

Perspectives on well-being at work

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World Health Organization: Well-Being

- Well-being is a positive state experienced by individuals and societies.
- Resource for daily life
- Determined by social, economic and environmental conditions.
- Encompasses quality of life
- Contributes to the abilities of people and societies
- Source of meaningfulness and purpose

In the context of work?

ILO: International Labour Organization

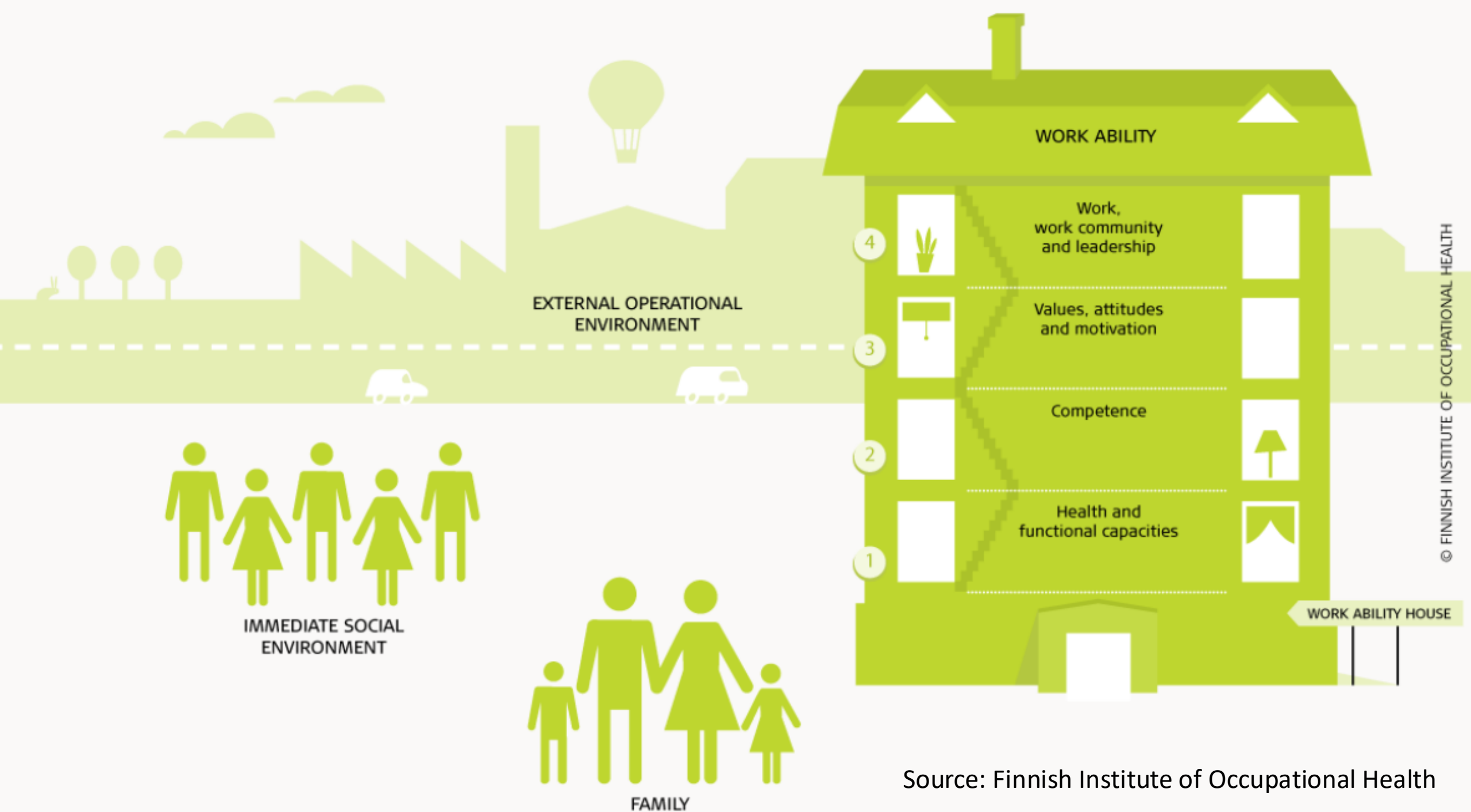
Workplace wellbeing relates to all aspects of working life

- Quality and safety of the physical environment
- Workers' feelings about their work
- Working environment (physical, psychological, social)
- Work organization

FIOH: Finnish Institute of Occupational Health

Well-being at work definition:

- Meaningful and fluent work in a safe and health-promoting working environment and work community.
- Is influenced by many aspects of everyday life and work and their fluent reconciliation.



