The social and economic dynamics that have been troubling the world for several years are associated with the new challenges that organizations have to face in order to be sustainable, namely, concerning management practices, working conditions, innovation management, and quality of life in the workplace. It is particularly difficult for the human service industry to create and sustain healthy workplaces that mobilize workers for high-productivity and provide high-quality services to people. A deeper understanding of the new realities and the critical processes that affect workers’ efficiency and effectiveness will help towards designing better interventions and improving human services management.

For over a quarter of a century, and with the aim of providing an arena for the analysis and discussion of the consequences of a rapidly changing working life in Europe, the European Network of Organizational Psychologists (ENOP) has held a series of conferences that focus on critical issues in the fields of work and organizational psychology, health care, human services, and occupational health. The XIth European Conference on Organizational Psychology and Human Service Work was held in Lisbon in October 2009, and was focused on the “new challenges and interventions in psychosocial work environment”.

This volume includes ten peer-reviewed contributions from authors of seven European countries. These contributions are organized in two sections. The first section includes studies that focus on the work environment and employee well-being in human services. The second section presents studies that focus on healthy workplace factors and interventions in human services.

**Key words:** organizational psychology, human service work, well-being, healthy workplace

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Preface

The social and economic dynamics that have been troubling the world for several years are associated with the new challenges that organizations have to face in order to be sustainable, namely, concerning management practices, working conditions, innovation management, and quality of life in the workplace. It is particularly difficult for the human service industry to create and sustain healthy workplaces that mobilize workers for high-productivity and provide high-quality services to people. A deeper understanding of the new realities and the critical processes that affect workers’ efficiency and effectiveness will help towards designing better interventions and improving human services management.

For over a quarter of a century, and with the aim of providing an arena for the analysis and discussion of the consequences of a rapidly changing working life in Europe, the European Network of Organizational Psychologists (ENOP) has held a series of conferences that focus on critical issues in the fields of work and organizational psychology, health care, human services, and occupational health.

The XI\textsuperscript{th} European Conference on Organizational Psychology and Human Service Work was held in Lisbon in October 2009. About 50 participants from 11 countries (Australia, Belgium; Germany, Italy, Norway, Portugal, Sweden, Spain, The Netherlands, UK, USA) took part in the conference.

The conference program covered several themes: leadership, work attitudes and behaviors in hospital contexts; psychosocial risks, burnout and stress; norms, teamwork, attitudes and health; motivation, workers’ attitudes and behaviors, innovation, change and performance in the third sector; intervention programs and health promotion, and management and cooperation in human services.

This volume includes ten peer-reviewed contributions from authors of seven European countries. These contributions are organized in two sections. The first section includes studies that focus on the work environment and employee well-being in human services. The second section presents studies that focus on healthy workplace factors and interventions in human services.

The first chapter was written by Marieke van den Tooren, Jan de Jonge and Christian Dormann and provides a systematic overview of the Demand-Induced Strain Compensation (DISC) Model. The authors present extensive empirical evidence for the matching hypothesis and its extended version, the triple match principle, reviewing 29 empirical DISC studies. The next chapter, written by Miriam Benitez, Francisco J. Medina and Lourdes Munduate analyzes the link between relationship conflict and work-unit emotional exhaustion, exploring the moderating role of conflict management styles, in 91 work-units. Their study shows that, at the work-unit level, management styles that integrate and avoid conflict are
effective in preventing emotional exhaustion at work. Chris Woodrow and David Guest, in the third chapter, explore to what extent predictors and consequences of workplace bullying are consistent across three healthcare organizations. Their findings suggest that, in the context of healthcare, management behavior may be a more likely antecedent to bullying than other features of the work environment. The fourth chapter, written by Maria José Chambel and José Maria Peiró, presents an exploratory study that seeks to empirically identify the combinations of engagement and burnout that result in differentiated patterns within a multi-occupational sample of human service workers. Their results showed that while the majority of workers displayed a pattern with low burnout and high engagement, only a minority presented high/medium burnout and high/medium engagement. In the final chapter of the first section, Gérard W.B. Näring, Anne R.M. Canisius and André Brouwers present a study on emotional labor among teachers testing two new scales: surface acting of negative emotions and deep acting of negative emotions, as an extension of the Dutch Questionnaire on Emotional Labor. Results showed that both deep and surface acting of negative emotions have to be distinguished from the acting of positive emotions.

