenging period.

P235

Community-Targeted and Employee-Targeted CSR Interact in Predicting Employee Attitudes

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Background: The practice of corporate social responsibility (CSR) has increased over the past decades, with implications for company recruitment and performance. However, scholars have also noted the fact that only a slight portion of research on CSR has focused on employee outcomes (Aguinis & Glavas, 2012). Scholars have also moved to delineate between CSR internal initiatives targeting employees (business practice) versus the external community (philanthropic CSR, Homburg et al., 2013). Studying separate dimensions of CSR, and in conjunction, may provide additional conceptual clarity given findings that employees display mixed reactions to their organizations' CSR (Rodrigo & Arenas, 2007). Accordingly, to build understanding into the attitudinal implications of CSR for employees, we draw from social identity and justice theory to examine the implications of separate business practice and philanthropic forms of CSR, together with the social context for ethics in the organization, for employee attitudes. There could be the potential for a "hypocrisy effect", in accordance with social identity theory. However, we instead expected that philanthropic CSR and a high social context for ethical behaviour would have a protective buffering effect to support positive attitudes towards the organization even in the case that employee-focused business practice CSR is low.

Method: We conducted a two-wave survey study with employees (N=344) recruited from Prolific. Participants first reported on their organization's business practice CSR, philanthropic CSR, and social context for ethical behaviour (perceptions of others in the organization as ethical). A week later, they reported their organizational identification, affective commitment, and turnover intentions. We test predictions using multivariate multiple regression with centered predictors using Mplus version 8.

Results: Business-practice CSR and the social context for ethical behaviour both predicted greater organizational identification and affective commitment, and lower turnover intentions. Philanthropic CSR was not significantly associated with organizational attitudes. However, philanthropic CSR moderated relationships between business practice CSR and organizational attitudes, such that for employees who received low business practice CSR, their attitudes were more positive if their organization engaged in philanthropic CSR. There were also additional exploratory interactions between the social context for ethical behaviour and philanthropic CSR.

Conclusion: This study provides greater indication that employees may also be affected by organizational CSR, and that CSR could also be beneficial for developing more positive employee attitudes. Second, employee-targeted business practice CSR is more strongly connected to employee attitudes; however, external community-targeted philanthropic CSR may also serve to protect positive attitudes when business practice CSR is low. Organizations should also consider investing in CSR initiatives for employee outcomes and should distinguish between business practice and philanthropic CSR for employee outcomes.

P236

Understanding Remote Workers' Job Characteristics and Their Implications for Well- and Ill-Being: Development and Validation of the Remote Work Job Demands and Resources-Questionnaire (RJDR-Q)

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Background: Remote work has gained significant attention in organizations and society as a potential driver of social justice; scholars have thus increasingly considered the health implications of this work arrangement. Yet, this line of research has yielded inconsistent findings, possibly due to the operationalization of remote work (remote work *versus* onsite work; number of remote working days per week), thus failing to address what remote work truly covers. Interestingly, recent theoretical suggestions have advanced that job characteristics may be a powerful vehicle to influence remote workers' psychological health. Therefore, anchored in the Job Demands-Resources (JD-R) theoretical framework, this research offers to go beyond prior operationalizations by identifying the job demands and resources that are particularly salient in remote work contexts, in order to enrich our understanding of remote work's implications for employees' psychological health. To this end, this research aims to develop and validate a questionnaire designed to assess remote workers' perceptions of their job characteristics and to investigate their implications for remote workers' psychological well- and ill-being.

Method: Study 1 relied on semi-structured interviews to identify the job demands and resources experienced by 32 remote workers. Based on these interviews, we created a pool of items and tested their face validity (with remote workers) and content validity (with a panel of experts). Study 2 relied on a cross-sectional questionnaire survey design to test the construct validity of this newly developed Remote work Job Demands and Resources Questionnaire (RJDR-Q), in a sample of 793 remote workers. Study 3 also relied on a cross-sectional questionnaire survey design in a sample of 603 remote workers to confirm the construct validity of the RJDR-Q, to examine its predictive validity in relation to measures of psychological well- and ill-being, and to test its incremental validity relative to a measure of general job characteristics (not contextualized to remote work settings).

Results: Study 1 allowed the identification of five remote work job demands and six remote work job resources and provided evidence for the face validity and content validity of the developed items. Results from Study 2 and Study 3 provided support for a 30-item version of the RJDR-Q, with a 10-factor ESEM solution best representing ratings of the measured job demands (personal interruptions, technological hassles, extended availability expectations, communication problems, social isolation) and resources (schedule flexibility, focused work, effective virtual communication, timesaving, functionality of the remote work environment). Results from Study 3 also revealed significant associations between remote work job demands and resources and employees' psychological well- and ill-being. Finally, results from Study 3 showed that the remote work-specific job characteristics measured by the RJDR-Q contributed to explain remote workers' well- and ill-being over and above general job characteristics.

Conclusion: Our research fills a gap in the literature by enhancing researchers' understanding of job design and its health consequences in the particular context of remote work. It also holds value for practitioners who can rely on the RJDR-Q to rigorously assess the job experiences of remote workers in order to protect their psychological health.

P237

Mindfully Tackling Procrastination – Exploring the Effects of a Ten-Day Mindfulness and Self-Compassion Intervention on Procrastination in Everyday Contexts

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In recent decades, the phenomenon of procrastination, the voluntary delay of intended actions despite its negative consequences, has attracted increasing interest in scientific research. A growing number of studies provide evidence for a variety of its negative effects on well-being and performance in different domains of life. Against this background, the exploration of interventions that target a reduction in procrastination is becoming increasingly important. One construct that is attracting growing attention in this context is mindfulness, defined as an awareness of the current experience with an open, non-judging attitude. Addressing mindfulness to combat procrastination seems promising as mindfulness has been associated with improved self-regulation and reduced experiential avoidance in a large number of studies. Procrastination, in turn, is regarded a quintessential self-regulatory failure and a form of experiential avoidance. In addition, mindfulness and mindfulness interventions have been repeatedly (positively) linked to self-compassion, which in turn has been repeatedly (negatively) linked to procrastination. In line with this, previous studies have already revealed a negative relationship between procrastination and mindfulness. However, most of these studies are cross-sectional in nature and so far, there is only limited evidence that an increase in mindfulness results in a reduction in procrastination in daily life. Against this background, the aim of the present study is to examine the effect of a two-week web-based mindfulness and self-compassion intervention on daily procrastination.

A total of 259 participants were randomly assigned to either an intervention group or one of two different passive wait-list control groups. In the intervention group, participants received an audio-instructed mindfulness training via a web-based survey two times a day over ten workdays. The training included classical mindfulness meditations and body scans as well as self-directed loving-kindness meditations. Mindfulness, self-compassion, and procrastination were assessed both three times before and seven days after the intervention period, as well as on a daily level during the ten workdays of the intervention. While in the first control group the constructs were assessed at the same times as in the intervention group, in the second control group they were only assessed before and after the intervention period in order to rule out potential unwanted effects caused by the daily measurements (measurement reactivity). To date, the data collection has recently been completed and results will be available at the time of the conference. If our intervention, targeting mindfulness and self-compassion, indeed lead to a reduction of procrastination, our study will not only enhance our understanding of procrastination and its underlying mechanisms but also mark an important step towards the development of effective strategies to prevent procrastination.

P238

Problems and Benefits of Teleworking in Staff of a Service Organization, During the Covid-19 Pandemic, in Mexico

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Background. At the beginning of 2020, the World Health Organization (WHO) declared the Covid-19 pandemic, which caused many countries to take measures to deal with this event. The companies, organizations and government institutions attended the measures indicated by the governments of each country. In Mexico, on January 11, 2021, article 311 was reformed

and the addition of chapter XII Bis of the Federal Labor Law regarding teleworking. In this context, qualitative research was carried out to discover the main problems and benefits of teleworking in a service organization in Mexico City.

Method. A qualitative, exploratory, descriptive, ex post facto research was carried out. An online questionnaire was applied to identify the main problems and benefits faced by workers working through the teleworking modality. The sample was made up of 124 workers from a service organization.

Results. The main problems faced by workers in the telework modality were: failures in the Internet connection (45.9%), difficulties in communication and teamwork (18.5%), adequacy of the space at home for work (16.1%), management of the computer equipment (15.3%), an effort to balance work with family responsibilities (13.7%), the company does not respect the employees' work schedule (13.7%), work with noise (12.9%), problems organizing work (8.1%), difficulties with electricity service (7.2%), work with distractions from the family environment (7.2%), difficulties concentrating to perform the job (4.8%), among others. The main benefits identified by the workers were: not having to go to their workplace with the consequent saving of time and money (51.6%), balancing their work with the family (45.9%), and obtaining multiple personal benefits (healthy eating, exercising, improving sleep, less stress, more quality of life) (43.5%), economic savings (26.6%), better organization of time (19.3%), greater comfort working from home: comfort, tranquility, working in a comfortable position (9.6%), better job performance: greater performance, productivity, concentration and innovation (7.2%), greater security: accidents, robberies or dangers on the street are avoided (4.8%), among others.

Conclusion. It is concluded that the workers have faced various difficulties and problems to work in the teleworking modality. Likewise, many workers identify benefits in this modality that result in an improvement in their quality of life. Working in the hybrid or teleworking modality must consider the advantages and disadvantages of these work modalities, as well as the problems that workers face and the benefits it generates for them.

P239

Evaluating the Effect of a Digital Intervention on Teachers' Burnout and Work Engagement in a Norwegian Context

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Introduction: Teacher burnout is a worldwide challenge, which is concerning considering it is related to ill health (Salvagioni et al., 2017) and can also affect students negatively. Taking action to reduce teacher burnout is, therefore, essential. Digital well-being interventions may be advantageous as they can reach a large number of individuals and can be cost-effective. Thus, in cooperation with 14 partners, including four ministries, six universities, and three centres of educational practice from 8 European countries, a digital intervention concerning teachers' professional well-being was developed and implemented in four schools in Norway. Drawing on the Job-Demands Resources model (Bakker & Demerouti, 2007), the aim of the current study was first to evaluate the effect of a digital intervention on teachers' professional well-being in terms of burnout and work engagement and second to gain knowledge regarding how the participants perceived the digital intervention.

Method: In the first part of the study, we measured burnout and work engagement at two-time points among teachers at four different schools in Norway. At Time 1 the intervention groups consisted of 104 employees (76% women). The dropout rate at Time 2 was 50.1%, leaving N = 51 in the intervention group (39% women). A paired samples test was conducted to investigate

differences in burnout and work engagement scores from Time 1 to Time 2. In the second part of the study, we applied thematic analyses of more qualitative data to shed light on what demands the participants reported to experience with the intervention.

