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Working conditions and job satisfaction as antecedents of workplace constancy and well-being in retail

Bettina Lampert, Anna Iwanowa, Christine Unterrainer

University of Innsbruck, Institute of Psychology,
Psychology of Everyday Activity

40th Nordic Ergonomic Society Conference

2008-08-12 Reykjavik





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>rasa< Theoretical Background

- Human-oriented, condition-related approach of **working tasks**:
 - ~ action regulation theory, completeness of work (Hacker, 1978, 2005; Volpert, 1979)
 - ~ identification of job characteristics (from an action theory perspective: regulation possibilities, requirements, problems)
 - health and personal enhancement (Ulich, 2006)
 - impact on e.g. health, job satisfaction
 - ~ well-designed tasks & quality of workplace
- **Job satisfaction** = „general attitude towards one’s job resulting from a comparison of the *actual working situation* and *personal expectations or needs*“ (Bruggemann, 1974; Büssing, 1998)
- **Job satisfaction and working conditions** (Hackman & Oldham, 1976; Judge, 2001; Spector, 1999) → “Job satisfaction is influenced primarily by perceived job characteristics” (Abele, Cohrs & Dette, 2006, p. 205)
- **Job satisfaction** as a predictor of **quitting** the company (Jimenez, 2002; Dallesio et al., 1986; Locke, 1976; Semmer et al., 1996; Spector, 2000) → ‘**workplace constancy**’





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>rasa< Research questions

How can employees be held within the company?

Workplace constancy = different forms of employees' intention to stay at their workplace or to leave their workplace considering job content and money as central motives

1. We initially tried to clarify the **interrelations** between:

- work-place constancy and general job satisfaction,
Workplace-constant employees reach higher levels of job satisfaction
- work-place constancy and working conditions, and
Workers, who intend to stay at the workplace, perceive higher degrees of resources and lower stressors
- work-place constancy and employees' well-being
Workplace-constant employees show less psychosomatic complaints and higher levels of mental health

2. In a further step we wanted to identify **specific working conditions** that predict **general job satisfaction** of workplace constant employees.





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>rasa< Measurements

‘Forms of Job Satisfaction & Workplace Constancy’ (Iwanowa, 2007)

- **General Job Satisfaction:** 12 Items; $\alpha = .918$
 - external (e.g. pay),
 - internal (e.g. job content) and
 - social (e.g. co-workers) job satisfaction facetsAnswer-scale: (1) very unsatisfied to (6) very satisfied
- **6 Different Forms of Job Satisfaction**
- **4 Forms of Workplace Constancy:** 1 Item-measure
 - 1. Workplace-constant employees:**

“I would not change my workplace, even though I would make more money somewhere else.”
 - 2. Money motivated employees:**

“I don’t want to change my workplace, but I would if I got more money by doing so.”
 - 3. Money and action motivated employees:**

“I would change my workplace if I found one that was more in compliance with my wishes, provided that I got the identical salary.”
 - 4. Action motivated employees:**

“I would change my workplace if I found one that is more in compliance with my wishes, even though I would earn less money.”





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>rasa< Measurements

Working Conditions

- ‘Redefinition of work in retail sector’ (Iwanowa, 2004)
 - Work-related resources (regulation possibilities):
6 Scales; 30 Items; $\alpha = .910$
 - Work-related stressors (regulation problems):
4 Scales; 19 Items; $\alpha = .891$

Psychophysical Health & Well-being

- ‘GHQ – General Health Questionnaire’ (Goldberg & Williams, 1988; German Translation: Linden, 1990)
 - 3 Scales; 12 Items; $\alpha = .879$
- ‘BEL – Psychosomatic Complaints’ (Iwanowa, 2004)
 - 6 Scales; 40 Items; $\alpha = .940$





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>rasa< Sample

Study Design:

- Cross-sectional, self-reported survey data

Sample:

