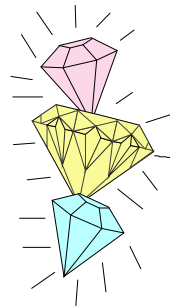


Social capital – how to succeed



4th International COPSQQ Workshop

Gent, September 19-20, 2013

Tage S Kristensen

tsk@task-consult.dk

The development of work environment factors



Noise, smoke, chemicals

Exposures



Monotonous, repetitive work

Organization of work

Relations

Work in teams



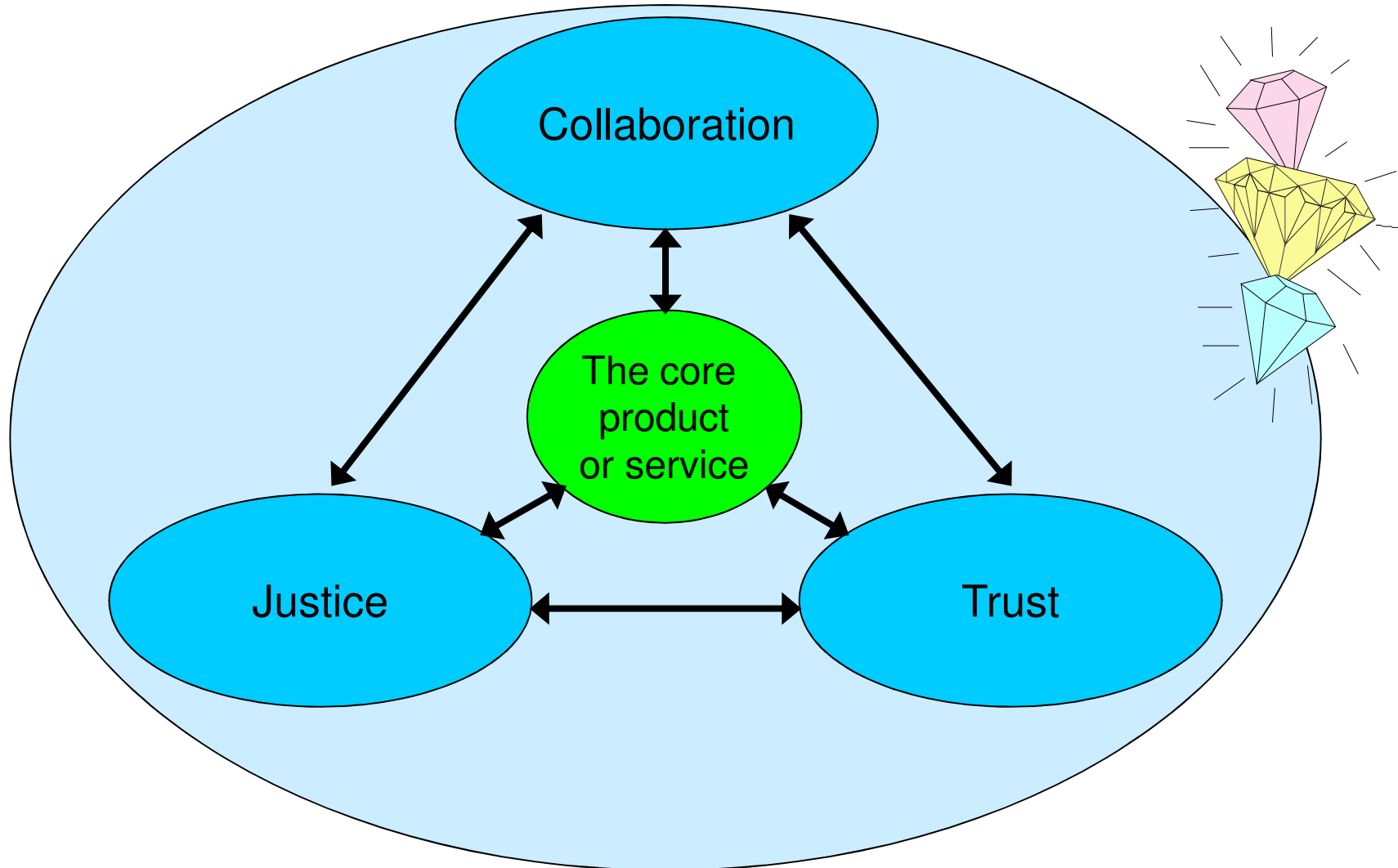
Networks, trust

Workplace social capital



Organizational social capital

"The three diamonds"



Important point about workplace social capital

- Some work environment factors are at *job-level*. (For instance demands, influence, meaning, variation, etc.)
- Others are at *department level*. (For instance quality of leadership, predictability, recognition, social support, etc.)
- *Social capital is primarily at company level, e.g. a characteristic of the whole company.*

(The distinction between department and company cannot be made beforehand)

How we usually measure social capital

Justice

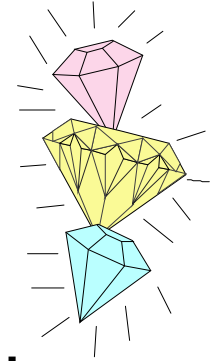
- *Are conflicts resolved in a fair way? **
- *Is the work distributed fairly? **
- *Are employees appreciated when they have done a good job?*
- *Are all suggestions from employees treated seriously by the management?*

Trust (vertical)

- *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?*
- *Are the employees able to express their views and feelings?*