Results: Results revealed no significant decrease in burnout or increase in work engagement from Time 1 to Time 2. Preliminary results of the thematic analysis indicate that many participants perceived the digital game as time-consuming and an additional demand.

Conclusion: Digital interventions are becoming increasingly popular for improving employee's well-being in general and teachers' well-being in particular. Considering the non-significant effects on burnout and work engagement and the qualitative data on how the digital intervention was perceived, we conclude that it is crucial to keep in mind that digital professional well-being interventions may be perceived as an additional demand on teachers, which may prevent intended effects on reducing burnout and increasing engagement. A second explanation for the non-significant results may be that the intervention was developed through cross-cultural cooperation, implying that it was not explicitly designed for the Norwegian context. Generally, schools in Norway have come far compared to other European countries regarding working with the psychosocial environment and teachers' professional well-being. For instance, The Norwegian Working Environment Act § 1-1 states that the work environment shall be health-promoting for all employees, which implies high job satisfaction, high engagement, and the prevention of work-related illness. Moreover, the Directorate of Education states the importance of professional collaboration among schoolteachers. Norwegian schools have generally already established sound systems for working with these issues, which might explain the lack of effect.

P240

Bystander Behaviour Intentions on Individual and Organizational Levels and Perceived Bystander Behaviour Control as an Intervention Against Workplace Bullying. Development of an Instrument Assessing Bystander Behaviours

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Background: Workplace bullying can manifest in various forms, ranging from verbal abuse and humiliation to excessive monitoring and undermining of employees' work performance (Einarsen, 1999). Bullying often occurs within a social context and is often witnessed by other colleagues. Bystanders' responses to bullying, or the lack thereof, can profoundly impact the situation (e.g., Ng, Niven & Notelaers 2021). Therefore, bystander behaviour may be crucial in perpetuating or preventing workplace bullying (e.g., Niven & Hoel, 2020). However, we know little about bystanders' behaviours and what guides their intentions to act in such situations, and more knowledge is needed. Therefore, the aim of this study was twofold: 1) To propose and validate an instrument for measuring active positive and negative bystander behaviour on individual and organizational levels, as well as an instrument for measuring perceived bystander behavioural control, and 2) test associations between these factors and work environment factors, workplace bullying, and negative actions (NAQ).

Method: A survey was distributed to approximately 1500 employees in a Norwegian industry company. The questionnaire consisted of 74 items in four categories: 1) background information, 2) observations of and exposure to bullying at the workplace, 3) work environment factors such as trust in colleagues and social climate, and 4) perceived behavioural bystander. Factor analyses were conducted to examine the factor structure of active positive and negative bystander behaviour on individual and organizational levels, as well as perceived bystander

behavioural control. Scale analyses were then performed to test the psychometric properties of the measures included in the questionnaire. Following that, regression analyses were run to assess the associations between these factors and workplace bullying.

Results: The results suggested reasonable validity and supported theoretically expected associations. Both individual active bystander behaviour, active bystander behaviour on an organizational level, and perceived behavioural bystander control were associated with organizational measures and workplace bullying.

Conclusion: Our findings indicate that the scales tested consist of theoretically derived, empirically validated, and reliable dimensions. They can be used as scores to evaluate 1) individual positive and negative bystander behaviour 2) bystander organizational level to intervene actively in either positive or negative bystander acts, and 3) perceived bystander behavioural control. These scales are valuable in advancing efforts to mitigate the development of negative behaviours into full workplace bullying situations and training colleagues to intervene in various ways when bias occurs. This study is part of a larger RCT study aiming to develop and empirically test an intervention program for preventing workplace bullying, focusing on promoting active and constructive bystander behaviour.

P241

Psychosocial Work Environment Factors as «Drivers» of Qualitative Job Insecurity – A Latent Profile Analysis of Job Control, Role Clarity and Role Conflict Among Employees in Governmental Agencies in Norway

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Background: The world of work is going through major changes driven by «megatrends» like technological change, globalization, demographic change and climate change. *How* we work, *where* we work and which *types of jobs* are available are all being affected. Although some changes have already materialised (e.g. collaborating to a much greater extent across digital platforms like «Teams» and «Zoom» or working from home) there is still much that is uncertain about the «future of work». This uncertainty about the future working life may induce perceptions of *job insecurity* in employees. Job insecurity, i.e. the perceived threat to the continuity and stability of employment as it is currently experienced, has consistently been found to have negative consequences for employees health, well-being and also performance. *Quantitative* job insecurity, i.e. the concern about losing the current job, has attracted the most attention. However, for the last decade, *qualitative* job insecurity, i.e. the perceived threat of losing valued job features, has received more and more attention. Qualitative job insecurity may be particularly relevant during organizational changes without jobs at stake, and also in countries with solid social security systems, strong employment legislation and high degrees of unionization. Norway, where the current study is taking place, is a country of this kind. For both quantitative and qualitative job insecurity, there has been more research devoted to investigating consequences rather than precursors influencing the experience of insecurity. For organizations being able to prevent or reduce the perception of job insecurity in their employees, knowledge on amenable factors in the work environment is important. In the current study, we plan to investigate if the psychosocial work environment factors *decision control*, *role clarity* and *role conflict* is connected to qualitative job insecurity in a sample of employees from Governmental Agencies in Norway. We will, through Latent Profile Analysis (LPA), examine whether the included work environment factors operate in typical combinations, or profiles, influencing different levels of qualitative job insecurity.

Method: The study will apply data from an ongoing work environment survey among Norwegian Governmental Agencies conducted by the National Institute of Occupational Health in Norway. Currently, there is 64 agencies with 62 000 employees who have participated at one point in time. Qualitative job insecurity is measured by three items, adapted for the current study, from the Qualitative Job Insecurity Scale (QUAL-JIS) while decision control, role clarity and role conflict are measured by the General Nordic Questionnaire for Psychological and Social Factors at Work (QPSNordic). A latent profile analysis (LPA) will be carried out to identify different profiles of the work environment factors and how these relate to different levels of qualitative job insecurity.

Results and conclusions: Results and conclusions will be available for the conference.

P242

Parsing Mistreatment Climates: Is there a Common Climate that Leads to Incivility and Sexual Harassment?

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Background: This research project has two major goals: Identify the relationship between two different types of workplace mistreatment, workplace incivility and sexual harassment (SH), and examine the relationship between several organizational climates related to them in order to identify which climate(s) are most important when the goal is minimizing mistreatment experiences. This study aims to replicate the findings of Lim and Cortina (2005) that identified a link between SH and incivility experiences. Another goal of this study is to examine the relationships between several organizational climates previously suggested to be associated with mistreatment (SH climate, diversity climate, psychological safety climate [PSC], and civility climate) and the facets of SH and incivility experiences. This study also aims to answer the research questions: Which type(s) of climate are most strongly related to incivility, each facet of SH experiences, SH as a whole, and if one climate is successful at predicting all types of mistreatment.

Method: This research study will utilize three samples to test these hypotheses. Sample one is an archival dataset that utilized a university sample from 2017 (N=1,725). This dataset includes diversity climate, civility climate, and PSC. The primary outcome variable of interest in this dataset is incivility behaviours directed towards the respondent. The second sample in this study allows researchers to identify the relationship that PSC, civility, and SH climates have with experiences of SH. This sample is a cross-sectional archival sample that includes two waves of data collection from 2016 and 2018 (N=1,782). Finally, the third sample is currently being collected and is a cross-sectional sample (target N=500). This sample will measure all variables of interest, allowing for the testing of all hypotheses and research questions.

Results: Sample one results provide initial support for the relationship between incivility experiences and climates of interest. Incivility experiences were significantly related – and fairly equally – to diversity climate ($\beta=-.64$, $t(1646)=-21.24$, $p<.001$), PSC ($\beta=-.55$, $t(1537)=-39.02$, $p<.001$), and civility climate ($\beta=-.61$, $t(1638)=-30.90$, $p<.001$). Results of sample two also provide strong support of the relationship between organizational climates and experiences of SH. Specifically, SH was significantly related to SH climate ($\beta=-.35$, $t(1591)=-14.88$, $p<.001$) and civility climate ($\beta=-.26$, $t(1591)=-10.56$, $p<.001$), but less so with PSC ($\beta=-.11$, $t(1592)=-4.27$, $p<.001$). These results will be replicated and extended with sample three which will look at the relationship among both experiences, all climates, and also include a relative weights analysis.

Conclusion: Current findings provide strong evidence for the relationships between several climates and mistreatment experiences. These findings will be extended in future relative weights analyses to better understand the unique role of each climate's relationship with SH and incivility. This study will advance our theoretical understanding of how several potentially overlapping climates are related to mistreatment experiences. Demonstrating the relationship between incivility and SH will highlight the importance of addressing low level forms of mistreatment to reduce experiences of more severe mistreatment. Overall, this study hopes to demonstrate a relationship between incivility and SH, the importance of climate in mistreatment experiences, and identify which climate(s) are particularly strong.

P243

Leadership and Automation: Towards an Understanding of the Leader Role when Implementing Robots and AI in Social Care

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Background: The high pace of technological development places new demands on leaders in social care. Expectations are high regarding potential advantages of implementing automation in terms of robots and AI, but they also come with prominent risks. Although leaders are key actors when it comes to introducing new ways of working, knowledge is scarce on their role in relation to implementation of automation in social care. The aim of the current study is to provide a review of the current knowledge regarding the role of leadership in implementation of automation in social care. A secondary aim is to highlight existing knowledge gaps from both a scientific and practical perspectives, and to offer initial guidance for social care leadership.

Method: In this literature study, we review articles tapping on leadership in implementation of automation. As there are few studies on the topic, we have included broader terms on technology inclusive of automation as well as applications in closely related fields. This approach allowed us to capture a broad spectrum of information, ranging from technology implementation to specific contextual applications. The ambition was to strike a balance between systematic rigor and flexibility in adapting to the evolving landscape of our research domain. To comprehensively cover relevant literature several databases were searched (PsycINFO, Scopus, Web of Science). The search strategy involved three strings, 1) Terms including automation, AI, and diverse applications, 2) Terms relating to leadership, management, and implementation, 3) Contextual terms for social care and social work.

Results and conclusions: There are many examples of automation implemented in social care. Algorithms are used for decision support matching financial assistance with client needs, and robots are giving assistance in elderly care. Although technology is advancing rapidly, widespread adoption often proceeds slowly. There are challenges in various areas where social care leadership has a key role and we identified three main categories. First, there are multiple stakeholders who need to collaborate in development and implementation of technologies. Leaders need to engage in these collaborations. Second, a capacity for strategic leadership is needed, for instance developing a systematic approach to implementation and involving employees throughout the implementation process. Third, automation is affecting how work is redesigned by technology, transforming roles and practices. Leaders need to comprehend and proactively take part in this change. We propose adopting existing implementation frameworks combining transformational, transactional, and implementation-specific leadership behaviours. These are much in line with traditional social work leadership but also highlight new skills such as being knowledgeable about the implementation and proactive anticipating problem-solving. We advocate for incorporating an introduction to relevant leadership theories for social work students as well as leadership training for social

care managers. Implementation of automation also calls for training regarding technology as leaders in social care need to understand basic concepts of technology related to the scope of their work. Additionally, we emphasize that power dynamics and ethical considerations become important to address and manage.