Source: Finnish Institute of Occupational Health

Measuring well-being at work?

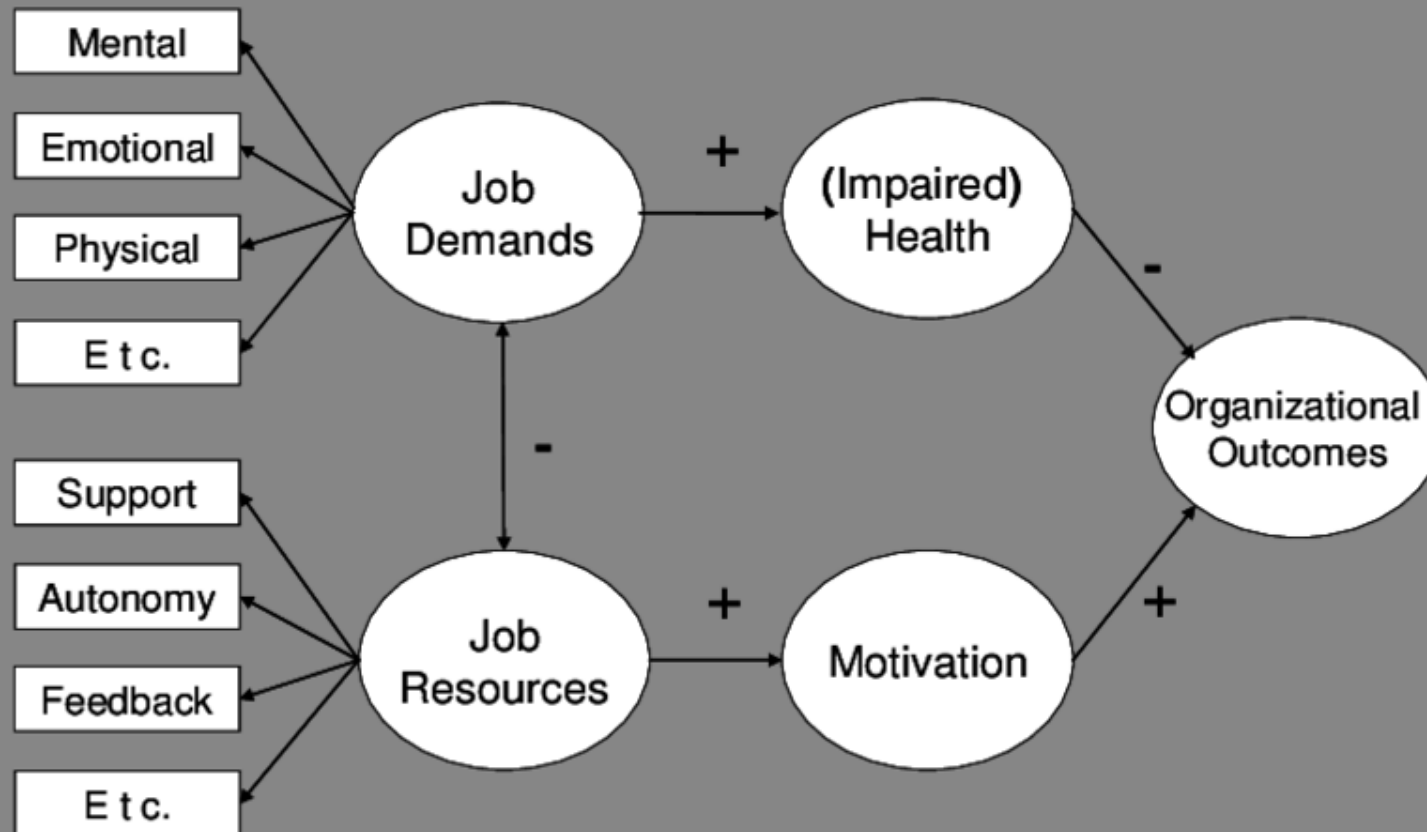
- Job satisfaction (individual and team)
- Work engagement
- Psychological safety
- Social support (colleagues, supervisor)
- Leadership (f. ex. Leader-member relationship)
- Subjective workability measures
- Job stress and burnout
- Intentions of turnover
-



