

Organizational social capital and its relationship with health and safety parameters

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Organizational social capital (OSC)

- “collaborative capabilities of the company based on trust and justice” (*Kristensen 2010*)
- “overall binding factor acting as a connecting matrix between the different people and their jobs”
- characteristic of the whole workplace comprising three dimensions
 - vertical trust
 - justice
 - social community at work

- to explore associations of OSC with:
 - subjective health
 - need for recovery
 - emotional exhaustion
 - importance of safety in the organization
- individual level
- work unit level

- poor subjective health (*short COPSQ / SF-36*)
 - general health is fair/poor
- high need for recovery (*Need for Recovery Scale questionnaire*)
 - need for recovery (NFR)
 - early predictor of mental disorders; detection of health effects in an early stage
 - 11 dichotomous (Y/N) items
 - scale 0-100
 - high NFR: >45
- emotional exhaustion (*short COPSQ / CBI*)
 - emotionally exhausted all the time/a large part of the time
- safety considered important in the organization

- vertical trust
 1. *does the management trust the employees to do their work well ?*
 2. *can you trust the information that comes from the management ?*
- justice
 3. *are conflicts resolved in a fair way ?*
 4. *is the work distributed fairly ?*
- social community
 5. *is there good co-operation between the colleagues at work ?*
 6. *do you feel part of a community at your place of work ?*
(is there a good atmosphere between you and your colleagues ?)
- scale: 0-10 (individual level)
- scale: 0-100 (work unit level)

Methods

Individual level

- cross-sectional questionnaire study
- “Well-being Indicator” population addressed in 2015
- 66 organizations with $\geq 60\%$ participation rate
 - private (51) and public sector (15)
 - company size: mean 189 employees (range 26 - 1246)
- target population: 12482
- *total respondents: 9411 (75.4% response rate)*
 - women: 54.3% (n=5113)
 - mean age (yrs): 41.1 (SD 10.5)
 - ≥ 45 yr: 39.7% (n=3733)

Control variables (24)

- gender
- older workers (≥ 45 yr.)
- employment contract
- physical strain
- quality of leadership
- rewards
- quantitative demands
- emotional demands
- control over working time
- social support by superior
- participation in decision making
- role clarity
- sufficient work resources
- opportunity to develop skills
- enough growth opportunities / career prospects
- good balance between work your private life
- work more hours than desired
- discomfort from physical work environment
- job insecurity
- bullying
- gossip & slander
- quarrels & conflicts
- verbal and physical aggression
- undesirable sexual attention

Statistics

- prevalence of considered outcome parameters
- stepwise forward conditional multivariate logistic regression analysis
 - to explore associations of OSC with the considered outcome parameter

Methods

Work unit level

- cross-sectional questionnaire study
- “Well-being Indicator” population addressed in 2015
- 428 work units with $\geq 60\%$ participation rate
 - work unit size: mean 28 employees (range 5 - 267)
- outcome
 - mean subjective health score (0-100) per work unit
 - percentage high need for recovery per work unit
 - mean burnout score (0-100) per work unit
 - percentage that considered safety to be important to the organization
- independent variable
 - mean OSC (0-100) per work unit
- Pearson correlation coefficient

Results - OSC

- individual level (score 0-10)
 - n=9050
 - mean: 6.92 (SD 1.69)
 - range: 0 – 10
- work unit level (score 0-100)
 - n=428
 - mean: 68.7 (SD 8.4)
 - range: 25.0 – 91.3

Results – Individual level Prevalences

outcome parameter	n	(%)
poor subjective health	2118	23.1
high need for recovery	3166	34.4
emotional exhaustion	1157	12.6
safety not important in organization	1817	20.8

Results – Individual level

Odds ratios

Odds ratios (OR) and their 95% confidence intervals (95%CI) for **organizational social capital** for the presence of poor subjective health, high need for recovery, emotional exhaustion and safety climate in the organization

outcome parameter	n	OR	(95%CI)	p
poor subjective health	8734	0.89	(0.86-0.92)	<0.001
high need for recovery	8734	0.92	(0.87-0.96)	<0.001
emotional exhaustion	8734	0.87	(0.82-0.93)	<0.001
importance of safety in organization	8675	1.10	(1.05-1.16)	<0.001