P244

Training Leaders' Emotional Competences: A Pilot Study

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Objectives: This study evaluates the feasibility, acceptability and effectiveness of a leadership development program. The trainings' objectives were to improve the participants' emotional competences.

Methods: The training consisted of a two-day workshop and a half-day booster workshop six weeks later. Thirty-one participants of one large German manufacturing company took part in the training. There were three groups with nine to 12 participants— two groups with managers and one group with employees of the medical unit and the works committee. We used a mixed-methods design which included a pre-post-questionnaire survey with one follow-up three months later, qualitative analyses of an evaluation sheet with free-text comments and post-training focus group interviews. The quantitative outcome measure to assess changes in emotional competences was the Self-Rated Emotional Intelligence Scale – D (Vöhringer et al., 2020).

Findings: Twenty-eight (90%) attended all three training days. Fifteen participants (49%) completed all questionnaires. The training itself was well accepted. Compliance with assessments was moderate. Participants criticized its long duration. The training elicited a positive change in the emotional intelligence score ($F(2, 35) = 7,43, p = .002$). Participants' suggestions for improving the intervention included a longer training duration and more concrete strategies for conflict management.

Conclusions: The pilot training was feasible and well accepted. Results show positive changes in emotional competencies. Further evaluation using a longitudinal, randomized-controlled design is needed. Also, there is a need for trainings with several sessions over a longer period of time to facilitate transfer in daily routine.

P245

Saludables Juntos: A Community-Based Participatory Examination of the Implementation of Overtime Legislation for Latinx Farmworkers' Health & Well-Being

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Background: Work is a source of health risks (physical; psychosocial) and farmworkers are disproportionately disposed to adverse health outcomes due to the particularly dangerous activities inherent in their occupation. In the US, there are 2.4 million farmworkers, the majority of whom are Latinx immigrants working on average close to 48 hours per week, with 20% having their total family income below the poverty threshold. Although farmworkers are

currently excluded from U.S. federal overtime compensation protection, Oregon is the 8th U.S. state to pass legislation ensuring overtime pay for agricultural workers, which is currently phasing in over 5 years. Although it is thought that reducing health disparities and inequities can be addressed through the implementation of public policies, there may also be some unintended consequences associated with the implementation of such policies that need to be examined. This situation creates an ideal living laboratory in which to observe the extent to which legislation implementation can impact farmworkers' psychological health and well-being.

Method: We have collected data through partnerships with community-based farmworker organizations in Oregon in line with community-based participatory research methods. We conducted 5 focus groups with 50 individuals. Based on these findings and in collaboration with our partners, we developed our quantitative survey tool and have so far completed 23 feasibility surveys by phone in Spanish. We will present findings from both our completed focus groups and our feasibility surveys.

Results: We transcribed and translated all focus groups into English, and conducted an iterative, abductive thematic analysis, through which two main themes (Perceived Negative Impacts of the Overtime Law, Knowledge Related to Overtime Law) with 5 first-order codes were derived. For this submission, we highlight that participants were still highly unaware of the new overtime law and often discussed the need for information sharing and organizing. This exemplary quote strongly captures the results:

"It's important to come together like this because...there are a lot of people who don't know. In the grape harvest, they didn't know anything about any laws. A young kid was working and...he had a fight with the contractor and...eventually it escalated to the point that...they cut his finger off with scissors and it took a long time for that to heal...That kind of stuff happens particularly to the people who don't know any better. They get taken advantage of."

Our preliminary quantitative results suggest that nearly half the participants reported pain, only 56% accessed healthcare, 30% reported job insecurity, and 13% reported wage theft. Social support and English skills were related to more positive health/well-being outcomes, but wage theft was particularly strongly related to negative health outcomes. Positive attitudes towards the law were related to positive health outcomes as well.

Conclusion: Our work highlights how the implementation of well-intentioned legislation aimed at protecting a marginalized group of employees can have unintended consequences and elicit mixed reactions. Importantly, this research highlights the importance of including worker voices, particularly those from marginalized backgrounds, when evaluating the efficacy of an intervention.

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Measuring the Effects of Wearable Use on Metacognitive Awareness and Self-Efficacy for Behavioural Change

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The use of wearable sensor technology for consumers and thus employee's is becoming mainstream. Wearables are assumed to be able to facilitate behavioural change in relationship to mental and physical fitness (Hugn et al, 2022). Wearables provide users feedback on stress levels and recovery, sleep quality and physical activity which can enhance awareness and intentions to change behaviour to improve levels of stress, sleep and physical activity. However, the evidence for these effects in real-life settings is scarce and metrics focused on the specific effects of wearables is unavailable. At the same time the use of wearables and

apps to provide personalized interventions to support employee's well-being and resilience shows promise.

We developed a questionnaire to assess metacognitive awareness and self-efficacy towards behavioural change in response to wearable technology. Metacognitive awareness is the ability to reflect and understand and regulate learning (Delahaij & van Dam, 2016). In the context of wearables, it is interesting to be able to study the metacognitive awareness on the metrics provided by the wearable. In addition, it is expected that the expected behavioural change of the use of wearables is indicated by changes in self-efficacy (Bandura, 1997). More specific, the self-efficacy concerning the ability to change behaviour with regard to stress levels and recovery, sleep quality and physical activity. Therefore, we developed items on Metacognitive Awareness and Self-efficacy beliefs about Sleep, Stress, and Activity Assessment (MASSAA). The questionnaire was first tested in a sample of the Dutch police officers (n=33) to select items and determine internal consistency. The internal consistency (Cronbach's alpha) of the different subscales was good and independence between the factors was sufficient (using Exploratory Factor Analysis). In a second study in the Dutch police (n=95) wearable use versus non-wearable use was measured (48% vs 52%) alongside the questionnaire. The results showed that participants who used a wearable reported more metacognitive awareness about stress, sleep and physical activity and more positive efficacy beliefs about behavioural change on the topics. Although correlational in nature, the study shows the potential benefits of wearable use on employee's metacognitive awareness and self-efficacy.

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Developing a Healthy Learning Culture within the Technical Sector. A Study Among Small and Medium Companies in the Netherlands.

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Background: Due to technological, demographic, and economic developments, the importance of lifelong learning has increased in recent years. Employees need to continue developing to remain competitive in the job market. Moreover, learning and development are crucial for companies to stay agile and competitive. Current workforce shortages also compel companies to focus on internal mobility, requiring employees to acquire new competencies. A healthy learning culture is essential to achieve this. Additionally, organizations become attractive employers when they invest in a culture of learning.

According to literature (Korevaar, Van der Weide, Witteveen, Vos & Corporaal, 2020), the following factors influence the learning culture within Small and Medium-sized Enterprises (SMEs): transformational leadership, development opportunities, psychological safety, and task variation & autonomy. Human Resource Development (HRD) tools contributing to fostering a learning culture include regular Personal Development (POP) discussions, a transparent reward and appraisal system, and formal and informal knowledge sharing within the company. When these characteristics of a learning culture are implemented correctly, it results in increased employability.

On the employee level, employability can be described as a proactive response to rapid changes, aiming to enhance internal and external employability through the development of relevant competencies and expertise (Van Dam, 2004).

Method: This study consisted of a literature study, interviews (n=15) and a questionnaire (n=265) among workers and managers of different small and medium Technical companies in the Netherlands.

Results: In a recent theoretical and empirical exploration among Technical SMEs (Detaille, Van Neure, 2022), the following factors were found to promote or hinder a learning culture Development Opportunities: Companies often have sufficient development opportunities, but these are typically focused on current job roles. Training and development discussions often occur ad-hoc, and there is a lack of systems to present training opportunities clearly. Development discussions often rely on employee initiative, with leaders being too occupied with the primary processes. Psychological safety is generally good, with an open and helpful culture, but there is room for improvement in how leaders respond to employee mistakes. Leaders often lack the skills to discuss mistakes and employee development effectively.

Discussion: Based on the above, some key recommendations for companies have been formulated. Improve coaching skills for leaders in dealing with employee mistakes and enhance transformational leadership. Develop a structured approach to stimulate employee initiative in their own development, including clear training structures. Implement development paths as essential instruments to make competencies and skills transparent for employees, enabling discussions with their supervisors about potential career steps within the organization. Demonstrate to employees how they can develop and provide opportunities for self-development, increasing the likelihood of longer employee retention within the organization.

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Telework and Burnout Among Female Professionals in Malaysia: The Role of Work-family Conflict and Personal Growth

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The previous pandemic of Covid-19 has resulted in the commonness of performing work behaviour among Malaysia's professional workers. Working from home, or, teleworking in Malaysia is not a new practice, but its application in the Malaysian workforce is growing due revised National Employment Act 1995 and flexible work policies initiated by the state of pandemic. Performing work from home is perceived as challenging for female professional workers mainly due to additional expectations related to gender role demands and interference associated with the arrangement. Besides, the lack of proper facilities and poor organizational readiness to support telework has led to increased difficulty for female professionals to thrive in this work setting. Despite the setback, flexible arrangements of teleworking will shape the future workforce in Malaysia and therefore lead to concern over understanding the needs and challenges, especially female professionals, who are at greater risk of accruing conflict when performing in this setting. In this research, we examine telework characteristics and its influence on personal growth, work-family conflict, and burnout of female professional workers. Using a sample of 167 female professionals across Malaysia, we tested whether characteristics of telework cause disturbed perception of personal growth and work-family conflict which progresses into burnout. Data was collected online using Qualtrics and analysed using SPSS and AMOS software. The findings from this research suggested certain telework characteristics to link with increased experience of work-family conflict and reduced personal growth among female professionals in Malaysia. It also found evidence of its subsequent effect towards burnout issues among the tested population. This research highlights the importance of scrutinising and examining telework characteristics towards women's professional experience of inter-role conflict and overall growth. Besides, it forwards evidence on the link and risk of the said population to accrue burnout problems when performing work in this setting that requires regulation from relevant government bodies, organizations and stakeholders.

