1. SCANDINAVIAN SYMPOSIUM FOR WORK AND ORGANIZATIONAL PSYCHOLOGY

3- 4 September 2026

Program and abstracts

Program Overview

Thursday 3rd September

When	What	Where
12:00	Lunch and registration *Check-in from 16:00*	Playground, baggage room
13:00	***Welcome address***	Lindbergh
13:15 – 14:00	**Keynote 1:** Magnus Sverke, Stockholm University ***Work and organizational psychology in Scandinavia: Characteristics, contributions, and future challenges***	Lindbergh
14:15 – 15:15	Paper presentations session 1 ***S1A Digitalization & Technostress*** ***S1B Selection & Assessment*** ***S1C Healthcare & Care Professions***	 Lindbergh1 Lindbergh 2 Slim Aron
15:15 – 15:45	Coffee break	Palmers
15:45 – 17:15	*Paper presentations session 2* ***S2A Well-being, Health & Sustainable Work*** ***S2B Leadership, Identity & Social Contexts*** ***S2C Interventions & Organizational Change***	 Lindbergh1 Lindbergh 2 Slim Aron
16:00 – 19:00	Spa at Coco Beach Club	
20:00	Dinner	Palmers

Friday 4th September

When	What	Where
9:00 – 10:00	Paper presentations session 3 ***S3A Leadership, Evaluation & Engagement*** ***S3B Stress, Emotions & Recovery*** ***S3C Employment, Sustainability & Well-being***	 Lindbergh1 Lindbergh 2 Slim Aron
10:00 – 10:30	Coffee break	Coco
10:30 – 11:45	Roundtable discussion 1 & 2 ***RT1 leadership and AI in a work context*** ***RT2: experience, interpretation, and response to work conditions***	Lindbergh1
10:30 – 11:45	Paper presentations session 4 ***S4A Psychosocial work conditions & public sector workers*** ***S4B Psychosocial Risks & Harm***	 Lindbergh 2 Slim Aron
11.55 – 12:40	**Keynote 2:** Eva Selenko, Loughborough Business School ***From the Individual to Society: How Changing Work Shapes Identity, Well Being, and Collective Outcomes***	Lindbergh
13:00 – 14:00	Lunch	Palmers
14:00 – 15:00	Paper presentations session 5 ***S5A Hybrid Work & Work Design*** ***S5B Institutional and organizational structures and practices*** ***S5C Future Work, Systems & Transitions***	 Lindbergh1 Lindbergh 2 Slim Aron
15:10	***Closing ceremony***	Lindbergh
15:30	A final coffee & goodbye	Palmers

Note: For hotel guests: Check-out until 13:00

Detailed List of Paper Presentations and Round Table Discussions

Thursday 3rd September

S1A — Digitalization & Technostress (Chair: Daniel Lundqvist)

- **S1A1** Lundqvist — The Dark Side of Digitalization: Employee Surveillance in Swedish White-Collar Workplaces
- **S1A2** Mbare — Shaping the future of work: Psychosocial challenges of algorithmic management among platform-based food couriers in Finland
- **S1A3** Anyan — Employees' concerns related to technological changes in future work: A psychological network analysis of organizational factors in Norway
- **S1A4** Fu — Beyond staying or leaving: Latent profiles of retention, technostress, and mobility in the digitalised Norwegian workforce
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S1B — Selection & Assessment (Chair: Juho Toivola)

- **S1B1** Toivola — How does labor availability shape selection criteria: a qualitative study of employer decision-making
- **S1B2** Ahopelto — Personality assessment in recruitment interviews: Noticing interactional conduct
- **S1B3** Tedeholm — Future of Work Selection in Policing: A Facet-Level Five-Factor Profile for Patrol Officers
- **S1B4** Bak — Selection at Stake: Context Effects on HEXACO Personality Traits in Recruitment, Development and Research within a Danish Setting

S1C — Healthcare & Care Professions (Chair: Hanne Berthelsen)

- **S1C1** Berthelsen — Extent and patterns of mobility and turnover in Swedish healthcare 2014-2024: A quantitative multi-method study
- **S1C2** Corin — Why Do Healthcare Employees Leave? Profiling the Motives Behind Voluntary Turnover
- **S1C3** Leineweber — What Is the Importance of Context-Specific Factors for Turnover and Turnover Intentions in Health Care Occupations
- **S1C4** Mharapara (Brulin presents) — Meaningful and Meaningless Work among Family Physicians: A Qualitative Cross-national Comparative Study

S2A — Well-being, Health & Sustainable Work (Chair: Miriam Arnold)

- **S2A1** Arnold — Health-Oriented Leadership: Meta-Analytic Insights into SelfCare, StaffCare, and Employee Health
- **S2A2** Lundmark — Psychosocial work environment and wellbeing among Swedish police personnel working with online sexual abuse: results from a nation survey
- **S2A3** Schöllgen — Who is Lonely at Work? Insights from a Nationally Representative Study of German Employees
- **S2A4** Nordman — Exploring Purpose In Life at Work: Insights From a Systematic Review
- **S2A5** Ahmadi — Factors Influencing Employee Wellbeing in Small Growing Companies: Managers' and Employees' Perspectives
- **S2A6** Setiono — The Friendship Factor: How Positive Workplace Relationships Shape the Impact of Work Interruptions on Daily Organizational Dynamics

S2B — Leadership, Identity & Social Contexts (Chair: Andreas Stenling)

- **S2B1** Stenling — Leadership behaviors and employee functioning in remote and hybrid work: The role basic psychological needs across cultural contexts and time

- **S2B2** Sarling — Development of a scale measuring perceived social support from Generative AI chatbots at work
- **S2B3** Fostervold — From culture to organisational citizenship behaviour: the impact of a climate for communities of practice and job-specific self-efficacy
- **S2B4** Luostarinen — Organisational Values and Work Design – the Missing Link Between Social Identity Leadership and Basic Psychological Needs?
- **S2B5** Daldrop — Act Your Age? Prescriptive Age Stereotype Violations and Biased Perceptions of Younger Leaders
- **S2B6** Mattson Molnar — Future Leadership at Risk? Young Professionals' Perspectives on Managerial Roles in the Private Sector

S2C — Interventions & Organizational Change (Chair: Gisela Bäcklander)

- **S2C1** Bäcklander — Cultivating Distributed Leadership: Longitudinal Effects of Facilitated Interventions in Swedish Public Sector Organizations
- **S2C2** Abildgaard — Can board games improve change leadership competencies? Results from a leadership training intervention
- **S2C3** Pilmark — Theorizing the Transfer of Occupational Safety and Health Knowledge in Cooperative Regulatory Interventions
- **S2C4** Weigelt — Games that Energize – Evaluation of the Effectiveness of an Exergame Intervention in the Workplace
- **S2C5** Hansen — Negotiating Competence: A Process Evaluation of a Welfare Sector Intervention
- **S2C6** Fraros — Salient Costs, Silent Benefits: Asymmetries in the Evaluation and Selection of Additive and Subtractive Changes

Friday 4th September

S3A — Leadership, Evaluation & Engagement (Chair: Pär Löfstrand)

- **S3A1** Löfstrand — Manager–Employee Disparities in Sustainable Engagement and Leadership Challenges in Public sector workplaces
- **S3A2** Irehill — Implementing Automation in Social Services: Insights from Medication-Dispensing Robots
- **S3A3** Pelaez — My leader isn't usually like this! A multilevel investigation of daily leadership behaviors, leadership styles, and employee well-being in hybrid work
- **S3A4** Marszałek — How Identity Leadership Boosts Work Engagement: The Mediating Role of Social Job Crafting

S3B — Stress, Emotions & Recovery (Chair: Petra Lindfors)

- **S3B1** Lindfors — Well-being in relation to performance and absenteeism: A systematic overview
- **S3B2** Langner — From Adversity to Recovery: Event Strength and Workplace Resilience Over Time
- **S3B3** Heikkilä — From organizational data to collective understanding: Co-creating interpretations of Coincidence Analysis for sustainable work environment
- **S3B4** Devarakonda — Self-Reflection Under Stress: Differential Effects of Challenge and Hindrance Stressors on Learning and Strain

S3C — Employment, Sustainability & Well-being (Chair: Hans De Witte)

- **S3C1** De Witte — Thriving or depleted? Profiles of burnout and work engagement in academia in a 10 country study worldwide
- **S3C2** Tanimoto — Employment arrangements and associations with job and financial insecurity in self-employment, temporary agency work, retail, and academia
- **S3C3** Appelbom — Profiles of Sustainable Work-Related Attitudes and Behaviors Among Solo Self-Employed Workers and Fixed-Term Faculty in Swedish Academia
- **S3C4** Owiredua — Longitudinal Patterns in Perceived Flexibility: Predictors and Work-Environment Correlates

Round table 1 — Leadership and AI in a work context (Chair: Susanne Tafvelin)

- **RT1-1** Forsgren — How do managers perceive risks, practice influence and engage in AI-related decisions?
- **RT1-2** Wakeman — Gratitude corrupts? Gratitude's role in the managerial support of wrongdoers
- **RT1-3** Sjöberg — AI in Personnel Selection: Bridging Research, Practice, and Regulation
- **RT1-4** Champoux Larsson — Leadership that speaks to me: Perceptions of leadership among public sector employees with a migrant background
- **RT1-5** Lundgren — Can Psychological Safety Survive Extreme Uncertainty? Perspectives on Resilience, Adaptability, Learning, and High-Risk Work
- **RT1-6** Wennberg — The Ripple of Leadership: Power-sharing and its outcomes

Round Table 2 — People's experience, interpretation, and response to contemporary work conditions (Chair: Claudia Bernhard-Oettel)

- **RT2-1** Nortomaa — How to be "good enough" when nothing ever is? Developing a conceptual model of "good enough" in worklife
- **RT2-2 Rostad (**Langvik presents)— Stuck with responsibility and left out of debrief? Occupational Health and Organizational Support Among Prosecutors in Scandinavia
- **RT2-3** Holm — From Attitudes to Actions? Testing Negative Emotions as a Mechanism Between Anti-Work Orientation and CWBs

- **RT2-4** Dlaza — Exploring decent work from the perspective of teachers from the rural Eastern Cape in South Africa
- **RT2-5** Radu — Daily Dynamics of Trust and Return to Work Intention during Psychiatric Hospitalisation
- **RT2-6** Humps — A conceptual replication and extension of "period presenteeism - working while experiencing dysmenorrhea" in a Norwegian working context

S4A — Psychosocial work conditions & public sector workers (Chair: Helena Tinnerholm Ljungberg)

- **S4A1** Tinnerholm Ljungberg — Managers' needs in facilitating return to work for personal assistants
- **S4A2** Wendsche — Working conditions, job satisfaction and health of early childhood educators in Germany: Evidence from 2006–2024
- **S4A3** Khaoudi — Psychological health at work in nursing: a Job Demands–Resources perspective from a North African context
- **S4A4** Peristera — Psychosocial Work Factors and Turnover Intention: A Combined Inferential and Explainable Machine Learning Approach
- **S4A5** Krüger — Prevalence of recovery problems and associations with health outcomes among early childhood educators in Germany: Results from 2017 - 2023

S4B — Psychosocial Risks & Harm (Chair: Bjørn Lau)

- **S4B1** Lau — Understanding Workplace Bullying Through Social Identity Processes: A Theory-Driven Review
- **S4B2** Edelmann — Red Flags at Work: A Scoping Review Protocol on Determinants and Risk Factors of Psychosocial Unsafety in Organizations
- **S4B3** Berlingieri — Harassment and Violence at Work: Prevalence, Impacts, Challenges, Solutions
- **S4B4** Braun — Uncovering the antecedents of third-party workplace aggression in person-related services: A meta-analysis and model test
- **S4B5** Karalaitis — The role of team psychological safety for the safety and health of frontline teams in Swedish safety-critical industries

S5A — Hybrid Work & Work Design (Chair: Constanze Eib)

- **S5A1** Eib — The Hybrid Work Configurations Scale: Development and Psychometric Validation
- **S5A2** Cetin — A cross-country investigation of the relationship between autonomy in hybrid work, flow, and flourishing
- **S5A3** Bäcklund — Configurations of Work Characteristics in Remote and Hybrid Work Settings: A Person-Centered, Cross-Country Approach
- **S5A4** Alvemark — Together, Apart: Transforming Social Interaction in Hybrid Work

S5B — Institutional and organizational structures and practices (Chair: Marta Roczniewska)

- **S5B1** Roczniewska — From Surveys to Goals: Implementing Participatory Goal Attainment Scaling in Municipal Work Environment Management
- **S5B2** Akerström — Employers' Strategic Engagement with Occupational Health Services in the Prevention Occupational Health and Safety Management
- **S5B3** Iversen — Employee-ownership: democratisation with complications?
- **S5B4** Klysing — Diversity and inclusion branding among Swedish private organizations: How is it justified and how are LGBTQI people represented?

S5C — Future Work, Systems & Transitions (Chair: Cristina Banks)

- **S5C1** Banks — Participative working life foresight: Work Futures Initiative in the U.S. and Finland

- **S5C2** Zenteno Hopp — Navigating Skills, Emotions, and Cooperation in Green and Digital Transitions - Norway as a case study
- **S5C3** Skarin — Understanding demands of the future in a blurred boundary multidomain context and how micro-actions today can change the game
- **S5C4** Martin — Enabling crisis preparedness: Applying complexity leadership theory to mission-based leadership in Swedish municipalities

Abstracts – Paper Presentations and Round Table Discussions

Thursday 3rd September

S1A — Digitalization & Technostress

S1A1 The Dark Side of Digitalization: Employee Surveillance in Swedish White-Collar Workplaces

Oral presentation

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Background: In recent years, increasing digitalization has led to a growing share of work being performed through a wide range of digital technologies, systems, and software. This development has enabled work tasks to be carried out in multiple locations, including outside the employer's premises. Digital systems and platforms increase accessibility by allowing shared digital calendars, simultaneous collaboration in documents, and more efficient communication and work processes. However, digitalization also entails potential downsides that are rarely addressed in existing research. One such aspect is that technological development creates new opportunities for the monitoring and surveillance of employees.

Method: The aim of this study is to compare employees' and managers' perspectives on the prevalence of different forms of digital surveillance in Swedish working life. The study is based on a survey conducted among a total of 3,000 white-collar workers, including both managers and employees across various industries. Respondents answered questions regarding their experiences and perceptions of digital surveillance in the workplace.

Results: The results are still being analyzed, but will provide an overview of how different forms of digital surveillance are perceived and experienced by managers and employees in Swedish organizations. By comparing these perspectives, the findings will highlight variations in awareness and interpretation of digital monitoring practices across organizational roles.

Conclusion: This study is among the first in Sweden to systematically examine the prevalence of digital surveillance in working life. It contributes novel empirical knowledge that is relevant to multiple stakeholders in the Swedish labour market, including employers, employees, and policymakers, and offers a foundation for further research on the implications of digital monitoring for occupational health and safety management and organizational practices.

S1A2 Shaping the future of work: Psychosocial challenges of algorithmic management among platform-based food couriers in Finland

Oral presentation

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Background: Digital labour platforms, through algorithmic systems, have transformed how work is organised, managed and performed. Although these systems can enhance efficiency and flexibility, their effects on workers' psychosocial health and wellbeing remain underexplored. Using food delivery platform work in Finland as an empirical example, this study examines how algorithmic management shapes the digital work environment of platform food couriers and the psychosocial challenges it poses for their subjective wellbeing.

Method: The study draws on thirty semi-structured interviews with platform food couriers working in the two main food delivery platforms in Finland. The analysis is based on a synthesis of three qualitative studies forming part of my doctoral dissertation and were analysed using thematic analysis, directed content analysis and interpretative phenomenological analysis.

Results: The findings show that algorithmic management in food delivery platforms can intensify precarity and reinforce psychosocial inequalities among couriers. Using the job demands-control-support framework, the results indicate that algorithmic systems increase work demands, reduce couriers' control over work and weaken workplace support. These conditions resulted in subjective psychological strains and reduced job satisfaction among couriers, with stronger negative impacts reported under "hard" algorithmic management systems than under "soft" systems.

Conclusion: This study provides evidence-based insights into how digitalisation and automation are reshaping organizational control, management and worker experiences. It emphasises the need for strategies and policy interventions that promote workers' psychosocial health, wellbeing and sustainable work practices in highly digitalised labour markets. It contributes to the symposium's focus on shaping the future of work through cutting-edge research and international collaboration in work and organizational psychology.

S1A3 Employees' concerns related to technological changes in future work: A psychological network analysis of organizational factors in Norway

Oral presentation

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Background: Technological changes are reshaping the future of work and generating multiple concerns among employees. These concerns may interact with and reinforce organizational factors such as the work environment, working conditions, and job demands. However, little is known about how these dynamics unfold within specific national contexts, including Norway. This study addressed two research questions: i) What is the most significant technological concern regarding the future of work among a sample of employees in Norway? and ii) Which technological concern(s) are most strongly or weakly associated with organizational work environment, working conditions, and job demands?

Method: An online survey was conducted among 441 Norwegian employees. The data were analyzed using psychological network analysis, a novel statistical approach that examines complex interrelations among variables. Network communities representing organizational work environment, working conditions, and job demands were constructed and collectively labeled organizational work factors. These were then linked to a network community of concerns related to technological changes using bridge connections.

Results: The findings indicate that concerns about feeling alienated due to technological structuring in the future of work organization was the biggest employees' concern whereas lifelong learning was the least of employees' concern. The network model highlighted the strongest connection between alienation and job insecurity, followed by alienation and solitary work, suggesting that employees who are concerned about technological structuring as a threat to job security are also more likely to be concerned about feeling alienated in the workplace. The feeling of alienation was also linked with concerns about working in isolation due to technological structuring in the future of work. Additionally, in a combined model of work environment, working conditions, and job demands, concerns related to technological change showed stronger associations with job demands and the work environment, particularly perceptions of higher workload and a less favorable work climate.

Conclusion: The results highlight a complex interplay between concerns about technological changes and organizational work factors. Addressing employees' concerns related to technological change appears crucial for the future of work to promote a healthier, more innovative, and sustainable workplace.

S1A4 Beyond staying or leaving: Latent profiles of retention, technostress, and mobility in the digitalised Norwegian workforce

Oral presentation

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Background: The future of work is shaped by digitalisation, remote work and high voluntary turnover after the "Great Resignation". Using the Job Demands–Resources (JD-R) model and Proximal Withdrawal States Theory (PWST), we test whether stayers form distinct "stayer states" based on digital leadership, job insecurity, job satisfaction and turnover intention, and how these relate to technostress and mobility.

Method: Two probability samples of Norwegian employees were surveyed at Time 1 (September 2023; N = 1516) and Time 2 (March 2025; N = 1519). At each wave, latent profile analysis was applied to digital leadership, job insecurity, job satisfaction and turnover intention. Remote work (men and women separately), loneliness, work importance and work belonging predicted profile membership; techno-overload, techno-exhaustion, general exhaustion, and internal and external employer change were treated as distal outcomes.