- 624 employees from different branches in retail in Austria and Italy (South Tyrol)
- 79 % women, 21 % men
- Mean organizational tenure: 9,6 years
- Age: until 25 years: 24 %
 25 – 45 years: 49 %
 > 45 years: 27 %
- Extent of employment: Full-time: 58 %
 Part-time: 38 %
 Apprentices: 4 %





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>rasa< Results – Workplace Constancy and General Job Satisfaction

One way ANOVA: Workplace constancy → General job satisfaction

Independent variable	General Job Satisfaction (range: 1- 6)
Workplace-constant employees (n=219)	5.13
Money motivated employees (n=176)	4.31
Money and action motivated employees (n=159)	4.15
Action motivated employees (n=35)	3.91
η^2	.278***

* p < 0.05
** p < 0.01
*** p < 0.001





>rasa< Results – Workplace Constancy and Working Conditions

One way MANOVA: Workplace constancy → Working conditions

Independent variable	Resources (range: 1-6)	Stressors (range: 1- 6)
Workplace-constant empl. (n=220)	4.41	3.07
Money motivated empl. (n=176)	3.92	3.42
Money and action motivated empl. (n=159)	3.96	3.50
Action motivated empl. (n=35)	3.89	3.50
η^2	.110***	.066***

* p < 0.05
 ** p < 0.01
 *** p < 0.001



>rasa< Results – Workplace Constancy and Well-being

One way MANOVA: Workplace constancy → Impaired mental health
 → Psychosomatic complaints

Independent variable	Impaired mental health (range: 1-4)	Psychosomatic complaints (range: 1- 5)
Workplace-constant empl. (n=220)	1.70	1.47
Money motivated empl. (n=176)	1.93	1.64
Money and action motivated empl. (n=159)	1.91	1.68
Action motivated empl. (n=35)	1.96	1.80
η^2	.064***	.040***