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Competencies Identified by Occupational Safety and Health Professionals for Leading Integrative *Total Worker Health*[®] Practices

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Background: Occupational safety and health (OSH) practitioners working with organizations to implement participatory workplace interventions need to possess key knowledge and skills to be effective. Dialogue must be facilitated at all levels of an organization for workers to engage in intervention design efforts (Henning, et al., 2019; Nielsen et al., 2014). Practitioners must also be skilled at accessing and sharing knowledge about evidence-based practices without usurping worker's autonomy in problem definition, goal setting, and solution generation (Henning et al., 2019). For these reasons, specific knowledge from multiple professional disciplines may be needed during the intervention design process for complex safety and well-being concerns to be fully addressed. Agreeing upon a set of competencies for leading integrative worker-centered occupational health intervention efforts, consistent with *Total Worker Health*[®] (TWH) programs in the United States, is important when developing training curricula (Nielsen et al., 2010; Tamers et al., 2019), and so the objective of this study was to identify competencies in knowledge, skills, and attitudes needed by OSH professionals.

Methods: Nineteen U.S. OSH professionals with intermediate or advanced experience with TWH programs participated virtually in one of five focus groups. A structured script invited perspectives on competencies and barriers for five recognized TWH program features: assessment of work and non-work hazards; integrative intervention design; leadership engagement; worker engagement; and organizational systems coordination for safety and well-being (Lee et al., 2016; Punnett et al., 2020). Transcript data were coded in NVivo software (QSR International, 2022) using a priori competency categories: knowledge, skills, attitudes. Data within categories were coded thematically to identify specific competencies. NVivo matrix analysis tabulated the number of references to competencies across specific TWH practices.

Results: Participants represented safety (26%), industrial hygiene (37%), occupational health nursing (16%) and medicine (5%), and wellness (16%) disciplines. Competencies discussed most frequently (and number of references) were communication skills (general (21) and business (15)); knowledge of risk assessment instruments (19) and evaluation methods (18) (especially psychosocial risk exposures and mental health outcomes consistent with occupational health psychology (OHP)); knowledge of the organizational context (18); TWH concepts (14); collaborative practice skills (10); and respect for worker knowledge (10). Business communication and collaboration skills were relevant across all TWH practices. Knowledge of work organization, psychosocial work environment, mental health, assessment, evaluation, and intervention approaches emerged as key competencies for risk assessment and intervention design TWH practices. Attitudinal competencies (e.g., respect for worker knowledge) were most relevant for worker engagement, integrated interventions, and integrated risk assessment practices. Perceived barriers to engaging workers were top-down organizational culture, along with worker concerns of privacy, workload, and management mistrust.

Conclusion: OSH professionals guiding and supporting integrative participatory interventions need specific competencies to facilitate dialogic processes for the design of effective safety and well-being solutions. OSH professionals in this study identified OHP knowledge as novel and relevant for TWH training and education. In addition to serving as valuable partners when initiating participatory organizational interventions, OHP practitioners can be invited to develop appropriate OHP training materials for OSH professionals.

P250

Emotional Influences on Work Motivation: A Fruitful Research-Line for Understanding Short-Term Changes in Work Motivation

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Introduction: A substantial body of research has focused on the evolution of work motivation over time. Investigations have revealed that around 54% of the variability in work motivation can be attributed to fluctuations within individuals (Navarro et al., 2022). Nevertheless, the precise factors driving these changes in motivation remain unclear. One potential influence may be the emotions experienced by employees in their work environment. While the connection between emotions and motivation is well-established in psychological literature, its examination within workplace contexts has been relatively limited. The Affective Events Theory (AET), proposed by Weiss and Cropanzano (1996), offers a conceptual framework for comprehending the origins and repercussions of emotions and affect in work environments. According to this theory, events occurring in the workplace are not emotionally neutral; instead, they trigger emotional reactions that subsequently impact employees' behaviour and attitudes. AET currently has catalysed a substantial body of empirical research. It has been acknowledged that aspects such as job satisfaction are outcomes of an employee's prior emotional experiences. Although some evidence exists concerning the impact of emotions on motivational aspects such as attention, there has been limited direct application of AET to investigate work motivation. This study aims to fill this research gap.

Method: We conducted a diary study involving 146 employees from various professions, accumulating a total of 1,406 repeated assessments. To collect emotions, we utilized the event reconstruction technique (Kahneman et al., 2004). Participants were tasked with recollecting a recent significant event and describing their emotional responses to that event. We assessed six discrete and basic emotions (joy, anger, sadness, disgust, fear, and surprise) along with several crucial event aspects (e.g., significance, novelty). Subsequently, participants were requested to rate their level of motivation for their ongoing task, employing a specially designed 3-item scale for this study (multilevel reliability RkF = .98). The data were analysed using multilevel modelling.

Results: The results offer support for the substantial impact of events in evoking emotions. Specifically, the novelty, valence (positive or negative), and relevance of events exhibited significant connections with all six basic emotions. For instance, novel events were observed to trigger surprise ($r = .39, p < .01$), while relevant events were linked to experiences of joy ($r = .24, p < .01$) or fear ($r = .19, p < .01$). Furthermore, certain emotions, such as joy, displayed a noteworthy correlation with task motivation ($r = .13, p < .01$). Additionally, a significant influence of joy on work motivation was identified ($\beta = .05, p < .01$).

Conclusion: The results imply that Affective Events Theory (AET) can serve as a valuable framework for comprehending the intricacies of work motivation. In practical terms, these theoretical insights and research findings underscore the significance of recognizing employees' day-to-day emotional experiences, potentially through the implementation of assessment systems. Moreover, a thorough examination of the work events that trigger these emotional responses becomes imperative. Subsequent research endeavours should focus on incorporating as well a more extensive spectrum of worker categories, extending beyond predominantly white-collar professionals.

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Shifting Scales: A Decade of Work-Life-Balance Evolution in the German Workforce.

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The workplace has changed drastically in the last decade due to several contributing factors: the advancing digitalization and flexibilization, societal changes shaped by the covid pandemic, only to name a few. Boundaries between work and private life are blurring, the opportunities or challenges to reconcile work and private life can influence employees' well-being, performance and health. The overall evolution of work-life balance in the German population has not yet been investigated over such a period of time.

The following research question is being addressed: To what extent has work-life balance changed over time? Data was used from the German Panel Study 'Labour Market and Social Security' (PASS) collected through telephone interviews for household and individual levels by the Institute for Employment Research (IAB). To answer our research question, we analysed data from waves 7-15 (corresponding to the period from 2013 to 2021) and focused exclusively on people who were employed at that time with at least 30h per week and took part in at least 6 of the last 9 waves, resulting in a sample size of N = 735. Work-life balance was summarized as an index of 3 items regarding reconciliation problems between work and (family) life. Analyses are based on latent change score models. Both change scores between waves and a general change score over the 9-year period are taken into account. The univariate dual change score model fit the data well according to several fit indices ($X^2(41) = 130.343$, $p < .001$, CFI = 0.95, TLI = 0.96, RMSEA = 0.05). Results show that there was a significant change over time in Work-Life-Balance ($g_1 = 0.67$, $p < .001$, SE = 0.11). Findings show that there was a significant change in Work Life Balance in the German workforce over the last 9 years. Further analyses are planned to analyze individual subgroups and to take gender and cohort effects into account.

P252

Who Benefits from Boundary Adjustments? Interaction Between Work-Nonwork Balance Crafting and Segmentation Preferences when Predicting Work-Nonwork Balance

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Background: Employees can take proactive measures to achieve a better balance between different domains of life. Various self-initiated and goal-directed strategies for adjusting the characteristics of boundaries around work and nonwork domains fall under the category of work-nonwork balance (WNB) crafting (Kerksieck, 2022). Although such boundary adjustments may help to better respond to the demands arising in work and personal life, not all employees may find such changes equally acceptable and effective. Boundary theories reveal that employees prefer various ways of maintaining work-life balance, which differ in the degree of domain segmentation (Ashforth et al., 2000; Kreiner, 2006). In our research, we sought to test the assumption that the WNB crafting better reflects the strategies applied by employees with low segmentation preferences, as it requires proactively altering the boundary characteristics around domains. For this reason, we expected this type of crafting to be less frequently employed and less effective among employees who seek to separate the domains of work and nonwork more strictly.

Method: Our study employed a heterogenic sample of 1303 employees. Respondents were invited to fill out an online survey, measuring their use of four WNB crafting strategies (i.e., promoting work domain, preventing interruptions for work domain, promoting nonwork domain, and preventing interruptions for nonwork domain), work-nonwork segmentation preferences as well as three dimensions of WNB (i.e., involvement, affective and effectiveness balance). We used conditional process analysis to test for the effect of WNB crafting on each dimension of WNB among employees with different preferences for domain segmentation.

Results: Bivariate correlation coefficients revealed that segmentation preferences were unrelated to the use of different WNB crafting strategies (all $r_s < .1$). However, in 10 out of 12 cases, they significantly interacted with WNB crafting in predicting WNB. Strategies for work domain promotion significantly predicted WNB only among employees with low segmentation preferences. Preventing interruptions for both work and home domains was related to better WNB among all respondents, but the effect was significantly lower among employees with high segmentation preferences. Finally, home domain promotion was a better predictor of effectiveness WNB among respondents with low preferences for segmentation.

Conclusion: Results showing that the WNB crafting strategies used by employees are largely unrelated to their boundary management preferences might mean that while crafting is understood as a proactive behaviour, opportunities for such activity may not depend solely on personal priorities. At the same time, the results revealed that when crafting strategies are better aligned with employee preferences, their effect is more significant. One practical implication of this is that organizations must still take care to empower their employees to seek better work-nonwork balance. For theory development, this means that the recently proposed WNB crafting strategies are more likely to reflect the preferences of only some of the workers, so it is worth looking into further.

P253

Work-Life Balance among Academic Mothers During Crises: A Case of the COVID-19 Pandemic

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The COVID-19 pandemic significantly impacted the academic area when the most affected group were women caring for their offspring during the pandemic (Bender et al., 2022; Mayer et al., 2020). Women, particularly, represent one of the most disadvantaged groups in the academic area, facing a significant risk of leaving the profession due to the challenges of balancing professional and family life (Linková et al., 2018). Women are considered primary caregivers in the care of children, which has also led to a more significant impact of the COVID-19 pandemic on women's work than on men's work (Stefanova et al., 2023; Woodbridge et al., 2021). Furthermore, the academic profession is associated with a high psychosocial burden, leading to mental, physical, and social issues among academics (Cidlinská et al., 2022; Sheldon et al., 2021; Vohlídalová, 2021; Zábrodská et al., 2018). In recent decades, stressors in the academic profession have increased, negatively affecting job satisfaction and well-being (Desierto & de Maio, 2020; Kinman & Wray, 2014). Academic staff increasingly encounter burnout syndrome (Zábrodská et al., 2018), significantly impacting job satisfaction and reducing their ability to perform effectively (Hurtado et al., 2012). Moreover, the COVID-19 pandemic has further intensified the negative impacts on academic work in recent years (Desierto & de Maio, 2020). However, the COVID-19 pandemic is not a unique crisis. We speak about so-called "polycrises" involving the accumulation of geopolitical, environmental, financial, or health crises (Marinoni, Van't Land, & Jensen, 2020). For this reason, it is necessary to adapt the conditions for managing different potential crises at multiple levels, not only in the field of occupational

health and in the academic area. The presented research tries to find answers to the three main questions. How did academic mothers manage to balance family and professional life during the crisis period? What factors influenced crisis management during the COVID-19 pandemic? And what considerations should be taken into account in the case of other potential crises? The qualitative research was based on in-depth semi-structured interviews with 18 STEM and SSH female academics raising children under the age of 10 during the pandemic (2021-2022). The data were analysed using Reflexive Thematic Analysis, leading to the identification of several factors divided into three dimensions: personal, professional, and family, which influenced work-life balance among academic mothers both positively and negatively. The contribution provides new insights into work-life balance among academic mothers, which can be potentially applicable to other professions and various crisis events.