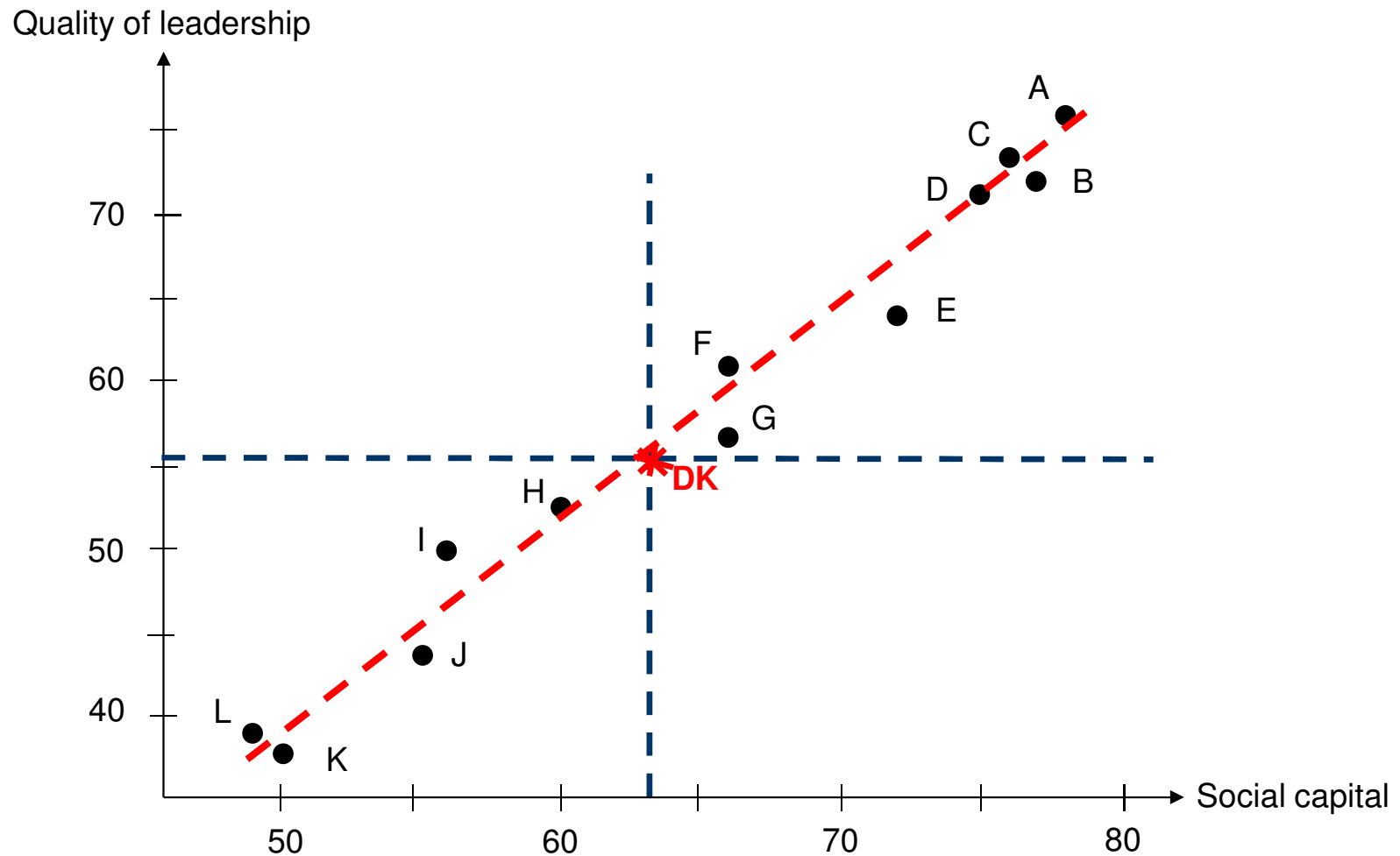
* Short questionnaire

Important findings

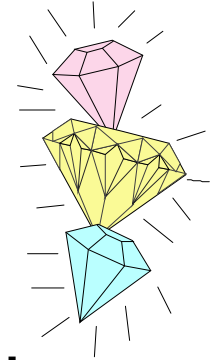


- Workplaces with the same conditions have very different social capital

Social capital and quality of leadership in the schools of a Danish municipality

