

The senior managers' perception of their role in implementing H-work interventions for mental health and well-being

NTNU

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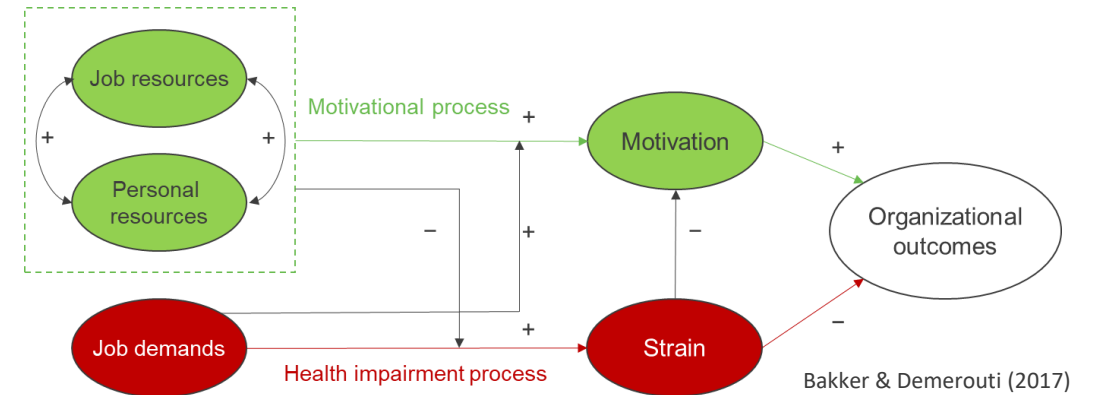
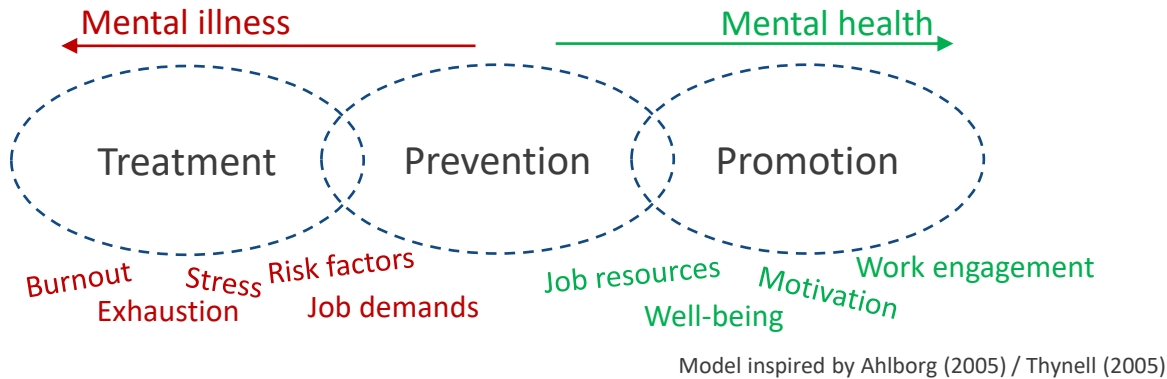
- 1) Objectives
- 2) Background and theoretical pillars
 - 1) JD-R
 - 2) IGLO
 - 3) Job crafting
 - 4) Five phase model
- 3) Methods – design and sample
- 4) Results
- 5) Conclusion



- Conflicting results in organizational intervention research → organizational health interventions are challenging to implement (Montano et al., 2014).
- Organizational health interventions are complex → essential to understand how goals of improving employee mental health may or may not be achieved (Nielsen and Miraglia, 2017).
- The role of the senior manager in organizational health interventions is an important topic that has not received much attention.
- Senior managers play an essential role in the implementation and sustainability of organizational interventions. However, in practice, their involvement in initiatives aimed at building healthier and more satisfying working environments is generally perceived as inadequate. Concrete suggestions are lacking in the literature as to how senior management can be assisted so that they can act in a way that supports organizational health interventions (Nielsen & Noblet, 2018).
- Managers can make or break organizational interventions, yet little is known about what makes them turn in either direction (Control and readiness for change). As leadership does not occur in a vacuum it has been suggested that the organizational context plays an important role (Lundmark et al., 2020).
- Few studies have examined the influence of managers attitudes and actions regarding interventions and how that affects the outcomes of the intervention (Lundmark, et al. 2017).