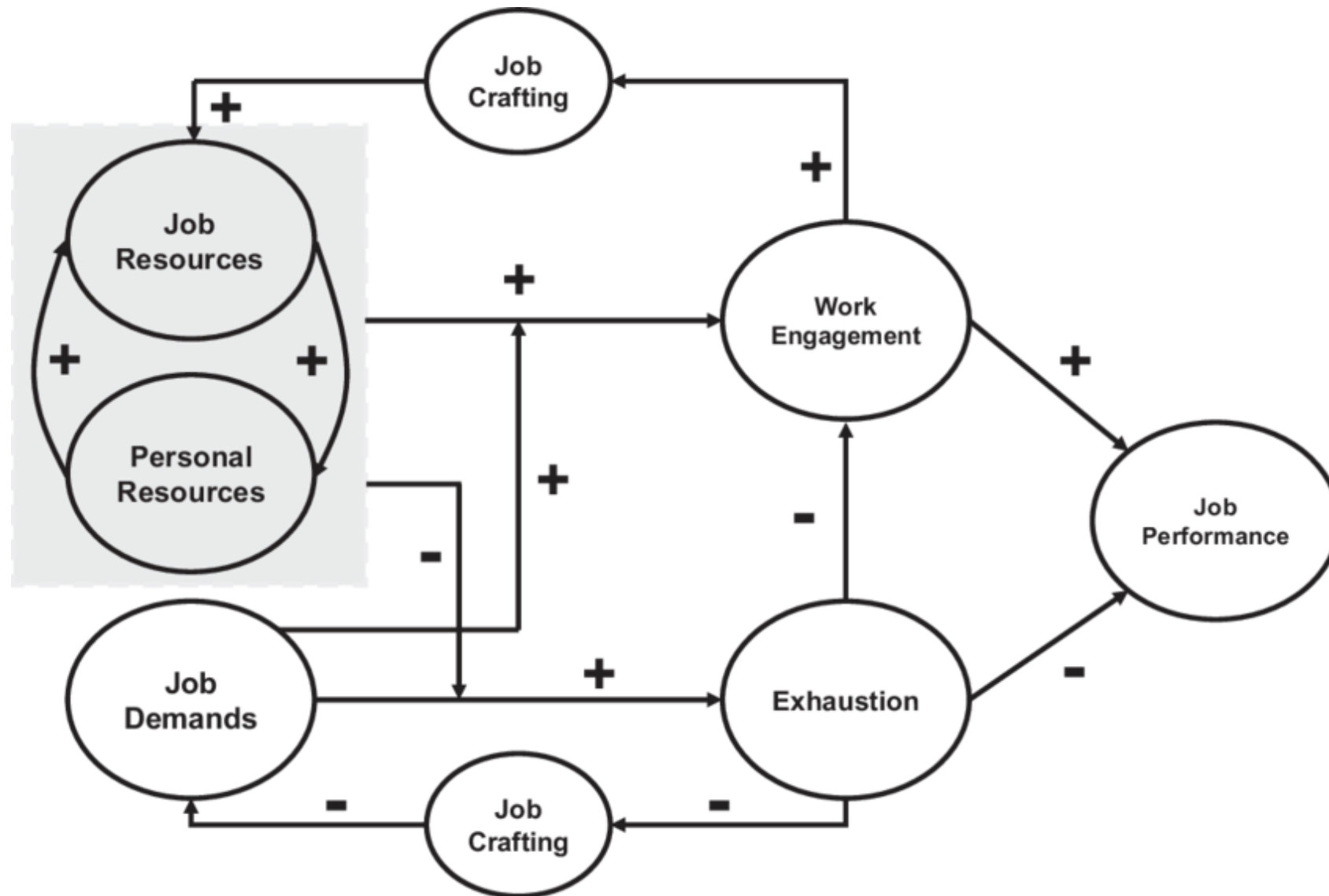
Job demands and resources model (Demerouti and Bakker 2001)

- Every occupation has specific factors which can be categorized into job demands and job resources
- Integration of both negative (e.g., burnout) and positive (e.g., work engagement) indicators of employee well-being.
- Job resources can buffer the impact of job demands
- Job resources become particularly important and motivational when job demands are high

Job Demands-Resources Model



Demerouti et al., 2001



The job demands-resources model (Bakker & Demerouti, 2014)

Job demands

- Physical, psychological, social, or organizational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs.
- Examples include high work pressure, emotional demands, and role ambiguity.
- High demands can lead to strain and burnout if not managed properly

Job resources

- The physical, psychological, social, or organizational aspects of the job that help in achieving work goals.
- Reduce job demands and the associated physiological and psychological costs.
- Stimulate personal growth and development.
- Examples of job resources:
 - social support, performance feedback, and job autonomy.
- Job resources are crucial for motivating employees and fostering engagement.

Group task:

- What are the job demands for project team work?
- What are the job resources in project team work?
- In small groups (3-4 students), discuss and conclude the job demands and resources for project work.