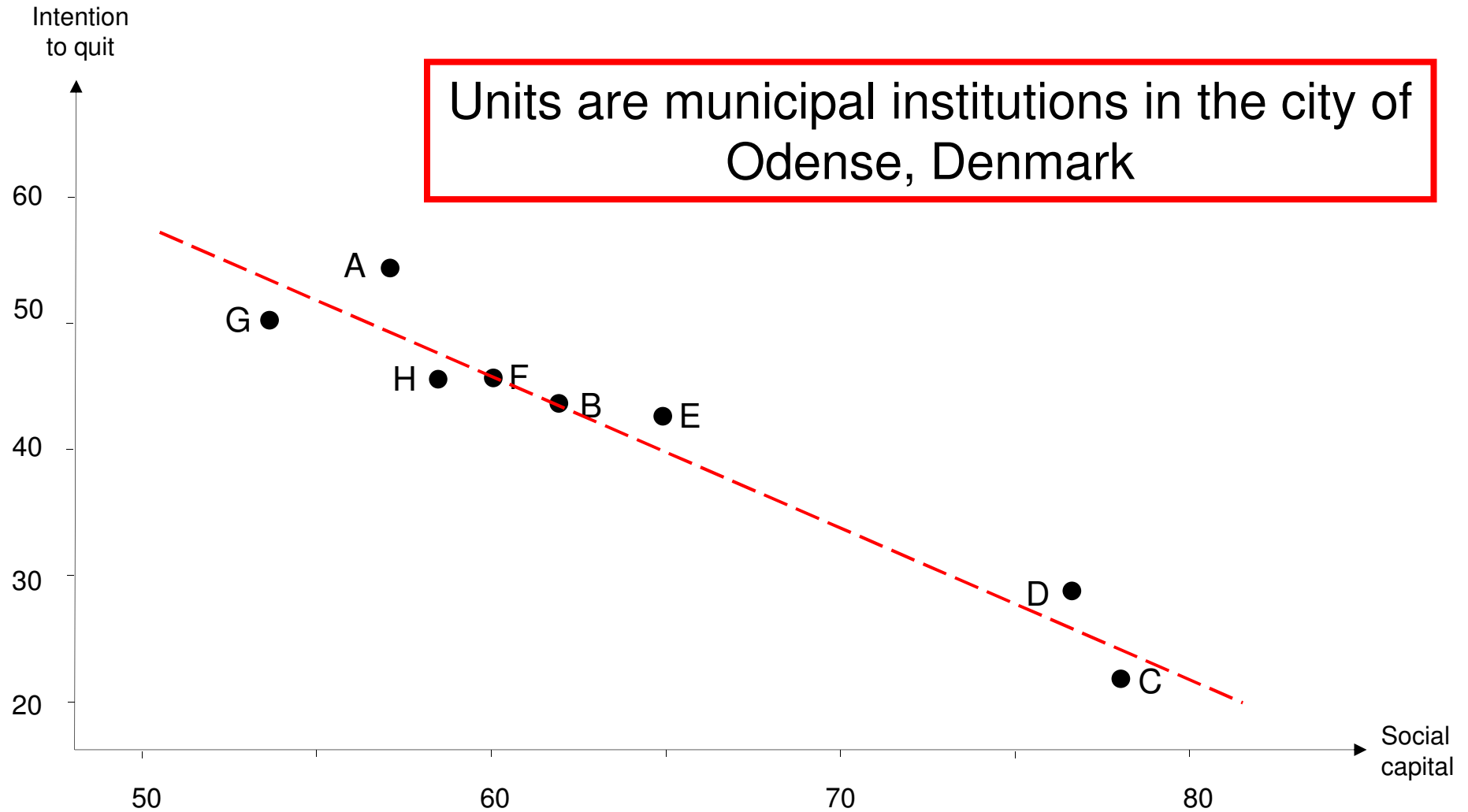


Important findings



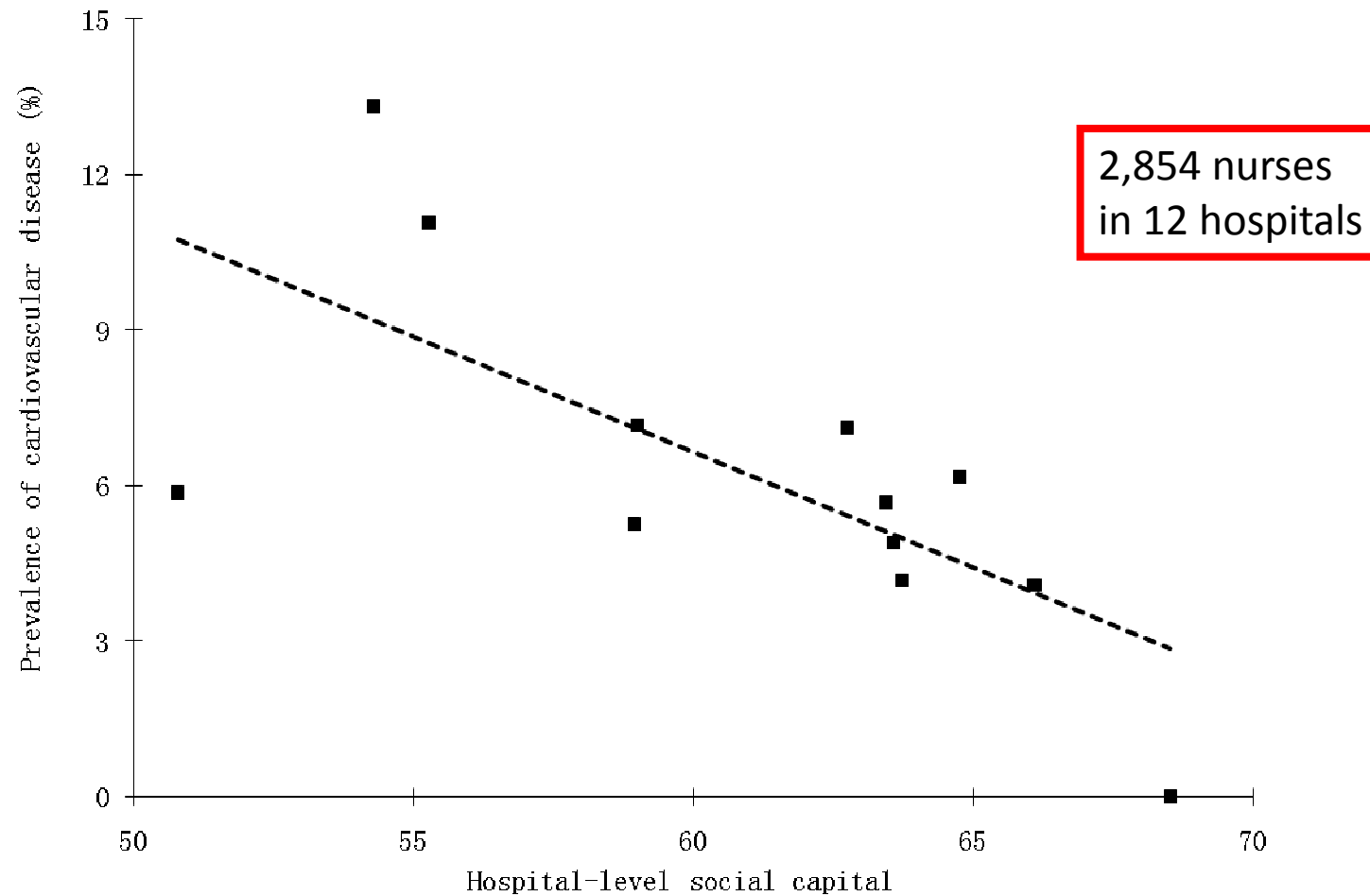
- Workplaces with the same conditions have very different social capital
- Social capital is always strongly associated with job satisfaction, stress, etc.