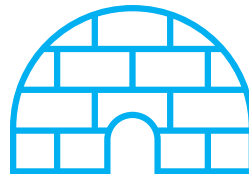
Mental health and mental health interventions

- "A state of wellbeing in which an individual realises his/her own abilities, can cope with the normal stresses of life, can work productively and is able to make a contribution to his/her community" (WHO, 2018)



IGLO

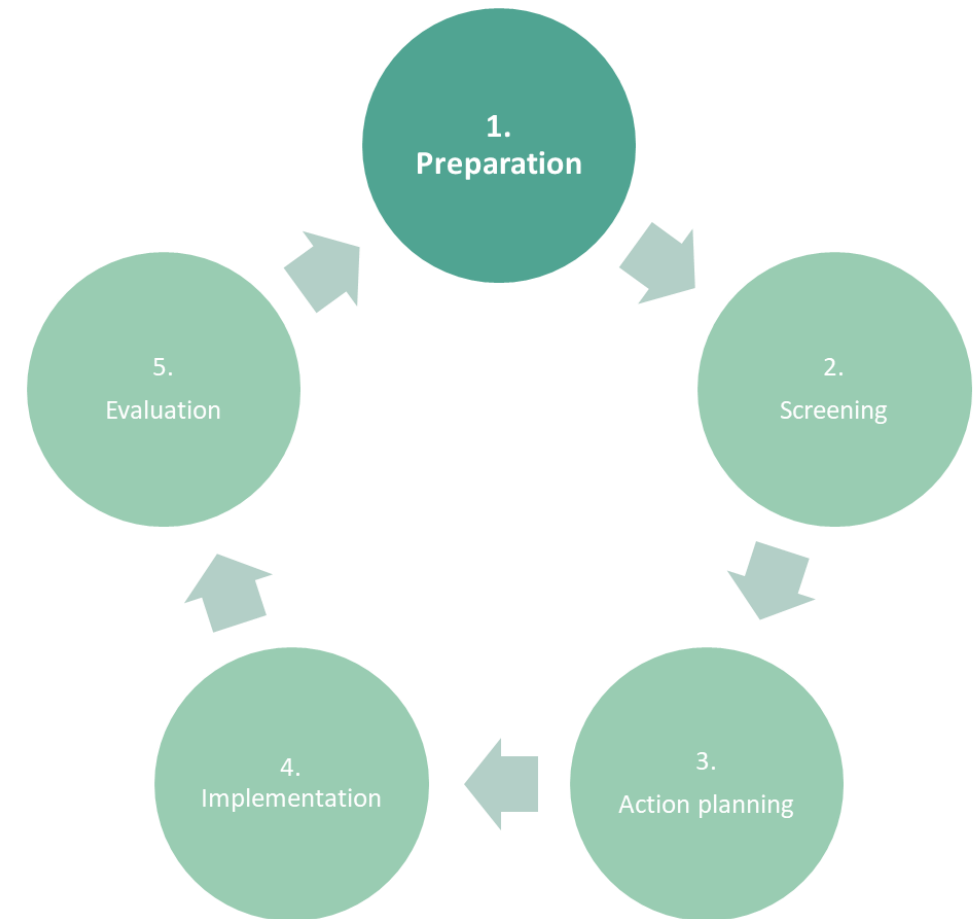
- Individual, Group, Leaders and Organizational levels



- **Five phase model** (Nielsen et al., 2010)
- The role of the senior manager in the preparation phase
 - Communication
 - Shared vision
 - Employee readiness for change
 - Building capacity in the organization
 - Allocation of resources (e.g., time, financial resources)

- **Job crafting**

Using the perspective of cognitive crafting, we investigate how their mental models of mental health form their roles and subsequently how this again influences how they prioritize tasks and relationships while deprioritizing others.