The second section also comprises five studies. It begins with a chapter written by Hanne Derycke, Peter Vlerick, William D'Hoore and Lutgart Braeckman where they analyze the impact of the effort-reward imbalance (ERI) model on voluntary actual turnover among healthcare workers. Their empirical results showed that an imbalance between high effort and low reward increased the risk of actual turnover. In the next chapter, Magda Sofia Roberto, Kathryn Mearns and Sílvia A. Silva present a study that focuses on junior and senior doctors’ compliance with procedures concerning hand hygiene in the context of healthcare. Their findings suggest that whereas the subjective norm was the main predictor of junior doctors’ compliance, attitudes and perceived behavioral control were the most significant predictors of senior doctors adoption of hand hygiene. In the following chapter, Nicoletta Bova, Chiara Panari, Silvia Simbula and Dina Guglielmi present a study where they tested the health impairment process and the motivational process of the Job Demands-Resources model. They show that increasing job resources promotes positive organizational outcomes, and decreases in job demands prevent ill-health. In the next chapter, Susana Correia Santos, António Caetano and Ana Junça Silva present a study covering a twelve-year period aimed at analyzing the stability of the latent construct of job satisfaction over time. Results evidenced the structural invariance of the latent construct of job satisfaction over time, with satisfaction with human resources management emerging as the stronger predictor of overall job satisfaction in all six time periods covered in the twelve-year study. In
the final chapter of the second section, Sarah Pajak & David Guest report an intervention carried out in two clinical divisions of a UK hospital where change was primarily directed at leadership and team-working. Describing an attempt to introduce change in a challenging environment, it draws attention to some of the issues that led to the project’s demise, particularly those relating to power dynamics, and discusses the relevance of analyzing organizational failure.

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Lisbon, March, 2011

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Part I

Work Environment and Well-Being in Human Services
The Demand-Induced Strain Compensation Model: Background, Key Principles, Theoretical Underpinnings, and Extended Empirical Evidence

Marieke van den Tooren, Jan de Jonge & Christian Dormann

Introduction

Research on job stress has concentrated on identifying characteristics of the work environment that may relate to worker health, well-being, and performance. Specifically, it has been proposed that these job-related outcomes can be explained by two distinct job characteristics: job demands and job resources (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; Karasek, 1979; Siegrist, 1996). Job demands are work-related tasks that require effort. Examples of job demands are finding solutions for complex problems, lifting heavy objects, or dealing with aggressive clients. Job resources are work-related assets that can be employed to deal with job demands. Examples of job resources are job autonomy, emotional support from colleagues, and technical equipment. Because job demands can often not be reduced, the idea of increasing job resources instead is attractive to current working life. As a result, several theoretical models have been developed to explain the role of job resources in the job stress process (cf. Cooper, 1998; Kahn & Byosiere, 1992). Most of these frameworks focus on additive and moderating effects of job resources. In case of additive effects, job resources independently impact job outcomes, whereas in case of moderating effects, job resources moderate the relation between job demands and job outcomes. That is, the effect of job demands on job outcomes depends on the level of job resources.

While there seems to be little debate about additive effects of job resources, there is a lack of converging evidence for moderating effects of job resources (e.g. Cooper, Dewe, & O'Driscoll, 2001; van der Doef & Maes, 1999; Häsuer, Mojzisch, Niesel, & Schulz-Hardt, 2010; de Lange, Taris, Kompier, Houtman, & Bongers, 2003). One important explanation for why studies have often failed to find moderating effects of job resources may be that researchers usually tend to treat job demands and job resources as global and one-dimensional constructs, obscuring the differential impact of specific components (e.g. Viswesvaran, Sanchez, & Fisher, 1999). In reaction to this practice, several researchers have advocated the idea of multi-dimensional constructs and match. More specifically, under the heading of the matching hypothesis (Cohen & McKay, 1984), it has been argued that specific types
of job demands and job resources should be *matched* to show moderating effects of job resources (e.g. Cohen & Wills, 1985; Cutrona & Russell, 1990; Sargent & Terry, 1998). Here, match refers to a so-called complementary fit between job demands and job resources (cf. van den Tooren, 2011), whereby job resources provide the optimal power or strength that is needed to deal with the job demands concerned. For instance, if workers need to move heavy objects, instrumental support from colleagues will provide the optimal power needed to deal with the physically demanding job in question. Other forms of social support, like a listening ear from colleagues, seem less helpful in this situation. Because physical job resources show a complementary fit to physical job demands, it follows that physical job resources are most likely to mitigate the adverse effect of high physical job demands on worker health and well-being.