P254

Fit for the Future? Leadership Demands and Competencies in Hybrid Work Settings

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Background: Since the Corona pandemic, traditional work settings are increasingly replaced or expanded by forms of hybrid work. This development goes hand in hand with new leadership tasks and requires corresponding leadership competencies. According to the job demands-resources model, personal resources in the form of hybrid leadership competencies could help to diminish overstrain posed by new, changing or additional demands. In order to prepare leaders for the tasks of hybrid leadership, it is necessary to analyze the leadership demands and associated competencies.

Method: A multi-method approach was chosen to address the research question. First, we conducted 33 semi-structured interviews with direct leaders working in hybrid teams. The leaders were asked about their perceptions of the hybrid work situation, working conditions and leadership tasks. The systematization included deductive as well as inductive categories that were analysed with qualitative content analysis. The qualitative approach was followed by a quantitative online questionnaire for hybrid working leaders and their teams. We asked participants (preliminary N = 92, 11 leaders, 81 team members) about the specifics of their work situation, work design competencies, well-being and health.

Results: The interviews revealed that the hybrid context has given rise to shifting priorities in terms of leadership tasks. With respect to work design, leaders described additional demands regarding coordination tasks and the organization of communication and social interactions. Regarding direct interaction leaders reported difficulties in the perception of social cues from their employees. Leaders also experienced insecurities concerning their role and their responsibilities. Preliminary results of the online questionnaire indicate that external and self-assessments of leaders' competencies differ substantially. While the self-assessment shows no correlations with the perception of working conditions and health outcomes, the external assessments are associated with working conditions such as role clarity, as well as emotional exhaustion or team performance. The data collection has not yet been completed and therefore in-depth multi-level analyses are still pending.

Conclusion: The results of the qualitative study show that hybrid work is associated with a greater focus on work design demands. It seems necessary to strengthen work design competencies in leadership development in general and for hybrid leadership in particular. Preliminary quantitative results point to the importance of perceived leader work design competencies for the perception of working conditions and well-being.

P255

The Apple Does Not Fall Far from the Trunk: A Systematic Review of the Effects of Parental Working Conditions and Socioeconomic Status on Children

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Background: A number of studies have shown that working conditions and socioeconomic status have a significant impact on the physical, mental and social health of employees. For example, it has been shown that working conditions such as excessive demands and higher job requirements can lead to stress and strain, including burnout and depressive symptoms. Dissatisfaction at work can spill over into other areas of life, a mechanism known as "spillover". The effects of certain working conditions not only have an impact on the individual but can also be transferred to people close to them through (un)conscious interaction, a phenomenon known as crossover. This influence extends not only to people in the professional environment, but also to people in our personal environment, including partners and even children. Given that children represent the next generation, it is particularly important to examine the potential impact on them in more detail. A systematic review is needed to identify the available scientific evidence.

Method: The results of the systematic review are reported according to the "Preferred Reporting Items for Systematic Reviews" model (PRISMA). A systematic database search of Pubmed, PsycInfo, and PSYINDEX identified 5071 studies as of August 9, 2023. After conducting the selection process (review of titles, abstracts, and removal of duplicates), 78 studies were identified relevant to the research question.

Results: The results of selected studies will be presented in structured sections to show the extent to which employees' work can have an impact on their children.

Conclusion: The available studies are predominantly cross-sectional in nature, and only a few studies that include a direct survey of the children. Nonetheless, the results indicate that occupational activity has a significant influence on children's development. It is therefore the responsibility of parents and families to take proactive measures to promote the health of their children. This can be achieved by creating positive family dynamics, strengthening communication and promoting self-care. In addition, parents should be encouraged to make their employers aware of work-related stresses and challenges. It is essential that employers, organizations and families work together to create an environment that supports the health and well-being of parents and children. Employers and organizations should take concrete steps to improve the working conditions of their employees and promote their health. Only through these joint efforts can a sustainable basis for supporting families be created.

P256

Breaking Bad in The Office – Do Gender and Sexism Moderate the Association between Watching Gender-Stereotypical TV and Helping Behaviour at Work?

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Background: The glamorous world of TV and the mundane work domain may differ, but they have one thing in common: Women are often under- and misrepresented. TV content tends to feature too few women, too stereotypically, while many organizations struggle with sexist discrimination. In this study, we investigate how watching gender-stereotypical TV content in the evening relates to helping behaviour at work the next day. We hypothesize that watching gender-stereotypical TV content is associated with proactive and reactive helping, with these effects being moderated by the gender of the support recipient and sexism of the support

provider. On the one hand, the relationships should be positive if the support recipient is female, and the support provider shows high levels of benevolent sexism. On the other hand, the relationships should be negative if the support recipient is female, and the support provider shows high levels of hostile sexism.

Method: We approached our sample with the help of the panel provider *Prolific Academic*. We conducted a daily-diary study with 99 registered participants over 10 working days to test the hypotheses. Watching gender-stereotypical TV content was measured with the Bechdel-Wallace test. The measurement assesses whether the watched TV content features two female characters who talk with each other about something other than (a) male character(s). We further measured proactive and reactive helping as well as the gender of the support recipient. Data analysis is done in Mplus, applying multilevel modelling to account for the nested data structure.

Results: Results will be available from the beginning of December 2023.

Conclusion: We contribute to the literature by integrating critical media theory and work psychology to study watching stereotypical TV content as a leisure activity that might elicit a process of behavioural family-to-work conflict. As “the personal is political”, media consumption in the home domain might be relevant for gendered realities at work.

P257

Type 2 Diabetes in Rail: Is Behaviour Change Enough?

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Background: Type 2 Diabetes (T2D) amongst rail workers is a growing concern for the rail industry. Environmental conditions typically associated with railway work such as shift patterns, sedentary working and poor access to welfare facilities could contribute to higher levels of more serious health issues and create barriers to behaviour change. This research reflects the importance of a preventative approach to managing chronic health conditions like T2D and aims to understand the motivation and opportunity needed to change health behaviours within the rail work environment.

Method: The research methodology was designed to inform a practical understanding of ‘what works’ in a rail environment. It included: (a) a rapid evidence review exploring relevant literature to understand the efficacy and potential impact of existing lifestyle-based workplace interventions addressing T2D, assess their suitability for the rail workforce and characterise their benefits; and, (b) seven in-depth interviews with key rail stakeholders and focus groups with 17 front line employees to explore perceptions and experiences of lifestyle-related health programmes available to the workforce and the barriers and facilitators of engagement with health interventions.

Results: T2D prevention programmes focusing weight loss and exercise, delivered in a group setting, show some efficacy in the workplace. Peer support, health coaching, a behaviour change approach, medium-long term duration, and opportunity to participate through work flexibility and accessibility are common elements in successful interventions. A review of pilot T2D prevention programmes within rail show that these vary in structure but tend to be short-term and focus on individual behaviour change, making them resource-intensive. There is a lack of quality data collected at programme level, making outcomes hard to define and quantify. Programmes are offered on a self-selection basis, which may create a bias towards those already engaged in health behaviours, not addressing the need to engage workers most in

need. Due to the nature of rail work, with strict shifts, timely access to support is an issue for front line workers who may not be able to attend at fixed times. Fear of stigma and negative impact on fitness to work (and in turn job security) is a barrier to participation, which appears to be linked with the safety critical nature of many roles in rail. Additionally, the main focus of occupational health in rail is on tertiary support, with fitness to work and workplace safety prioritised over a preventative approach.

Conclusion: Whilst behavioural change programmes show some merit at individual level, these may fall short in rail. More data needs to be collected to identify both employees who may be at risk of T2D and who have undiagnosed T2D. Lack of trust between individuals and the organization, particularly in relation to personal and medical information, remains a key barrier to the effective assessment of risk. Engagement and organizational barriers need to be addressed for interventions to be successful. Interventions need to be integrated with an organizational-wide communication and engagement approach that focuses on building trust, access and participation, while ensuring robust data collection on impact within the rail environment.

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Middle Managers Innovative Work Behaviour: Antecedents and Consequences

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Background: It is expected that leaders must be proactive rather than reactive (Dias & Borges, 2017). However, literature mainly focused on lower-tier employees' proactivity, while managers' and leaders' proactivity has rarely been examined (Wu & Wang, 2011). In this study, we analyze the antecedents and consequences of middle managers PWB. Specifically, we focus on role breadth self-efficacy (RBSE) and emotions at work (positive and negative) as proximal antecedents of PWB. In addition, we suggest that PWB mediates the relationship between RBSE, emotions at work and innovative work behaviour (IWB).

Method: A cross-sectional study was conducted among 247 French middle managers (75% women, mean age = 47.05). We used an online survey to measure role breadth self-efficacy ($\alpha = .89$), positive emotions ($\alpha = .81$), negative emotions ($\alpha = .82$), PWB such as voice ($\alpha = .94$), taking charge ($\alpha = .86$) and problem prevention ($\alpha = .66$) and IWB ($\alpha = .92$).

Results and Conclusion. The proposed model was examined by using structural equation modelling. The final model shows acceptable fit indices ($\chi^2(11) = 29.152$, $p < .01$; RMSEA = .08; CFI = .96; TLI = .93; SRMR = .03). All hypotheses were confirmed. These results demonstrate the important role of RBSE and emotions at work in the activation of middle managers PWB. Findings also reveal that managers PWB is highly related to IWB. These results pave the way for future research to continue to investigate the antecedents and consequences of managers PWB.

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Workaholism and Work-family Conflict: A Daily Diary Examination

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Background: Workaholism, characterized by a compulsion to work beyond what is necessary, is related to myriad negative worker well-being-related outcomes, including work-family conflict. There is a growing interest in workaholism, especially as pressure to be available during non-work increases and as employees are rewarded for overinvesting at work. Research suggests

that workaholism and work-family conflict impact workers over time and episodically. Here, we replicate the workaholism-work-family conflict relationship at the day level, as well as uncover possible mediators underlying this important relationship. We examine behavioural (i.e., hours worked per day) and cognitive (i.e., psychological detachment) mediators, as it is unclear which factors are most impactful regarding workaholism and well-being. It is crucial to better understand this relationship in order to create meaningful interventions and therapies for individuals with workaholism, as workaholism affects the individual worker's health and the well-being of those around them.