Design: Findings are based on results from the H-work project, more specifically the HAT needs assessment part of the project.

We have conducted needs analyses in four different countries; Italy, Spain, Czech republic and Germany, in eight different companies – companies including healthcare, academia, factory, and IT engineering/consulting, companies which varies from medium-sized (more than 100 employees) to large organizations (more the 1000 employees).

Total of 33 semi structures interviews conducted: 17 men and 15 women – alle senior managers, that is, senior managers are those with almost exclusively managerial responsibilities and tasks, and they manage other people (middle managers) who in turn manage other people (employees).

Reflexive thematic analysis will be used to analyze the transcriptions of the interviews.



Purpose: The purpose is to understand middle manager and senior manager experiences, ideas, and perspectives around the needs for multi-level interventions to improve mental health and well-being for their employees.

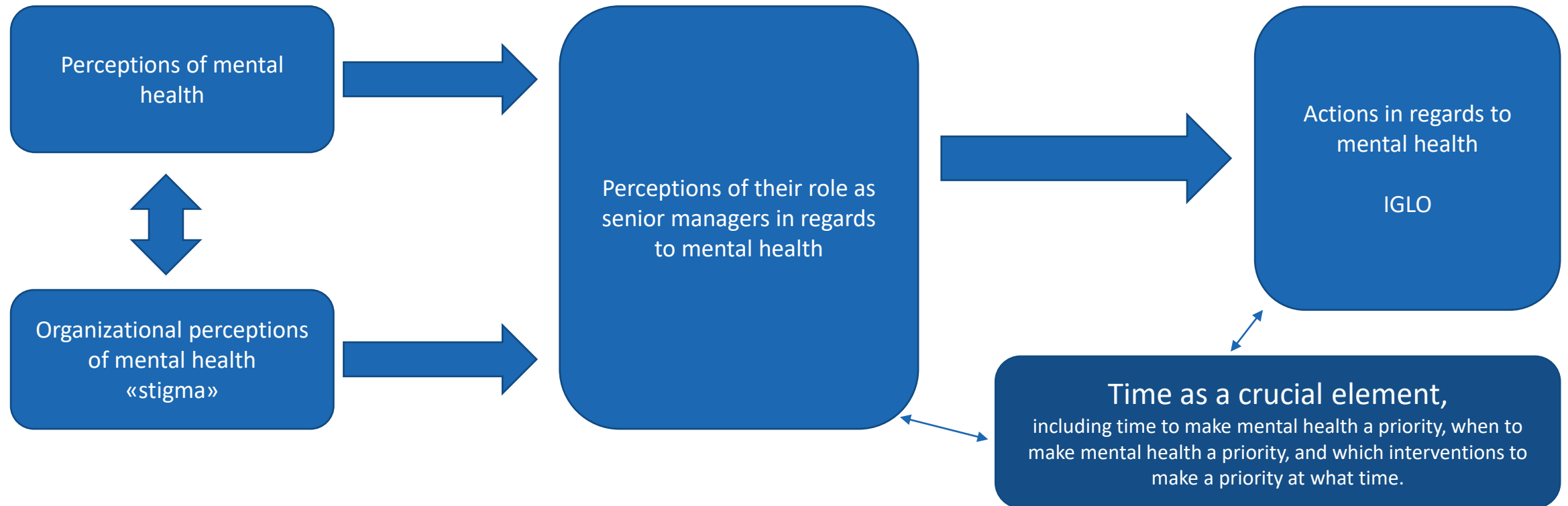
The interview guide is divided in 5 different goals;

1. Perceptions, knowledge and attitudes towards mental health in the workplace.
2. Hindering and facilitating aspects for the middle/senior manager's role in relation to mental health at work.
3. Explore needs towards creating a mentally healthy workplace.
4. Barriers and triggers related to implementing mental health workplace initiatives.
5. Proposals to successfully create and implement mental health workplace initiatives.