Results: At both time points, a four-profile solution best fit the data, differentiating Enthusiastic Stayers, Moderately Secure Stayers, Reluctant Stayers and Quiet Quitters (dysfunctional stayers). Higher loneliness and lower work belonging were consistently linked to greater odds of belonging to the Reluctant or Quiet Quitter profiles rather than the more secure profiles. Remote work showed gendered patterns: for women, more remote work was associated with higher odds of being Quiet Quitters, whereas associations for men were smaller and less consistent. Quiet Quitters reported the highest techno-overload, techno-exhaustion and general exhaustion, and the greatest probability of both internal moves and external employer change. From Time 1 to Time 2, general exhaustion decreased in some profiles, whereas techno-exhaustion increased.

Conclusion: Stayers in the digitalised, post-pandemic workplace are far from a uniform, healthy group. Combining JD-R and PWST, the findings reveal distinct stayer states that differ in resources, technostress and mobility, and highlight dysfunctional retention among Quiet Quitters who remain but experience high digital strain and turnover intentions. To shape the future of work, organisations need not only retain staff but also identify at-risk stayer profiles, reduce techno-overload and techno-exhaustion, and design remote work and digital leadership practices that prevent employees from becoming Reluctant Stayers or Quiet Quitters.

S1B — Selection & Assessment

S1B1 How does labor availability shape selection criteria: a qualitative study of employer decision-making

Oral presentation

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Background. Selection criteria are often assumed to be derived rationally from job requirements through job analysis. In practice, recruitment decisions take place in labor markets characterized by fluctuating workforce availability, skill shortages, and periods of oversupply. While previous research acknowledges that labor market conditions affect recruitment outcomes, there is limited empirical understanding of how workforce availability actively shapes the formation and adjustment of selection criteria. This gap is particularly relevant in Nordic labor markets facing demographic change and persistent skill mismatches.

Method. The study draws on 32 semi-structured interviews with recruitment professionals, HR specialists, and recruiting managers in Finland. Participants were selected using purposive, information-rich sampling to ensure substantial recruitment experience. Interviews were conducted in spring 2025, transcribed verbatim, and analyzed using inductive qualitative content analysis. The analysis focused on identifying recurring mechanisms through which workforce availability influences selection criteria.

Results. The findings show that selection criteria are dynamic and context-dependent rather than fixed or purely job-driven. Workforce availability shapes criteria through five interrelated mechanisms: monitoring and anticipation of applicant markets; differentiation between must-have and nice-to-have criteria; balancing current competence and learning potential; data-informed workforce planning; and structural modification of job roles when suitable candidates are scarce. In situations of labor oversupply, criteria tighten and selection processes become more elaborate. In contrast, labor scarcity leads to relaxed criteria, greater emphasis on potential and motivation, role redesign, and increased use of alternative recruitment pathways such as junior hiring and international labor.

Conclusion. The study demonstrates that selection criteria function as adaptive instruments shaped by labor market conditions. Workforce availability influences not only individual requirements but also the underlying logic through which criteria are constructed and revised. These findings contribute to recruitment and selection research by conceptualizing selection criteria as a dynamic outcome of market conditions rather than a stable translation of job demands, with practical implications for aligning selection practices with changing labor markets.

S1B2 Personality assessment in recruitment interviews: Noticing interactional conduct

Oral presentation

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Background. Personnel assessments are widely used in recruitment processes and typically involve a combination of different methods. One commonly applied approach within these assessments is the evaluation of job applicants' personalities. Personality assessment has been extensively studied, with particular emphasis on the validity and reliability of assessment instruments and their ability to predict job performance. However, comparatively little attention has been paid to the micro-level interactional dynamics between psychologists conducting personnel assessments and the job applicants being assessed.

Method. Building on (social) psychology's long-standing interest in understanding and measuring personality, this article explores personality assessment as a discursive phenomenon constructed through social interaction. Using a dataset of 21 video-recorded recruitment interviews and employing methods from conversation analysis (CA) and discursive psychology (DP), I describe show how psychologists contrast applicants' earlier self-descriptions by real-time observations of applicants conduct. These noticings may be framed as concordances or discrepancies. This prompts applicants to reinforce the consistency of their descriptions or demonstrate their personal development over time thereby managing the appearance of genuineness and truthfulness in locally situated ways.

Results. Our findings demonstrate that meta-interactional personality noticings serve as a powerful interactional resource for shaping what counts as credible and truthful accounts of personality. This prompts applicants to reinforce the consistency of their descriptions or demonstrate their personal development over time, thereby managing the appearance of genuineness and truthfulness in locally situated ways.

Conclusion. This presentation advances existing knowledge on personality assessment in recruitment by showing how psychologists triangulate personality using several sources of information when evaluating applicant suitability, and by highlighting the inherent tensions in this process. It also emphasizes the negotiated and interactive nature of assessment practices, demonstrating how they can be effectively studied using CA and DP.

S1B3 Future of Work Selection in Policing: A Facet-Level Five-Factor Profile for Patrol Officers

Oral presentation

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Background: Safety-critical public services face a future-of-work shift driven by digitalization, rising task complexity, and expectations for accountability. For patrol policing, scalable and transparent selection requires job-relevant trait profiles, yet evidence at the facet level is limited. This study derived an optimal Five-Factor Model (FFM) facet profile for Swedish patrol officers and examined its (dis)similarity to maladaptive personality prototypes derived from facet-level mappings. While prior work has identified personality profiles associated with performance in elite tactical police units, corresponding evidence for patrol officers remains limited.

Method: 548 subject-matter experts in the Swedish Police rated optimal levels on 30 observer-based FFM facets (-2 to +2). Facet means were aggregated into an "optimal patrol officer" profile. Profile similarity (Pearson r across 30 facets) was computed between this profile and facet-based prototypes of DSM personality disorder profiles.

Results: The optimal profile combined low Neuroticism with high Conscientiousness. The highest endorsed facets were self-discipline (M=1.49), dutifulness (M=1.43), and competence (M=1.41); the lowest were vulnerability (M=-1.66) and impulsiveness (M=-1.20). Profile similarity analyses showed strong negative associations with borderline (r =- .86), dependent (r =- .82), schizotypal (r =- .75), and avoidant (r =- .70) prototypes, whereas histrionic and obsessive-compulsive prototypes were not significantly related.

Conclusion: Patrol effectiveness is best supported by emotional stability and conscientious self-regulation. A facet-level, SME-derived profile provides an interpretable foundation for evidence-based selection and development (e.g., structured interviews, work samples, and decision-support tools) that can strengthen healthy and safe working conditions as work demands evolve. Results also support job-relevant screening for maladaptive tendencies without conflating selection with clinical diagnosis.

S1B4 Selection at Stake: Context Effects on HEXACO Personality Traits in Recruitment, Development and Research within a Danish Setting

Oral presentation

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Background: Personality assessments are widely used for personnel selection in Scandinavia. However, concerns remain about their validity in high-stakes settings, as test-takers may be motivated to present themselves in a socially desirable way. The Honesty-Humility dimension from the HEXACO model may be more prone to faking compared to other personality traits, although job type may also influence test responses. As AI take over more tasks, valid personality assessments become more important than ever for predicting job performance and supporting fair recruitment in the future.

Method: This study investigates differences in HEXACO personality traits, when tests are completed by job applicants as part of a high-stakes recruitment process or by incumbents for low-stakes development purposes. Large-scale samples are drawn from Danish organizations and compared to a nationally representative research (low-stakes) panel with propensity score methods. Statistical analyses control for demographic and differences across job areas and levels are also examined.

Results: Analyses compare mean scores and effect sizes across contexts, focusing on whether certain HEXACO personality traits – particularly Honesty-Humility – are affected by high-stakes settings. Results show moderate effects on Extraversion, Agreeableness, and Conscientiousness with higher scores in recruitment compared to research and development conditions. Emotionality shows lower scores in recruitment conditions, while Openness to Experience reveals mixed results across contexts. Unexpectedly, but consistently, Honesty-Humility shows no or small differences between high-stakes and low-stakes settings. Regarding work area, higher scores on Openness to Experience are found only among job applicants for Tech positions. As for job level, leaders tend to score lower on Agreeableness, Conscientiousness, and Emotionality, and higher on Extraversion; no effects for Honesty-Humility or Openness to Experience.

Conclusion: These findings highlight the importance of considering job type and context when applying personality tests and interpreting assessment results in an organizational setting. The results have implications for the generalizability of research findings to practical selection procedures and suggest a need for developing and validating personality tests in high-stakes, especially for Honesty-Humility measures. Implications for fair and effective personnel selection in the future are discussed.

S1C — Healthcare & Care Professions

S1C1 Extent and patterns of mobility and turnover in Swedish healthcare 2014-2024: A quantitative multi-method study

Oral presentation

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Background: Labour shortages and high staff turnover pose major challenges for healthcare systems, yet most existing research relies on cross-sectional data, focuses on single occupations, and examines intention to leave rather than actual mobility. To address these gaps, the current study investigates healthcare staff mobility patterns across sectors and occupational groups within Swedish healthcare over the past decade (labour market mobility perspective), while also examining types of organisational turnover and the exit destinations of staff who voluntarily left their positions (organisational turnover perspective).

Methods: We employed a quantitative multi-method design covering four occupational groups – medical doctors, registered nurses, assistant nurses, and other licensed healthcare occupations – and drew on three datasets collected between 2014 and 2024: national cohort data for Study A; and register-based data turnover data combined with exit survey data from a large regional healthcare organisation for Study B. This design enables analyses from both societal and organisational perspectives.

Results: Overall, healthcare staff mobility remained relatively stable over the past decade, but patterns varied notably by occupation. Most transitions occurred between the public and private sectors, with the private sector showing the highest mobility. Nursing staff moved mainly between different public sector employments, in contrast to the other two occupational groups. Relatively few employees changed occupations, but those who did mostly switched to a non-healthcare occupation. Organisational data revealed that external turnover rates (i.e. employees leaving the organisation) exceeded internal rates (i.e. employees changing job within the organisation) across all years and occupations; registered nurses had the highest average external turnover rate (8%), and an upward trend was seen for assistant nurses. While most had secured new jobs when leaving, many, especially assistant nurses, left without knowing their future employment situation.

Conclusion: Healthcare staff mobility patterns in Sweden have remained relatively stable from 2014 to 2024, yet distinct patterns across various occupational groups reveal structural vulnerabilities. Notably, many employees left without a clear destination or transitioned to occupations outside healthcare, which emphasises the need for targeted retention strategies tailored to different workforce segments.

S1C2 Why Do Healthcare Employees Leave? Profiling the Motives Behind Voluntary Turnover

Oral presentation

Linda Corin, Sara Stjernlöf, Constanze Leineweber, Tuija Muhonen, Hugo Westerlund, Hanne Berthelsen

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Background. Voluntary turnover among healthcare professionals challenges organizational sustainability and service quality. Although well studied, research often relies on turnover intentions and assumes uniform motives for leaving. Evidence indicates that employees exit for different combinations of work environment, career-related and private life factors, yet little is known about how such patterns appear in actual turnover within publicly funded healthcare systems. Understanding this heterogeneity is essential for developing targeted retention strategies.

Method. The study uses exit survey data from 8,208 healthcare employees who voluntarily left positions in a large Swedish region between 2020 and 2025. Respondents rated the importance of multiple reasons for leaving, covering employment conditions, organizational and social work environment, occupational factors, private circumstances and external opportunities. Latent Class Analysis identified subgroups based on configurations of motives. Auxiliary analyses examined differences by profession, tenure, demographics and exit destinations.

Results. A four-class solution provided the best balance between statistical fit and interpretability. One group consisted of employees whose decisions were primarily driven by deficiencies in the work environment, including leadership, workload and governance. A second group reported mainly private life–related reasons with minimal relevance of work factors. A third group combined meaningful work pressures with private life strain, indicating cumulative or interacting demands. The fourth group showed no dominant drivers; respondents assigned moderate importance across several categories without a clear pattern, suggesting decisions shaped by a mix of minor or less articulated influences or motives not fully captured by the survey. The groups differed substantially in professional composition, age, tenure and mobility patterns.

Conclusion. The findings highlight the value of identifying distinct patterns of motives behind voluntary turnover. Recognizing these heterogeneous exit pathways enables organizations to design more targeted retention strategies rather than relying on generic solutions. Distinguishing avoidable from unavoidable turnover is essential for sustainable workforce planning and for strengthening work environments in healthcare.

S1C3 What Is the Importance of Context-Specific Factors for Turnover and Turnover Intentions in Health Care Occupations

Oral presentation

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Background: Like the rest of Europe, municipalities and regions in Sweden are facing challenges in securing a sufficient healthcare workforce. Around two-thirds of Swedish municipalities report shortages of licensed healthcare staff. One contributing factor to this shortage is voluntary turnover, which is often preceded by turnover intentions. The work environment is of crucial importance for voluntary exits. The aim of this study is to analyse the impact of workplace demands and work-life conflict (factors mostly relevant in healthcare) on turnover intentions and actual turnover in healthcare professions.

Method: Analyses were based on working participants of four waves of the Swedish Longitudinal Occupational Survey of Health (SLOSH) study (2022-2025). Exposure information was turnover during the following years (2023-2025) and turnover intentions as measured in 2023. Logistic regression analyses included emotional demands, unnecessary and unreasonable tasks, dissatisfaction with quality of work performed, work-family conflict, and quantitative work demands as predictors. Analyses were adjusted for age and occupational group (nursing occupations vs. medical doctors and other healthcare specialists)

Results: Results show that among all predictors, only work-family conflict (OR=1.45, 95% CI: 1.15-1.82) and younger age (OR=4.39, 95% CI: 1.99-9.68) predicted actual turnover during the following three years. For turnover intentions, work-family conflict (OR=1.47, 95% CI: 1.21-1.78), higher dissatisfaction with quality of work performed (OR=1.52, 95% CI: 1.20-1.91), and unnecessary tasks (OR=1.34, 95% CI: 1.02-1.74) were significant predictors. Younger age and having a non-nursing occupation were also associated with higher turnover intentions. While stratified analyses suggested some differences between nursing and other occupations, interaction terms between occupational group and predictors were not statistically significant.

Conclusion: Labour shortages and high staff turnover in healthcare are considered a substantial problem, especially in light of ageing populations. Our analyses show that workplace factors are not the only major contributors to healthcare personnel’s turnover and turnover intentions, but also that perceived imbalance between work and family demands is an important driver. A central implication of this study is the need for targeted strategies that enable healthcare workers to better balance professional and private responsibilities.

S1C4 Meaningful and Meaningless Work among Family Physicians: A Qualitative Cross-national Comparative Study

Oral presentation

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(1) Background - Research on the influence of funding structures and regulatory models in health care is predominantly informed by quantitative studies conducted in the United States (US). This raises concerns about transferability of findings to contexts with differently configured health systems. For example, in Sweden and New Zealand (NZ), health care is organized under universal coverage, whereas in the US it is primarily insurance-based. This contrast warrants a cross-national, qualitative comparative exploration of how structural factors influence meaningful and meaningless work for health care providers in different contexts. Hence, we pose the following research question: How do systemic factors (i.e., funding, governance, regulation, institutional logics) in Swedish, NZ, and US health care systems differentially shape family physicians' experiences of meaningful and meaningless work?

(2) Methods - We conducted semi-structured interviews with 68 physicians (Sweden = 18; NZ = 26; US = 24). We have completed preliminary analyses of the NZ and US datasets using template analysis. By September 2026, (Scandinavian Symposium of Work and Organizational Psychology), we will have conducted comparative data analysis across all three national contexts allowing us to refine and consolidate our emerging conceptual model.

(3) Results - Family physicians in NZ and the US viewed available practice models as system-level drivers of meaningful work. In NZ, co-payment and capitation, especially Very Low Cost Access support that lowers patient fees were critical for equity-oriented physicians' sense of meaningful work. In the US, Direct Primary Care offered an alternative to fee-for-service, reducing organizational pressure, time-based metrics, and prescriptive professional-presentation standards, thereby strengthening meaning. Across both contexts, physicians linked meaninglessness work to instrumental, market-oriented logics and the "McDonaldization" of medicine through standardization via efficiency, calculability, predictability, and control. Administrative expansion, whether profit-seeking or resource-rationing, has eroded physician autonomy in care delivery.

(4) Conclusion - By examining family physicians across contrasting health systems, we show how system-level factors shape meaningful and meaningless work. The findings inform workforce well-being and retention and contribute to interdisciplinary debates on studying meaningful work in future-of-work research.

S2A — Well-being, Health & Sustainable Work

S2A1 Health-Oriented Leadership: Meta-Analytic Insights into SelfCare, StaffCare, and Employee Health

Oral presentation

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Background: Health-oriented Leadership (HoL) integrates health-specific attitudes and behaviors of leaders and employees into three components—leader SelfCare, employee SelfCare, and leader StaffCare—each comprised of value, awareness, and behavior. While primary studies suggest that HoL relates to better health and work outcomes, evidence is scattered across designs, sectors, and contexts. We present a systematic review and meta-analytic synthesis that (a) quantifies the associations of StaffCare and SelfCare with health and work outcomes, (b) examines potential predictors.

Method: Eligible studies for the preregistered meta-analysis sampled employed participants (i.e., follower–leader context present) and reported associations of SelfCare and/or StaffCare with outcomes in at least one domain: general, mental, or physical health/impairment, performance, or job-related attitudes. We additionally included studies examining antecedents of HoL at five levels: workplace, individual, employee–team interaction, organizational, and broader context. Observational and experimental designs were eligible; no limits were set on year, language, or publication status (peer-reviewed, grey, or unpublished). Data extraction used a piloted, standardized form. Random-effects meta-analyses will be performed on Fisher-z–transformed effect sizes. Planned moderator tests will contrast (a) leader vs. employee role for SelfCare–outcome links, (b) HoL facets (value, awareness, behavior), and (c) design type (experimental vs. observational) and contextual features.

Results: Out of 2213 initially identified records, 142 records are included in the systematic review and meta-analysis. Fulltext screening and coding has been completed, and we are currently working on structuring the data for multilevel meta-analyses. Results will be presented at the symposium, along with an outlook on future improvements, and existing research gaps.

Conclusion: The synthesis underscores HoL as an effective and actionable lever for employee and leader health. Interventions should jointly develop StaffCare and SelfCare capabilities, reduce role conflict and ICT hassles, strengthen organizational health climate, and shore up resources, particularly under high demands, crises, and hybrid work. Research priorities include harmonizing measures, expanding longitudinal/experimental and cross-level designs, clarifying role-model pathways, and probing contextual contingencies across sectors and cultures.