Social capital and intention to quit



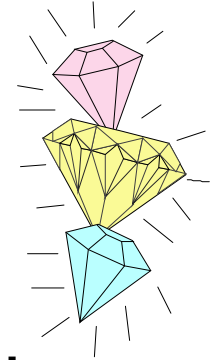
Social capital project, 2009.

Social capital and the prevalence of cardiovascular disease among nurses in Chinese hospitals



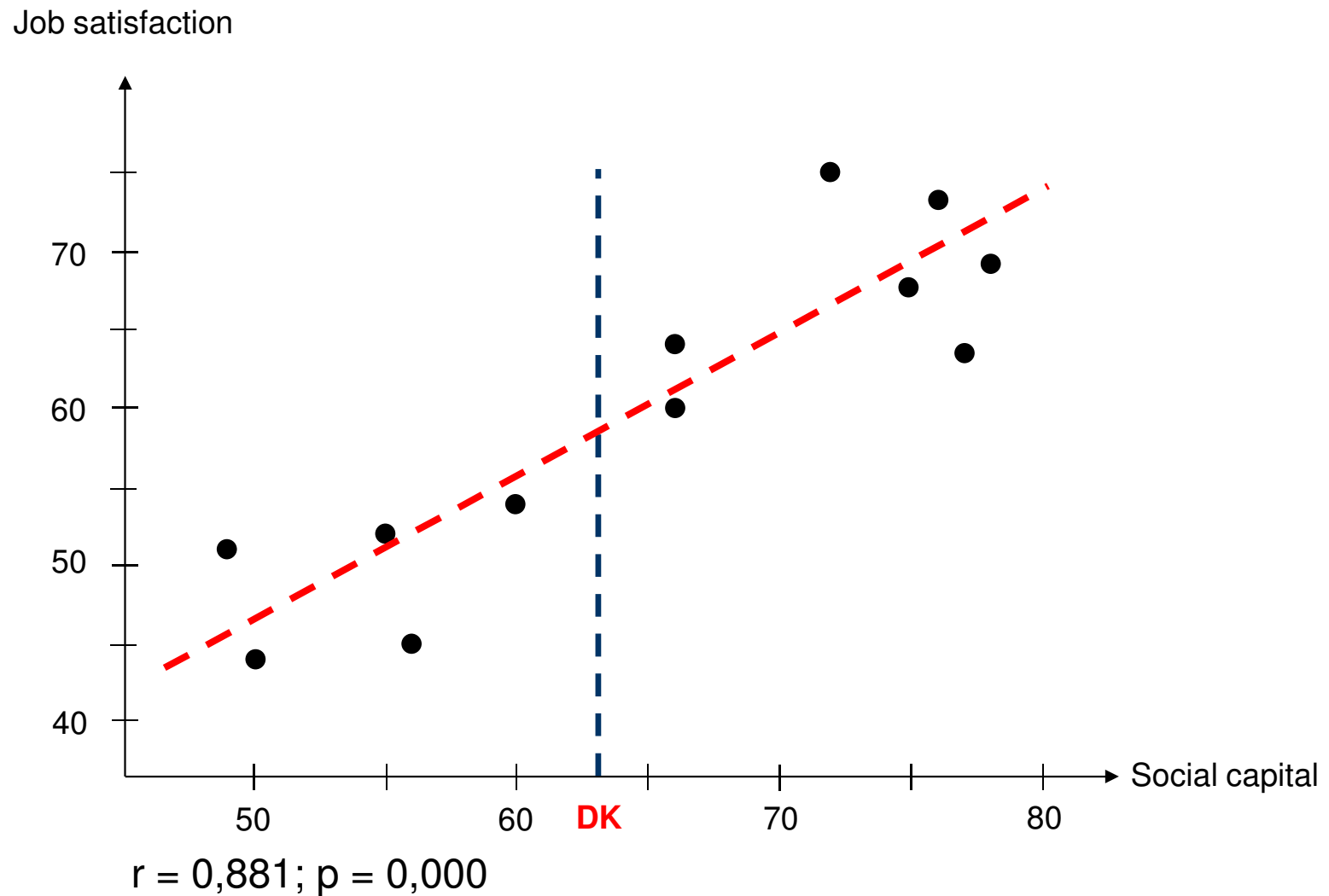
Jian Li & TS Kristensen, 2011.