The necessity to focus on specific types of job demands and job resources has also been emphasized by changes in work itself. Specifically, due to new developments in working life, such as the increasing use of information and communication technology (ICT), and the rise of the service sector in which workers come into close contact with clients or patients on a regular basis, many workers nowadays experience high levels of cognitive and emotional job demands. For instance, the latest report of the European Foundation for the Improvement of Living and Working Conditions (EFILWC) shows that, in 2005, 47% of the European workers experienced cognitive job demands, 40% experienced emotional job demands, and 35% experienced physical job demands (EFILWC, 2007). In other words, besides the traditional, physically strenuous jobs, workers today are more and more confronted with psychological (i.e. cognitive and emotional) job demands, which often are accompanied by substantial, sometimes hidden costs (e.g. burnout, sickness absence, work disability, lost productivity, and counterproductive work behavior). To improve our understanding of how specific job resources moderate the relation between today’s job demands and job outcomes, de Jonge and Dormann (2003; 2006) developed the Demand-Induced Strain Compensation (DISC) Model.

**Demand-Induced Strain Compensation Model**

The DISC Model is a modern job stress model that is premised on four key principles: (1) multi-dimensionality of concepts, (2) the triple match principle, (3) the compensation principle, and (4) the balance principle (de Jonge & Dormann, 2003; 2006). These basic principles will be discussed in more detail below.

1. *Multidimensionality of concepts:* At a very basic level, job demands, job resources, and job outcomes are either cognitive, emotional, or physical in nature (Hockey, 2000;
de Jonge & Dormann, 2003). As far as job demands are concerned, the DISC Model distinguishes cognitive job demands that primarily impinge on mental processes (e.g. solving complex problems), emotional job demands that refer to the effort needed to deal with job-inherent emotions (e.g. feeling threatened by an aggressive patient) and/or organizationally desired emotions (e.g. staying friendly to a rude customer) during interpersonal transactions, and (3) physical job demands that primarily impinge on the musculoskeletal system (e.g. moving heavy objects).

In a similar vein, the DISC Model distinguishes cognitive job resources that refer to the opportunity to control one’s own work activities (i.e. job control) and to consult sources of information and expertise (e.g. information from handbooks), emotional job resources that refer to emotional support from colleagues and/or supervisors (e.g. a listening ear from colleagues), and physical job resources that refer to instrumental support from colleagues and/or supervisors, technical equipment, and ergonomic aids (e.g. a trolley). Finally, the DISC Model distinguishes cognitive, emotional, and physical job outcomes, which can be either negative (e.g. concentration problems, emotional exhaustion, and physical complaints) or positive (e.g. creativity, emotional strength, and physical strength).

2. Triple match principle: To a certain extent, the triple match principle is similar to the matching hypothesis proposed by Cohen and McKay (1984). However, in addition to the match between job demands and job resources as proposed by the 1984 matching hypothesis, the triple match principle also emphasizes the importance of a match between job demands and job outcomes and between job resources and job outcomes (cf. Frese, 1999). More specifically, the triple match principle proposes that moderating effects of job resources on the relation between job demands and job outcomes are most likely to occur if job demands, job resources, and job outcomes all match. Because moderating effects are strongest when there is a match between all three job stress constructs, this idea of match is referred to as a triple match. An example of a triple match is a situation in which emotional job resources mitigate the relation between emotional job demands and emotional exhaustion. In addition to triple matches, the DISC Model also distinguishes two kinds of ‘double matches’, which are weaker in terms of match (only two out of three constructs match) and thus less likely to occur than triple matches. For instance, though it is assumed that emotional demands are most likely to affect emotional outcomes, there may also be an association between emotional demands and cognitive outcomes that is moderated by emotional resources (de Jonge, Le Blanc, Peeters, & Noordam, 2008). Although this kind of double match is known as the matching hypothesis, in the context of the triple match principle it is usually referred to as a double match of common kind. That is, there is a match between job