S2A2 Psychosocial work environment and wellbeing among Swedish police personnel working with online sexual abuse: results from a nation survey

Oral presentation

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Background: Cases of online child sexual abuse (online CSA) have vastly increased over the last 10 years, reflecting the increased access to internet and spread of online CSA content worldwide. In response, national police forces have developed specialized teams dedicated to investigating these crimes. A core part of these teams' objective is to identify perpetrators for prosecution, which involves regular viewing of videos and images containing CSA material as part of their daily assignments. Not surprisingly, consistent exposure to online CSA material has been identified as a potential stressor that may severely heighten the risk of hampered wellbeing. Consequently, finding ways to safeguard online CSA investigators' wellbeing is a central component in the organization of this form of police work. Not the least in the development of support systems to prevent decline in their mental health status. As online CSA investigation teams are a relatively new phenomenon, research on their work environment, wellbeing and performance outcomes is still at an early stage. So far, individual use of coping mechanisms and experiences of secondary trauma has been the focus in the sparse number of studies on this population. In our research, we move beyond individual strategies to instead examine how different aspects of the work environment may reduce or add to the risk of hampered wellbeing and performance among these investigators.

Method: During November - December 2025 we invited all police personnel in Sweden working as online CSA investigators to participate in our study by answering to an online survey. The survey consisted of questions concerning work environmental characteristics, as well as wellbeing and performance outcomes. The questions were adopted from well-established instruments (e.g., Copsoq, DPQ, and BAT). In total, we received answers from 139 investigators, a response rate of approximately 75 %.

Results: Data will be analyzed during spring 2026. We will present prevalence data, compare results with other professions in the Swedish working population, make intra-group comparisons (i.e., based on high-and low levels of outcome measures), and perform regression analysis to identify influential resources in their work environment.

Conclusion: The results of this study can help inform us on the relative importance of organizational and social resources to consider in order to promote wellbeing among online CSA police personnel.

S2A3 Who is Lonely at Work? Insights from a Nationally Representative Study of German Employees

Oral presentation

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Background: Loneliness in the workplace—including within increasingly digitalized work environments—has received less research attention than general loneliness. In particular, population-representative evidence among employees is scarce. This study investigates the prevalence of work loneliness among employees in Germany and examines sociodemographic and occupational factors associated with different dimensions of work-related loneliness.

Method: Data were drawn from the third wave of the nationally representative Study on Mental Health at Work (S-MGA), conducted in Germany in 2023/24. The analytic sample comprised employees aged 25 to 65 years (N = 7,798). Work-related loneliness was measured using two items from the short UCLA Loneliness Scale adapted to the workplace (perceived aloneness and perceived exclusion at work), as well as a single item directly assessing the frequency of feeling lonely at work (emotional loneliness). Examined correlates included age, gender, disability status, occupational skill level, leadership position, type of employment (fixed-term vs. permanent contract; part-time vs. full-time work), working from home, frequency of contact with colleagues, and frequency of interactions with clients, customers, or students. Chi-square tests and logistic regression analyses were conducted.

Results: More than one quarter (26%) of German employees reported lacking companionship from colleagues at least sometimes (aloneness). Feeling excluded at work (17%) and feeling lonely at work (8%) at least sometimes were less prevalent. Most correlates were associated with only one or two dimensions of loneliness in both univariate and multivariate analyses. Infrequent interaction with colleagues was consistently linked to all three facets of loneliness. Fixed-term employment was associated with perceived exclusion and feeling lonely at work. Employees in leadership positions reported feeling alone and excluded at work less often than those without leadership responsibilities.

Conclusion: Workplace loneliness is an important target for preventive efforts. Employers should ensure sufficient opportunities and resources for social interaction among colleagues during working hours.

S2A4 Exploring Purpose In Life at Work: Insights From a Systematic Review

Oral presentation

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(1) Background: Increasing uncertainty in working life causes significant psychological strain for many. Consequently, deeper understanding on both organizational and personal resources that support wellbeing is increasingly important. This study extends the research on personal resources to existential resources - psychological, social and spiritual strengths that help individuals face ultimate concerns of life such as insecurity and liminality. The focus is on purpose in life as an existential resource in demanding work contexts, examined within the framework of the Job Demands–Resources (JD–R) model.

Although, in previous studies, purpose in life has been linked to wellbeing and coping with major life crises, its role in everyday forms of work-related strain remains underexplored. Research on existential resources at work has mainly focused on meaningfulness and calling, often overlooking the theoretical and empirical distinctions between these concepts and purpose. This conceptual ambiguity has hindered the systematic exploration of the phenomena and led to fragmented understanding.

(2) Method: This presentation reports a systematic literature review and a thematic analysis examining purpose in life as a resource in work-related contexts. 19 studies exploring the associations between purpose in life and various wellbeing outcomes in work-related settings were identified. The multidisciplinary and multi-method studies were analyzed thematically, and a narrative synthesis approach was applied to integrate the findings.

(3) Results: The preliminary findings indicate that purpose in life buffers the negative effects of work-related stressors, sustains motivation and goal-directedness under challenging conditions, and promotes balance across life domains. These effects may stem from purpose in life supporting constructive appraisals of stressors and meaning-making, by providing a broader perspective on life goals beyond the immediate work context. In addition, the value- and worldview-related content or orientation of one's purpose might shape these effects. The analysis also highlights methodological challenges, particularly in conceptualizing and operationalizing of purpose in life.

(4) Conclusions: Overall, the findings deepen the understanding of existential resources at work and how they may be supported, while highlighting methodological considerations for future research on purpose in work contexts.

S2A5 Factors Influencing Employee Wellbeing in Small Growing Companies: Managers' and Employees' Perspectives

Oral presentation

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Background. Small and growing companies are central to economic development and employment, yet they operate under conditions that differ substantially from those of larger organizations. Research indicates that small companies face higher work environment risks than larger organizations. Despite extensive knowledge of how work environment factors affect employee health, there is limited understanding of which factors are particularly significant in the context of small companies. In such organizations, managers frequently hold multiple roles, experience high work pressure, and may prioritize business survival and growth over systematic work environment management. At the same time, small firms may offer favorable psychosocial conditions through close relationships, short decision-making paths, and supportive leadership. Growth phases may further intensify job demands. This suggests a need for more research exploring factors that promote and hinder employee wellbeing in this specific organizational context.

Method. The study employs a qualitative, exploratory design based on semi-structured interviews with 20 managers and 19 employees from 12 small growing companies operating in different industries. The interviews address perceptions of factors influencing employee wellbeing, as well as experiences of leadership and work organization. Data analysis will be conducted prior to the conference using inductive qualitative content analysis.

Results. The analysis is expected to generate nuanced insights into how employee wellbeing is experienced, supported, and challenged in small growing companies. Particular attention will be paid to the interplay between psychosocial working conditions, leadership practices, and the growth context, as well as to similarities and differences between managers' and employees' perceptions. The study is also expected to highlight aspects of leadership that may function as key resources for employee wellbeing in resource-constrained settings.

Conclusion. By focusing on small growing companies and integrating both managerial and employee perspectives, the study is expected to contribute empirically with context-sensitive knowledge to the literature on employee wellbeing. The findings aim to inform leadership practices and organizational strategies that support sustainable growth while promoting healthy working conditions in small firm settings.

S2A6 The Friendship Factor: How Positive Workplace Relationships Shape the Impact of Work Interruptions on Daily Organizational Dynamics

Oral presentation

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Introduction. Modern workplaces are characterized by increased task interdependence and frequent interruptions, which are typically seen as detrimental to workers' performance and well-being. However, research has highlighted the potential for work interruptions to also have positive effects, especially through the potential for positive interactions with the interrupter.

Purpose. In this study, we explore whether workers' perceptions of these interactions as fostering friendship can modify the dynamics of interruptions, shifting their impact toward more positive outcomes in fatigue, work performance, and helping behaviors.

Method. Participants (N = 75) were recruited through students' personal network and completed a 2-week experience sampling study. At baseline, we assessed workers' friendship with their coworker. At the daily-level, we measured workers' work interruptions before lunch and their levels of fatigue, unfinished tasks, and helping behavior at the end of the day. Using multilevel path analysis, we tested cross-level interactions between work interruptions and friendship on the three outcomes.

Results. Results revealed a significant interaction for fatigue: workers with above-average friendship experienced less fatigue as interruptions increased, whereas those with below-average friendship reported higher fatigue. Daily interruptions were positively associated with unfinished tasks and helping behaviors, but these relationships were not moderated by friendship.

Conclusion. Our findings suggest a complex relationship between work interruptions and outcomes that in part is shaped by the nature of the relationship with coworkers. When interruptions come from perceived friends, they may act as socially energizing events, mitigating fatigue. Organizations could therefore benefit from fostering coworker friendships to buffer against the negative impacts of interruptions in increasingly collaborative work environments.

S2B — Leadership, Identity & Social Contexts

S2B1 Leadership behaviors and employee functioning in remote and hybrid work: The role basic psychological needs across cultural contexts and time

Oral presentation

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Research has demonstrated that leadership behaviors robustly predict basic psychological need satisfaction, need frustration, and contribute uniquely to motivational and well-being outcomes across cultures and domains. Yet, little is known about how these processes operate in contemporary remote and hybrid work arrangements, or how they unfold over time. In this presentation, we report results from two complementary studies drawing on data from the REMOTE and REMOTE-FLEX projects.

Study 1 examines cross-sectional associations between perceived need-supportive and need-thwarting leadership behaviors, basic psychological need satisfaction and frustration, and work-related outcomes across employees in Lithuania, Norway, and Sweden (N = 4121). We test the generalizability of self-determination theory (SDT) based processes across national contexts and assess whether remote work intensity moderates the relations between leadership behaviors, basic needs, and employee outcomes. Remote work may alter the social cues and structural conditions through which interpersonal supports are communicated, making it a theoretically meaningful moderator of SDT-based processes.

Study 2 uses data from the Swedish subsample of employees (N = 1524 at wave 1) followed across four waves over one year to examine the temporal dynamics of need-supportive and need-thwarting leadership behaviors, need satisfaction and frustration, and employee functioning (i.e., sickness absenteeism, work ability). Using cross-lagged panel models, we test (a) whether leadership behaviors prospectively predict changes in need satisfaction and frustration, (b) whether needs predict subsequent functioning, (c) reciprocal relationships, and (d) the moderating effect of remote work intensity. This design enables stronger causal inferences and reveals how stable or dynamic SDT processes are in remote and hybrid work contexts.

Together, these studies will offer a robust investigation of how leadership behaviors nurture or undermine employees' basic psychological needs across diverse cultural contexts and over time, providing actionable insights for organizations navigating the evolving landscape of remote and hybrid work.

S2B2 Development of a scale measuring perceived social support from Generative AI chatbots at work

Oral presentation

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Background. Social support has traditionally been defined as psychological or material resources provided through human relationships. This support is viewed as a meaningful resource for employee wellbeing. While research has long utilized four dimensions of support in relation to human actors, namely instrumental, informational, emotional, and appraisal support, a new actor has been introduced in the form of Generative AI (GenAI). However, as far as we know, no validated instrument currently exists to measure perceived social support from AI across these four established dimensions. This study aims to fill this gap by developing and validating a self-report scale specifically adapted for AI interactions.

Method. Following initial item generation based on qualitative interviews and pilot testing, a pool of 49 items has been developed to capture perceived support from GenAI chatbots at work. In early 2026, the instrument will be tested using a sample of approximately 600 Swedish employees with experience using GenAI. We will split the data randomly for cross-validation to conduct Exploratory Factor Analysis (EFA) on the first half to reduce the item pool, followed by Confirmatory Factor Analysis (CFA) on the second half to test the factor structure. Construct validity will be assessed through a nomological network, examining correlations with perceived usefulness of AI chatbots at work, anthropomorphism, technostress, social support from colleagues, and job satisfaction.

Results. We anticipate a robust four-factor structure reflecting the instrumental, informational, emotional, and appraisal dimensions of support. We also expect high internal consistency (α and ω > 0.70), and to show discriminant validity in relation to the closely related scale capturing perceived AI utility. We further expect our scale to show positive correlations to anthropomorphism, social support from colleagues, and job satisfaction, while we expect a negative correlation to technostress.

Conclusion. This study introduces a novel tool for measuring perceived social support from a non-human agent in the digital workspace. By establishing GenAI as this type of resource, our findings offer practical insights for organizations on how AI can complement human social structures, and potentially enhance employees' wellbeing and other work-related aspects in the evolving future of work.

S2B3 From culture to organisational citizenship behaviour: the impact of a climate for communities of practice and job specific self efficacy

Oral presentation

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Background. Voluntary extra role behaviours that support colleagues and organisational objectives, known as organisational citizenship behaviour (OCB), are regarded a key contributor to organisational effectiveness and are linked to greater employee commitment and job satisfaction. While individual antecedents of OCB studies are well studied, comparatively less is known about how organisational culture and organisational climate shape OCB. This study examines the effects of an adhocracy culture and a climate for communities of practice on OCB, and tests whether job specific self efficacy moderates these effects.

Method. The hypotheses were tested using three wave longitudinal data from an electronic employee survey conducted in a Norwegian public service organisation. Of the 877 employees who responded to the first wave, 296 completed all three waves (70.3% female). Informed written consent was obtained from all participants. Adhocracy culture, a climate for communities of practice, job specific self efficacy, and OCB were assessed using validated self report scales. The moderated mediation model was analysed using the regression based PROCESS macro (v. 4.2) for IBM SPSS Statistics (v. 31).

Results. The analyses showed that a climate for communities of practice fully mediated the relationship between adhocracy culture and OCB. The mediated relationship was significant at low, average and high levels of perceived job specific self efficacy. Job specific self efficacy moderated the direct relationship between adhocracy culture and a climate for communities of practice. Compared with employees with higher self efficacy, those with lower job specific self efficacy experienced a steeper increase in perceptions of a climate for communities of practice as adhocracy culture increased.

Conclusion. Findings support the view that organisational culture primarily influences behaviour indirectly via organisational climate. Developing a climate that encourages desired behaviours requires a culture that reflects and reinforces the assumptions underpinning that climate. Practices typical of communities of practice appear to precede OCB, and employees with lower job specific self efficacy particularly benefit from a strong culture that offers clear guidance on how to contribute effectively.

S2B4 Organisational Values and Work Design – the Missing Link Between Social Identity Leadership and Basic Psychological Needs?

Oral presentation

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Scholars have hypothesised that social identification and the basic psychological needs might be linked in a self-reinforcing way, but scarce studies have explored the topic. Based on social identity leadership theory, and self-determination theory, we propose that organisational values and work design might be what links social identity and the basic needs. We will present longitudinal research we are pursuing.

Research indicates that effective social identity leadership involves an identity-representing leader promoting the interests of the group, defining identity, and embedding it in the group structures. Additionally, based on self-determination research we can deduce that identity may reflect different values, either intrinsic or extrinsic, or social and status values. Whereas intrinsic and social values have been shown to nurture basic need satisfaction, extrinsic and status values predict their frustration. Furthermore, research has linked work design features, including autonomy, job complexity, skill variety and meaningful work with basic need satisfaction, along with managerial and organisational support. Instead, e.g., lack of feedback and support, and controlling manager behaviour have been associated with more need frustration.

Thus, we suggest that effective social identity leadership would create strong organisational value perceptions, which may depict need-supporting or thwarting values. Furthermore, we propose that strong social identity leadership would create value-congruent work design, which may reflect need-supporting or thwarting values. If organisational values and congruent work design would emphasise intrinsic and social values, we predict they would lead to basic need satisfaction and other positive outcomes. Should organisational values and congruent work design stress extrinsic and status values, we propose they would lead to basic need frustration and other negative outcomes. If social identity leadership is weak, we suggest it would create work design incongruent with organisational value perceptions, which would lead to need frustration and other negative outcomes. Thus, depending on social identity leadership quality and content, either a positive or negative link to basic needs might be created.

S2B5 Act Your Age? Prescriptive Age Stereotype Violations and Biased Perceptions of Younger Leaders

Oral presentation

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Background: Young adults are often seen as “too young to lead”. Prior work shows that young leaders can be perceived as less leader-like because stereotypes about young adults are incongruent with leader role expectations (Daldrop et al., 2025). Building on role congruity theory (Eagly & Karau, 2002), we extend this age-based lens in leadership perception by focusing on a related but distinct pathway to biased evaluations. We argue that certain leader behavior can be seen as incongruent with prescriptive expectations tied to young adults’ age-based social role. In particular, younger adults at work are expected to show deference, be modest, and acknowledge inexperience (Schmitz et al., 2023). Thus, we propose that even behavior that aligns with leader role expectations, such as confidence and self-promotion, may be evaluated less favorably when it is perceived as age-inappropriate.

Method: We tested this idea in an online experiment (N = 206) in which participants evaluated a young teammate who volunteered to become team leader. In a 2 × 2 between-subjects design, we manipulated leader gender (young woman vs. young man) and leadership behavior (age-congruent vs. age-incongruent). The leader behavior was framed either in an age-congruent, learning-oriented way (acknowledging inexperience and respecting hierarchy) or in an age-incongruent, self-promoting way (downplaying inexperience and rejecting deference). Participants rated the target on leader liking and acceptance. We also assessed rater age and endorsement of prescriptive age stereotypes toward younger adults.

Results: Young leaders displaying age-incongruent behavior were evaluated less favorably than those displaying age-congruent behavior. Leader liking and acceptance ratings were lower in the high self-promotion condition than in the low self-promotion condition for both young women and young men. Exploratory analyses further revealed that stronger endorsement of the inexperience prescription was associated with lower acceptance of the young leader.

Conclusion. Our work extends role congruity theory by highlighting how incongruity with age roles, rather than leader roles, can shape leadership evaluations and complements research on why younger individuals are often perceived as “too young to lead”. It also speaks to challenges of age inclusion in the future of work, as younger employees may take on responsibility earlier in their careers.

S2B6 Future Leadership at Risk? Young Professionals’ Perspectives on Managerial Roles in the Private Sector

Oral presentation

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Background. As large cohorts of senior managers retire, organizations increasingly depend on younger professionals to assume leadership roles. At the same time, research indicates that many young adults perceive managerial careers as unattractive, contributing to a growing leadership gap. This study examines challenges faced by young managers in the private sector and identifies organizational factors that may support sustainable and motivating leadership careers.

Method. Semi-structured, in-depth interviews were conducted with 21 private-sector managers aged 29–35. The data were analyzed using qualitative content analysis to identify recurring challenges, facilitating factors, and underlying meaning structures in participants’ leadership experiences.

Results. The findings show that young managers operate within a tension field between substantial strains and motivating resources. Three main challenge areas emerged: (1) social identity disruption, including peer distancing, age-related discrimination, and concerns about professional legitimacy; (2) deficient job design characterized by unclear roles, expectations, and mandates; and (3) high workload demands contributing to work–life imbalance and stress. These challenges often intensified feelings of isolation and the need to continuously prove competence. However, several facilitating factors seemed to buffer these strains. Organizational support, mentoring, autonomy, and collegial recognition strengthened legitimacy and agency, while flexibility and development opportunities enhanced motivation and job satisfaction. Notably, personal and professional development emerged as a key motivational driver, suggesting that growth opportunities may represent an underexplored resource beyond traditional demand–control–support models.

