

# Context-mechanism-outcome configuration of a positive stress management intervention

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# H-WORK

## H-WORK

## @hwork\_eu

## H-Work Project



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## Local Public Healthcare Organisation in Italy (n=1551/8200)

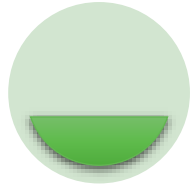
- 3 Departments: Emergency – Medicine – Neurological Institute
- I-G-G-L

## Spanish SME on digital services and digital transformation (n=99)

- 3 Areas: Finances, Logistic and Consulting & Research
- I-L-0

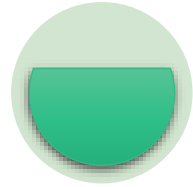
## Spanish SME in the mechanical engineering sector (n=45)

- 5 Areas: Finance, Commercial, Quality, Operations, and Process Engineering
- I-G-L



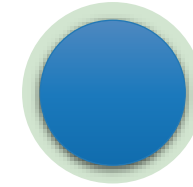
## Need Analysis

38 interviews with middle and senior managers  
11 focus groups 77 employees  
Contextual measures



## Implementation

Multilevel intervention strategies mainly based on Positive Psychology  
237 participants in Italy  
89 participants in Spain  
  
167 participants at the Positive Stress Management training module



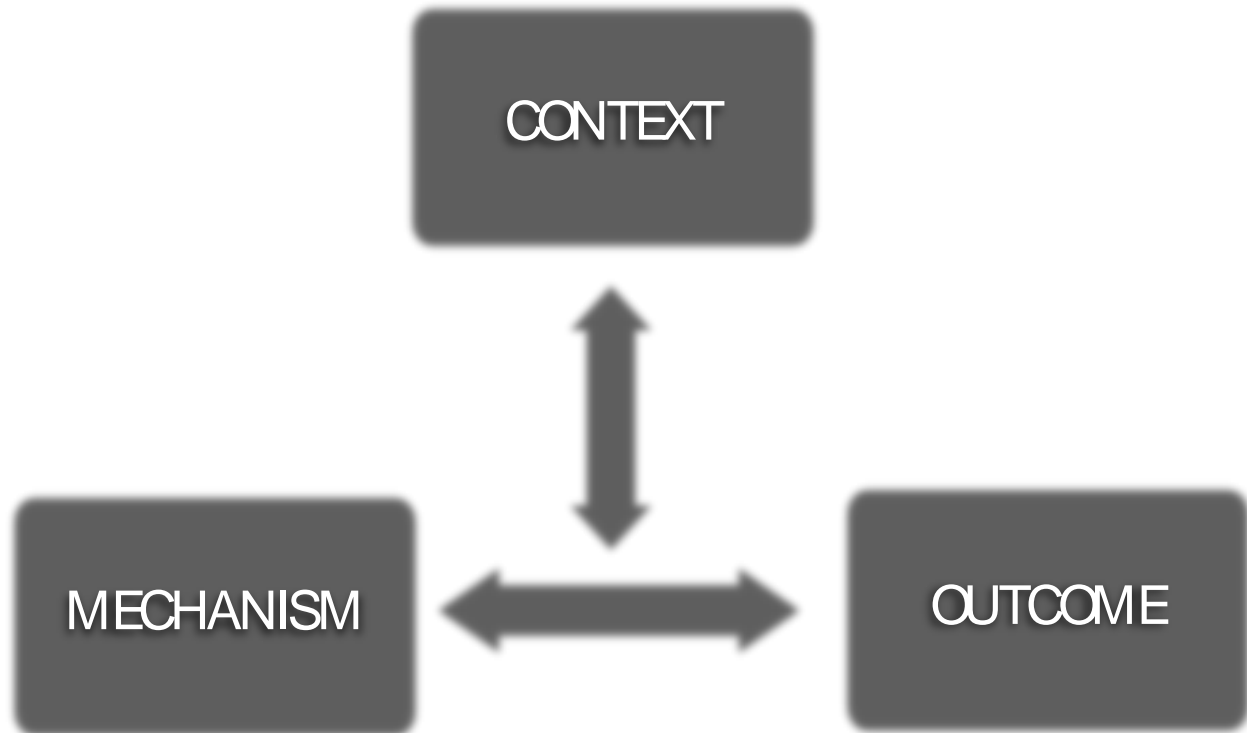
## Effect and Process Evaluation

Perceived Stress  
Burnout  
  
Context Participation  
Role of the consultant  
Training Design  
Training Acceptance  
Opportunity to Integrate



- **Impact of the Pandemic:** work overload, burnout and stress (Benfante et al., 2020)
- **Coping strategies:** especially among healthcare (Greenberg et al., 2020).
- **Stress Management Interventions:** Adaptive responses to stress (Tetrick & Winslow, 2015)
- **Positive Stress Management Interventions (PSMI):** emerging (Coo & Salanova, 2018), focus on the underlying mechanisms of the intervention (Liu et al., 2019).