Important findings

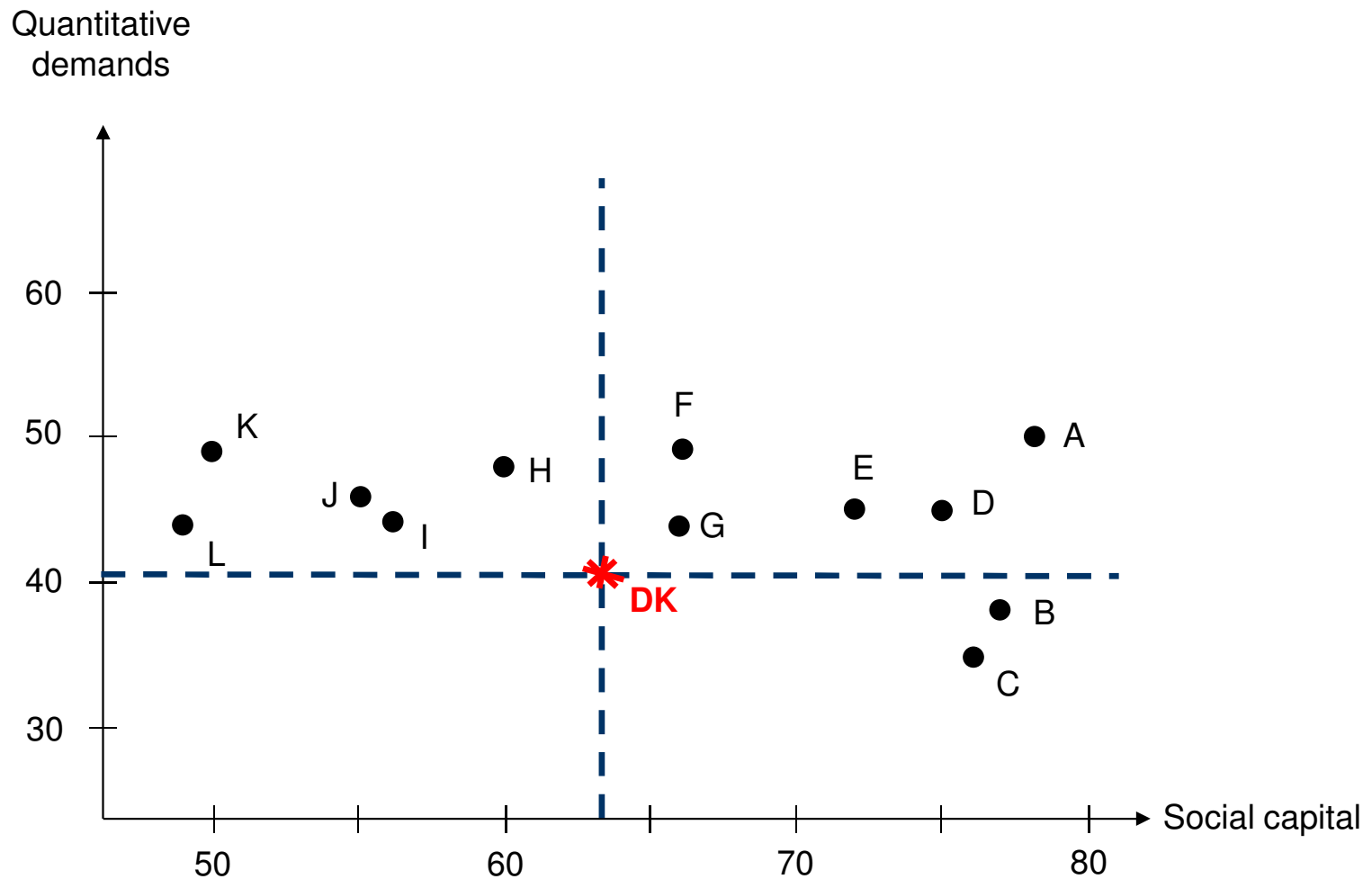


- Workplaces with the same conditions have very different social capital
- Social capital is always strongly associated with job satisfaction, stress, etc.
- Social capital "overrules" the influence of job factors

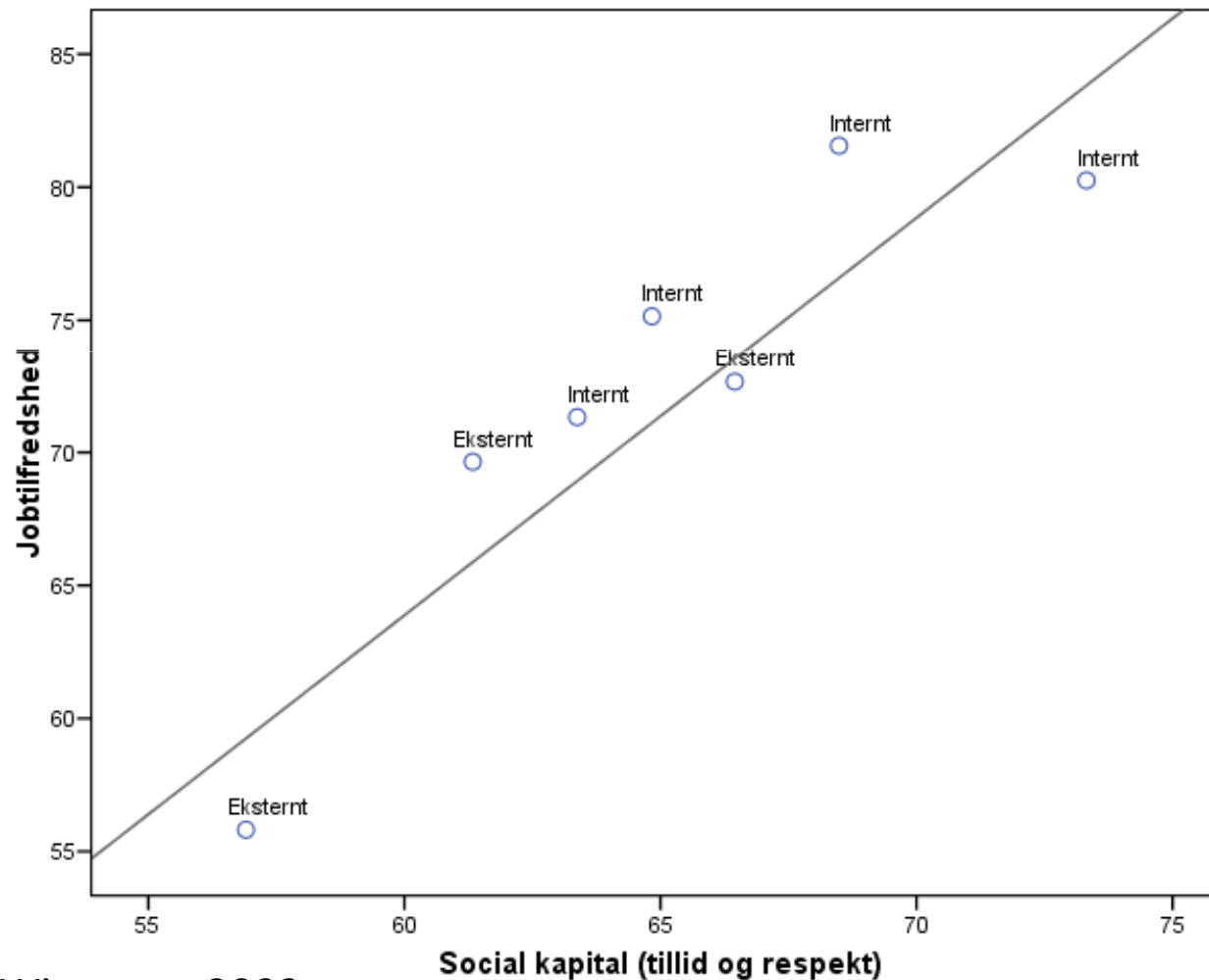
Social capital and job satisfaction in schools of the same municipality