Conclusion. Young managers constitute a vital resource for future-oriented leadership, bringing values of inclusion, development, and innovation. However, their potential depends on organizations providing clear mandates, trust, and supportive structures. Failure to address age-specific barriers and deficiencies in job design risks disengagement and leadership attrition, threatening long-term organizational resilience. The study highlights leadership development and organizational support as strategic imperatives for ensuring a sustainable supply of competent leaders and long-term organizational success.

S2C — Interventions & Organizational Change

S2C1 Cultivating Distributed Leadership: Longitudinal Effects of Facilitated Interventions in Swedish Public Sector Organizations

Oral presentation

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Distributed leadership is increasingly recognized as vital for organizational adaptability (Pearce & Conger, 2003), particularly in public sector organizations facing demands for robust governance in turbulent times (Ansell et al., 2021) and pressure to adopt more adaptive leadership forms (Bauwens et al., 2022). Yet efforts to decentralize often fail (Lee, 2024), and evidence on how to systematically develop distributed leadership remains limited. This study addresses this gap by evaluating the longitudinal effects of workshop-based interventions designed to enhance distributed leadership practices in public sector teams.

We conducted two quasi-experimental studies with intervention and control groups across Swedish public organizations, measuring distributed leadership at baseline, post-intervention, and follow-up using a 13-item self-developed scale covering dimensions such as role flexibility, participatory decision-making, information transparency, and team reflexivity. Study 1 employed an indirect design: change agents participated in a series of workshops with implementation periods in-between, and subsequently implemented practices in their teams, which were surveyed alongside control teams ($n=217$ across 17 teams). Study 2 used direct team intervention in a municipality with a similar workshop format, surveying both intervention and control teams (4 teams, $n=85$). Mixed-effects models analyzed change trajectories controlling for clustering.

Both studies showed positive changes for intervention teams at the first post-intervention measurement. In Study 1, intervention teams showed significant within-group increases ($\Delta=0.18$, $d=0.45$, $p=.031$) while control teams remained unchanged ($\Delta=-0.03$, $p=.583$); the between-group difference was not significant however ($\beta=0.13$, $p=.26$). Study 2 revealed a significant time × intervention interaction ($\beta=0.55$, $p=.002$): intervention teams increased ($\Delta=0.28$, $p=.002$) while control teams decreased ($\Delta=-0.27$, $p=.040$)

Facilitated interventions can develop distributed leadership in public sector contexts, whether delivered directly to teams or through trained change agents. The regression at follow-up aligns with perspectives on decentralization as requiring ongoing supportive practices, offering practical implications for sustainable leadership development. We further explore which organizational and team-level factors predict distributed leadership development, with implications for intervention design.

S2C2 Can board games improve change leadership competencies? Results from an leadership training intervention

Oral presentation

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Background. The current paper presents the results from the Change Competency Intervention (CCI) using board game-based simulations of change events to improve the change leadership competencies of managers and change agents. The intervention was implemented in Novozymes A/S, a Danish biotech company whose production plants were conducting a change process towards systematic and widespread use of Lean management tools. The programme theory for CCI is that Lean can both improve production and be strenuous for employees due to changes in the organization of work. CCI is theorized to help participants implement Lean more efficiently and hence improve the effects of Lean on productivity and reduce the strain on employee wellbeing.

Methods. The intervention consisted of four full days of workshops focusing on developing an understanding and a vocabulary for the human side of change leadership. Key topics were handling resistance, balancing stability and change, managing stakeholders. Personal and departmental action plans were developed at the workshops. 10 departments in Novozymes (N approx. 700) were enrolled in the study. Cluster randomization was conducted between matched pairs of departments. For the evaluation of the project a mixed methods approach is used which includes: workshop evaluation questionnaires, baseline and 12-month follow-up employee questionnaires and finally interviews with participating managers. The project is evaluated with a mixed methods realist evaluation approach.

Results. We present quantitative and qualitative results following a sequential mixed methods analysis to demonstrate how training reactions are linked to both change specific and generic learning. The results show that the departments in the second round of training reported significantly higher learning outcome and had significantly improved employee perceptions of fit of Lean in Novozymes, and change leadership. This was assessed via repeated measures ANOVA from baseline to 12month follow-up on employee data, comparing clusters of intervention departments to their matched comparison departments. No significant effects were found in the low-learning departments.

Conclusion. The study presents a unique research opportunity to examine the effects of using simulations and board games as novel intervention tools in leadership training. It also contributed to knowledge on the impact of change leadership training on employee change resistance and change success.

S2C3 Theorizing the Transfer of Occupational Safety and Health Knowledge in Cooperative Regulatory Interventions

Oral presentation

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Background: The Danish Working Environment Authority (DWEA) has recently implemented a range of regulatory interventions designed to motivate and strengthen companies in their occupational safety and health (OSH) efforts, using instruments such as dialogue, knowledge transfer, and guidance. While researchers have evaluated several such initiatives (e.g., Møller et al., 2022; Ajslev et al., 2024), empirical investigation into the specific knowledge transfer processes remains limited, despite being a central mechanism of these interventions. This reflects a more general discrepancy within current OSH research where an increased interest in how OSH knowledge is transferred into practice (Gensby et al., 2019) has not yet significantly impacted research on OSH regulation (Walters et al., 2021), even though the perspective carries considerable potential for methodological and theoretical innovation. Consequently, this study aims to theorize the transfer of OSH knowledge within a regulatory context.

Method: Evidence syntheses covering research on cooperative OSH regulatory interventions are scarce (e.g., Bondebjerg et al., 2023), particularly those offering qualitative and processual insights (e.g., Weissbrodt & Giauque, 2017). This study begins with a scoping review (Arksey & O'Malley, 2005) examining 1) existing research on cooperative regulatory interventions, 2) applied methodologies, and 3) key empirical and theoretical findings. Building on these results, the study integrates insights from regulatory research (Ståhl, 2025), research on OSH knowledge transfer (Pedersen, 2025), and organizational knowledge transfer theory (Røvik, 2023), to develop a theoretical understanding of how OSH knowledge is transferred within cooperative regulatory interventions.

Results/Conclusion: While the scoping review is currently underway, completion is anticipated by the conference date. The final study will both 1) provide a comprehensive, updated overview of research on cooperative regulatory interventions, and 2) discuss how insights from the (OSH) knowledge transfer literature can contribute methodologically and theoretically to the advancement of research on cooperative regulatory interventions.

S2C4 Games that Energize – Evaluation of the Effectiveness of an Exergame Intervention in the Workplace

Oral presentation

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Background. Exergames aim to create health-promoting workplaces by encouraging micro-breaks and playful movements during sedentary office work. Exergames capitalize on gamification of exercise, for instance, by drawing on challenges to take breaks or introducing competition among teams/departments. We set out to evaluate the effectiveness of the exergame platform Liopep to promote taking breaks and aspects of human energy. Liopep is run on laptops or desktop computers and requires no additional devices, as users control computer games on their computer screen by body movements monitored by a webcam.

Method. We combined a pre-post-follow-up self-report survey design and daily survey data captured across a period of up to three consecutive workweeks (15 workdays). In the first week, workers completed daily surveys, but did not have access to exergames. The exergames were available during week 2 and week 3. We captured self-reports of three aspects of human energy, namely physical strength, cognitive liveliness, and emotional energy. We also captured workload, and number of breaks during the workday. Person-specific user data from the exergame platform are available, too. We draw on data from 435 self-reports nested in 60 workers. We utilize piecewise growth modeling approaches to describe trajectories of outcome variables over time in a nuanced way.

Results. Drawing on the pre-post survey data, we found that physical strength increased during the period when the exergames were available to participants, while cognitive liveliness, and emotional energy remained unchanged. Drawing on the daily survey data, we found that the number of breaks, and all indicators of energy increased considerably already during the pre-intervention baseline week and consolidated during the first week playing exergames. Physical strength increased during the second week playing exergames. Cognitive liveliness and emotional energy stabilized.

Conclusion. Playing exergames benefits human energy. Of note however, large parts of the increases in aspects of human energy are most likely due to monitoring (and hence nudging) breaks and energy rather than playing exergames. For practitioners, our research points to exergames as a tool for health promotion in white-collar work. For researchers, our study showcases ways of describing how intervention effects unfold over time precisely beyond pre-post comparisons.

S2C5 Negotiating Competence: A Process Evaluation of a Welfare Sector Intervention

Oral presentation

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Background. The Danish welfare sector faces increasing shortage of frontline professionals due to demographic pressure and declining long term retention of employees. A frequently reported driver of early exit is conceptualized as a practice shock experienced by newly qualified staff when confronted with the working conditions within welfare and care work. At the same time career advancement in the welfare sector often entails moving skilled workers from citizen-proximal care work to a managerial role. In spring 2025, Herlev Municipality initiated an intervention across six welfare domains aimed at addressing these issues by defining five critical competencies within each domain, which are intended to be the basis of new citizen-proximal career paths and onboarding programs.

Methods. This study is a qualitative process evaluation focusing on the development and implementation phases of the intervention process. Data include ~30 semi structured interviews with steering and reference group members concerning their experiences of the initiative process, as well as ~72 hours of recordings from meetings, workshops and seminars. The data allows us to analyze the process of defining critical competencies, developing new onboarding programs and new citizen-proximal career-paths, and how these are received by employees and managers. The analyses focus on the implementation processes, negotiation of competency definitions, and the emerging organizational tensions.

Results. Data collection is currently ongoing but initial findings point to challenges in the implementation of the intervention related to balancing attention between intervention content (e.g., defining critical competencies) and the formal intervention process (e.g., negotiating the scope and boundaries of the initiative). As a result, both the initiative and its outcomes are strongly shaped by the differing contexts of the six welfare domains. Further we observe a tension between ambitions to enhance the quality of welfare work and the operational realities of strained working environments, which seem to influence the prioritization of the initiative.

Conclusion. This evaluation provides empirically grounded knowledge on the implementation, mechanisms and longer-term potential of competency-based interventions aimed at improving retention and well-being among welfare workers. Our findings hold potential relevance for public organizations seeking sustainable workforce solutions in welfare services.

S2C6 Salient Costs, Silent Benefits: Asymmetries in the Evaluation and Selection of Additive and Subtractive Changes

Oral presentation

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Background. Despite efforts to reduce bureaucracy, complexity, and procedural burden, organizations often add new regulations, policies, and procedures rather than eliminating inefficient ones. We investigate whether and why subtractive ideas (proposing the removal of existing procedures) are disadvantaged, compared to additive ideas (proposing the addition of new procedures). We suggest that subtractions are more likely to evoke expected costs, whereas additions are more likely to evoke expected benefits, leading to asymmetries in their evaluation and selection.

Method. In Study 1a (N = 159), participants in the lab were asked to evaluate and select additive and subtractive ideas, to determine whether they evaluate them differently. Study 1b (N = 153) attempted to replicate the previous findings in a managerial sample. In Study 2 (N = 201), online participants were asked to generate potential implications for additive and subtractive ideas, which were subsequently coded as costs or benefits. Study 3 (N = 602) manipulated the salience of the ideas’ costs and benefits to test whether it would reduce the observed asymmetries.

Results. Study 1a showed that subtractive changes were evaluated as more original, but also as riskier, less feasible, and less valuable than additive changes, and were selected less often. The managers in Study 1b also evaluated the subtractive changes as riskier, less valuable, and selected them less often. Participants in Study 2 were more likely to associate subtractive changes with costs, and additive changes with benefits, which partially mediated their selection probability. In Study 3, highlighting the benefits of subtractive changes diminished their evaluation and selection gap with additive changes.

Conclusion. Our findings demonstrate an asymmetry in the perception of additive versus subtractive changes as well as their outcomes, and may help explain why subtractive changes are systematically undervalued. We also show that directing attention toward the benefits of subtractive changes attenuates their disadvantage in their perceived value and selection likelihood.

Friday 4th September

S3A — Leadership, Evaluation & Engagement

S3A1 Manager–Employee Disparities in Sustainable Engagement and Leadership Challenges in Public sector workplaces

Oral presentation

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Background: In the Swedish public sector, sustainable employee engagement is widely measured to inform employer policies. Additionally, many public organizations assess employee advocacy (e.g., employee Net Promoter Score) to gauge willingness to recommend the employer. Recent studies also highlight leadership challenges in hybrid and activity-based work (ABW) settings, where job design and performance management become increasingly complex. Against this backdrop, the present study examines engagement, advocacy, and leadership challenges in municipality workplaces and ABW contexts. The study has two objectives: (1) to enhance understanding of sustainable employee engagement among managers and subordinates in the Swedish public sector, and (2) to explore managers' perceived leadership challenges during the transition from traditional cell offices to hybrid and ABW environments.

Method: Survey data were collected from 9,366 employees and 676 managers in two Swedish municipalities. Sample 1a included 3,132 subordinates and 224 managers, Sample 1b included 3,780 subordinates and 245 managers, and Sample 2 included 5,586 subordinates and 431 managers. In addition, 71 managers responded to three open-ended questions regarding challenges and opportunities related to hybrid and ABW environments.

Results: Across all samples, managers reported higher motivation and employee advocacy than subordinates. In Sample 2, managers also rated leadership and team climate more positively, while subordinates reported better work–life balance. In Sample 1, these differences remained stable across two measurement points. Qualitative content analysis identified eight leadership-related themes, highlighting challenges in managing hybrid work and ABW settings, particularly regarding oversight, coordination, and boundary management.

Conclusion: Managers consistently rate their motivation, leadership behaviours, and strategic management more positively than subordinates, indicating differing role perceptions. At the same time, subordinates report better work–life balance, suggesting heavier and potentially unsustainable workloads for managers. Qualitative findings further reveal leadership challenges linked to WFH and ABWs, including maintaining visibility, supporting employees, and managing work without fixed workspaces.

S3A2 Implementing Automation in Social Services: Insights from Medication-Dispensing Robots

Oral presentation

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Background. Automation is often promoted as a response to demographic pressures in social services, where staff shortages and an aging population increase the need for efficient work processes. However, outcomes depend on

how automation is introduced and whether work design considerations are integrated. Structured models such as the Quality Implementation Framework (QIF) can support this process. This study aims to contextualize the QIF for automation in social services by examining how municipalities implemented medication-dispensing robots in home care.

Method. Six workshops were conducted in three municipalities in northern Sweden. Each municipality participated in two workshops: one mapping the timeline and key actions in the implementation process, and one follow-up session where preliminary findings were discussed. The first workshop, based on the QIF, was held on the site (2.5 hours), while the second was conducted digitally (1 hour). Participants represented various organizational roles, enabling multiple perspectives. Data were analyzed using directed content analysis inspired by Graneheim and Lundman.

Results. Preliminary findings show that municipalities did not use a specific framework to guide implementation. Strategies differed depending on municipal size and how the timing aligned with other activities. Key facilitators included thorough preparatory work, employee involvement, leadership engagement across organizational levels, and sufficient knowledge about both implementation processes and the technology. Challenges included identifying suitable user groups and reducing reliance on individual champions to ensure system-level adoption.

Conclusion. The study highlights conditions under which automation can support rather than strain work and workers in social services. While overarching success factors appear consistent, the ways to achieve them vary with municipal size. The findings can inform future implementation of automation in similar contexts.

S3A3 My leader isn't usually like this! A multilevel investigation of daily leadership behaviors, leadership styles, and employee well-being in hybrid work

Oral presentation

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Background. Hybrid work arrangements, combining remote and on-site work, have become a central feature of contemporary working life. While leadership is known to play a crucial role for employee well-being, less is known about how day-to-day leadership behaviors interact with general leadership styles to influence employee well-being in hybrid contexts. Drawing on Job Demands–Resources theory, this study addresses leadership as a dynamic, daily phenomenon and considers contextual differences between working from home and working on-site.

Method. The study employs a multilevel longitudinal diary design. First, employees report their perceptions of general leadership styles one week prior to daily data collection. Subsequently, participants complete daily surveys over ten consecutive workdays assessing day-level leadership behaviors (transformational, ethical, abusive, and positive leadership) and daily well-being outcomes, including positive and negative affect, stress, work engagement, work–family conflict, and loneliness. Leadership styles are modeled at the person level, while leadership behaviors and well-being outcomes are modeled at the day level. Data collection is ongoing and analyses will be completed prior to the conference.

Results. Planned analyses will examine (a) within-person associations between daily leadership behaviors and daily well-being, and (b) cross-level interactions between general leadership styles and daily leadership behaviors. We expect that supportive daily leadership behaviors will be associated with higher daily well-being, while destructive behaviors will relate to poorer well-being. Moreover, general leadership styles are expected to shape how daily leadership behaviors are interpreted and experienced by employees across hybrid work contexts.

Conclusion. This study contributes to work and organizational psychology by advancing a dynamic, multilevel perspective on leadership and well-being in hybrid work environments. By integrating stable leadership styles with fluctuating daily leadership behaviors, the study aims to refine our understanding of how leadership functions as a resource—or demand—in contemporary work settings.

S3A4 How Identity Leadership Boosts Work Engagement: The Mediating Role of Social Job Crafting

Oral presentation

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Background. The aim of this project is to examine the mechanism through which identity leadership enhances work engagement by motivating employees to engage in social job crafting (JCsoc; seeking social job resources). Work engagement is beneficial for employees and organizations (Bakker et al., 2023). Although top-down organizational resources play an important role in work engagement, it also emerges from bottom-up self-initiatives such as job crafting (JC; Tims et al., 2012). JC involves employees' job modifications aimed at improving person–job fit. This raises the question of what motivates employees to engage in JCsoc. Given the social nature of work and the need for collaboration to achieve goals, the social foundations of work engagement warrant closer examination. In this context, JCsoc—defined as seeking feedback or support—represents a socially embedded form of JC. While research has linked JCsoc to work engagement (Rudolph et al.,2017), the broader model—the predictors of JCsoc—remains underexplored. To address this gap, the present study focuses on identity leadership, which emphasizes fostering a shared sense of "us" and social identity within teams, as a driver of JCsoc and subsequent work engagement. While earlier studies have demonstrated associations between identity leadership and JCsoc (Marszałek et al.,2026) or JCsoc and work engagement (Rudolph et al.,2017), these relationships have not yet been integrated into a comprehensive model. Accordingly, the present project addresses this research gap.

Method. A two wave semi-longitudinal design was employed (final N=713; US sample). Measures included the Identity Leadership Inventory (Steffens et al., 2014), the JCsoc subscale (Tims et al., 2012), and the Utrecht Work Engagement Scale (Schaufeli et al., 2006).

Results. As predicted, SEM analyses demonstrated that identity leadership was positively related to work engagement, and that this relationship was mediated by JCsoc. Specifically, total effect: β=.51; indirect effect: β=.30; path identity leadership to JCsoc: β=.60; path JCsoc to work engagement: β=.51; direct effect: β=.21 (all paths were significant).

Conclusion. The results indicate that identity leaders can enhance employee engagement by encouraging them to JCsoc. These findings both lay the groundwork for future experimental tests to establish causal links and already offer practical guidance for leadership strategies that foster proactivity and employee engagement.