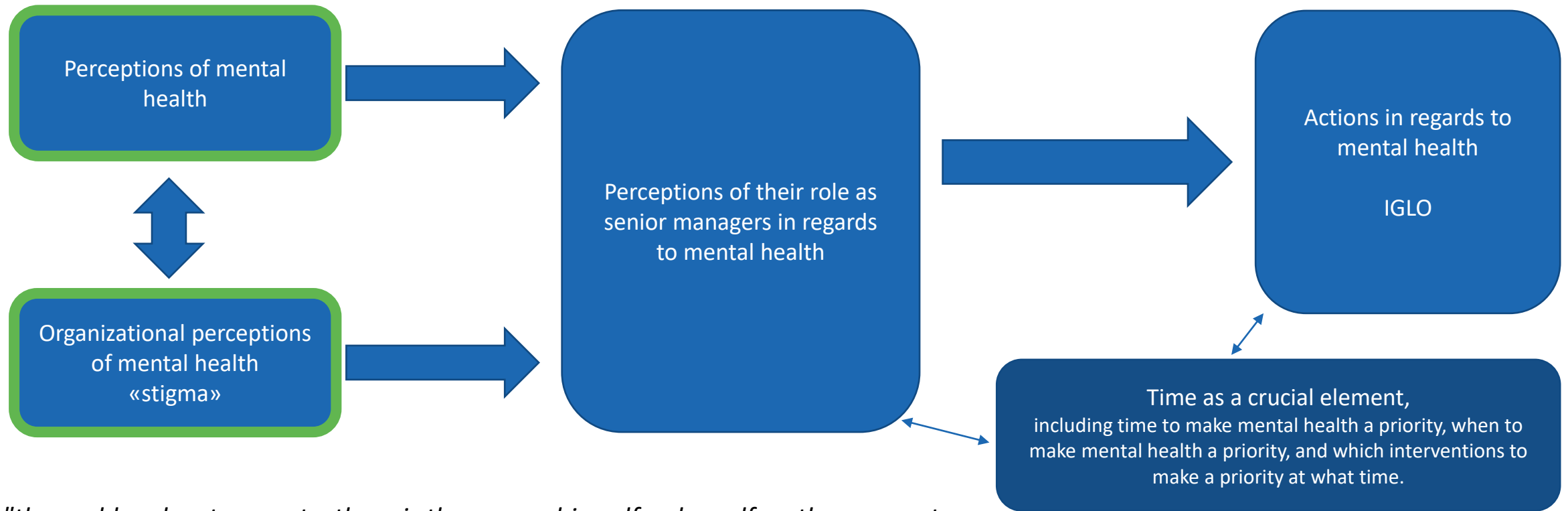


Country	Company	Size	Senior managers	Gender
The Czech Republic	IT Engineering	Medium size	5	5 men
Germany	Academia	Large	5	2 men 3 women
Italy	Health care	Large	5	4 men, 1 woman
	Academia	Medium size	2	1 man, 1 woman
Spain	Health care	Large	5	5 women
	IT Consultancy	Medium size	2	2 men
	Factory	Medium size	2	2 men
	Consulting company	Medium size	6	6 women