Results – Work unit level Descriptives

Mean values of the health and safety parameters in the 428 work units

parameter	mean	(SD)
subjective health (score 0-100)	52.6	(7.2)
high need for recovery (%)	33.1	(18.2)
emotional exhaustion (score 0-100)	35.4	(8.4)
importance of safety in organization (%)	81.6	(17.5)

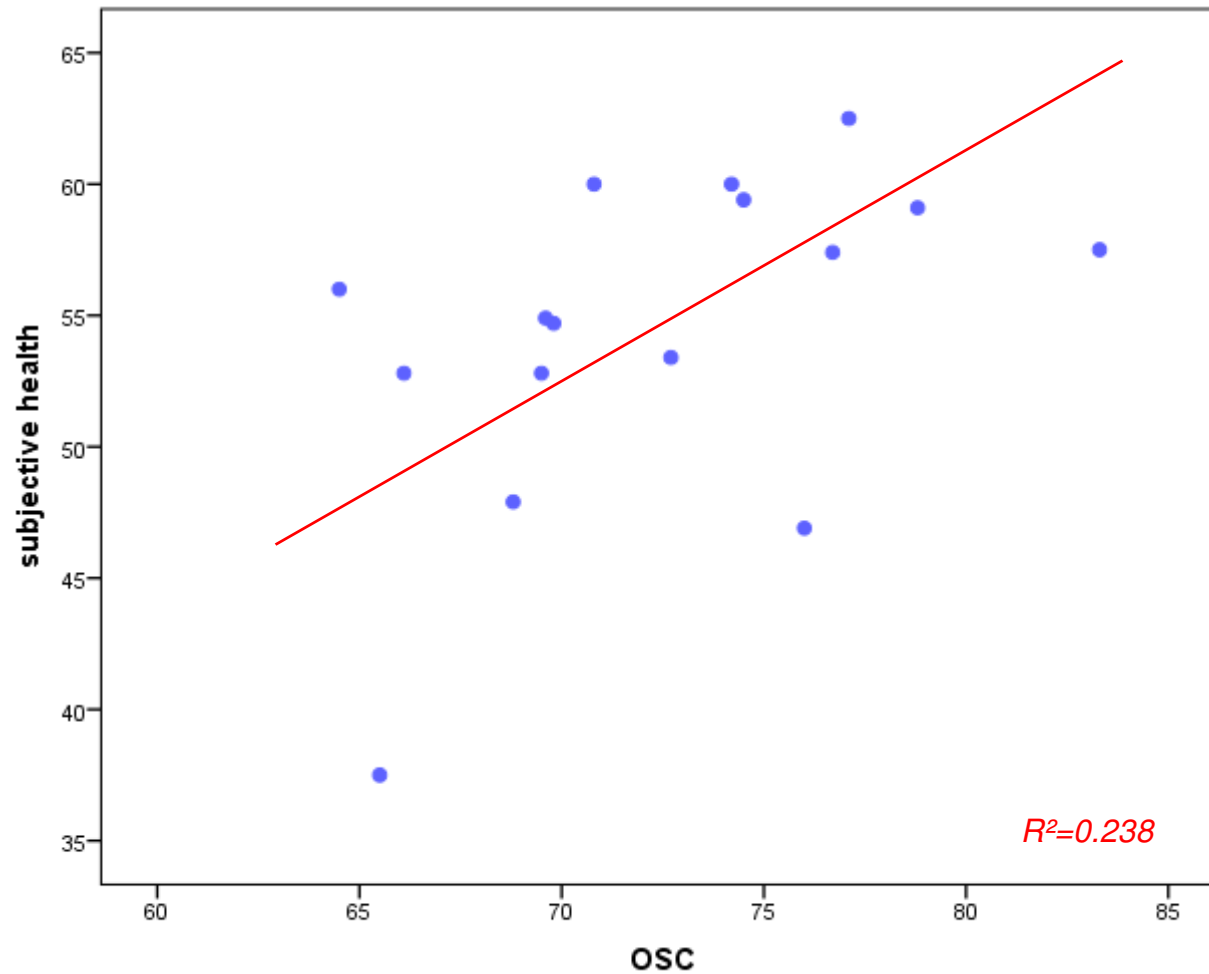
Results – Work unit level Correlations

Pearson correlation coefficient (r) for the association between **organizational social capital** and subjective health, high need for recovery, emotional exhaustion and safety climate in the organization ($n=428$ work units)