- **Process evaluation:** which mechanisms trigger the effectiveness of the intervention (Nielsen & Miraglia, 2017).
- **Occupational health interventions:** employees' involvement, participation and acceptance (Lines, 2004; Nielsen, 2013).
- **Individual acceptance:** training transfer (Biron, et al., 2010).
- **Role of the consultant:** intervention uptake (Sekhon, et al., 2017).
- **Contextual factors:** may facilitate or limit participants' transfer (Blume et al., 2009).



## CHALLENGES

- Lockdowns
- Digital intervention adaptation
- High turnover and rotation
  - Project champion
  - Senior Manager
  - Employees and teams
- Ethics requirements:
  - Anonymity vs Matchmaking
- Parallel mental health initiative in the Italian test site



## 167 Participants

- 118 questionnaire
- 82 used



### **Context Participation** (Sorensen et al., 2018)

"In this organization, managers across all levels consistently seek employee involvement and feedback in decision making."

### **Training Design** (Holton III et al., 2000).

"The activities and exercises the consultant(s) used helped me know how to apply my learning on the job."

### **Role of the Consultant** (Vuori, et al. 2012)

"Did the consultants make you feel like your participation was valued?"

### **Training Acceptance** (Martin, et al. 2020)

"The format of the training and the materials were appropriate for my needs."

### **Opportunity to Integrate** (Holton III et al., 2000).

I have the necessary resources to use what I learned in training.

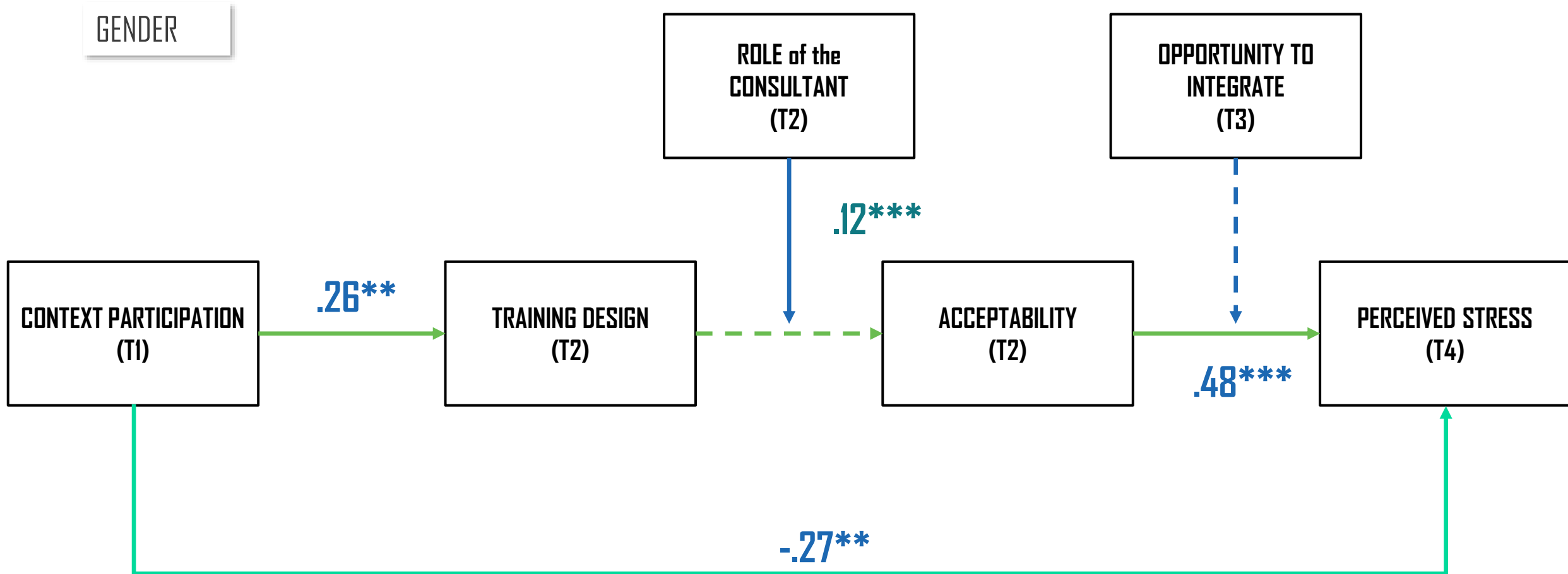
### **Perceived Stress** (Cohen et al., 1983)