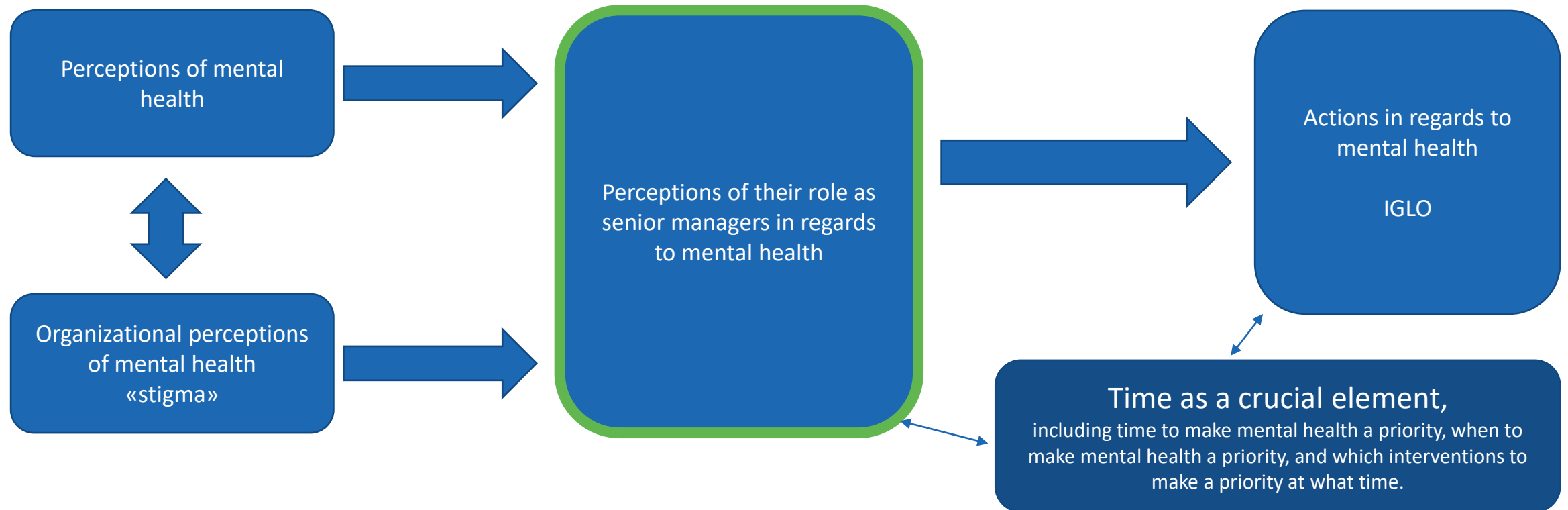


- Mental health issues are for the senior managers perceived as health issues and subsequently as health issues with a:
 1. Individual component – (I) therapeutic orientation/mental illness
 2. Workrelated component (GLO) (Organisation of the work, relational aspects, leadership, workload, climate)



"the problem has two parts: there is the person himself or herself on the one part and then there is this or her community or environment on the other part"

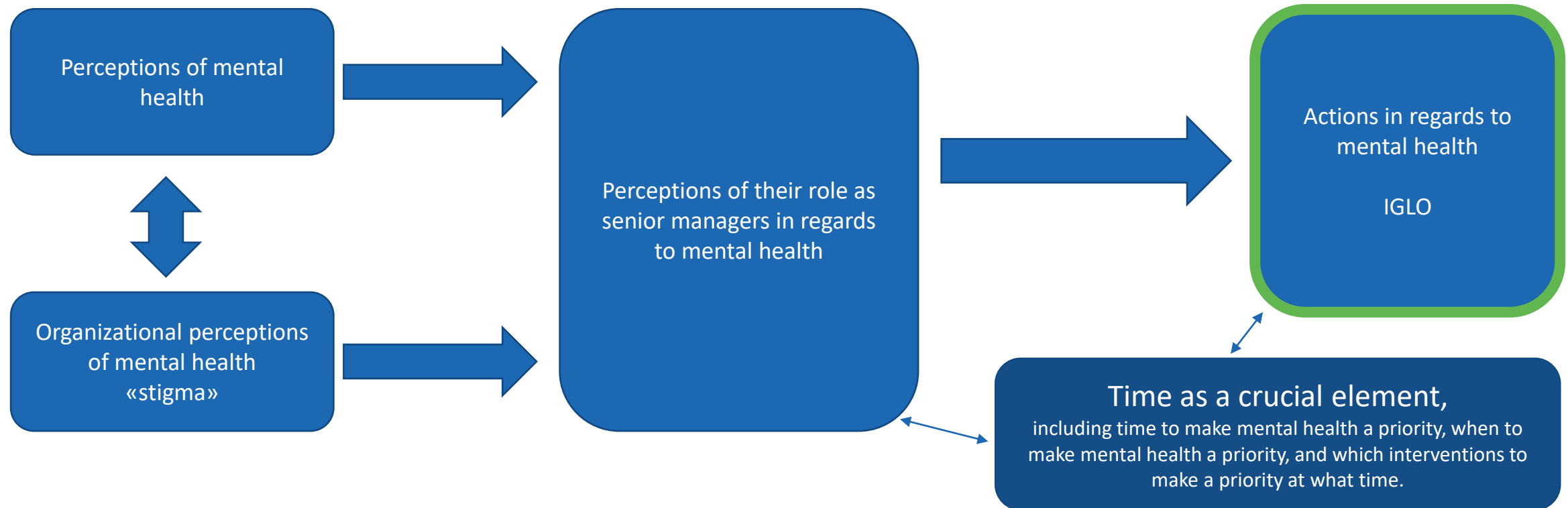
"we all share the responsibility for making sure that people at [the company] like to work here, that they feel good, that they will not burn out, that their work makes sense to them, that they have a reasonable work - life balance (...) this to be a shared responsibility of every single chain in the management"