S3B — Stress, Emotions & Recovery

S3B1 Well-being in relation to performance and absenteeism: A systematic overview

Oral presentation

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Background: The interest in employee well-being is increasing. This relates to well-being being associated with performance and productivity. Specifically, employees with stronger well-being perform better at work. Yet, the causal relationship remains unclear. There are also unclarities regarding the applicability of prior findings to the Swedish labour market. Considering this, the present systematic study aimed to synthesize the existing research investigating well-being in relation to job performance and absenteeism, targeting specifically research from relevant contexts.

Method: An initial literature search was conducted, using relevant keywords and search terms, to identify relevant quantitative studies published from year 2000 onwards which included data from at least two time points on the individual level among employees working in the Nordic countries, Northern or Western Europe. The number of data points was related to the possibility of establishing causality. An AI tool was used to review summaries of research publications. This was followed by a manual review and inspection to retrieve relevant details from each study

Results: In total, 33 articles were identified. Of these, seven included a Nordic context (Denmark, Finland, Iceland, Norway or Sweden) while the rest originated from a Northern or Western European context (Belgium, the Netherlands, the United Kingdom, Switzerland or Germany). Well-being was studied in terms of 1) satisfaction (n = 11, with 7 covering job satisfaction), 2) work engagement (n = 24), or 3) other broader well-being measures. Performance was studied using 1) self-reports (n= 16) or 2) objective measures, with the objective measures including manager ratings (n = 5) or register data on absenteeism (n=12). Based on the identified studies, a weak but statistically significant association was found between well-being and performance. Studies using self-reports and investigating a shorter time-period (day-to-day) showed stronger associations than studies using objective measures and investigating a longer time-period (months or years).

Conclusions: There was an observed association between well-being and performance, albeit weaker than in prior research. The association is likely to reflect an ongoing process whereby well-being influences performance. Over time, this may go beyond the individual level to influence organizational and societal levels. This is a reason for employers to promote employee well-being.

S3B2 From Adversity to Recovery: Event Strength and Workplace Resilience Over Time

Oral presentation

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Background: Understanding how employees react to adversity is a central question in work and organizational psychology. Researchers increasingly adopt an event-oriented approach to examine how employees momentarily respond to adverse events (e.g.,colleagues leaving) and how these consequences unfold further. This perspective also aligns with work on resilience (i.e.,the process of bouncing back to pre-adversity levels of functioning). Integrating event and resilience theories, we will investigate how the process of resilience unfolds throughout time. Specifically, we will look at the changes in negative affect (tension & fatigue) in response to adverse events in the workplace. Hereby, we will focus on the changes in affect directly after the event (i.e, reactivity) as well as the trajectory throughout the following days and weeks (recovery). Additionally, we examine whether event strength and its facets - novelty (i.e., unfamiliarity or unexpectedness), disruption (how much it changes usual activity or surroundings), and criticality (importance or essentiality of the event) - amplify (a) reactivity and (b) recovery. Changes in affect over time are especially relevant since affect is often the first response system to register the impact of adversity.

Method: We draw on week-level data captured across 15 weeks with 1875 self-reports nested in 168 employees from diverse industries. Participants provided self-reports about their momentary affective state (i.e., tension & fatigue) at the beginning (Monday morning) as well as at the end (Friday afternoon) of each workweek. Additionally, on Fridays, participants provided information on whether an impactful negative work event occurred during the week and, if so, the date, a description, and strength ratings of the event. Applying discontinuous growth modeling, we describe changes in negative affect around the adverse event (i.e., reactivity & recovery) and examine the extent to which event strength and its facets shape these trajectories over time (e.g., amplifying reactivity, slowing down recovery).

Results: Not available yet, but will be at the conference.

Conclusion: The presented study adds insights about resilience as a dynamic process and about the impact of adverse work events on employee's negative affect and the recovery processes surrounding it. Furthermore, it sheds light on the influence of event strength and its different facets in this process, ultimately integrating event and resilience research.

S3B3 From organizational data to collective understanding: Co-creating interpretations of Coincidence Analysis for sustainable work environment

Oral presentation

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Background. Sickness absence has reached alarming levels in Sweden, with work environment conditions highlighted as a key explanatory factor. However, decision-makers often lack guidance on what organizational conditions to prioritize. This study addresses this gap by combining Coincidence Analysis (CNA), which identifies the difference-making factors, with an explicit co-creation approach, where key organizational actors participate in interpreting and making sense of CNA results. The purpose is not only to identify potential necessary and/or sufficient conditions for low sickness absence, but also to co-produce interpretations that can be translated into actionable insights.

Method. The CNA results were based on organizational data from municipal services (employee survey, sickness absence, ratios of employment forms). CNA was applied to identify combinations of conditions associated with outcomes of interest such as low sickness absence. To ensure interpretability and relevance, the study was designed as a co-creation process across two workshops with political decision-makers. In the workshops, CNA models based on 2024 data were presented to municipal politicians, union representatives, and central HR. Participants worked in groups to jointly assess, discuss, and rank candidate CNA-models as plausible or implausible, and to articulate potential implications for organizational practice. The co-creation process was systematically documented through audio recordings, observation notes, and collected workshop materials.

Results. The results will include candidate CNA models indicating potentially necessary and/or sufficient organizational configurations linked to outcomes (e.g., low sickness absence, high organizational pride). Co-creation outcomes include structured stakeholder interpretations of model plausibility, perceived causal mechanisms, and criteria for actionability, as well as feedback on how CNA results can be communicated (sense-giving) in an understandable way.

Conclusion. By integrating co-creation into CNA, this study contributes to the growing body of CNA research by demonstrating how configurational results can be presented in a way that makes sense to the stakeholders. The project demonstrates how organizational analytics can be jointly interpreted with key actors to build collective understanding and strengthen the translation of complex results into actionable plans for healthier working conditions.

S3B4 Self-Reflection Under Stress: Differential Effects of Challenge and Hindrance Stressors on Learning and Strain

Oral presentation

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Background. Work stressors can function as both catalysts and constraints for employee learning, yet the processes through which different stressors shape learning and related work outcomes remain insufficiently understood. Drawing on the task-related model of learning, this study examines how challenge and hindrance stressors relate to daily learning and well-being through employees' self-reflection.

Method. Using a 10-day daily diary design, we followed full-time and part-time employees (N = 153) to investigate within-person associations between daily stressors, self-reflection, learning, exhaustion, job self-efficacy, and goal progress. Although the broader study included prompts designed to encourage self-reflection, the self-reflection condition failed its manipulation check and no group differences in self-reflection emerged over time. Therefore, self-reflection was examined as a naturally occurring daily process, with group membership statistically controlled in all analyses. Fixed effects multilevel models were used to test indirect effects while accounting for time and group effects.

Results. Challenge stressors were positively related to daily learning through increased self-reflection, whereas hindrance stressors were negatively related to learning by reducing self-reflection. Self-reflection also played a differential role for exhaustion: reflecting on challenge stressors was associated with lower exhaustion, whereas reflecting on hindrance stressors was associated with higher exhaustion. No indirect effects emerged for job satisfaction, self-efficacy or goal progress.

Conclusion. These findings highlight self-reflection as a critical and naturally occurring daily process and a key mechanism linking daily work stressors to learning and well-being. However, its effects depend on the nature of the stressor being reflected upon. Organizations should thus promote constructive reflection practices for stressors appraised as manageable challenges while addressing chronic hindrances through structural changes.

S3C — Employment, Sustainability & Well-being

S3C1 Thriving or depleted? Profiles of burnout and work engagement in academia in a 10 country study worldwide

Oral presentation

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Background Academia is often discussed as an ambivalent work environment. On the one hand, the risk of burnout may be elevated due to the continuous increase in work demands (e.g., "publish or perish"). On the other hand, academia is considered to be a setting where researchers can exhibit creativity and thrive, suggesting high levels of work engagement. This situation appears contradictory, as burnout and work engagement are typically viewed as opposites. In this presentation, we analyse the coexistence of burnout and work engagement using latent profile analysis to identify various 'types' or 'profiles' of well-being (work engagement) and ill-being (burnout complaints) in academia. Additionally, demographic and work related correlates of the identified profiles are explored, as well as their association with job demands and wellbeing and performance related outcomes.

Method We analysed a dataset from ten countries worldwide (n = 4743), ranging from European countries (e.g. Belgium, UK, Croatia, Greece) to China, South Africa and the USA. All respondents were working in academia, like academic staff (e.g. professors), university support staff (e.g. administrative assistants) or PhD students and postdoctoral researchers.

Burnout was measured with a 4-items version of the Burnout Assessment Tool (BAT), and work engagement with the UWES-3. Latent profile analysis was conducted using Mplus 8.3.

Results The results suggest three distinct profiles: ‘exhausted’ (7.6%), ‘moderate’ (22.8%), and ‘engaged’ (69.6%), offering a nuanced view of the well-being of those working in academia. These profiles are only weakly associated with demographic variables, such as professional position and country. The associations with quantitative and qualitative job insecurity and various outcome variables align with expectations: the ‘exhausted’ group scores higher on job demands (like job insecurity) and lower on health, well-being, and performance indicators compared to the ‘engaged’ group, with the ‘moderate’ group occupying an intermediate position.

Conclusion Overall, the results indicate that people working in academia are far more engaged than burned out, with a ratio of approximately 9 to 1. Additionally, the content of the three profiles identified aligns with the conceptualisation of burnout and work engagement as opposing poles of a single dimension.

S3C2 Employment arrangements and associations with job and financial insecurity in self-employment, temporary agency work, retail, and academia

Oral presentation

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Recently, “nonstandard” employment and working arrangements have become more prevalent. These include temporary, and part-time work, for instance. Organizations increasingly utilize such arrangements in efforts for greater flexibility, to hire and lay-off employees, and to reassign employees to other work tasks when necessary. Organizations strive for flexibility to remain competitive on the labor market. Yet, at an individual level, such arrangements may link to work-related perceptions and experiences, with broader implications. As employment contract type (permanent versus temporary) and extent of employment (full versus part-time) may have consequences for individuals, it is important to investigate how they interact, particularly to understand who may be most vulnerable. This study investigated contract type and extent of employment in relation to job and financial insecurity. Four work-related contexts were selected, representing variation regarding contract type and extent of employment: self-employment, temporary agency work, retail, and academia.

Questionnaire data was collected between 2021 and 2022 (n = 4,644), targeting working individuals in Sweden in self-employment (n = 661), temporary agency work (n = 238), retail (n = 953), and academia (n = 2,792). ANOVAs tested main and interaction effects of work-related context, contract type, and extent of employment for job and financial insecurity.

Job and financial insecurity differed across work-related contexts. Job insecurity was highest among temporary agency workers whereas financial insecurity was highest in retail. Main effects of contract type and extent of employment varied by context. Interaction effects were only found within academia: temporary, full-time contract individuals reported higher job and financial insecurity than those with temporary, part-time contracts.

Focusing on four work-related contexts, the results show that while contract type appears more important for job than financial insecurity, extent of employment was important for financial insecurity in retail. The findings illustrate how experiences of work-related insecurities may be differentially associated with contractual conditions, and underscore the significance of context for shaping differential work-related experiences, with individual and organizational implications. This contributes to a more nuanced understanding of the implications of employment and working arrangements, in Sweden and elsewhere.

S3C3 Profiles of Sustainable Work-Related Attitudes and Behaviors Among Solo Self-Employed Workers and Fixed-Term Faculty in Swedish Academia

Oral presentation

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Background: In today's labor market, non-standard work is becoming increasingly more common. These employments often entail flexibility and autonomy, but also more insecurity which may have implications for how workers feel and engage with their work. Work-related attitudes and behaviors have often been compared between non-standard and permanently employed workers, but less often between different types of non-standard work. Especially by comparing solo self-employed (SSE) with other groups of non-standard workers with high levels of autonomy and insecurity. Therefore, this study investigated and compared profiles of sustainable work-related attitudes and behaviors between SSE and fixed-term faculty in Swedish academia.

Methods: Survey data from SSE (N = 262) and fixed-term faculty (N = 290) were analyzed using latent profile analysis to identify patterns of sustainable work attitudes and behaviors based on job satisfaction, professional commitment, task performance, work-family conflict and turnover intention. Profile differences in demographics, financial insecurity, motivation for non-standard employment, and psychosocial factors were examined in both samples.

Results: We identified three profiles in both samples. The Highly sustainable profile showed sustainable attitudes and behaviors across all indicators. A second, commitment-focused profile was named Sustainable and committed among SSE, and Moderately sustainable and committed among fixed-term faculty as job satisfaction and task performance were lower in this group. The third profile, Conflicted sustainable, showed high commitment alongside lower job satisfaction and task performance combined with high turnover intention and work-family conflict. Among fixed-term faculty, the Highly sustainable profile reported higher levels of job resources and lower job demands, whereas the Conflicted sustainable profile was linked to higher financial insecurity and lower motivation for non-standard employment in both samples.

Conclusions: The findings highlight heterogeneity in the sustainability of non-standard work, even among groups characterized by high flexibility and autonomy. Financial insecurity and poorer working conditions were central to the less sustainable profiles, highlighting the importance of both individual and psychosocial factors in determining sustainable work for non-standard employees.

S3C4 Longitudinal Patterns in Perceived Flexibility: Predictors and Work-Environment Correlates

Oral presentation

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Background. Flexible Work Arrangements (FWAs) are prevalent in today's world of work. However, employees perceived flexibility and its implications for the work environment remain insufficiently understood, especially from a longitudinal and multidimensional perspective. The aim of this study was to examine the longitudinal patterns in perceived flexibility, identify their predictors, and investigate how these patterns relate to work environment outcomes.

Methods. A prospective organizational cohort design with three measurement waves was used with data from the FLOC project (2020–2024). The cohort included employees from Swedish organizations with high levels of FWAs. The analytical sample comprised of 606 white collar workers. Perceived flexibility was measured with three items assessing temporal, spatial, and task flexibility. Predictors of transitions included baseline sociodemographic factors, managerial role, and opportunity to telework and work environment outcomes included quantitative demands, influence at work, predictability, psychosocial safety climate, and social support.

Results. Using latent transition analysis, we identified three class profiles at each time point: low, moderate, and high flexibility. Transition probabilities indicated substantial stability with fewer transitions over time. Based on class membership, 5 sizeable patterns emerged: Low stable (7.9%), Moderate stable (36.5%), High stable (28.2%), Increasing (12.2%), and Decreasing (12.9%). Multinomial logistic regression showed that, compared with the moderate stable group, the high stable group was older, more likely to have young children, and more likely to hold managerial roles. Females were 80% more likely to belong to the decreasing group compared with the high stable group. Persistently low flexibility was associated with fewer initial telework opportunities and lower educational attainment. Finally, the high stable group overall reported a more favorable work environment but also the poorest psychosocial safety climate.

Conclusions. The findings demonstrate that perceived flexibility remain stable over time with greater and sustained flexibility associated with more favorable work environment outcomes, however, this high autonomy coexists with weaker perceived organizational safety climate. Overall, the study contributes to the importance of understanding flexibility trajectories to inform equitable and sustainable flexible work policies.

Round table 1 — Leadership and AI in a work context

RT1-1 How do managers perceive risks, practice influence and engage in AI-related decisions?

Round table discussion

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Public sector organizations increasingly adopt AI (Noordt &Misuraca, 2022), and decisions made by managers and strategists shape how employees are exposed to these technologies (Parker & Grote, 2020). AI implementation can generate both positive and negative consequences for employees (Gardberg et al., 2020) and managers in organisations need the competence and mandate to influence AI system design and engage in AI related decisions (Parker & Grote, 2020). Emerging discussions on responsible AI highlight the potential to create, evaluate, and deploy AI systems that meet standards of safety, ethics, and trustworthiness (Microsoft, 2022). Advancing responsible AI in the public sector therefore requires building combined capacity in AI literacy and knowledge about work design risks (Parker & Grote, 2022), including equity perspectives so that health, wellbeing and safety concerns can be integrated into early design stages (Jetha et al., 2023). Collaborative partnerships are also viewed as central to successful AI development and implementation (Fisher & Rosella 2022;). Despite these insights, little is known about how managers and strategists perceive their ability to influence choices in relation to AI, how they perceive and handle risks, or how organizational practices support meaningful involvement in AI related decisions.

Aim of round table discussion

The goal of the discussion is to refine research ideas about how mangers and strategic roles within public sector understand, evaluate, and influence a responsible development and introduction of AI, with a focus on employee health and wellbeing. I seek input on research design choices, methodological combinations, and how a work design intervention or co-creation format, may be used to approach studies on strategic leadership.

RT1-2 Gratitude corrupts? Gratitude's role in the managerial support of wrongdoers

Round table discussion

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A number of emotional reactions are anticipated following the realization of a subordinate's wrongdoing (e.g., anger, shame, disgust). However, it is unlikely that gratitude – a positive emotion arising from being the unexpected beneficiary of another's actions (Emmons & McCullough, 2004) – is typically included within this set of emotions (Smith-Crowe & Warren, 2014). Rather, the literature that outlines the antecedents and responses to gratitude in organizations suggests that gratitude is a bellwether of virtuous relationships and behaviors (Fehr, Fulmer, Awtrey & Miller, 2017; Tangney, Stuewig, & Mashek, 2007), stemming from and leading to positive interpersonal responses (Grant & Gino, 2010; Locklear, Taylor, & Ambrose, 2020; McCullough et al., 2001). Additionally, while negative emotions play a significant role in governing organizational wrongdoing (Creed, Hudson, Okhuysen, & Smith-Crowe, 2014; Smith-Crowe & Warren, 2014), it is relatively unclear how positive (or negative) emotions govern wrongdoing beyond outlining the motivation of actors themselves (Tang, Yam, & Koopman, 2020). This is troubling, especially when considering that "bad" behaviors are often judged by those who might benefit from them (Bocian & Wojciszke, 2014; Erat & Gneezy, 2012). Given the fact that wrongdoing very rarely arises due to the isolated behaviors of a single actors, but rather it occurs through social process where peers motivate and support bad actors (Baker & Faulkner, 1993; van Kleef, 2024), it seems critical to understand if and when positive emotions like gratitude might motivate managerial support for wrongdoers rather than their punishment (Brief, Buttram, & Dukerich, 2001). To answer this question, this paper uses a multi-wave study of 389 managers across 25 industries to explore if and why managers feel gratitude for the wrongdoing of their subordinates, and whether such emotions motivate their decisions to support and promote wrongdoers. A subsequent lab study manipulates wrongdoing to provide evidence supporting causal interpretations, showing that benefitting from wrongdoing leads to feelings of gratitude, emotions that are associated with supporting benefactors even if they engage in wrongdoing. These findings both clarify and complicate the role of positive emotions and the advancement of wrongdoers in organizations, providing initial evidence that corrupt practices may feel decidedly different in practices than our proscriptive understanding of them.