Social capital and quantitative demands at work in the schools of a Danish municipality



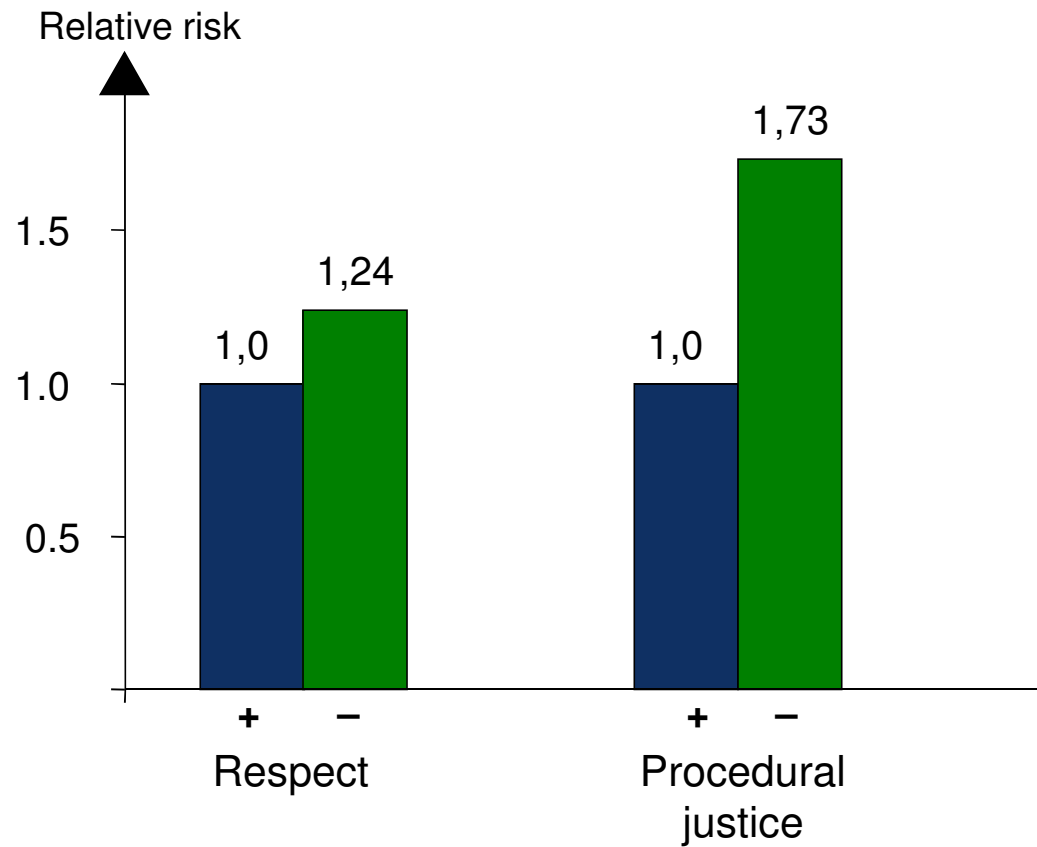
Social capital og job satisfaction in call centres