The senior managers seem to be unified in the perception that workplaces can be a part of the solution/handling of mental health issues.

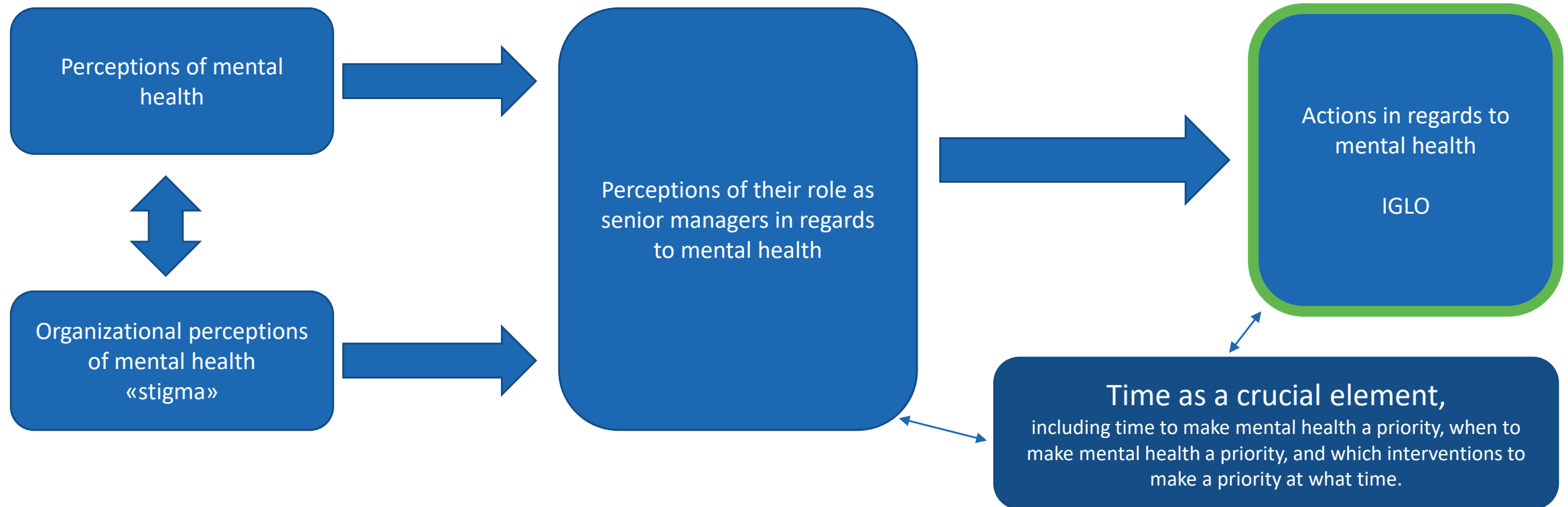
“the responsibility is shared by the whole management”

“it is the management level that has to start”.