RT1-3 AI in Personnel Selection: Bridging Research, Practice, and Regulation

Round table discussion

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Background and research problem: Research on AI in personnel selection has grown rapidly, but remains disconnected from practice. While academics investigate algorithmic validity and bias, vendors market AI solutions claiming reduced bias and enhanced efficiency—claims requiring critical examination. Current AI applications use supervised models (trained on labelled data to predict outcomes) and unsupervised models (identifying patterns without predefined criteria). Both face fundamental challenges: modest validity gains, persistent bias risks, limited transparency, and "black box" accountability issues. Regulatory landscapes diverge internationally. The EU AI Act classifies personnel selection as high-risk, imposing obligations for oversight, bias monitoring, and transparency. The U.S. lacks unified legislation. Professional guidelines (SIOP, ITC, ISO 10667) assert AI must meet the same validity, reliability, fairness, and bias standards as traditional methods—yet evidence remains scarce. AI promises efficiency and scalability, but requires demonstrated validity, minimized bias, upheld fairness, and regulatory compliance.

Aim of round table discussion: This roundtable examines how professional standards and regulations should govern AI in personnel selection, exploring whether current guidelines adequately address AI challenges and what evidence standards should apply.

Suggestion for potential themes or questions to discuss:
1. What are the "rules of the game"?: Do current guidelines cover AI tools, or do we need new frameworks?
2. How do we know if AI works?: What evidence should organisations demand from vendors?
3. Can AI be biased—and whose responsibility?: Who is accountable: vendor, HR, or hiring manager?
4. What does the law require?: How do regulations translate into practical recruitment requirements?
5. Where should humans control?: At what point must human judgment take over?
6. When is evidence good enough?: What threshold should organisations require before deploying AI?

RT1-4 Leadership that speaks to me: Perceptions of leadership among public sector employees with a migrant background

Round table discussion

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Background. The Swedish public sector is facing significant challenges in attracting and retaining a competent workforce, particularly in healthcare, education, and social work (Gidehag, 2024). An essential resource of this workforce are non-European immigrants who increasingly fill positions in these sectors and are expected to remain indispensable (Gidehag, 2024). However, while employee retention is closely linked to leadership communication practices (Dogbe et al., 2025), expectations and definitions of communicative leadership can vary across different cultural contexts (Rockstuhl et al., 2012). Furthermore, leaders with inadequate communication are perceived as unfair, which, in turn, fosters an environment of segregation and discrimination (Hamrin, 2017). Given the growing need for employees from migrant backgrounds, this raises questions about adapting current leadership communication styles in the public sector. Thus, this study aims to explore public sector employees with migrant backgrounds' perceptions of their leaders' communication practices.

Method. A mixed-methods approach integrating quantitative survey data with qualitative insights is used to examine the experiences of employees working in the municipal sector in a medium-sized municipality in northern Sweden. Leader communication evaluations (measured using the communicative leadership index) from employees with a migrant background will be compared with those from employees without a migrant background across the organization. In addition, migrant employees' self-rated cultural distance to Swedish culture (Demes & Geeraert, 2014) will be used to examine how this factor interacts with employee evaluations and intention-to-leave ratings. Additionally, a focus group interview will be held with a work team composed primarily of migrant-background employees to gain nuanced insights into perceptions of effective leader communication that the survey data alone may not capture.

Results. The quantitative survey is planned for February, and the focus group interview for March. Results will be presented at the conference.

Conclusion. By focusing on employees with migrant backgrounds, this study seeks to advance the understanding of leadership communication in multicultural municipal organizations. The findings are expected to inform more inclusive communication practices that support employee retention and an inclusive and fair work environment in sectors facing staff shortages.

RT1-5 Can Psychological Safety Survive Extreme Uncertainty? Perspectives on Resilience, Adaptability, Learning, and High-Risk Work

Round table discussion

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Background. Psychological safety has become a central construct in organizational psychology, closely linked to learning, voice, and performance. Most research, however, assumes relatively stable conditions in which teams can gradually build trust and shared norms. Less is known about how psychological safety functions when work is characterized by extreme uncertainty, time pressure, and high stakes - contexts such as military operations, emergency healthcare, critical infrastructure, or crisis response. In these environments, uncertainty is not episodic but persistent, and professionals are required to act, decide, and adapt while conditions rapidly change. At the same time, research on resilience and adaptability has expanded, often focusing on individual traits or capacities, while paying less attention to how these interact with social and organizational conditions such as psychological safety. This raises a critical question: Do existing models of psychological safety adequately capture what is needed when "things fall apart," or do they require reconceptualization?

Roundtable Aim. The aim of the roundtable discussion is to explore how psychological safety relates to resilience and adaptability under conditions of extreme uncertainty. Drawing on perspectives from both organizational psychology and adult education, as well as empirical work from high-risk and high-reliability contexts (e.g., defense, healthcare, crisis management), the discussion seeks to critically examine whether psychological safety operates and should be dealt with differently when stability cannot be assumed. Rather than presenting a single empirical study, the roundtable discussion invites conceptual reflection, cross-domain learning, and dialogue on future research directions.

Suggested Discussion Questions.

- Can team psychological safety be created or maintained in extreme and rapidly changing conditions, and if so, how?
- How do people develop the capacities to navigate uncertainty and how can organizations aid in this development
- How do resilience-related capacities (e.g., adaptability, cognitive and coping flexibility, situational awareness) interact with team psychological safety?
- Are trade-offs inevitable between psychological safety, speed, and control in high-risk contexts?
- Do we need new concepts or measures to study psychological safety under chronic uncertainty?
- What implications does this have for leadership development, training, and the future of work?

RT1-6 The Ripple of Leadership: Power-sharing and its outcomes

Round table discussion

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Public healthcare organizations face increasing challenges related to staffing, leadership sustainability, and employee well-being. Recent governance shifts towards trust-based leadership emphasize power-sharing behaviors such as delegation. However, empirical knowledge on how these behaviors affect leaders and employees across organizational levels remains limited.

The aim of this project is to investigate how first-line leaders' power-sharing behaviors influence employee performance and well-being, and how perceptions of delegated tasks shape organizational outcomes.

The research adopts a mixed-method, multilevel design in collaboration with Region Norrbotten.

Study 1: Qualitative interviews with approximately 30 first-line leaders to explore perceptions, strategies, and conditions for power-sharing and delegation.

Study 2: A large-scale survey of healthcare employees and leaders to identify behavioral profiles and their associations with well-being and work-related outcomes using latent profile analysis.

Study 3: Integration of survey data with organizational metrics through multilevel structural equation modeling.

Results from the first study will be analyzed during the project's timeline in 2026-2030.

Theoretically, the project has the potential to advance the understanding of power-sharing as a multilevel leadership process, clarifying mechanisms linking delegation quality to outcomes such as psychological empowerment and illegitimate tasks. It addresses gaps in leadership research by integrating situational, relational, and gender-related factors influencing delegation. Practically, findings will have potential to guide HR strategies and leadership development programs, and inform policy for sustainable governance models in healthcare. Insights will support interventions that enhance leader and employee well-being, employee engagement, and organizational effectiveness.

Aim of round table discussion: Input on research design and questions to enhance the quality and contribution of the research project.

Suggestions for potential themes or questions to discuss:

- Potential enhancements of the research design and/or additional research questions to advance potential practical and theoretical contributions.
- How to in the best way possible capture the complexity of the broad spectrum of leadership and power-sharing behaviors.
- Contextual factors to consider.

Round Table 2 — People’s experience, interpretation, and response to contemporary work conditions

RT2-1 How to be “good enough” when nothing ever is? Developing a conceptual model of “good enough” in worklife

Round table discussion

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Intensification of work, boundaryless work cultures and escalating expectations have made experiences of not being "enough" increasingly common in contemporary working life. In addition, employees are frequently encouraged to aim for just “good enough” work as they present burnout symptoms due to increasing workloads.

While being "not enough" (insufficiency, inadequacy) is currently widely experienced, the experienced adequacy of work — what it means to feel that one’s work is “good enough” — has not yet been conceptually defined or studied in work and organizational psychology. Related and well-studied topics such as self-efficacy and expectation management give us building blocks, but a conceptual and theoretical model of "good enough" is still lacking.

Closing this gap is relevant for future sustainable work cultures. Without a clear understanding of what experienced sufficiency entails especially in an organizational context, interventions risk reducing the issue to individual resource management or self-regulation alone. Drawing on work psychology, social psychology of work, and emerging affect research, this study approaches experienced sufficiency as an affective and inherently social phenomenon. Currently, sensitizing concepts (Blumer, 1954; Zaidi, 2012) are gathered for the upcoming empirical phase.

The primary aim of the round table discussion is to use the collective expertise of work and organizational psychologists as a reflective and critical sounding board for the proposed research approach. Discussion is invited on how participants themselves would approach this phenomenon: conceptually, theoretically, and methodologically.

Further, suggestions are welcomed to map the thematic landscape surrounding experienced sufficiency. Participants are invited to reflect on which established research areas and constructs the topic brings to mind and whether important perspectives or literature may still be missing.

Additionally, the round table is invited to propose occupational fields and professional contexts for the empirical part of the study. Should the phenomenon be examined across highly diverse occupations, or is a focused approach—such as high-achieving, highly educated expert work—more appropriate? Lastly, research collaboration suggestions are warmly welcomed.

RT2-2 Stuck with responsibility and left out of debrief? Occupational Health and Organizational Support Among Prosecutors in Scandinavia

Round table discussion

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(1) Background and research problem: Prosecutors operate in a high-pressure professional environment characterized by heavy workloads, high emotional demands, frequent exposure to traumatic material, and negative acts from professional counterparts. Adverse occupational mental health outcomes such as symptoms of burnout, secondary traumatic stress, and PTSD have been reported among the legal profession both within and outside of Europe. However, while research from jurisdictions outside Europe indicates significant psychological strain within the legal profession, there is a notable gap in research on the working conditions of prosecutors in Scandinavian countries. The scarce research done suggests that prosecutors lack systematic follow-up. Specifically, there appears to be a lack of structured organizational support tailored to the unique demands of the prosecutorial role. Ensuring a healthy and safe work environment is critical not only for prosecutors' well-being but also for their ability to maintain professional diligence and the integrity of the judicial system.

(2) Aim of round table discussion: The primary aim of this round table is to present and refine a collaborative research project between Norway and Denmark, focusing on the role of organizational support among prosecutors. Data collection will involve qualitative surveys. We want to discuss our research design and identify potential pitfalls in comparing work conditions across different Scandinavian legal systems. A key objective is to fine-tune our analytical methods, and we welcome discussion of potential collaborations with researchers from other countries.

(3) Suggestion for potential themes or questions to discuss:
• Methodological challenges: What are the specific challenges of using qualitative surveys to gather data on sensitive topics, and how do we ensure high-quality data (i.e., sufficient richness)?
• Survey vs. Interview: What are the primary advantages of a qualitative survey design compared to in-depth interviews in this specific professional context?
• Comparative analysis: What are the potential pitfalls and challenges when comparing working conditions and support structures between Denmark and Norway?

• Data analysis: How can we analyze data from qualitative surveys in-depth to identify precise organizational needs without ending up with mere descriptive summaries of the obvious?

RT2-3 From Attitudes to Actions? Testing Negative Emotions as a Mechanism Between Anti-Work Orientation and CWBs

Round table discussion

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Background. Anti-work orientation refers to a disposition where individuals perceive paid work to be inherently exploitative and ultimately harmful. It has been defined as a "generalized, contentious rejection of work as a determinant of one's self worth or worth to society" (Scruggs, 2024, p. 14). Supporters argue that contemporary work structures are authoritarian and degrading, and that society conditions individuals to believe their value is tied to their labor. Anti-work attitudes have gained increased momentum in online communities in recent years, but how this affects organizations remain poorly understood. Although emerging evidence has found a link between endorsing anti-work sentiments and engaging in counterproductive work behaviors (CWB), there is a dearth of empirical evidence regarding mechanisms that connect these factors. Drawing on the stressor-emotion model of CWB, the aim of this study was to examine whether perceived stressors (e.g., quantitative or emotional demands, interpersonal conflicts) together with anti-work orientation predict negative emotions, which in turn predict CWB.

Method. Employed adults were recruited from a nationally representative panel in Sweden, resulting in $N = 2595$ respondents. Scales measuring anti-work orientation (Scruggs, 2024), job stressors (Burr et al., 2019), negative emotions (Watson, 1988), and CWBs were administered (Spector et al., 2006). Correlation, regression and mediation analyses tested the study hypotheses.

Results. Anti-work orientation, quantitative and emotional demands, as well as interpersonal conflicts were all significantly correlated with negative emotions in the expected directions ($rs = .26 - .43$, $ps \leq .001$). Negative emotions were in turn significantly associated with CWB ($r = .30$, $p < .001$). When modelled together, the path between negative emotions and CWB was no longer significant. Instead, anti-work orientation, quantitative and interpersonal conflicts showed significant direct effects on CWB ($ps \leq .013$), whereas emotional demands only predicted negative emotions ($p < .001$). Accordingly, bootstrapped mediation analyses did not find any significant indirect effects from any of the variables to CWB via negative emotions.

Conclusion. Anti-work sentiments may carry implications for organizations by contributing to a heightened risk for CWB. However, further research is needed to clarify the specific pathways through which such attitudes translate into detrimental workplace behaviors.

RT2-4 Exploring decent work from the perspective of teachers from the rural Eastern Cape in South Africa

Round table discussion

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Decent work is a core component of Sustainable Development Goal 8 (SDG 8), which aims to promote inclusive economic growth, full employment, and decent work for all. The concept encompasses safe and ethical working conditions, fair wages and benefits, reasonable working hours, employment and social security, social dialogue, skills development, and equitable employment relationships. While these principles are framed as universal, their application varies across sectors and contexts. In rural education settings, structural inequalities and resource constraints significantly shape how decent work is experienced by teachers.

In South Africa, rural education systems remain inadequately resourced despite constitutional commitments to equality. Rural schools are frequently characterised by unsafe and dilapidated infrastructure, excessive workloads, limited professional support, and constrained opportunities for career development (Nkambule, 2022; Shava & Chinyamurindi, 2021). These conditions contribute to high teacher turnover, increased psychosocial strain, and ongoing challenges in education delivery, particularly in contexts requiring multi-grade teaching (Thaba-Nkadimene et al., 2022; Plessis & Mestry, 2019; Chirowamhangu, 2024). Such challenges raise critical concerns regarding the extent to which rural teachers experience healthy and safe work environments.

This qualitative study explores the lived experiences of teachers working in rural schools in the Eastern Cape to understand how key dimensions of decent work are interpreted and applied in practice. Data are generated through in-depth, semi-structured interviews and analysed using thematic analysis will examine how teachers experience working conditions, safety, professional support, and well-being within rural schooling contexts.

By foregrounding rural teachers' voices, the study argues for a contextualised understanding of decent work that moves beyond universal policy prescriptions. This study highlights the importance of recognising rural-specific challenges when designing education policies and organisational practices aimed at promoting healthy and safe working conditions, supporting teacher well-being, and ensuring the long-term sustainability of rural education systems.

RT2-5 Daily Dynamics of Trust and Return to Work Intention during Psychiatric Hospitalisation

Round table discussion

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(1) Background: Employment is a key component of recovery and well-being for individuals with severe mental illness, yet hospitalisation is typically viewed as a disruption to occupational trajectories. Drawing on the Sustainable Career Model and Conservation of Resources theory, this study examined whether the hospitalisation context can bring a supportive resource for return-to-work intentions, through trust in medical staff and perceived state of health.

(2) Method: A sample of 104 Romanian adults with SMI completed baseline measures of psychological capital and self-advocacy, along with daily assessments of trust in medical staff, perceived state of health, and return-to-work (RTW) intentions over five days. Multilevel structural equation modelling tested direct and indirect associations at within- and between-person levels.

(3) Results: At the daily level, higher trust in medical staff was associated with stronger RTW intentions, both directly and indirectly via a higher state of perceived health. Between individuals, greater trust predicted higher RTW intentions and better perceived health, although mediation was not supported at this level. Psychological capital positively predicted trust, perceived state of health, and RTW intentions, while self-advocacy, as expected, was related only to trust.

(4) Conclusion: Trust in medical staff emerges as a vital contextual resource supporting RTW intentions among hospitalized individuals with severe mental illness, while psychological capital functions as a key personal resource predicting both trust and vocational outcomes. Findings suggest that sustainable employment for this population requires attention to both high-quality clinical relationships and the development of individual psychological resources during hospitalization.

RT2-6 A conceptual replication and extension of "period presenteeism - working while experiencing dysmenorrhea" in a Norwegian working context

Round table discussion

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Background: Dysmenorrhea, or menstrual pain, can significantly impact women's work. The current study aims to replicate and extend the findings of Cook and van den Hoek (2023), who found a positive association between dysmenorrhea and presenteeism which is mediated by disclosure to the leader and moderated by having a medical diagnosis relating to menstrual pain. We aim to replicate their findings in a Norwegian sample and explore how contextual factors—such as migration history, ethnicity, and job security—affect medical help-seeking behaviours and presenteeism.

Method: Self-report online survey design, we recruit participants while experiencing their menstruation from a diverse Norwegian working population. Recruiting directly during their menstruation aims at reducing recall and other response biases documented in research on menstrual cycles (for a review see Grandey at al., 2019). We will use multiple linear regression models to analyse associations between menstrual pain and presenteeism and use mediation and moderation analyses to examine disclosure to leader as a mediator and medical diagnosis as a boundary condition influencing this relationship.

Results: We are currently in the data collection phase and so far have 102 responses meeting our inclusion criteria. We will analyse the full data once data collection is completed by May/June 2026. All relevant results will be presented together with our exploratory findings on migration history, ethnicity, and job security and their association with medical help-seeking and presenteeism. An overview over all hypotheses we will be testing is pre-registered under: https://osf.io/xct53

Conclusion: This conceptual replication will contribute to a more robust understanding of how dysmenorrhea influences presenteeism by addressing limitations such as the reliance on retrospective reports of menstruation. Additionally, this study extends the original research by exploring contextually relevant factors such as ethnicity and temporary employment contracts, which may place employees in a vulnerable position regarding health and work performance. This holistic approach will provide deeper insights into the intersection of menstrual health and workplace dynamics, ultimately informing better support mechanisms for affected individuals.

S4A — Psychosocial work conditions & public sector workers

S4A1 Managers' needs in facilitating return to work for personal assistants

Oral presentation

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Background. In Sweden, personal assistants play a significant role in enabling people with severe disabilities to participate in society. The occupation is, however, burdened by a high prevalence of sick leave caused by common mental disorders (CMDs). At the same time, there is a lack of knowledge on how managers can support personal assistants in their return to work (RTW) process, constituting a critical gap. The aim of this study is therefore to explore how managers perceive their working conditions, knowledge, and support when facilitating the return to work (RTW) process.

Method. The study uses a qualitative design. Data was generated through repeated semi-structured interviews with managers of personal assistants sick-listed due to CMDs. Sample questions asked during interviews included: "Did you have the knowledge you needed? How did you experience support from your organization during that period? Was there any knowledge or support that you wish you had had in hindsight?" The data analysis follows Braun and Clarke's reflexive thematic analysis situated within a constructionist epistemology, in which the researchers actively generate, analyze, and interpret the data.