outcome parameter	r	p
subjective health	0.35	<0.001
high need for recovery	-0.42	<0.001
emotional exhaustion	-0.44	<0.001
importance of safety in organization	0.23	<0.001

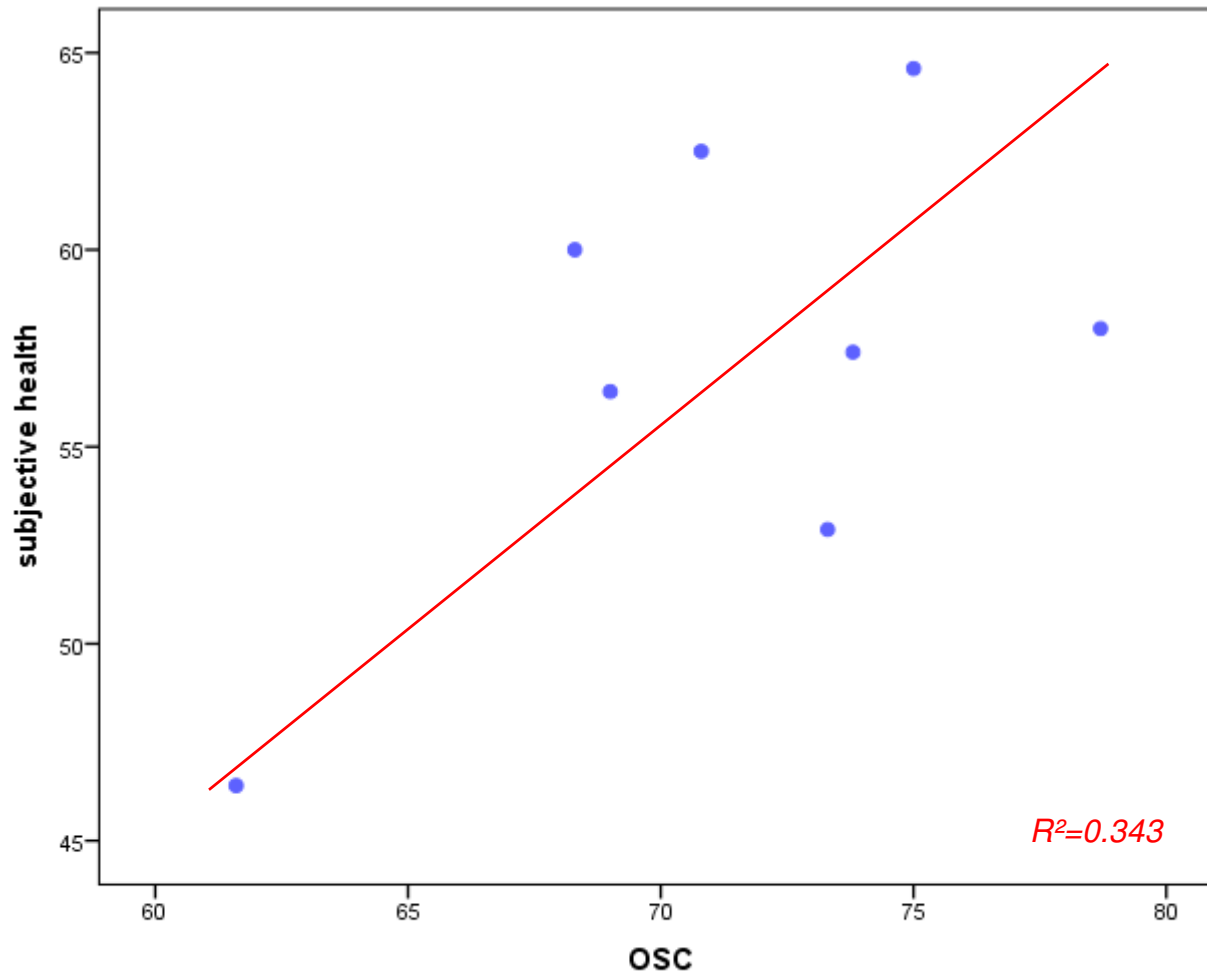
Subjective health and OSC

Information companies (5) (16 work units)



Subjective health and OSC

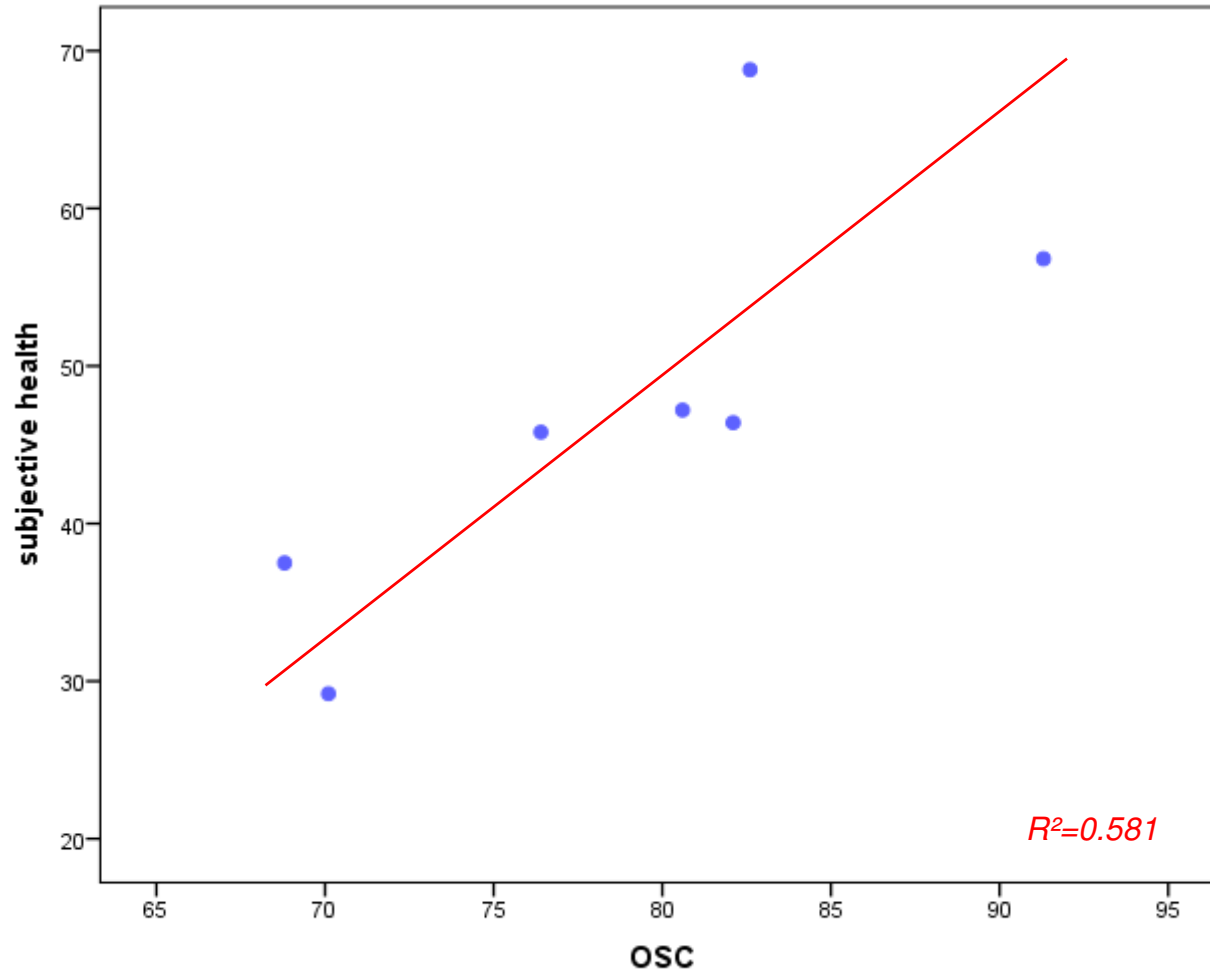
Bank (7 work units)