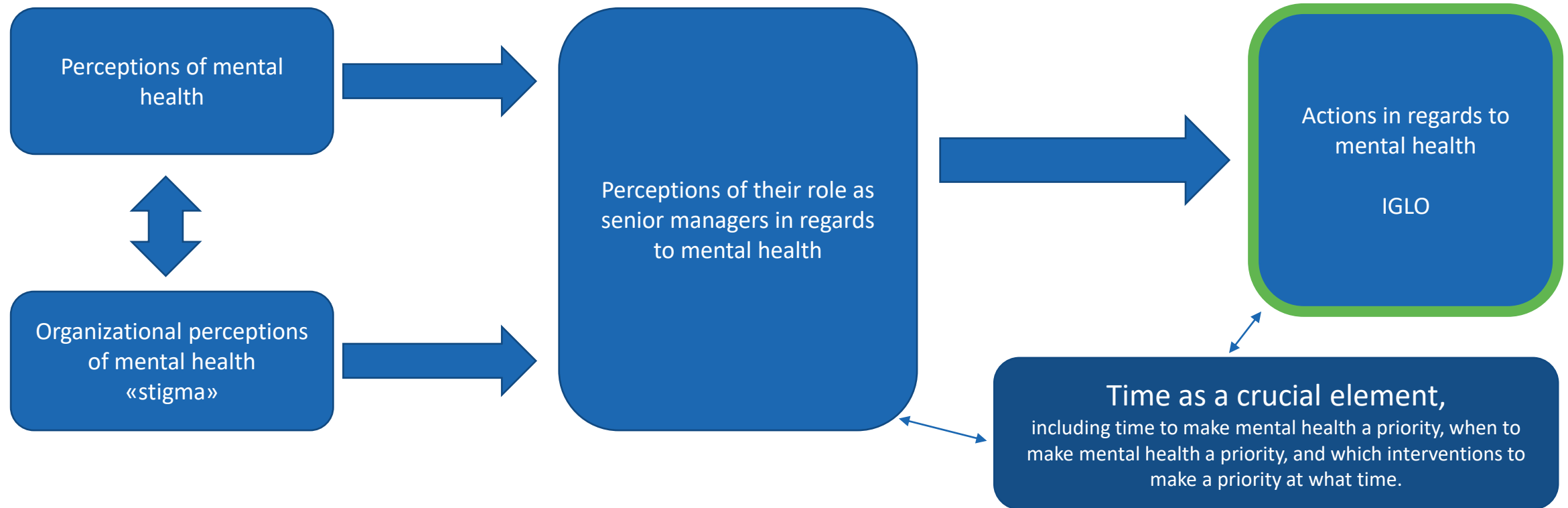


The senior managers' perceptions of mental health form the way they think about intervention strategies for mental health prevention/promotion (GLO)

“if you do not invest in your people and do not take care of them, then I should not be surprised if nothing comes from them”



- (G) “[we are] working a lot on a culture of rather open feedback”
- (L) “the responsibility is shared by the whole management”
- (O) “to set a certain framework structure”



Treatment (I)

(I) “When someone is struggling, we address such issues on a case-by-case basis when there is a need”.



- This study contributes to the organizational intervention literature by adding knowledge on how the senior managers perceive mental health , how this affect how they see their role, and thereby form the intervention strategies for mental health in their organization.
- Using the job crafting theory, the analysis show that the senior management’s mental models and understanding of mental health influence the role they craft in the intervention process
 - Treatment, prevention, promotion
 - Interventions - IGLO
- Implications
 - Importance of transferring knowledge about the complex nature of mental health including treatment, prevention and promotion perspectives – long term effect
 - Inclusion of all stakeholders within the organisation when preparing for working with intervention for mental health
 - Continuous systematic work – prevention/promotion

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