Results. 21 managers participated in an initial and a follow-up interview (15 private/ 4 municipal/ 2 cooperative organizers). Early patterns in the analysis show knowledge needs regarding balancing parallel legislative demands, i.e., responsibilities for work accommodation and compliance with the Act concerning Support and Service to Persons with Certain Functional Disabilities. Moreover, needs pertain to managing leadership at a distance – while managers work in the office, personal assistants work in the various milieus where the persons eligible for assistance live their daily lives. Overall, the results indicate distinct knowledge and support needs due to the unique working conditions in personal assistance.

Conclusion. This study identifies the knowledge and support needs to address the specific situations managers face during the RTW process while maintaining the principle of self-determination for persons with certain functional disabilities. The results of this study will inform future workplace interventions.

S4A2 Working conditions, job satisfaction and health of early childhood educators in Germany: Evidence from 2006–2024

Oral presentation

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Background. Early childhood educators play a key role in child development and social participation, yet they are exposed to high work demands. Previous studies indicate elevated health risks in this occupation, but systematic long-term evidence on trends in job satisfaction, health, and their work-related determinants remains limited. Guided by the Job Demands–Resources framework, this study examines how job satisfaction and health of early childhood educators in Germany have developed over time compared to other occupations and which work characteristics are associated with these outcomes.

Methods. Data were drawn from four waves of the nationally representative BIBB/BAuA Employment Surveys conducted in 2006, 2012, 2018, and 2024. The pooled sample com-prised 69,510 dependent employees aged 18–66, including 1,487 early childhood educators. Outcomes included job satisfaction, self-rated health, physical and psychosomatic complaints. Work demands (e.g., working time, work intensity, learning demands, physical demands) and work resources (social relations, autonomy, task variety) were analyzed. Group differences and time trends were examined and multiple regression and relative weight analyses applied to identify key predictors among educators.

Results. Across the observation period, job satisfaction among early childhood educators re-mained lower and more volatile than among employees in other occupations. Self-rated health declined more strongly, and physical complaints remained consistently higher. Psychosomatic complaints showed a pronounced increase among educators over time. Longer working hours and higher work intensity were associated with lower job satisfaction and poorer health, while physical demands primarily predicted physical and psychosomatic complaints. Social relations, autonomy, and task variety emerged as robust resources linked to higher job satisfaction and better health outcomes.

Conclusion. The findings provide clear evidence of a deterioration in the health situation of early childhood educators over the past 18 years, particularly regarding mental health. Inter-ventions should focus on reducing excessive demands, especially work intensity, while strengthening work-related resources through team-based measures, participatory work organ-ization, and task design. Improving working conditions is crucial not only for employee well-being but also for sustaining high-quality early childhood education.

S4A3 Psychological health at work in nursing: a Job Demands–Resources perspective from a North African context

Oral presentation

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Background. The future of work in healthcare raises critical concerns regarding psychological health at work, encompassing both psychological well-being at work and burnout, among frontline professionals. Nurses are increasingly exposed to intensified job demands, including emotional demands, irregular working hours, and workplace violence, which have consistently been identified as major psychosocial risk factors for impaired well-being at work and burnout (Bakker & Demerouti, 2014; Maslach & Leiter, 2016; Vitale et al., 2023). Bases on the Job Demands-Resources (JD-R) theory, which conceptualizes psychological well-being at work and burnout as dual outcomes of job characteristics, this study examines how key job demands and organizational and personal resources jointly relate to psychological health at work among hospital nurses employed in a public healthcare system.

Method. A cross-sectional survey was conducted among 385 nurses working in hospitals setting. Self-administered questionnaires assessed emotional job demands, working time, workplace violence, as well as job autonomy, coping strategies, and perceived job utility (Van Veldhoven & Meijman, 1994). Psychological well-being at work (Gilbert et al., 2011) and burnout (Maslach & Jackson, 1986) were measured as distinct but interrelated outcomes. Multiple regression analyses were performed to examine the associations between job demands, resources, psychological well-being, and burnout.

Results. The findings indicate that emotional demands, irregular working hours, and workplace violence are significantly associated with lower psychological well-being at work and higher levels of burnout. In contrast, job autonomy, coping strategies, and perceived job utility are positively related to psychological well-being and negatively related to burnout. Among the examined resources, perceived job utility emerges as a particularly salient protective factor.

Conclusion. These findings show that safeguarding psychological health at work is a major challenge for the future of nursing in resource-constrained healthcare systems. Beyond reducing excessive job demands, strengthening organizational resources is essential for supporting sustainable and healthy work, particularly in the North African context.

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S4A4 Psychosocial Work Factors and Turnover Intention: A Combined Inferential and Explainable Machine Learning Approach

Oral presentation

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Employee turnover has been identified as a key issue for organizations because of its adverse impact on workplace productivity and long-term growth strategies. To solve this problem, organizations use machine learning techniques to predict employee turnover. Accurate predictions enable organizations to act for retention or succession planning of employees.

In this study, using data from the Swedish Longitudinal Occupational Survey of Health (SLOSH; N=4,181), we examined socio-demographic and work-related predictors of actual turnover and of turnover intention using both traditional logistic regression and gradient boosting machine learning with SHAP (SHapley Additive exPlanations) values.

The analysis identified four factors that significantly predicted turnover intention: job satisfaction (OR=0.64, 95 percent CI: 0.59-0.69), social support (OR=0.62, 95 percent CI: 0.54-0.72), work-to-family conflict (OR=1.15, 95 percent CI: 1.07-1.25), and family-to-work conflict (OR=1.12, 95 percent CI: 1.04-1.19). The machine learning model achieved moderate discrimination (cross-validated ROC-AUC=0.684) with good calibration, and SHAP-based feature importance rankings closely aligned with the inferential model. In contrast, direct prediction of actual turnover from work factors was weak (ROC-AUC approximately 0.53), while turnover intention significantly improved turnover prediction.

These findings highlight turnover intention as the key proximal mechanism and an actionable target for organizational intervention. Using both inferential and explainable machine learning approaches, we demonstrated that psychosocial work factors, particularly job satisfaction, social support, and bidirectional work-family conflict, are strongly and consistently associated with turnover intention, while prediction of actual turnover over a two-year window remains weak. These findings highlight turnover intention as the key proximal mechanism and an actionable target for organizational intervention. The convergence of methodological approaches provides a template for robust, interpretable organizational research.

S4A5 Prevalence of recovery problems and associations with health outcomes among early childhood educators in Germany: Results from 2017 - 2023

Oral presentation

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Background. Early childhood educators are a key professional group in promoting children's development. In addition to direct childcare, the job involves a wide range of educational and organizational tasks, exposing early childhood educators to high physical, psychological and organizational demands. Previous research has examined how work demands and resources affect health-related outcomes. However, evidence on long-term trends in recovery problems and health among early childhood educators remains scarce. This study addresses this gap by examining temporal developments in recovery problems and health among early childhood educators in Germany, comparing these trends to other occupational groups, and identifying which recovery variables are associated with health outcomes.

Methods. So far, we have obtained access to the data for our analyses and are still in the phase of data analysis. The data is taken from four waves (2017, 2019, 2021 and 2023) of the nationally representative BAuA-Working time survey from the Federal Institute for Occupational Safety and Health, which has been conducted every two years since 2015. The pooled sample comprises 45,713 dependent employees aged 15 and older, including around 1000 early childhood educators. We examine internal (i.e., lack of work breaks) and external recovery problems (i.e., poor detachment, poor sleep, short rest periods, poor state of recovery) and health-related outcomes (e.g., self-rated health, health complaints). Group differences between early childhood educators and employees from other occupations and temporal trends are analyzed using linear mixed models.

Results. The prevalence of recovery problems among early childhood educators will be reported. Furthermore, differentiated analyses of recovery problems in this occupational group are provided over the period from 2017 to 2023. Finally, association of temporal changes in recovery problems and related changes in health-related outcomes are examined and described. Conclusion. The analysis of recovery indicators and health outcomes among early childhood educators using data from the BAuA-Working Time Survey (2017–2023) highlights the importance of occupational health und recovery in the working context. Identifying indicators of recovery problems and their health associations can inform targeted individual- and organizational-directed interventions, essential for sustaining employee health and ensuring high-quality early childhood education.

S4B — Psychosocial Risks & Harm

S4B1 Understanding Workplace Bullying Through Social Identity Processes: A Theory-Driven Review

Oral presentation

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Background. Workplace bullying is widely recognised as a serious psychosocial hazard, with well-documented consequences for employee health, well-being, and work functioning. Despite extensive empirical research, bullying is still often conceptualised as deviant individual behaviour or as a dyadic perpetrator–target problem. Several reviews have pointed to the need for stronger theoretical integration and for approaches that better capture the collective and contextual nature of bullying. Social Identity Theory (SIT) and Self-Categorization Theory (SCT) offer a promising framework for understanding bullying as a group-based process shaped by social categorisation, prototypicality, norms, and identity-related power relations.

Method. This study adopts a theory-driven systematic review with narrative synthesis. A structured literature search was conducted in major academic databases to identify empirical and conceptual studies that explicitly apply SIT and/or SCT to workplace bullying or related forms of systematic negative social treatment at work. Both quantitative and qualitative studies were included. Narrative synthesis was used to integrate findings across heterogeneous designs, guided by analytically defined categories derived from social identity theory.

Results. Across the reviewed studies, bullying emerges as linked to social identity processes at the workgroup level. Non-prototypical group members are found to be at increased risk of exposure, particularly to person-related and exclusionary forms of bullying. Strong group identification and inclusive norms appear to function as protective factors, whereas rigid group boundaries and identity threat amplify vulnerability. Several studies also highlight the role of bystanders and leaders in either legitimising or constraining bullying through identity-based norms and practices.

Conclusion. The review demonstrates that workplace bullying can be fruitfully understood as a group-regulating process embedded in social identity dynamics rather than solely as individual misconduct. Applying a social identity lens helps explain why bullying is sustained, socially tolerated, or resisted within workgroups. The findings point to the importance of interventions that target group norms, leadership practices, and identity-based inclusion to prevent bullying and promote healthier work environments.

S4B2 Red Flags at Work: A Scoping Review Protocol on Determinants and Risk Factors of Psychosocial Unsafety in Organizations

Oral presentation

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(1) Background: While workplaces increasingly emphasize psychosocial safety, less attention has been paid to psychosocial unsafety (PSU), including bullying, incivility, harassment, ostracism, and gossip (Savella & Ellemers, 2024). Existing reviews mainly focus on outcomes within specific subdomains (e.g., workplace bullying; Nielsen et al., 2024), leaving determinants and shared risk factors underexplored. Focusing on unsafety highlights not only what promotes safety, but also what prevents negative experiences. Because unsafe behaviors often co-occur and reinforce one another (Rospenda et al., 2008; Verschueren et al., 2023), an integrative perspective is needed. This review synthesizes empirical evidence on individual, interpersonal, managerial, and organizational determinants of PSU. It aims to identify shared versus unique antecedents, distinguish factors shaping experienced versus enacted unsafety, and summarize methodological trends.

(2) Method: Following JBI guidelines (Peters et al., 2020), we searched Web of Science, PsycInfo, Business Source Premier, and PubMed in October 2025 for English-language empirical studies published since 1999. Quantitative, qualitative, and mixed-method studies in organizational settings were included. Laboratory and student samples were excluded to ensure ecological validity. Screening and data extraction followed systematic procedures.

(3) Results (in progress): The search yielded 10,778 records, reduced to 7,401 after deduplication. Preliminary findings indicate substantial conceptual diversity across PSU subdomains, with overlapping determinants mainly at the individual level (e.g., personality, leadership behaviors), followed by interpersonal (e.g., team climate, workload) and organizational factors (e.g., justice perceptions, HR practices). Several studies suggest reciprocal links between perceived unsafety and enacted behaviors, indicating cyclical processes that sustain unsafe dynamics. The final synthesis will classify determinants by level and modifiability to identify key prevention targets.

(4) Conclusion: Integrating evidence across subdomains, this review will provide a comprehensive map of determinants and risk factors of psychosocial unsafety at work. The synthesis will clarify influential antecedents, reveal conceptual overlaps and research gaps, and highlight leverage points for prevention. Final results are expected by May 2026.

S4B3 Harassment and Violence at Work: Prevalence, Impacts, Challenges, Solutions

Oral presentation

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Background: Workplace harassment and violence (WHV) remains a pervasive and destructive problem. Impacts for workers, workplaces, and governments are profound and costly, ranging from severe physical and mental health consequences, destroyed career paths, to significant economic losses for workplaces. Even with decades of research, advocacy, and significant legislative changes at national and subnational levels, WHV remains a widespread and significant occupational health and safety hazard.

Method: This presentation draws from four Canadian national studies conducted between 2020 and 2026: three mixed-methods studies and one quantitative study. Thus far, over 11,200 people have participated in online surveys. To further understand the experiences of workers, the impacts of WHV, and possible solutions, researchers also conducted 43 semi-structured interviews and 4 focus groups. These studies involve researchers from two universities, labour partners, advocates, and workers from across Canada.

Results: This presentation shares key findings from these studies and recommendations for igniting change toward the elimination of WHV. It highlights the prevalence of WHV, how it manifests in a range of behaviours and practices, its impacts, the actions workers take and their effectiveness, barriers to reporting and retaliation they face, and what workplaces have in place to prevent and address WHV. Workers who face multiple intersecting forms of discrimination – whether by race, gender, sexual orientation, gender expression, or disability – and workers in specific sectors experience different prevalence rates. The barriers to reporting are significant and the barriers to accessing support are more numerous and difficult for some, presenting significant challenges for effective solutions. Findings also shed light on sector characteristics that increase risks for WHV, including occupations that are male-dominated and are predominantly represented by women, and factors related to work design and context.

Conclusion: WHV continues to present significant challenges to creating healthy, safe, and productive work conditions. These studies demonstrate that workers with specific social identities and working in specific sectors remain at high risk, reflecting organizational and societal contexts and practices. They also show improvements over time and point to contributing factors, such as changes in legislation with increased employer responsibilities and worker rights.

S4B4 Uncovering the antecedents of third-party workplace aggression in person-related services: A meta-analysis and model test

Oral presentation

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Background. Third-party workplace aggression, defined as violence or harassment perpetrated by customers, clients, or other service recipients, constitutes a major occupational safety and health concern in person-related services. Although prior research has documented severe consequenc-es for employee well-being, organizational functioning, and staff retention, existing findings re-main fragmented and largely atheoretical. In particular, a systematic synthesis of person- and context-related antecedents across service settings is lacking, limiting theory development and the design of evidence-based prevention strategies.

Method. A preregistered meta-analysis was conducted. Empirical studies were systematically identified through database searches (PubMed/Medline, CINAHL, EBSCO, Web of Science, Em-base, ProQuest). The search yielded 17,564 records, resulting in 430 eligible studies comprising 435 independent samples. Included studies examined third-party workplace aggression in person-related services and reported associations with any person-related, contextual, or outcome-related variables. Antecedents and outcomes were systematically categorized, distinguishing dif-ferent forms of violence. Effect sizes were synthesized using random-effects models, and analyses were conducted in R. Results informed the specification and empirical testing of an integrated theoretical model.

Results. Preliminary evidence indicates a wide range of relevant individual and contextual factors, with substantial heterogeneity across studies, occupations, and forms of third-party aggression. Final results will quantify the robustness and relative importance of key antecedents and their inter-relations within the proposed model.

Conclusion. By systematically synthesizing the existing literature and testing an integrated theo-retical model, this meta-analysis advances understanding of third-party workplace aggression in person-related services and provides a foundation for theory-driven, evidence-based prevention and work-design interventions.

S4B5 The role of team psychological safety for the safety and health of frontline teams in Swedish safety-critical industries

Oral presentation

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Background. Team psychological safety (TPS) – a shared belief that the team is safe for interpersonal risk-taking – is generally associated with a range of beneficial workplace outcomes. However, it remains understudied in accident-prone industries. This presentation summarizes results from three studies that are part of a larger research project examining TPS in relation to safety and health outcomes among frontline teams in Swedish safety-critical industries.

Method. Survey data were collected at time 1 (T1) from 44 front-line teams (n = 44 leaders, n = 272 employees) in three organizations from manufacturing and transportation, port- and stevedoring and construction industries. A 12-month follow-up survey (T2) was collected from the organization in manufacturing and transportation industry (n = 95). Study 1 applied structural equation modeling to T1 data to examine how safety leadership influences accident frequency through the mediating roles of safety compliance and TPS. Study 2 estimated multilevel logistic and linear regression models on T1 data to examine associations between TPS and safety self-efficacy and stress, and tested whether organizational position, age, sex, education, or tenure moderated these relationships. Study 3 applied a cross-lagged panel model to T1 and T2 data to examine the directionality of TPS on accident frequency.

Results. Study 1: Safety leadership had positive direct effects on safety compliance and TPS, which in turn had negative direct effects on accident frequency. Both the individual mediating paths and the total mediated effect of safety leadership on accidents were significant, supporting a full mediation model. Study 2: TPS was positively associated with safety self-efficacy and negatively associated with stress. None of the demographic variables moderated these relationships. Study 3: TPS at T1 was negatively associated with accident frequency at T2 confirming the directional path of TPS to accident frequency.

Conclusion. Safety leadership influences accidents through behavioral and relational pathways, suggesting that TPS can contribute to reduced accident frequency. Strengthening TPS may increase confidence to provide safety feedback and intervene in unsafe practices while buffering stress. The absence of demographic moderation suggests that TPS is equally beneficial across worker groups. The longitudinal findings strengthen support for TPS’s preventative role against accidents in safety-critical work environments.

S5A — Hybrid Work & Work Design

S5A1 The Hybrid Work Configurations Scale: Development and Psychometric Validation

Oral presentation

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Background. The rise of remote and hybrid work represents one of the most significant trends in contemporary organizations (Hill et al., 2024), compelling organizations to adapt to this 'new reality'. According to Eurostat, about 45% of workers in Sweden practiced remote work in some way in 2023. Remote work has become a more permanent part of working life in the Nordics, prompting organizations to explore various configurations that meet the needs of both employees and organizations. A better understanding of how to manage and design effective remote work practices is therefore essential (Keating et al., 2023). One of the challenges of hybrid work is the vast amount of different work configurations (fully remote, mandatory office days, flexibility, space use, office types, scheduling patterns, formality, monitoring etc.), yet most studies only measure if remote work is allowed or its intensity (number of days worked remotely) (Allen et al., 2015; Beckel & Fisher, 2022), overlooking the complexity of hybrid work configurations. Our aim is thus to develop a comprehensive measure on hybrid work configurations that incorporate additional and often overlooked dimensions that are essential to understanding how they affect outcomes like job satisfaction, engagement, and turnover intentions.

Method. A literature review was followed by a semi-structured interview study with 15 employees and 4 managers (age: 27-70; 10 women, 9 men) with heterogeneity in hybrid work, sector and organization in Sweden. Currently, we are running a survey study (aimed sample size N=200) to test the newly developed items.