Method: We used daily-diary study methods to test our hypothesized dual-mediation model. Our sample included $N = 250$ participants in the United States (total observations = 914). Along with a baseline survey to assess eligibility, we surveyed participants every afternoon and evening for five consecutive workdays. Variables assessed daily included workaholism (i.e., predictor), work-family conflict (i.e., criterion), hours worked (i.e., mediator), and psychological detachment (i.e., mediator).

Results: First, the relationship between workaholism and work-family conflict was significant ($\gamma = 0.26, p = 0.003$). Turning to our mediators, work hours did not mediate the relationship between workaholism and work-family conflict ($\gamma = 0.01, p = 0.464$), and psychological detachment partially mediated the relationship between workaholism and work-family conflict ($\gamma = 0.03, p = 0.030$). These results suggest that workaholism affects work-family conflict at the day-level, and the mechanism underlying this relationship may be one's inability to stop thinking about work during non-work time.

Conclusion: In this study, we replicated the workaholism-work-family conflict relationship at the day level and examined two possible mediators, finding that psychological detachment may have a greater impact on well-being than hours worked. The theoretical and empirical implications of this research regard the mediators; as workaholism is theorized to have both behavioural and cognitive factors, we demonstrate that a cognitive factor may be more impactful on well-being than a behavioural factor. Practically, these findings may support the development of proper interventions and therapies that help workers with workaholism to better psychologically detach during nonwork hours, thereby improving their well-being.

P260

The Role of ICT Demands/Resources and Job Autonomy in the Work-Life Balance of Hybrid and High-Intensity Teleworkers

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Introduction: Information and Communication Technology (ICT) plays a crucial role in many teleworkers' workdays. The effect of ICT is paradoxical: it has increased perceived autonomy but also brought along the feeling of constant connectivity. In recent years, the concern about teleworkers' work-life balance (WLB) has risen in public discourse, and studies have yielded mixed results. In addition, the intensity of teleworking may impact the effects of teleworking on employees. This research focuses on elucidating the role of ICT demands and resources and job autonomy in the conditions of hybrid and high-intensity teleworking, aiming to find ways to improve employees' work-life balance (WLB).

Method: We use the Job Demands-Resources (JD-R) model as a conceptual framework for our study. The empirical part of the study is based on survey data from the Estonian Salary Information Agency. The selected sample ($n=1495$) comprises full-time, at least partly remotely working employees who use a computer more than half of their work time. Various statistical methods, including principal axes factoring, regression, and moderation analysis, are deployed

to examine hypotheses regarding the potential links between ICT demands/resources and WLB for hybrid and high-intensity teleworkers. Additionally, we explored the effect of job autonomy on WLB.

Results: Results indicate that for hybrid teleworkers, the only ICT-related aspect, exhausting e-communication demand, was statistically significant to WLB. For high-intensity teleworkers, two ICT demands and one ICT resource affect WLB. Job autonomy emerges as a significant positive factor for WLB in both teleworker groups.

Conclusion: The study concludes that the perception of ICT demands and resources varies based on teleworking intensity, highlighting e-communication as the primary ICT demand affecting WLB. The study suggests that enhancing job autonomy, rather than ICT resources, is a more effective strategy for improving teleworkers' WLB. Notably, ICT resources for hybrid teleworkers may even amplify the negative impact of e-communication on WLB. These insights provide organizations with valuable guidance on enhancing the work-life balance of hybrid and high-intensity teleworkers.

P261

Self-Caring Leaders As Role Models: Factors That Moderate The Impact Of Leaders' SelfCare Behaviour On Subordinates' SelfCare Behaviour And Health Outcomes

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Introduction: According to the Health-oriented Leadership model (HoL; Franke et al., 2014), one way leaders can promote their subordinates' health is by acting as role models (e.g., Klug et al., 2019). However, it is unclear who benefits more from the role model effect. Besides providing more evidence for the indirect effect of leaders' SelfCare on their subordinates' health via subordinates' SelfCare, there is a lack of findings on which factors strengthen or weaken the role model effect. The aim of this study is therefore to investigate the role model effect and the indirect effect of leaders' SelfCare behaviour on subordinates' health-related outcomes mediated by subordinates' SelfCare behaviour. In addition, we want to explore whether subordinates' vulnerability to physical complaints and vulnerability to stress-related problems influence the role model effect.

Methods: In order to answer the research questions, $N = 561$ participants from the public sector were surveyed online at two points of measurement with a time lag of 6 months. The questionnaire included demographic data and assessments of subordinates' SelfCare behaviour, health-related outcomes (general state of health, physical and mental health complaints, and strain), vulnerability to physical complaints, vulnerability to stress-related problems, and their direct leaders' SelfCare behaviour. We used SPSS and PROCESS macro to perform the analyses.

Results: Leaders' SelfCare behaviour was positively related to subordinates' SelfCare behaviour. The relationship between leaders' SelfCare and subordinates' health-related outcomes was fully mediated by subordinates' SelfCare behaviour. The mediation was moderated by subordinates' vulnerability to physical complaints for the outcome strain, but not for general state of health and physical and mental health complaints. Subordinates' vulnerability to stress-related problems moderated the mediation of leaders' SelfCare behaviour on all three health-related outcomes via subordinates' SelfCare behaviour. The effect of leaders' SelfCare behaviour on subordinates' SelfCare behaviour was stronger for subordinates with lower levels both of vulnerability to physical complaints and of vulnerability to stress-related problems than for those with higher levels.

Conclusion: Our findings complement the research on HoL by demonstrating the role model effect of leaders' SelfCare behaviour on their subordinates' SelfCare behaviour. The importance of self-caring leaders and subordinates' own SelfCare behaviour for different subordinates' health-related outcomes has been confirmed. The results provide new insights into which factors influence the role model effect. Overall, subordinates who are less vulnerable to physical complaints and stress-related problems benefit more from self-caring leaders.

P262

Does Number of Children Influence Work-Family Balance?

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Background. Work–family conflict refers to the extent to which work- and family-related responsibilities interfere with each other. In contrast, work–family facilitation refers to the extent to which an individual's engagement in one life domain provides gains that contribute to enhanced functioning of the other domain. The associations between both domains received much research and theoretical attention and antecedents to both, conflict and facilitation have been identified. Surprisingly, findings regarding the relationship between number of children and conflict vs. facilitation have been mixed. Following Hobfoll's Conservation of Resources theory we hypothesized that number of children will be negatively related with conflict and positively related with facilitation between both domains.

Method. A research questionnaire measuring conflict and facilitation between work and family domains and parental stress was filled by 115 women. Their mean age was 44 ($SD=9.12$) and their mean number of children was 7.42 ($SD=1.76$). Number of children was negatively correlated with work-family conflict as well as family-work conflict; parental stress was positively correlated with conflict and negatively correlated with facilitation. In order to test the relationships between study variables a structural equation model was computed.

Results. Parental stress was found to mediate the relationships between number of children and both, work-family and family-work conflict. In accordance with previous studies, number of children were negatively related with parental stress; parental stress was positively related with both conflicts.

Conclusion. The current study is one of the few studies on multiple children mothers in large families. Theoretical consequences and practical recommendations are discussed.

P263

Enhancing Job Satisfaction and Sustainable Employability: Exploring Healthcare Professionals' Perspectives on Interprofessional Collaboration

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Background: Due to the increasing demand for healthcare, aging work force and the growing shortage of personnel, sustainable employability of healthcare professionals is becoming increasingly important. Promoting interprofessional collaboration contributes to a positive work culture and enhances the well-being, work engagement and job satisfaction of healthcare professionals. Moreover, engaged workers who are doing work that is valuable to them are more productive, have less absenteeism and are less likely to leave their job. To continue providing good quality of healthcare, it is therefore essential to invest in a positive work culture and facilitating valuable collaboration. However, there is limited insight into what is required for effective collaboration and its outcomes for healthcare professionals. The aim of this study is to

gain understanding of the barriers and facilitators for interprofessional collaboration from the perspective of healthcare professionals', and the potential impact of interprofessional collaboration on their job satisfaction and well-being.

Method: In this qualitative study, four focus groups were conducted, each comprising 6-8 participants from diverse disciplines (e.g. nurses, physicians, allied health professionals, medical assistants, social workers). Semi-structured group interviews were conducted including different interview topics: 1) experiences with interprofessional collaboration, 2) barriers and facilitators for interprofessional collaboration, and 3) perceived impact on well-being and job satisfaction. Interviews were transcribed verbatim and Atlas.ti software was used for coding the interviews. The analysis followed the steps of thematic analysis: open coding, axial coding, and selective coding.

Results: Preliminary findings reveal that for successful interprofessional collaboration, participants emphasize the importance of personal and professional acquaintance. Getting to know each other, in both formal and informal settings was considered essential. Participants also noted the significance of acknowledging and valuing each other's added professional value from different disciplines. A facilitating factor that emerged was working toward a common goal and going through successful experiences together. Currently, interviews are being further analysed, and results will be available beginning of 2024.

Conclusion: To continue delivering high quality of care, it is essential for healthcare professionals to be engaged and collaborate effectively. Investing in a positive work culture and facilitating interprofessional collaboration contributes to this goal. Insights from this study aid in designing interventions to promote valuable collaboration, thus enhancing job satisfaction and sustainable employability among healthcare professionals.

P264

Manager-Impacted Job Resources as Predictors of Employee Self-Efficacy: The JD-R Perspective

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Background: This study investigates the pivotal role of managerial influence in predicting employee self-efficacy within organizational settings. Acknowledging the profound impact of self-efficacy on various facets of employee behaviour and organizational outcomes, our research focuses on how managerial actions can shape these dynamics. Employee self-efficacy, a reflection of an individual's belief in their ability to execute tasks and achieve goals, is a significant determinant of job performance, motivation, work engagement, and overall job satisfaction. In this context, managerial practices are pivotal in impacting employee self-efficacy. The theoretical underpinnings of the study are based on the Job Demands-Resources (JD-R) theory. Specifically, the study aims to examine how specific job resources impacted by the manager are related to employee self-efficacy. We hypothesize that manager-impacted job resources, such as role clarity, recognition, predictability, leadership support, are positively related to employee self-efficacy.

