Social capital and COPSOQ. Theory and measurement.

COPSOQ Conference
Freiburg, Sept. 9-10, 2009
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Social capital
The pioneers of social capital

- **Bourdieu. (1986).** Critical. Saw social capital as a force that maintained social inequality.
- **Coleman. (1988).** Saw social capital as a quality that benefitted members of a group.
- **Putnam. (1993).** ”Making democracy work” and ”Bowling alone”. Made the concept popular and well known. Introduced bonding and bridging. Linking came later. Saw social capital (in the US) as declining.
What is social capital?

• There are many definitions. Most of them are rather vague. Example:

  • ”Social capital is the features of an organisation, for instance network, norms or trust, that facilitate coordination and cooperation to the mutual best”

• Two features are common: A. Social capital is at the national or organisational level. B. Social capital includes network, trust and common norms.
Theories on work and stress

Kompier’s list of important psychosocial models.

1. The Job Characteristics Model
2. The Michigan Model
3. The Demand-Control-Support Model
4. The Sociotechnical Approach
5. The Action Theoretical Approach
6. The Effort-Reward Imbalance Model
7. The Vitamin Model

The main models

- Demand – control model
- Effort – reward model
- Demands – ressources model
- Person – environment model

- All models are models of balance and they are at the job level or at the individual-job interface level
The road to a good job: ”The six golden nuggets”

* High influence (job control)
  (how to perform the work, breaks, who to work with, etc)

* High level of meaning
  (purpose of work, usefulness for society)

* High predictability
  (relevant information about future changes and events)

* Good social support
  (practical and emotional support from colleagues and supervisors)

* Adequate rewards
  (recognition and appreciation, career, salary)

* Suitable demands
  (quantitative, emotional, social)
The road to a good workplace: "The three diamonds"

Collaboration

Trust

Justice

The Social Capital of the workplace
## Trust at the workplace

<table>
<thead>
<tr>
<th></th>
<th><strong>DIALOGUE</strong></th>
<th><strong>WORK</strong></th>
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<tbody>
<tr>
<td><strong>Bottom-up</strong></td>
<td>The employees trust the management</td>
<td>The employees trust that the management does a good job</td>
</tr>
<tr>
<td><strong>Horizontal</strong></td>
<td>The employees trust each other</td>
<td>The employees trust that their colleagues do a good job</td>
</tr>
<tr>
<td><strong>Top-down</strong></td>
<td>The employees trust each other</td>
<td>The management trusts that the employees do a good job</td>
</tr>
</tbody>
</table>
Trust – in each other and in the institutions of society

GT Svendsen. Økonomi & Politik 2006;42-55.
Trust and self-rated health

Scale on trust at work

• Does the management trust the employees to do their work well?
• Can you trust the information that comes from the management?
• Does the management withhold important information from the employees? (Reversed scoring)
• Are the employees able to express their views and feelings?
• (Cronbach’s alpha = 0.80. Average score for Danish employees 67.0 points)
Social capital and health.
The association between level of trust and average depression score

Range for both scales: 0-100
Justice at the workplace

* Distributive justice. Distribution of salary, promotions, firings, recognition, fringe benefits etc.

* Procedural justice. Is the process fair? Are recognized rules and norms followed? Written as well as unwritten!

* Interactional justice:
  * Interpersonal justice. Are the employees treated with decently, that is, with respect?
  * Informative justice. Do the employees receive sufficient information about the process?

*Cohen-Charash & Spector, 2001.*
The six rules for procedural justice

* **Consistency.** The same procedures should be used in all situations.

* **Impartiality.** The personal preferences of the supervisor should not influence the process.

* **Basis for decision.** Decisions should be based on reliable and relevant information.

* **Possibilities for appeal.** It should be possible to appeal in order to have unfair or wrong decisions changed.

* **Representation.** All involved parties should participate in the process and have a voice.

* **Ethics.** The process must be in accordance with fundamental ethical principles.

Leventhal. 1980.
Injustice and depression*

A Finnish prospective study of 1,786 female hospital employees

Relative risk

- Respect
  - +: 1.0
  - -: 1.24

- Justice (process)
  - +: 1.0
  - -: 1.73

* Diagnosed by doctor

Absence, lack of respect and negative changes

A Finnish study of absence spells of at least 4 days.

Relative risk

Respect

- High Women: 1.0
- Low Women: 1.22
- High Men: 1.0
- Low Men: 1.33

Negative changes*

- No Women: 1.0
- Yes Women: 1.22
- No Men: 1.0
- Yes Men: 1.44

* Last 12 months

Psychosocial factors and coronary heart disease

8.7 years of follow-up in Whitehall II

Relative risk *

<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>Me</th>
<th>High</th>
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<tbody>
<tr>
<td>ERI</td>
<td>1.0</td>
<td>1.06</td>
<td>0.95</td>
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<tr>
<td></td>
<td>1.0</td>
<td>1.18</td>
<td>1.44*</td>
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<tr>
<td>Job strain</td>
<td>1.0</td>
<td>1.03</td>
<td>0.69*</td>
</tr>
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* Mutually adjusted.

Scale on justice at work

• Are conflicts resolved in a fair way?
• Are employees appreciated when they have done a good job?
• Are all suggestions from employees treated seriously by the management?
• Is the work distributed fairly?
• (Cronbach’s alpha = 0.83. Average score for Danish employees 59.2 points)
The social capital of the workplace: Collaboration

Linking, bridging og bonding
If you have an egg and I have an egg and we swap, then we both still have an egg.

If you have an idea and I have an idea and we swap, then you have two ideas and I have two ideas.

Old Chinese saying
Social capital and job satisfaction

“Social capital is a better predictor of quality of life at work and job satisfaction than the characteristics of the worker, the company or organization, and the work environment”.

Trust and productivity

A study of 43 companies in the car industry of the US

Trust* between management and employees → Higher involvement in the workplace → Increased:
   a. Productivity
   b. Innovation
   c. Cooperation

* Trust: The belief that employees are competent, honest, reliable and involved.

How is the individual employee influenced by workplace SOCIAL CAPITAL?

SOCIAL CAPITAL
(Collaboration, trust, justice)

GOOD PSYCHOSOCIAL WORK ENVIRONMENT

Meaning  Recognition  Respect  Social support  Predictability (information)  Role clarity

WELL-BEING, SATISFACTION, LOW STRESS, LOW ABSENCE, LOW PERSONNEL TURNOVER
How is productivity, quality, and creativity influenced by workplace SOCIAL CAPITAL?

SOCIAL CAPITAL
(Collaboration, trust, justice)

Knowledge sharing Help & support Network Motivation Involvement

ORGANIZATIONAL CITIZENSHIP

HIGH PRODUCTIVITY, QUALITY AND CREATIVITY
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