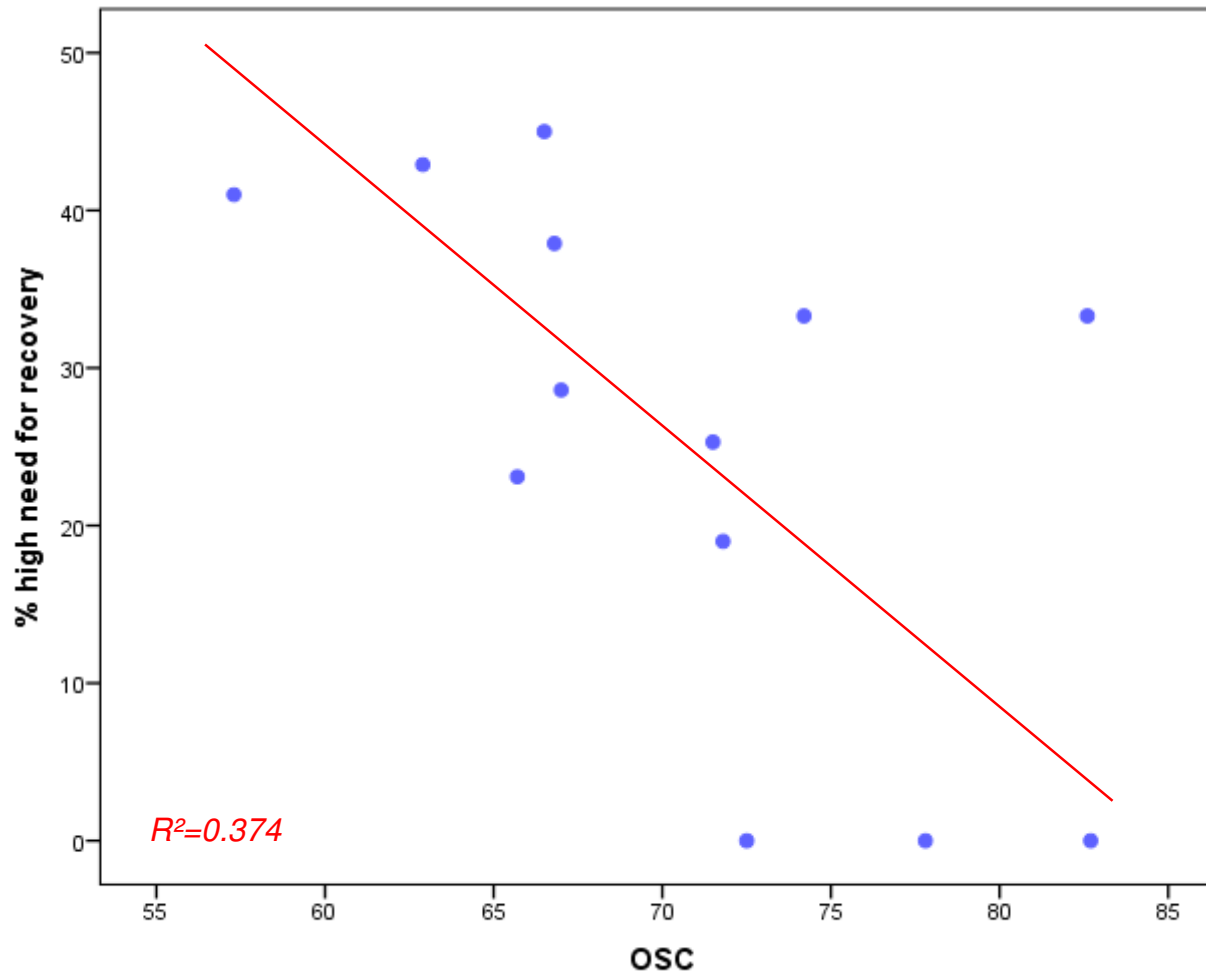


Subjective health and OSC