Method: The data for the study were collected during October and December 2023 via an online questionnaire in a representative sample of over 1400 Czech employees. The psychosocial work environment factors were measured using the long version of the Copenhagen Psychosocial Questionnaire III (COPSOQIII). The questionnaire also covered a wide range of demographic and work-related variables. The study was part of a larger project focused on analyzing psychosocial risk at Czech workplaces and Czech validation of the COPSOQIII and NAQ-R questionnaires.

Results: We fitted multiple linear regression model with self-efficacy as dependent variable and multiple job resources as predictors. The model also controlled for variables like age, sex and whether job was in private or public sector. Results of the analysis point to role clarity ($\beta = .13$) and recognition ($\beta = .13$) as best predictors of employee self-efficacy. Whole regression model was able to account of 13% of variance of employee self-efficacy ($F(12,1486) = 21.35, p < .001$). On the other hand, variables like support from the supervisor or quality of leadership had no effect on employee self-efficacy.

Conclusion: Managers are often unaware that they can have a direct influence on employees' work self-efficacy through the environment that they create. Our study points to the importance of role clarity and recognition as main sources of employee work self-efficacy. These aspects are largely independent of the type of work and can be fostered by any manager, making the findings applicable across industries. Our research also indicates that employee work self-efficacy may be largely independent of relationship with the supervisor.

P265

How Daily Leader-Follower Relationship Quality Impacts Daily Follower Well-being

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Background: Guided by the Conservation of Resources (COR) theory, we examine how leader-member exchange (LMX) quality impacts follower well-being on a daily basis. Despite LMX relationships being dynamic in nature, the way relationship quality varies over time and its impact on well-being has not been examined in detail. Therefore, the aim of this paper is to contribute to this research gap by reporting a daily diary that focuses primarily on daily perceptions of LMX quality.

Method: A study is reported of 50 employees from a variety of organizations, who completed a general survey and a daily diary for 10 consecutive workdays (432 observations). The criteria for inclusion were that participants were managed by a single manager, that they had regular contact with that manager, worked full-time for five days a week and had access to a computer. The sample consisted of 74% females, with an average age of 39 years old. Daily measures were leader-follower relationship quality (LMX) and well-being (job and leader satisfaction; positive and negative well-being).

Results: Daily LMX quality predicted daily well-being and cross-lagged analyses showed that the direction of effect was from LMX quality to outcomes. The relationship between daily LMX quality and daily outcomes was mediated by trustworthiness, empowerment, and leader liking, supporting a number of theoretical models of LMX. In addition, and for the first time, the study showed that a leader transgression (i.e., the leader engaging in a negative act towards the follower) was associated with worse follower LMX quality the next working day and that this was moderated by followers' reported importance of the relationship.

Conclusion: Overall, the study demonstrates the importance of examining how LMX quality affects followers' well-being and especially as a dynamic process that varies over time. Our findings supported that LMX is volatile and susceptible to leaders' daily transgressions; in turn, it has powerful effects on a number of followers' psychological mechanisms and ultimately their subjective well-being.

P266

Organizational Factors as Antecedents to Passive Leadership Behaviour from a Gender Perspective.

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Background: Leadership is a highly interactive and situated phenomena and therefor important to consider both context and practice when investigate antecedents to passive leadership behaviour. However, in passive leadership research contextual factors such as organizational structures have so far, with few exceptions, been overlooked as antecedents. Passive leadership behaviour is exemplified by neglecting workplace problems, avoiding decisions, and failing to model or reinforce appropriate behaviour, and can be understood as part of the concept of destructive leadership behaviour. It is a well-documented and an ongoing problem for organizations both in prevalence and negative and costly consequences.

Drawing from gendered organization theory gender is embedded in organization structures, segregating bodies, and numbers, leading to unequal allocations of power, status, control, and reward. By applying gendered organization theory, we can get a better understanding of how, seemingly neutral organizational structures, such as workplace practice, job design and distribution of decision-making, can explain why passive leadership behaviours emerge differently depending on sector or organizational prerequisites.

Method: All data for analysis is collected, register data on organizational level was collected by the support of organizational representatives (HRM specialist, controllers, or chief administrative officers) and survey data was collected for both employees and managers from selected municipality departments in southwest of Sweden. The municipality departments were health, social care, education, and technical services. Number of participants in the sample are 252 managers, and 1613 employees from 8 different departments. The sample give us the opportunity to match managers with employees. 1881 participated in the survey out of 4346 in total. Managers had response rate of 75% and employees had 41% response rate. The statistical data analysis will be done with Multi-level Structural equation modelling using Mplus.

Results and conclusions: Our results will be based on multi-level structural equation modelling testing hypotheses on the relations between gendered organizational factors and level of perceived passive leadership behaviour by employees. In our hypotheses we suggest that gendered organizational factors have a stronger relation with perceived passive leadership behaviour. We will test if leaders' level of stress mediates these relations. Examples of gendered organizational factors is, number of employees per manager, organizational change, workplace locations, employee distance to manager. The present study has the purpose of investigating gendered organizational factors as antecedents to passive leadership behaviour. With ambition to contribute with both empirical and theoretical implications to better understand how gendered organizational structures impact on leader's dependent on workplace practice and context. We hope to contribute with practical implications as well for leaders and organizational representatives to contribute with knowledge on how to handle passive leadership behaviours as a structural problem based on gendered organizational factors rather than an intrapersonal problem based on leaders characteristics or interpersonal problem based on followers behaviours or attitudes.

P267

Does Leader Narcissism Hurt Safety? It is the Nature of the Narcissism that Counts.

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While decades of research have established the positive relationship between leadership and safety (e.g., Lyubych et al., 2022), there is less focus on the association between the dark side of leadership and safety. Here, we present leader narcissism as one factor that is potentially detrimental for workplace safety. In addition, we extend past research on leader narcissism and include both agentic and communal narcissism to explore both the dark and bright sides of leader narcissism for safety.

We propose a mediation model in which both agentic and communal leader narcissism relate to leader affect-based trustworthiness, which subsequently predicts safety compliance, participation, and voice among employees. Affect-based trust is founded in perceptions that leaders' motives are other-oriented (McAllister, 1995). Therefore, we suggest that leaders high in agentic narcissism, which is related to dishonesty, unethical behaviours, and manipulation (e.g., Kjærviik & Bushman, 2021; Wink, 1991), will be perceived as less trustworthy. Conversely, since communal narcissism from the outside appears other focused through ingratiating behaviours these behaviours will lead to higher levels of trustworthiness. Because trust is reciprocal (McAllister, 1995), we further propose that leader trustworthiness will influence safety behaviours. Overall, we predict that agentic leader narcissism will be negatively related to safety behaviours through affect-based trust, whereas communal leader narcissism will be positively related to safety behaviours through affect-based trust.

We tested our model across two empirical studies. First, in an experiment, 185 students were randomly assigned to read one of three vignettes depicting either a leader that was either high in agentic or communal narcissism, or low in both (vignettes were validated in a pilot study). Participants were then asked to imagine working with this leader and report anticipated affect-based trust and safety behaviours (safety compliance, participation, and voice). Mediation analyses were computed using Hayes PROCESS macro v.4.1. As predicted, significant mediation through affect-based trust was found for agentic narcissism on safety participation and safety voice, but not safety compliance. Contrary to hypotheses, communal narcissism also had a negative indirect effect on safety participation and safety voice, but not for safety compliance.

In an attempt to replicate these findings, 316 full-time employees were recruited to complete a field survey. Participants provided ratings leader's narcissism and affect-based trust and their own safety behaviours. Using Hayes' PROCESS macro v.4.1, support emerged for our hypotheses. The indirect effect of agentic and communal narcissism on safety compliance, safety participation and safety voice through trust was significant; and while this was negative for agentic leader narcissism, it was positive for communal leader narcissism. This study offers several important theoretical implications. First, this is the first study relating leader narcissism and employee safety behaviours; and relatedly, one of the first empirical tests of communal narcissism in an organizational context. Second, our findings add to our understanding of the negative relationship between leaders and workplace safety, suggesting leaders' agentic narcissism may be related to poorer safety performance. We encourage future research to explore both facets of narcissism when investigating leader narcissism, especially as it pertains to workplace safety.

P268

How Do Leadership Styles Influence Employees' Negative Work-Home Interaction and Recovery? The Role of ICT Demands and Resources.

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The role of leaders and their connection to employee well-being has been broadly studied. However, the underlying mechanisms that link leadership, working conditions, and employee's recovery, and negative work-home interaction require further research. The purpose of this study is to examine how two contrasting leadership styles, transformational leadership (TFL) and the scarcely researched abusive supervision (AS), are related to current ICT job demands, job resources and employees' recovery (REC) and negative work-home interaction (NWHI) and thereby, either enhance or impair employees' well-being. This is specifically relevant considering the on-growing ICT contexts and demands and their impact on the work and non-work domains crucial in the hybrid contexts of today's work. Based on the Job Demands-Resources (JDR) model and the Conservation of Resources Theory (COR) as the theoretical frameworks, we propose that the relationship between leadership styles, recovery, and negative work-home interaction is mediated by job demands, namely, ICT demands (ICTD) and social-relational and motivational job resources, namely, social support (SS), and job autonomy (JA).

A sample of 959 workers in Portugal and Spain answered an online survey, from which we conducted a path analysis and a multiple mediation model using structural equation modelling (SEM) in R. Results demonstrated that the relationships between TFL and AS on the one hand, and recovery as an outcome on the other hand were fully mediated by ICT demands, JA, and SS as job resources. Concerning NWHI, results demonstrated that the relationship between TFL as well as AS with NWHI as a negative well-being outcome was mediated by ICT demands and SS; in contrast, it was found that job autonomy did not mediate these relationships therefore the job autonomy paradox is further discussed in the study. Both assessed models, the well-being enhancement path of TFL and the well-being impairment path of AS are culturally stable in the Portugal and Spain sample.

This paper contributes to understanding the complex relationship between positive and negative leadership behaviours, employee recovery, and negative work-home interaction by examining simultaneously positive and negative forms of well-being as outcomes and, a new demand-resource combination by including the current ICT context. Also, this study contributes to the literature on abusive supervision as a scarcely studied leadership style, to the well-being literature including recovery, and increases studies that include the nonwork area into the JD-R. Finally, this paper presents some practical recommendations to employees, managers, and organizations, along with limitations and future research recommendations.

P269

Not Just a Story: The Role of Safety Narratives in Improving Safety Knowledge Communication

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Background: The cornerstone of any safety training is knowledge transfer. Various methods exist for conveying safety information and facilitating knowledge transfer in the workplace. Often, safety narratives, or safety stories, are incorporated into training to convey warnings or provide context for the significance of safety behaviours. Stories can be particularly impactful

in communicating safety information, because, in addition to providing information about a hazard, they also provide information about cultural values, thereby potentially informing an individual's perceptions of an organization's safety values. Despite the widespread use of storytelling in safety training, there has been limited research on the role of stories in safety training. Therefore, this research sought to explore how stories impact the communication of safety information.