Mathiesen & Wiegman, 2009

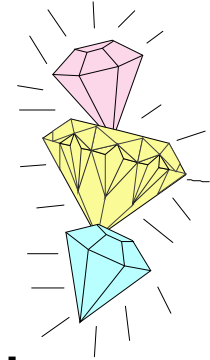
(In)Justice and depression*

A Finnish prospective study of 1,786 female hospital employees



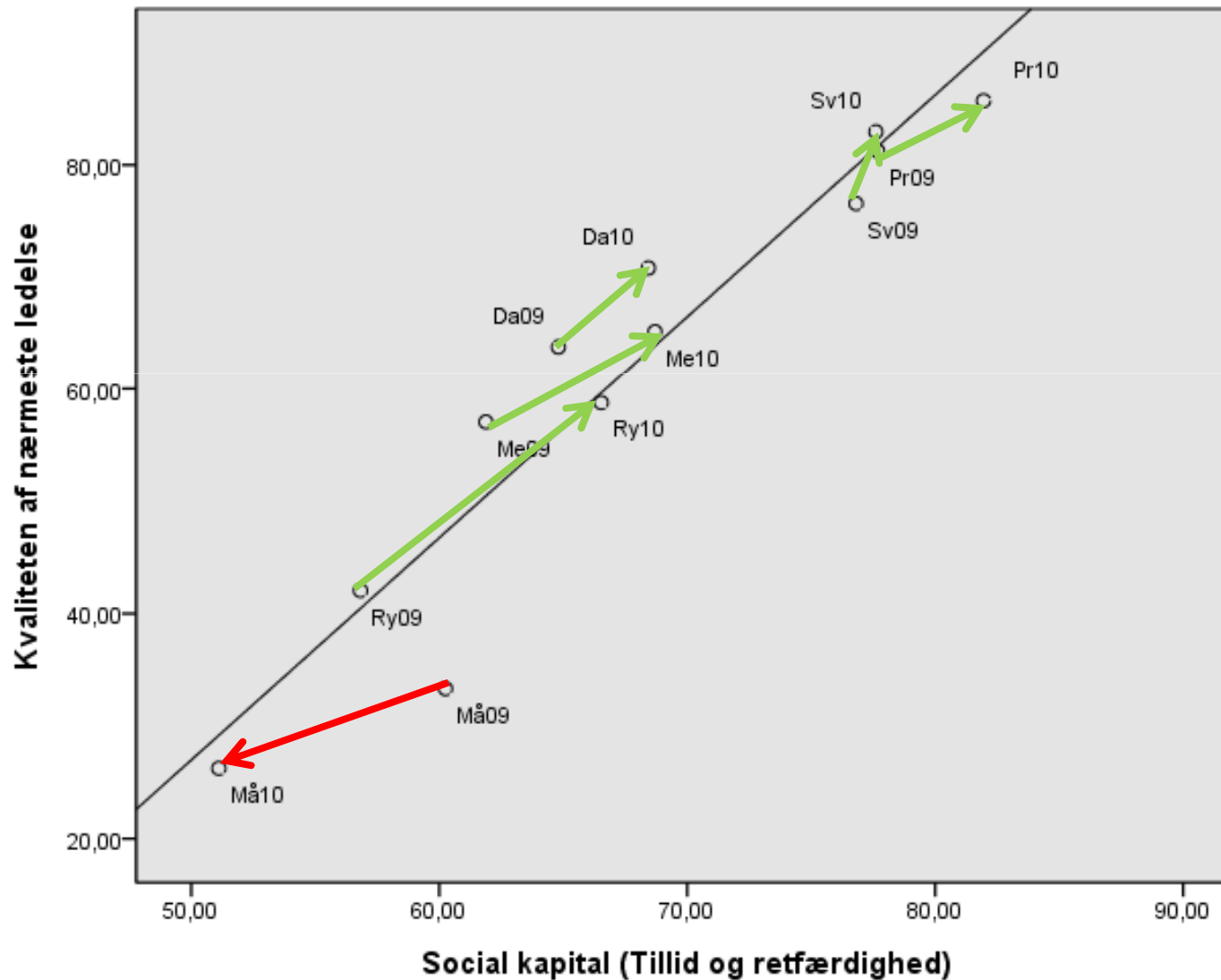
* Diagnosed by MD

Important findings



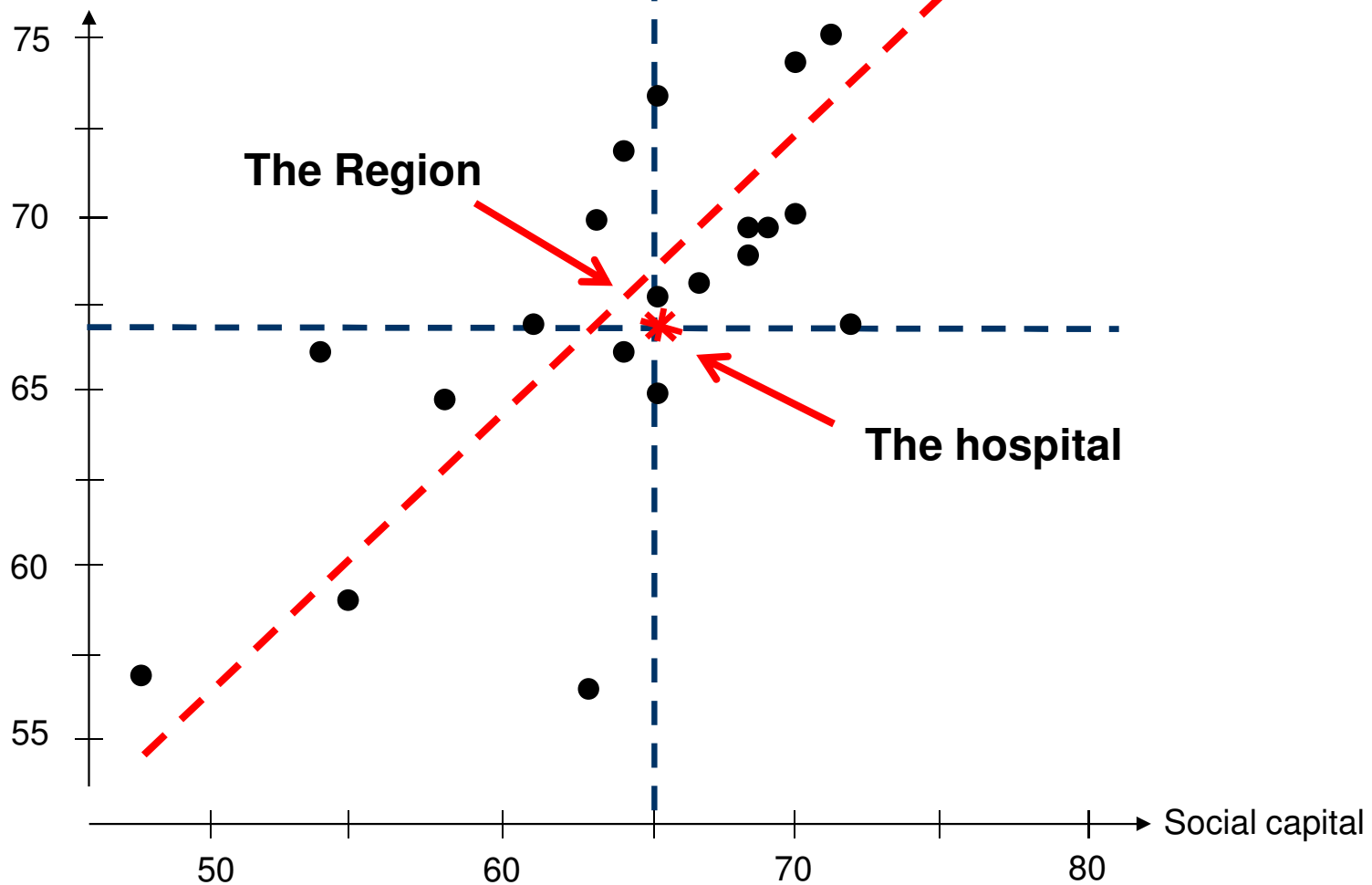
- Workplaces with the same conditions have very different social capital
- Social capital is always strongly associated with job satisfaction, stress, etc.
- Social capital "overrules" the influence of job factors
- Social capital is mainly the result of quality of leadership