Results. The literature review confirmed the lack of a comprehensive scale. The interviews provided new concepts and variables in how hybrid work differs in practice between organizations and employees. Interview data was analyzed with content analysis. The main analysis will be conducted on the survey data. Here, we intend to use factor analyses and profile analysis as analytical techniques. We test psychometric properties and criterion validity with work outcomes (job satisfaction, turnover intentions, performance). Results will be ready in time for the conference.

Conclusion. The ambition is to introduce a comprehensive framework and measurement tool for understanding hybrid work configurations beyond remote work intensity that can be used across empirical studies to investigate the long-term impact of hybrid work arrangements for individuals and organizations.

S5A2 A cross-country investigation of the relationship between autonomy in hybrid work, flow, and flourishing

Oral presentation

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Background. Academic and practical interest in hybrid work has been gradually developing owing to its increasing prevalence and significance in contemporary work life. One aspect that makes hybrid work more appealing to employees is its potential for greater autonomy. However, not all hybrid work settings provide the same levels of flexibility and control regarding location, time, scheduling, and decision-making. Despite the expanding body of research on wellbeing outcomes of hybrid work, studies investigating how work design relates to positive wellbeing in hybrid work and spillover to other life domains are limited. We propose that greater autonomy in hybrid work can lead to a higher quality experience of embeddedness and absorption at work, which in turn fosters wellbeing across multiple life domains. Specifically, we aim to test a mediation model in which autonomy in hybrid work is positively related to flourishing through enhanced flow at work.

Method. Data were collected from 328 employees working in hybrid work settings in three countries (N = 109 in South Africa, N = 110 in the UK, and N = 109 in the USA). Mediation analyses, for testing the indirect effects of autonomy in hybrid work on flourishing through flow, were conducted using Hayes' PROCESS macro to estimate the direct and indirect effects.

Results. Results demonstrated that autonomy in hybrid work, both directly and through enhanced flow, was positively related to higher levels of flourishing. Despite the significant cross-country differences in flourishing, this pattern of findings remained unchanged when controlled for country effects.

Conclusion. A work design that provides greater autonomy is vital for the experience of a positive and engaging state in hybrid work and for promoting psychological functioning and wellbeing across life domains. Organizations can facilitate greater flow and flourishing by enhancing autonomy within hybrid work arrangements.

S5A3 Configurations of Work Characteristics in Remote and Hybrid Work Settings: A Person-Centered, Cross-Country Approach

Oral presentation

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Background: Advancements in information and communication technologies have created more opportunities to work remotely, a trend that accelerated during the COVID-19 pandemic. Although remote work is now widely practiced, relatively little is known about how different proportions of remote work, relative to total working time, are associated with patterns of work characteristics and employee well-being across national contexts. Using a person-centered approach, the present study first identified configurations of work characteristics among employees with the opportunity to work remotely, then investigated how these configurations were associated with remote work intensity (RWI), and finally examined whether similar patterns emerged across Lithuania, Norway, and Sweden.

Method: Latent profile analyses were conducted in three national samples of employees from Lithuania (n = 1,131), Norway (n = 1,812), and Sweden (n = 1,182). Profiles were identified based on job demand–resource characteristics. RWI was included as a predictor of profile membership. Differences between profiles were examined in relation to work performance, exhaustion, vigor, and eudaimonic work well-being.

Results: Profile solutions varied to some extent across countries, although several comparable patterns emerged. Three core profiles: high strain, balanced, and low strain, were identified in all three national samples, alongside additional profiles reflecting similar job demand–resource configurations. Associations between RWI and profile membership differed across countries. In Lithuania, higher RWI was associated with a greater likelihood of belonging to a profile characterized by moderately high resources and lower demands. In Norway, higher RWI was associated with a lower likelihood of membership in a profile characterized by above-average resources and higher demands. In Sweden, no clear associations between RWI and profile membership were observed. Across all countries, the high strain profile was consistently associated with less favorable work performance and well-being, whereas the low strain profile was associated with more favorable outcomes.

Conclusion: Taken together, the findings indicate that remote work intensity relates differently to work configurations across national contexts. However, across countries, adequate resources and manageable demands appear important for supporting employee performance and well-being in remote work settings.

S5A4 Together, Apart: Transforming Social Interaction in Hybrid Work

Oral presentation

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1. Background. Contemporary transformations of work, characterized by digitalization and increasing flexibility, are reshaping employees' everyday social experiences. In hybrid work arrangements, interactions unfold across both physical and digital settings, raising questions about how formal and informal social interactions are experienced and enacted. This study explores how these social dynamics are reconfigured in highly flexible work environments.

2. Method. The study draws on 49 semi structured interviews with managers and employees across 14 Swedish organizations in both public and private sectors. The material was analyzed using thematic analysis, enabling an in depth exploration of employees' reflections on social interaction in their day to day work.

3. Results. The findings show that highly flexible digitalized work settings, increase individual autonomy and fragment social interaction. Employees report fewer opportunities for spontaneous, informal encounters, often exemplified by run ins by the coffee machine. Informal social interaction therefore begins to seep into formal work processes and work task execution, reshaping how employees collaborate and maintain social ties. In order to mend the fragmentation organizations attempts to formalize social interactions. However, these attempts often collide with the employee's sense of autonomy and is therefore often met with hesitation.

4. Conclusion. The study demonstrates that both formal and informal social interactions are undergoing significant reconfiguration in flexible, digitalized work contexts. By foregrounding social interactions as a distinct dimension of hybrid work, the study provides new insight into the social consequences of contemporary work transformations – an aspect often overlooked in research on digital work settings.

S5B — Institutional and organizational structures and practices

S5B1 From Surveys to Goals: Implementing Participatory Goal Attainment Scaling in Municipal Work Environment Management

Oral presentation

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Background. High levels of sickness absence and reduced well-being remain persistent challenges in Swedish municipalities, particularly in female-dominated occupations. Although systematic work environment management is widely promoted as a preventive strategy, it is often weakly embedded in everyday organizational practice. Annual surveys frequently identify problems but rarely lead to sustained, goal-directed improvement. Research on how to design systematic processes that actively strengthen organizational health-promoting factors is still limited. This study addresses this gap by testing an adapted version of Goal Attainment Scaling (GAS) as a method to support participatory and measurable organizational improvement.

Method. The study is conducted in collaboration with a Swedish municipality using a cluster randomized stepped-wedge design. Forty-one work units across three municipal sectors were randomized by cluster into intervention and control conditions. The GAS-based method was co-developed through iterative workshops with researchers, managers, employees, and HR staff to ensure integration into existing work environment routines. Managers and HR representatives in intervention units received structured training in organizational-level goal formulation, scaling, and follow-up. A mixed-methods evaluation combines repeated employee surveys with short pulse surveys and semi-structured interviews. Data collection and analysis will be completed before the conference.

Results. Quantitative analyses will examine changes in perceived work environment quality and health-promoting factors in intervention units compared with controls. Qualitative analyses will describe how the method was used in practice and how participants experienced its relevance, usability, and influence on engagement in improvement work.

Conclusion. This study evaluates a novel participatory approach for translating systematic work environment management into concrete, goal-directed practice. By adapting Goal Attainment Scaling to the organizational level, the project aims to support continuous improvement of health-promoting work conditions and contribute to sustainable and healthy municipal workplaces.

S5B2 Employers' Strategic Engagement with Occupational Health Services in the Prevention Occupational Health and Safety Management

Oral presentation

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Background. Employers in Europe, including Sweden, have long been legally required to ensure a safe work environment through systematic occupational health and safety management (OHSM). Still, work-related mental health problems persist, partly due to employers' limited knowledge of preventive OHSM. Occupational health services (OHS) could strengthen employers' preventive capacity. This study therefore aimed to examine employers' utilisation of OHS in preventive OHSM and identify contextual, structural, and processual conditions linked to successful collaboration.

Method. A quantitative survey was completed by 122 organisations in the Swedish welfare sector (education, social services, healthcare), of which 112 had access to OHS. The 86-item survey addressed contextual factors (e.g., size, operations), structural factors (e.g., organisation of OHSM and OHS collaboration, resources), processual factors (e.g., use of OHS, design and implementation of preventive measures), and outcomes such as satisfaction with OHS collaboration. A mixed-methods approach combining descriptive and configurational analyses was used.

Results. Among organisations with access to OHS, about one-third (29–35%) reported high or very high use of OHS in designing, deciding on, and implementing preventive OHSM measures, while a similar proportion reported low or very low use (27–38%). Nearly half (47%) reported successful collaboration with OHS. Key conditions for successful collaboration included contracts enabling OHS use and established routines for involving OHS early in preventive processes, particularly when handling external demands and complex challenges.

Conclusion. Despite employers' challenges in preventive OHSM, OHS remain underutilised in much of the Swedish welfare sector. Effective collaboration requires organisational preconditions such as supportive contracts and routines that ensure active and early involvement of OHS. Collaboration appears especially important when facing complex or externally driven demands. Strengthening such collaboration may also contribute to building social capital, further improving preventive OHSM.

S5B3 Employee-ownership: democratisation with complications?

Oral presentation

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In this research project, we will examine organisations that both practise active ownership (i.e., employees hold full ownership) and organise work in accordance with holacratic organisational principles. The purpose is to investigate how these novel organisational forms are operationalised and what implications they may have for employees' everyday work experiences and their attachment to work. Hence, the aim of this research project is to explore how employee ownership is enacted, and how this influences psychological phenomena such as psychological ownership, and/or psychological safety?

The analyses will be based on in-depth qualitative interviews with owners occupying different positions within the organisation, and the data will be subjected to reflexive thematic analysis. Furthermore, central organisational documents, including governance frameworks and the formally adopted value statement, will be incorporated into the analytical process. Subsequently, the analyses will focus on how this ownership model is enacted in practice.

The analyses are expected to reveal nuances in the relationships between formal and psychological ownership. It is anticipated that these nuances will have implications for employees' everyday work experiences and how work has been organised and managed within this specific organisational context. It is also anticipated that these nuances will influence how psychological safety is experienced and developed within this novel organisational form.

Employee-owned companies are an emerging trend in Norwegian working life, and exploring how this novel ownership structure is enacted will yield new insights into how different contextual configurations shape various psychological phenomena.

S5B4 Diversity and inclusion branding among Swedish private organizations: How is it justified and how are LGBTQI people represented?

Oral presentation

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Background. Diversity and inclusion (D&I) branding signals organizations' values to prospective and current employees, and specific phrasings can influence how the organization is perceived. Signals that an organization values D&I can be particularly attractive to LGBTQI people, a group sensitive to cues of potential exclusion. This study maps D&I branding on websites of larger Swedish private organizations, including the use of different justifications for D&I work and the inclusion of LGBTQI groups. This study also includes a critical discourse analysis of how LGBTQI employees are represented in communication by Swedish private organizations.

Method. Statistics Sweden provided a list of privately owned organizations with 500 or more employees. All 452 profit-driven organizations active in the private sector with a dedicated Swedish website, were selected for analysis. Websites were scraped for content related to D&I, including any directly linked content from global websites. Texts were coded for justification for D&I work, demographic groups mentioned, as well as the presence of dedicated LGBTQI D&I work. 47 organizations were identified as having more extensive LGBTQI D&I initiatives and will be included in a critical discourse analysis.

Results. 56.19% of websites mentioned D&I in some way. 48.03% of these used a business justification, 18.90% a moral justification, 26.38% a combination of both, and 6.69% could not be classified as either. 33.20% of the organizations that mentioned D&I made mention of LGBTQI, with 54.47% of those being coded as dedicated LGBTQ D&I efforts. Coding for the presence of specific demographics groups is ongoing. Preliminary insights from the critical discourse analysis are that there is a global influence on D&I branding, an assumption of a resistant reader that needs to be convinced, and a personal authenticity discourse present: positioning LGBTQI D&I as contentious issue related to morality rather than productivity.

Conclusion. Results indicate that D&I branding is common but not mainstream in Sweden. Overall, there is a lack of communication of specific D&I initiatives supporting LGBTQI-employees among Swedish organizations in the private sector, even among those stating that they value LGBTQI D&I. For LGBTQI people on the job market or searching for signals of safety from a current employer, the lack of explicit descriptions of LGBTQI D&I initiatives can lead to avoidance of the private sector.

S5C — Future Work, Systems & Transitions

S5C1 Participative working life foresight: Work Futures Initiative in the U.S. and Finland

Oral presentation

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USA, Finland and Norway

Background. Organizations and individuals are navigating an increasingly complex and uncertain working life. Systematic foresight, mapping trends and envisioning alternative future scenarios, is needed to help actors prepare for the changes. This presentation introduces the Work Futures Initiative developed by the Interdisciplinary Center for Healthy Workplaces: a participatory foresight project aimed at developing a new vision for the future of work. The approach builds on futures studies, systems thinking, and change oriented action research, drawing from foresight traditions in business, technology, and policymaking. It captures unfiltered views from diverse occupational and stakeholder groups, integrates these perspectives into a holistic picture, and formulates a vision of the future along with the changes required to realize it.

Method. Data is collected through “Sandboxes,” an innovative method enabling lightly facilitated discussions about current state of work, emerging issues, and expectations for the future among occupational peers and stakeholder groups. To date, 163 participants across 18 groups (e.g. HR, health, real estate, top management, students, artists) have contributed to Sandbox discussions in the U.S. In Spring 2026, a smaller-scale process will be carried out in Finland. Data will be analyzed with a systemic perspective, and change experts are engaged in developing pathways toward better futures of work.

Results. The presentation outlines the foresight process, its main outcomes and the insights generated. The U.S. study identified 12 themes, most prominently leadership and management roles, technology and AI, equity and workforce diversity, and change and agility. Participants raised serious concerns: e.g. growth of gig work within technical professions, replacement of workers by AI, insufficient leadership models for the current era, lack of trust in workplaces and new biological hazards. Preliminary findings suggest a strong need to rethink work practices and promote human centric business models that balance organizational and employee interests.

Conclusion. As foresight processes become common tools for strategic planning and policymaking, there is a growing need for empirical insights in their value and comprehensiveness. This study offers both an up to date overview of work life trends in the U.S. and Finland and an analytical examination of a participatory foresight process aimed at shaping better futures of work.

S5C2 Navigating Skills, Emotions, and Cooperation in Green and Digital Transitions - Norway as a case study

Oral presentation

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In this study we analyze how workers involved in green and digital transition projects in Western Norway express frustration about skill development. Drawing on over 40 interviews, two workshops and eight on-site observations, we explore workers' experiences and perceptions. Our current analysis shows that employees see their work as increasingly shaped by uncertain future trajectories of digital technologies and environmental regulations, which compel them to constantly reassess their performance and adapt. This often creates a sense of self-sabotage detrimental to their careers and the organizations they work for. For the green and digital transitions to succeed, it is essential to examine this subtle but pervasive phenomenon, as workers are the principal architects of the societal transformations these transitions require. Drawing on labor psychology and care studies, we highlight how workplace contexts shape emotional responses and how workers negotiate boundaries with technologies and regulatory demands. The article further explores the emergence of self-determination in these settings and emphasizes that cooperation among workers is crucial for addressing frustration. It concludes that systematic knowledge sharing and collective clarification of skill requirements—across hierarchical levels, sectors, and jurisdictions—can help mitigate these challenges and support successful transitions. (https://justtransform.no/)

S5C3 Understanding demands of the future in a blurred boundary multidomain context and how micro-actions today can change the game

Oral presentation

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Background. For all organizations and employees being part of the total defense, the change in security situation and ongoing hybrid conflicts include various layers of challenges, threats and assaults at different levels, intensity and visibility. For our safety, it is necessary to develop understanding of the future context, resources, and how to better meet future demands. Thus, the aim of this study was to broaden the understanding of the future context of hybrid conflict (with focus on officers), including demands, key competencies and how to actualize them.

Method. For the present qualitative study, data was collected during the fall of 2025 through interviews with respondents possessing extensive experience and expertise in conflict, war and future tendencies. The respondents included positions from numerous strategic levels and represented researchers, analysts, NATO and all branches of the armed forces (army, navy and air force). The interviews were semi-structured around future context, demands, preparation and realization. Accordingly, the data was analyzed using a reflexive thematic analysis approach.

Results. Preliminary analyses indicate several themes at each analytical level, with a common thread of emphasis on multidimensional nature of context and blurred boundaries. Not only the intertwine of cyber, psychological and physical domains, but also the blurriness between professional and civilian roles where officers are operators but also potential targets through their everyday engagement with digital and civil systems. The multidimensional characteristics and blurriness include difficulty comprehending, identifying, attribute and respond appropriately. Meeting those demands include beneficial organizational structure, leadership, self-awareness, self-regulation and practical training. Education and training are therefore understood as key for enabling how to recognize how individual behavior, civilian infrastructures, and operational effects are mutually central and how they can be approached. Additionally, results highlight everyday micro-actions essential for optimizing capability, resilience and safety.

Conclusion. The findings highlight pathways to better understand and meet the future context, where recognizing today's hybrid conflict as current and ongoing everywhere is urgent. This comprehension demands effective utilization and development of existing resources as well as immediate appropriate actions.

S5C4 Enabling crisis preparedness: Applying complexity leadership theory to mission-based leadership in Swedish municipalities

Oral presentation

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Background. Sweden is undertaking its most substantial civil defense strengthening since the 1950s, driven by deteriorating geopolitical conditions (Swedish Defence Commission, 2023). Within this context, municipalities bear major responsibility for crisis preparedness, with mission-based leaders positioned at the crucial intersection of policy and practice (Martin et al., 2024). Traditional safety culture-oriented approaches tend to assume relatively stable operational environments. In contrast, crisis preparedness under geopolitical uncertainty requires more dynamic and adaptive and responsive forms of leadership. This study examines how mission-based leaders enact their preparedness roles, using Complexity Leadership Theory (CLT, Uhl-Bien et al., 2007) as an analytical lens. CLT distinguishes three interwoven leadership orientations: Administrative leadership, adaptive leadership, and enabling leadership. The framework emphasizes situational fluidity requiring leaders to shift between orientations depending on contextual demands.

Method. This study adopts a qualitative research design. Data were collected through ~30 semi-structured interviews with mission-based leaders—defined as leaders without formal managerial authority—such as coordinators responsible for security and crisis preparedness, across two Swedish municipalities. While data collection is underway, we started identifying memorable cases that illuminate different leadership orientations. These vignettes are analysed using CLT to explore how leaders articulate competence, roles, and navigating uncertainty.

Results. Preliminary findings reveal that leaders operate primarily from an administrative orientation, seeking structure, guidance, and clarity about their roles. Some demonstrate adaptive impulses, showing willingness to experiment and improvise as established protocols prove insufficient. Very few leaders have yet articulated enabling leadership—the work of creating conditions where both structure and innovation coexist (Arena & Uhl-Bien, 2016).

Conclusion. This study contributes empirically and conceptually to understanding leadership for crisis preparedness. Using CLT, it shows how leaders navigate uncertainty, highlighting dominant orientations and underdeveloped practices. The limited presence of enabling leadership points to a critical gap in preparedness capacity. Future work should explore interventions that help leaders consciously develop enabling practices.