In the last month, how often have you felt that you were unable to control the important things in your life?

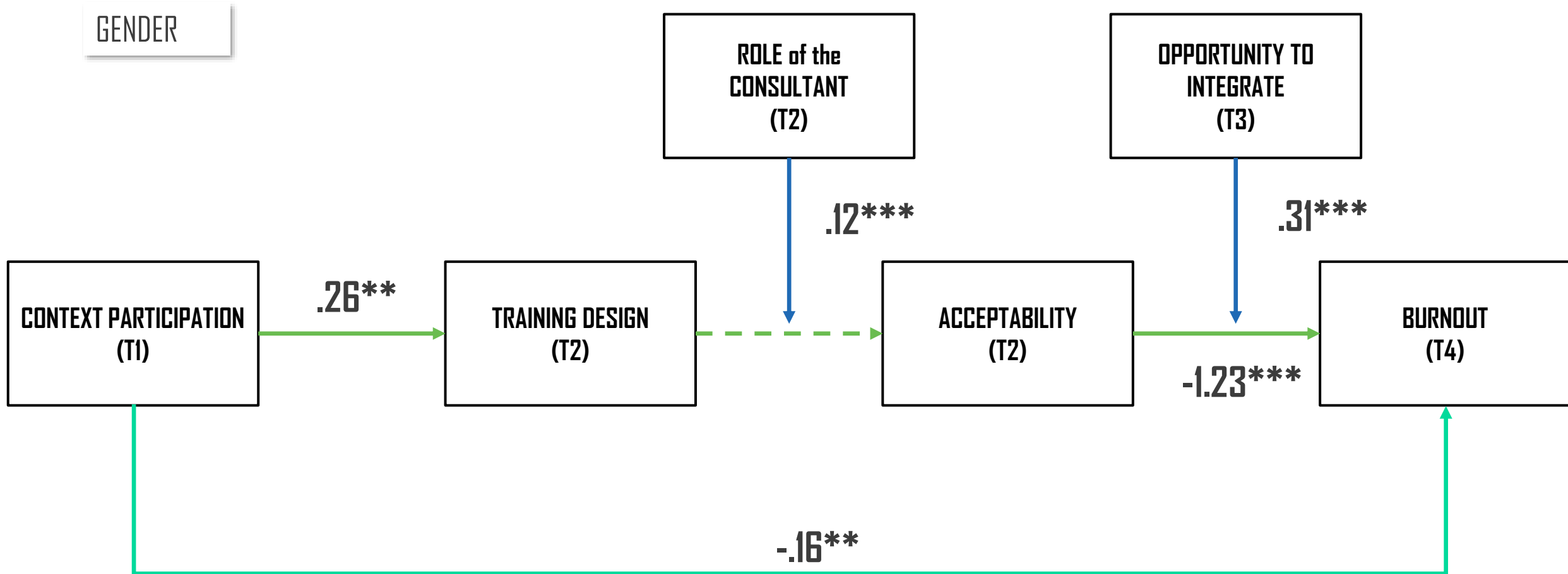
### **Burnout** (Schaufeli et al., 2020)

When I get up in the morning, I lack the energy to start a new day at work.

**Cronbach alpha's:** All measure above the threshold.70









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**Organisational context participation:** Leadership and employee engagement enhance intervention perception, improving mental health

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**Consultant role:** Facilitating open, stress-sharing sessions to reduce burnout's negative effects

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**Coping focus:** Addresses emotional consequences, not stress sources

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**Stress perception:** Deep-rooted perceptions persist despite coping improvements

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**Intervention scope:** Targets specific burnout aspects, leaving others unaddressed

## Limitations and Future Research

Measurement time points

Sample and test sites

Missing values

Advance statistics

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