Method: We recruited 200 participants through Prolific, an online survey platform. During the experiment, we asked them to watch a 5-minute safety video and then fill out some survey questions. During the experiment, participants were assigned to one of three conditions. In each condition, an actor relayed safety information that was contextualized in different ways. The three conditions included two different types of stories – one with a narrative arc and one without – and a control condition. In the narrative arc condition, the actor relayed a story of experiencing a workplace incident and getting injured. In the no arc condition, the actor relayed how hazards may potentially present themselves at work and how they successfully avoided experiencing a safety incident. The third condition only included safety information with no story.

Results: Analyses indicated that those in both narrative conditions were more engaged compared to the control condition. However, there was no difference between narrative conditions. More importantly, engagement was a significant mechanism through which stories impacted variables such as safety participation and safety compliance.

Conclusions: Overall, these findings suggest that embedding safety information within stories may enhance safety training programs. Although more research is needed to further understand the impact of stories in training contexts, these results provide preliminary evidence that stories themselves may serve as effective vehicles for communicating information. Using stories in safety training may help make training more engaging and future research should explore the extent to which stories help organizations emphasize and communicate their own safety values.

P270

Flexibility Isn't a One-Size-Fits-All: Examining Usability Perceptions of Remote Work on the Mediated Moderation Model of Perceived Organizational Support, Work Family Interference, and Organizational Commitment

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Background: Amplified by the COVID-19 pandemic, organizational change has strengthened the urgency to determine how the move from office to flexible work arrangements (FWA) has impacted employees and their work-life balance. A central question is how much autonomy employees have in deciding the format of the FWA—their perceived usability and/or fairness. For example, organizations may take a “one size fits all” approach to FWA that is disconnected to the circumstances of their employees. Therefore, employees who may be juggling work and non-work responsibilities (e.g., roles as caretakers) may find organizations as more supportive when the ability to work on site is seen as more beneficial to assisting with challenges in the interference of family with work (WIF). Past occupational health psychology (OHP) research has reviewed the interplay of WIF and job attitudes, such as organizational commitment (OC), including the mediating role of perceived organizational support (POS). However, little research synthesizes this interplay with the complexities accompanied with FWA. Hence, this study adds a novel approach to OHP literature by considering the multidimensionality of FWAs in this interplay. A mediated moderation approach is utilized to explore the following hypothesized

relationships: 1) there is a direct effect between FWA and OC, 2) a direct effect between POS and OC, 3) POS is a mediator of FWA and OC, and 4) WIF is a moderator between POS and OC.

Method: Participants were recruited online. Self-report survey methodology was utilized for data collection. The sample consisted of students that were 1) currently employed and 2) had the option for FWA. FWA were assessed on two dimensions using subscales from the Technology Acceptance Model: availability and usability perceptions. Participants responded to Likert-type scales on POS, Affective and Continuance Commitment, and WIF.

Results: Participants included employed students that were currently in an FWA at the time of survey completion (N = 207). Forty-eight percent of the sample reported ages between 18-21 (N = 100), 22% were between the ages of 22-25 (N = 47), followed by 19% between the ages 30-49 (N = 39). A majority of the sample consisted of students with Hispanic/Latinx heritage (N = 139, 67%) and identified as women (N = 177, 85%). Correlation analyses were computed between variables of interest. Remote work usability perceptions were found to be moderately positively correlated with POS, $r(204) = .32, p < .01$. Similarly, usability perceptions and OC were positively correlated, $r(205) = .21, p < .01$. The relationship between POS and WIF was found to be negatively correlated, $r(204) = -.26, p < .01$. Full results will be included in the final draft of the paper to be submitted to the European Association of Occupational Health Psychology.

Conclusion: This study adds to the OHP literature by investigating the role of FWAs in the commonly researched relationship of POS to OC. It also examines WIF as a moderator of POS and OC. Notably, the hypothesized results suggest that organizations should offer FWAs, but the decision of its utilization should depend on the employee.

P271

'Love and Work': A Qualitative Study on Working Couples in the Catering Industry

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Introduction: The catering industry is often characterized by long and tiring working hours, which often make it difficult to maintain a balance between life domains and preserve health (Laneyrie et al., 2022). In the hospitality industry, it is not uncommon for couples to work together, increasing the need for numerous internal couple adjustments (Dreyer & Bush, 2021). As work teams, couples can flexibly manage business and domestic tasks (Brannon, 2013) and share common life goals (Yang & Danes, 2015). But when boundaries are more flexible, when integration is high (Clark, 2000), as in the case of couple work in the hospitality industry, the risk of role 'fusion' is higher (Ashforth et al., 2000). The objectives of this qualitative study was conducted with the aim of exploring the strategies used and the motivations, benefits and challenges of couple working in this field, focusing on the differences between men and women (Shoubaki et al., 2022).

Method: 24 semi-structured individual interviews were conducted with 12 heterosexual working couples who own businesses in the restaurant sector in France. The couples are all owners or tenants of their restaurants. The average age of the sample is 41 years. The snowball technique was used for sampling.

Results: Despite the many constraints that prevail in this sector (time pressure, intense work, economic challenges), there is a need for independence, for an alternative, including in terms of working conditions, for a sense of purpose, and for some, working as a couple means having

someone by their side to 'do it right'. If the opening of a restaurant is not based on a common desire of the couple, it is the male partner's dream that determines the entrepreneurial project. There is often a division of restaurant activities: The man takes care of the kitchen, and the woman takes care of the lounge. At home: For some couples, there is an equal division, for others the domestic burden remains with the woman. The aim is to separate the two areas of life, but circumstances often force integration. The biggest disadvantages for the couple seem to be the intrusion of work into the private sphere, the monotony of the couple's conversations. In most cases, couples do not manage to cultivate hobbies. In some cases, couples try to create moments of 'disconnection' from work but emphasize fatigue. In other cases, the couple tries to organize their free time with individual activities. Autonomous and joint management of professional tasks, communication, recognition of the partner, joint decision-making on important issues, trust and time to rest are considered central to the success of the business and the relationship.

Discussion: The results show that working as a couple requires specific strategies that evolve over time. To date, there appears to be no training in the French context to support couples in their endeavour. Reflecting on the demands of couple work, on gender dynamics and on strategies to maintain the balance of life domains therefore seems crucial.

P272

Is Emotion the Engine? Positive Affect as Mediator Between Mindsets and Performance in a 3-Wave Study

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Introduction: Recent research has suggested that employees' mindsets are connected to their performance. The present study uncovers a longitudinal emotional mechanism that connects employees' mindsets regarding stress (i.e., stress-as-enhancing vs. stress-as-debilitating) and regarding the malleability of their work abilities (i.e., fixed vs. growth) to their task performance. As such, we hypothesized and tested whether healthier mindsets are beneficial due to the positive emotional experiences they could elicit. Our hypotheses were based on the Broaden-and-Build Theory of positive emotions and the Happy worker – Productive worker thesis. This study contributes to our understanding regarding the ways employee mindsets shape their performance across time.

Method: We collected self-reported survey data from employees in various industries, from IT and telecommunications to finances, education, and social assistance, creating a heterogeneous sample in terms of work domains. The sample included N = 316 employees in the first wave, N = 203 employees in second wave, and N = 172 in the third wave. The hypothesized model was tested using Structural Equation Modelling (SEM). We assured that attrition was not selective and used Maximum Likelihood estimation to handle missing data.

Results: The inspection of a series of different measurement models revealed that the stress mindset construct is best modelled as a second-order factor structure indicated by three first-order factors (learning and growth, performance and productivity, health and vitality). As for the results of the structural models, the data fully supported our hypotheses regarding the effects of a growth mindset. We found a strong and positive direct effect, but also a partially mediated path from growth mindset to performance through positive affect. When it comes to stress mindset, we found a non-significant direct path to performance. Nonetheless, there was a small indirect effect on performance through positive affect, suggesting a fully mediated mechanism.

Conclusion: The results highlight the importance of thinking positively, especially regarding the malleability of our work abilities, since a growth mindset was both directly and indirectly related to higher performance. A healthier mindset about stress, in turn, reflects on employee performance only through the increase in positive affect and not directly. Overall, this study highlights that having a healthier mindset does not only facilitate more positive emotional experiences in the future but also higher performance due to these positive emotions.

P273

"The Impact of Public Policies on Occupational and Mental Health of Young Workers."

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Background: Concerns, stress, and depressive states caused by the devastating impacts of the pandemic, the conflict initiated by Russia in Ukraine, the climate emergency, unemployment, and the rising cost of living, as well as the demands of the digital environment and social media platforms, have further deteriorated the already fragile levels of mental health, particularly among children and young people.

The "Health at a Glance" report from 2022 revealed that nearly half of young Europeans report unmet mental health needs, and the proportion of young people experiencing depressive symptoms in various EU countries has doubled since the pandemic.

The occupational and mental health of young workers has become an increasingly important issue in the contemporary era, with a visibility that is necessarily ever-increasing, marked by rapid technological changes, economic uncertainty, and new forms of work organization.

This study focuses on analyzing the impact of such policies, recognizing that young people often face unique challenges, such as job instability, the pressure to adapt to dynamic work environments, and the need to balance multiple responsibilities.

Method: To investigate the impact of public policies on the occupational and mental health of young workers, a dual-source approach was used, combining the research and analysis of the most recent public policies focused on this cause as well as the review of the most current academic literature on the subject.

Results: The data evidenced the efficacy of initiatives such as the Eurodesk Spain (Injuve) Platform for Mental Health and Youth Employability, while showing that there are very few specific policies in this area for the youth collective. This platform has proven to be a valuable resource in integrating mental health aspects into youth employability policies. Some authors have long been underscoring the importance of such initiatives, noting that they effectively address the psychosocial needs of young people in today's labor market, with mental health being a hot topic, especially concerning data in Spain and generally in Europe, requiring imminent attention.

Conclusion: Although numerous countries have implemented strategies to preserve and enhance youth mental health, the magnitude of current challenges demands the implementation of additional strategies to prevent lasting impacts on this generation. This implies a shift in priorities towards prevention, addressing behavioural risk factors and social, environmental, and economic determinants, and the adoption of more robust policies in promoting mental health and preventing mental disorders; The need for policies that integrate mental health into employability programs becomes evident. Multisectoral collaboration and the adaptability of policies remain key elements for a comprehensive and effective approach in youth occupational health.

NOTES

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Zurich, Switzerland (2012)
Rome, Italy (2010)
Valencia, Spain (2008)

Dublin, Ireland (2006)
Porto, Portugal (2004)
Berlin, Germany (2003)
Vienna, Austria (2002)
Barcelona, Spain (2001)
Nottingham, United Kingdom (2000)
Lund, Sweden (1999)



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