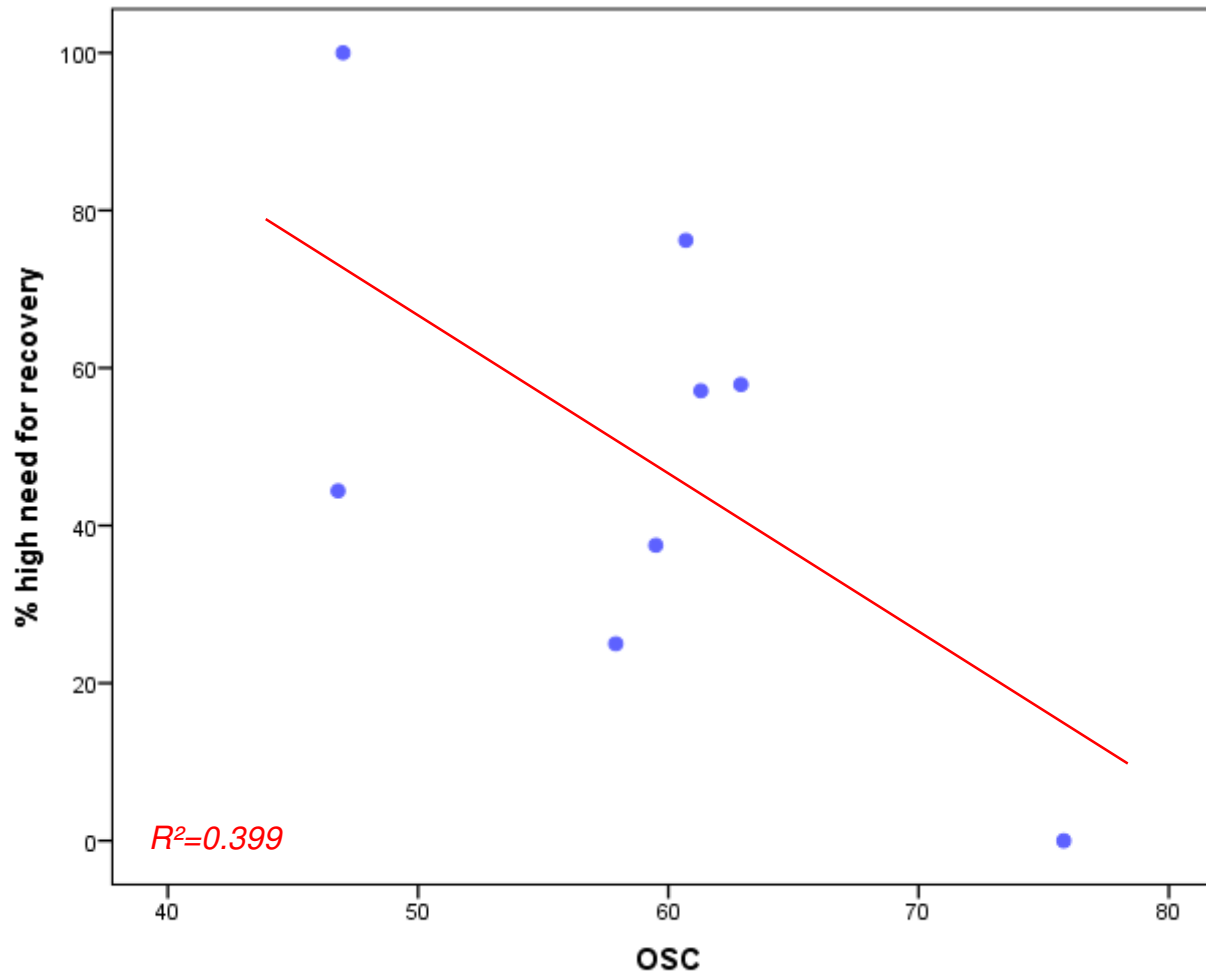
Institution for mentally disabled adults (7 work units)



