Social capital and the workplaces. Implementation, interpretation and impact.

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The national background
Happiness and life satisfaction

1. Denmark: 16.7
2. Finland: 16.2
3. Ireland: 15.8
4. Sweden: 15.7
5. Austria: 15.7
6. Luxembourg: 15.7
7. Spain: 15.3
8. Holland: 15.2
9. Malta: 15.2
10. Belgium: 15.2
EU 25: 14.6

Corruption Index 2007

1. Danmark (9,4)
2. Finland (9,4)
3. New Zealand (9,4)
4. Singapore (9,3)
5. Sverige (9,3)
6. Island (9,2)
7. Holland (9,0)
8. Schweiz (9,0)
9. Canada (8,7)
10. Norge (8,7)
11. USA (7,2)
12. Kina (3,5)
13. Rusland (2,3)
14. Somalia (1,4)

(Transparency International Globe Corruption Report, 2008)
Income distribution in some of the countries of the world year 2000

<table>
<thead>
<tr>
<th>Country</th>
<th>Gini Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Danmark</td>
<td>24.7</td>
</tr>
<tr>
<td>Sverige</td>
<td>25.0</td>
</tr>
<tr>
<td>Norge</td>
<td>25.8</td>
</tr>
<tr>
<td>Finland</td>
<td>26.9</td>
</tr>
<tr>
<td>Tyskland</td>
<td>28.3</td>
</tr>
<tr>
<td>Holland</td>
<td>30.9</td>
</tr>
<tr>
<td>Frankrig</td>
<td>32.7</td>
</tr>
<tr>
<td>England</td>
<td>36.0</td>
</tr>
<tr>
<td>Rusland</td>
<td>39.9</td>
</tr>
<tr>
<td>USA</td>
<td>40.8</td>
</tr>
<tr>
<td>Kina</td>
<td>44.7</td>
</tr>
<tr>
<td>Brasilien</td>
<td>58.0</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>62.9</td>
</tr>
<tr>
<td>Namibia</td>
<td>74.3</td>
</tr>
</tbody>
</table>

Job satisfaction in Western Europe

<table>
<thead>
<tr>
<th>Country</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denmark</td>
<td>2,50</td>
</tr>
<tr>
<td>Ireland</td>
<td>2,40</td>
</tr>
<tr>
<td>Holland</td>
<td>2,36</td>
</tr>
<tr>
<td>Austria</td>
<td>2,31</td>
</tr>
<tr>
<td>UK</td>
<td>2,27</td>
</tr>
<tr>
<td>Belgium</td>
<td>2,21</td>
</tr>
<tr>
<td>Finland</td>
<td>2,17</td>
</tr>
<tr>
<td>Sweden</td>
<td>2,11</td>
</tr>
<tr>
<td>Germany</td>
<td>2,11</td>
</tr>
<tr>
<td>Italy</td>
<td>1,99</td>
</tr>
<tr>
<td>France</td>
<td>1,97</td>
</tr>
<tr>
<td>Spain</td>
<td>1,96</td>
</tr>
<tr>
<td>Portugal</td>
<td>1,96</td>
</tr>
<tr>
<td>Greece</td>
<td>1,73</td>
</tr>
</tbody>
</table>

The proportion reporting: “Many tensions”

1. Denmark: 6%
2. Sweden: 16%
3. Finland: 17%
4. Cypern: 18%
5. Estonia: 20%

EU 25: 36%
24. Slovenia: 49%
25. Rumania: 49%
26. France: 49%
27. Lithuania: 53%
28. Poland: 53%

Influence at work in European countries, 2005

Extent of autonomy in the workplace, by country

DK
SE
NO
NL
FI
EU27
ES
CZ
SK
EL
BG

Note: Figures apply to employees only.

Fourth European working conditions survey, 2007
Modern work organization in Europe, 2005

"Advanced" functional flexibility and teamwork, by country (%)

Note: Figures apply to employees only.

Fourth European working conditions survey, 2007
Who is the boss in European countries?

Types of demands as determinants of pace of work, by country (%)
Some results concerning workplace social capital
Trust and justice in the BEST study

- Saving bank
- Day care
- Health care
- Inst. handicap
- Home care
- Consult firm
- Machine factory
- IT-firm
- Catering
- Family counselling
- Machine factory
Social capital and work environment in schools and institutions for children
Social capital and job satisfaction in Copenhagen Schools

2008

Satisfaction vs. Social capital

- Special schools
- Elementary schools
- Activity centers
- Special institutions
- Kindergartens
- Integrated institutions
- Nurseries
- Independent institutions

Copenhagen
Social capital and recommendation of own work to others

Skoler
Social kapital og spørgsmålet 'Jeg kan anbefale andre at søge arbejde hos os'
Social kapital og job satisfaction

(At our workplace the atmosphere is one of joy concerning our work)
Social capital and improvements at work
(At our workplace things are changed if someone points out that things can be done in a better way)
Har du inden for de sidste 12 måneder været udsat for mobning på din arbejdsplads?

<table>
<thead>
<tr>
<th>Niveaet for social kapital</th>
<th>Procent indenfor gruppen</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 3,75</td>
<td>19,6%</td>
</tr>
<tr>
<td>3,75-4,8</td>
<td>11,4%</td>
</tr>
<tr>
<td>4,8-5,6</td>
<td>6,0%</td>
</tr>
<tr>
<td>Over 5,6</td>
<td>3,8%</td>
</tr>
</tbody>
</table>
Social capital in schools in a provincial municipality
Social capital and quantitative demands in municipal schools
Social capital and commitment to the workplace in municipal schools
Social capital and recognition at work (rewards) in municipal schools
Social capital and quality of leadership at municipal schools
Social capital. "The strong fellowship"
Social capital and job satisfaction

"The strong fellowship" 2009.
Social capital and intentions to quit

"The strong fellowship" 2009.
Social capital and appreciative leadership

"The strong fellowship" 2009.
Perspectives
Purposes of the 3-level concept

- To develop valid instruments for use at different levels
- To improve communication between researchers, work environment professionals, and the workplaces
- To make national and international comparisons possible
- To improve surveys of the work environment and evaluations of interventions
- To make it easier to operationalize complicated theories and concepts
Characteristics of a good tool

The challenge is to combine:

- Theory based
- Relevant for practice
- Adapted to the individual country
- Applicable in all countries
The world values map
(Inglehart & Welzel. Modernization, Cultural Change and Democracy. 2005)
Great Place to Work: A concept based on social capital

• The five parameters in ”Great Place to Work”:
  - Credibility
  - Respect
  - Fairness
  - Pride
  - Camaraderie
"Great place to work" – lower turnover of personnel

Comparison with 100 companies that were not among the best and labor market total. US.

Voluntary turnover

- The "100 best" (12%)
- The "second best" (14%)
- Average for the US (23%)

Lymann, 2008
Sickness absence at the "50 best workplaces" in Denmark 2008

Number of workplaces

1,0-1,9 % 10
2,0-2,9 % 22
3,0-3,9 % 10
4,0-4,9 % 4
(No information: 4)
Mean value 2.4 %

Social capital - a strategic investment?

General model

- Globalization
- Company social capital
- Welfare

Psychosocial factors at work
In 1-2 years "Workplace social capital" has become the "hottest" topic in Danish work environment communities. Dozens of projects have been launched, courses are being offered, and the consultancy firms have already smelled big money. The enthusiasm is high among unions as well as employers.
You can get this presentation by mailing to
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