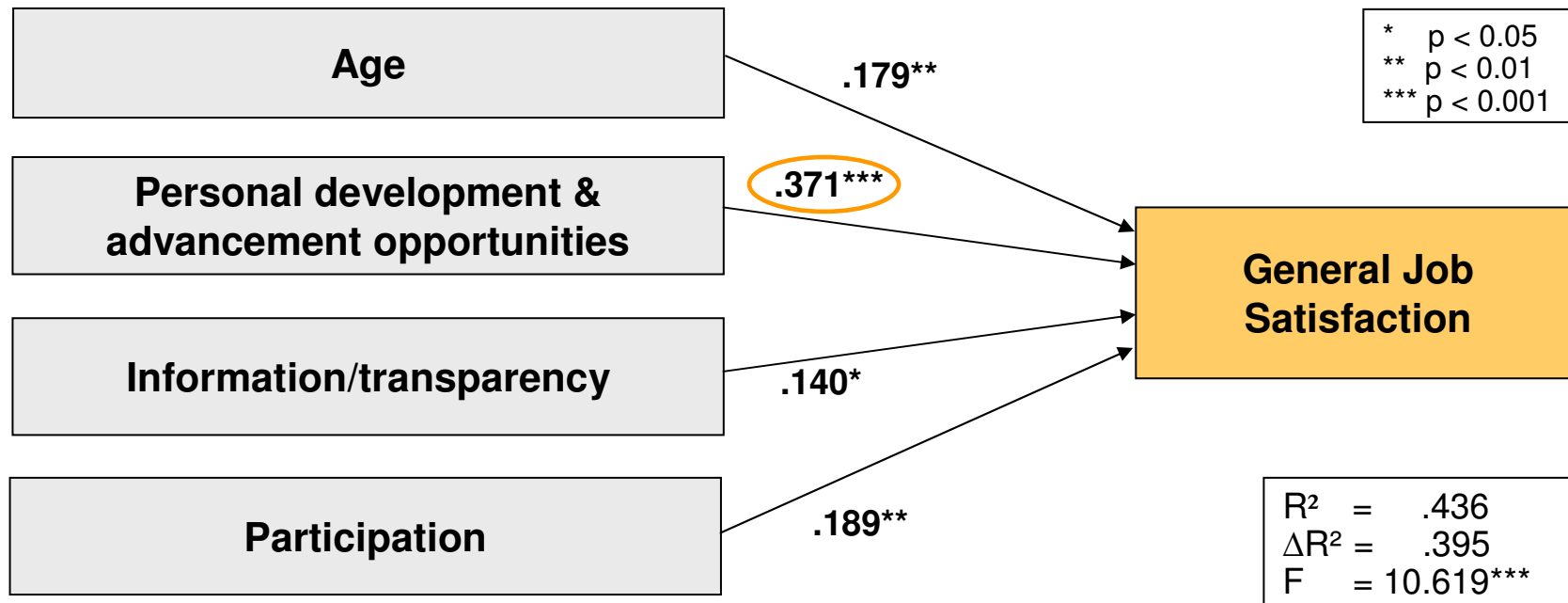
* p < 0.05
 ** p < 0.01
 *** p < 0.001





>rasa< Results – Regression analysis

Hierarchical regression analysis on general job satisfaction within workplace-constant employees (N=220):



Variables included:

Step 1: Age, Gender, Extent of employment, Job tenure

Step 2: Resources: Degrees of freedom, Personal development and advancement opportunities at work, Information/transparency, Social support, Participation, Latitude of interaction

Stressors: Uncertainty, Time pressure, Organisational problems, Emotional dissonance



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>rasa< Limitations & Summary

Limitations

- ➔ **Cross-sectional design**
- ➔ **results only applied in retail sector**

Summary

Workplace-constant employees:

- ➔ **higher job satisfaction, higher work-related resources, lower work-related stressors, superior values in all indicators of well-being**

Encourage Employees` job satisfaction and intention to stay at the workplace by enhancing resources:

- ➔ **advancement opportunities at work**
- ➔ **transparent and clear information of organizational processes**
- ➔ **workers` participation**





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Thank you for your attention!

Contact:

Bettina Lampert

University of Innsbruck, Institute of Psychology

6020 Innsbruck - Innrain 52

Austria

Phone: +43 (0)512 507-5568

Mail: Bettina.Lampert@uibk.ac.at





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>rasa< Resources, Requirements, Stressors in Retail

The research project RASA – funded by Austrian OeNB „Jubiläumsfonds der Österreichischen Nationalbank“

Runtime: 01.01.2007 – 31.12.2008

Working conditions in retail

- Number of retail employees in Austria ~ 550.000 (WKO, 2005)
- Intensified competitions, increasing workload and time-pressure (Zülch & Stock, 2004)
- Change in customer emergence, increasing demand on flexible working hours with lasting consequences for employees (Janssen & Nachreiner, 2004)

Quality and Workplace

- Primary intention: high quality workplaces – health (health promotion & maintaining employees` health), safety and well-being at work
- work- & organisational characteristics (e.g. completeness of tasks, time-pressure, autonomy) as considerable factors for the evaluation of quality





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>rasa< Theoretical Background II

RRS-Model (Iwanowa, 2000; 2004)

Resources

...are objective, real existing possibilities which are available for employees` disposal. The use of these options isn`t obligatory and can be chosen autonomously (*e.g.: degrees of freedom*). *Options for actions*, self determined action.

Requirements

...are objective action requirements which have to be fulfilled for successful and effective work (*e.g. required decision making*). *Necessities for actions*, despite of person wishes.

Stressors

...are objective action requirements which have a negative impact on mental health and well-being (*e.g. time-pressure*).





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>rasa< **Results** – Workplace Constancy and Well-being II

One way MANOVA: Workplace constancy → Incriminating events
 → Recreative events

Independent variable	Incriminating events (range: 1-7)	Recreative events (range: 1- 7)
Workplace-constant empl. (n=220)	2.38	4.47
Money motivated empl. (n=176)	2.87	4.07
Money and action motivated empl. (n=159)	2.92	3.93
Action motivated empl. (35)	3.03	4.10
η^2	.076***	.075***

* p < 0.05
 ** p < 0.01
 *** p < 0.001