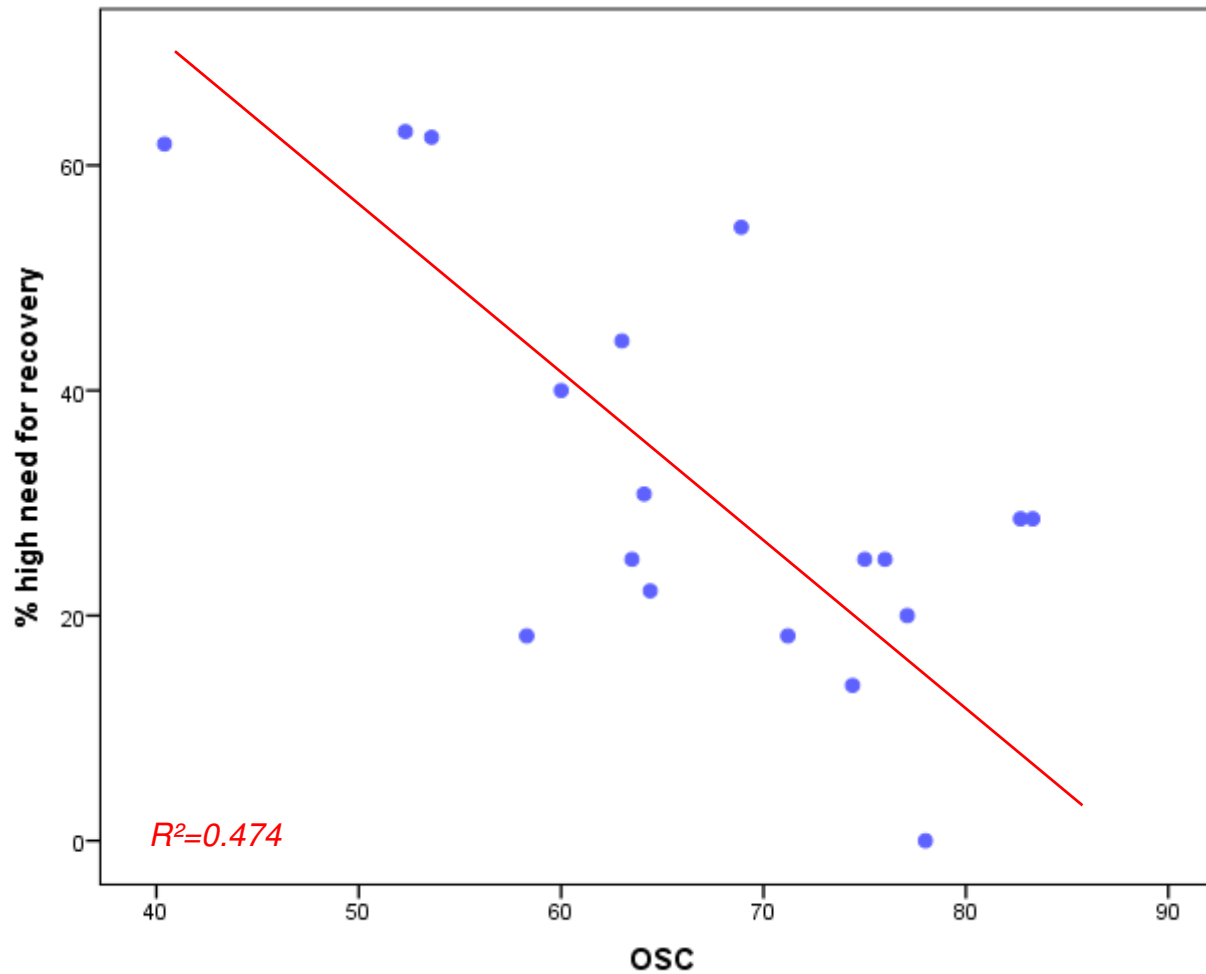
Food industry (3) (13 work units)