Development of social capital and quality of leadership during a one-year intervention project

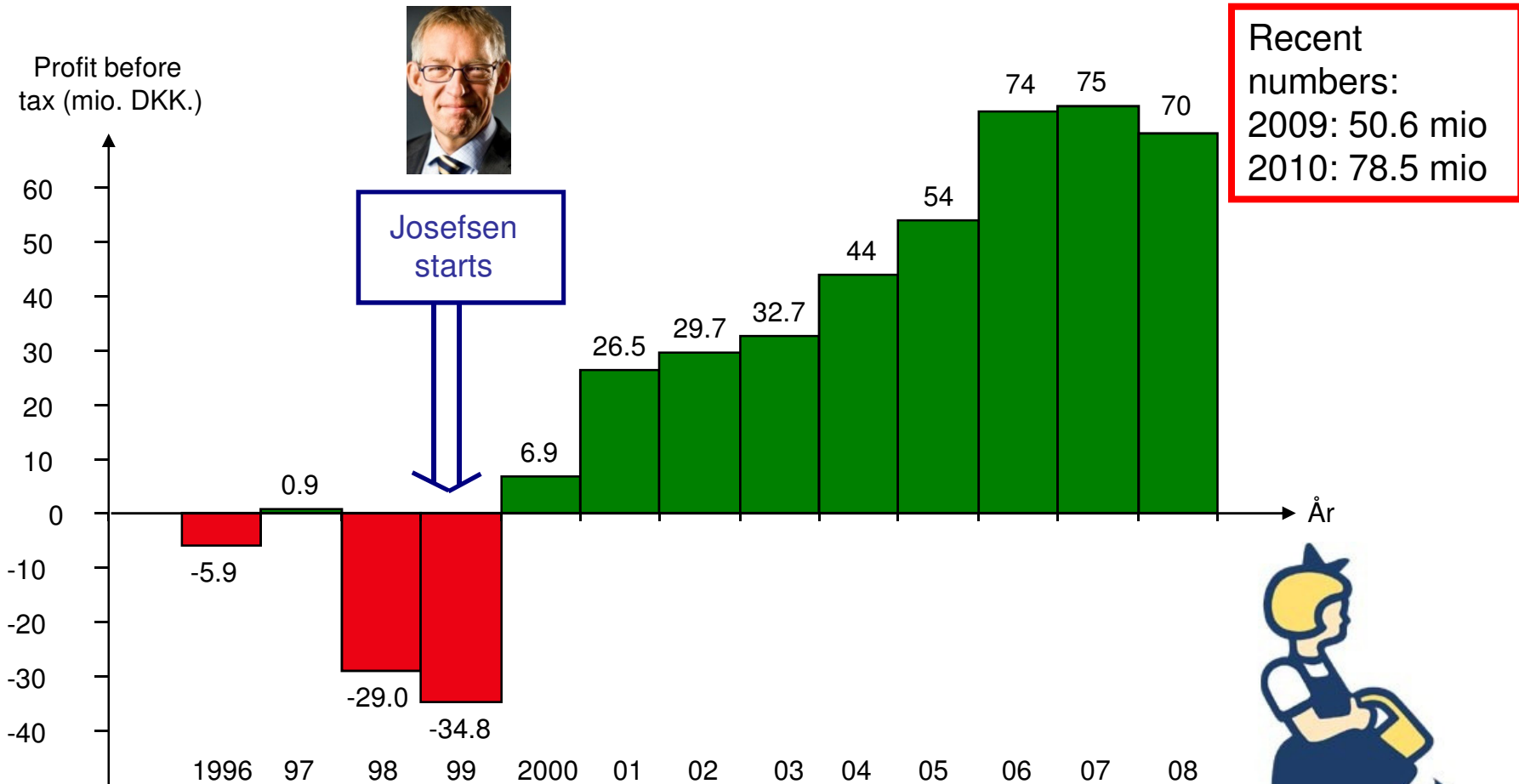


Social capital and quality of leadership in hospital wards

Quality of leadership



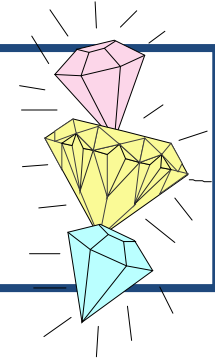
The economic development of Irma supermarkets 1996-2010



Irma was in deep crisis and about to close down. Josefsen built up the social capital of Irma, and the economic results followed



Conclusions



- Social capital is a characteristic of the workplace, which reflects leadership and cooperation
- Workplaces with high social capital have high job satisfaction, low stress, and low absence rates
- Social capital is not the result of economic or material conditions – it can be improved through local actions

Thank you for your attention



COPSOQ on the Internet