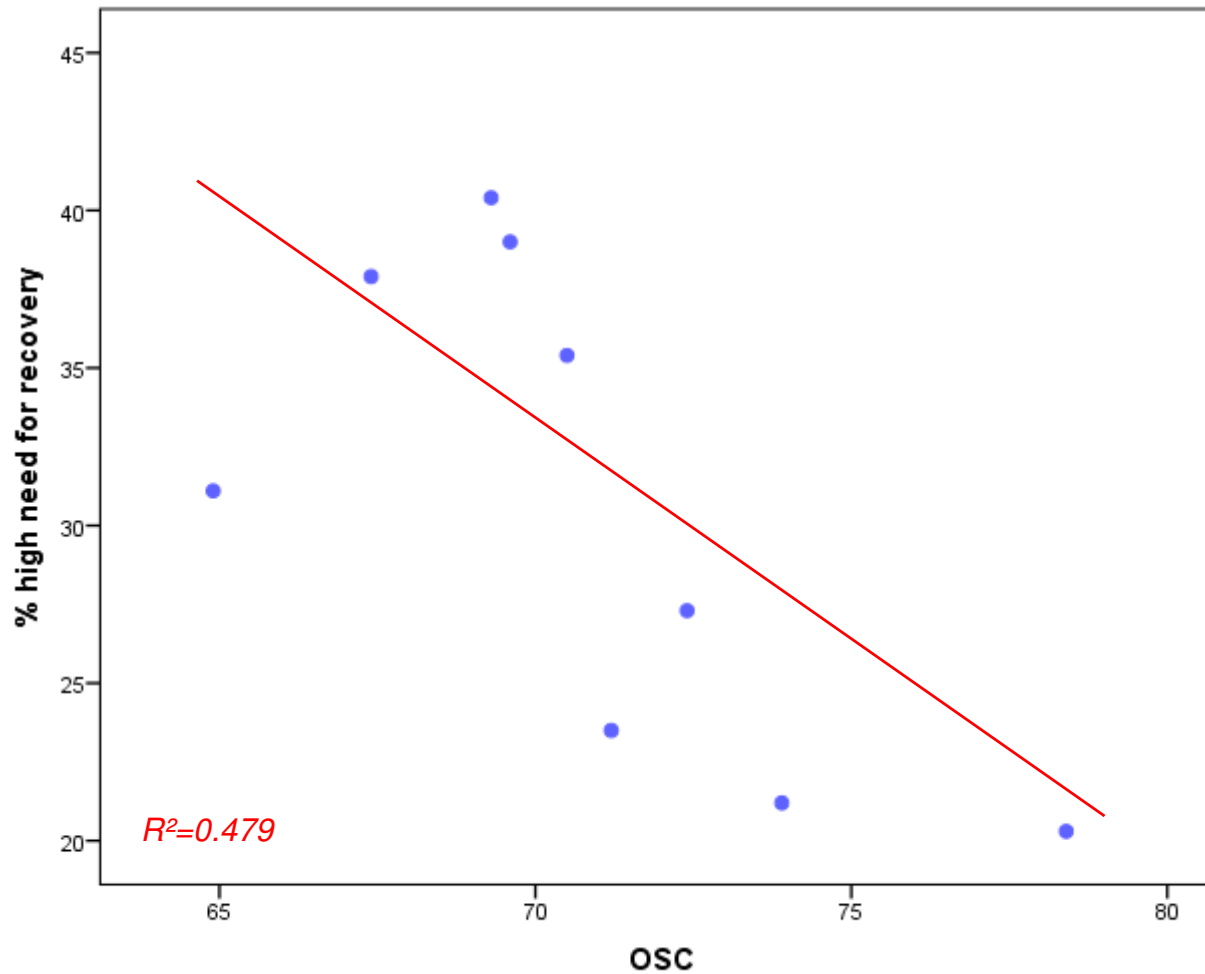
Nursing home (8 work units)



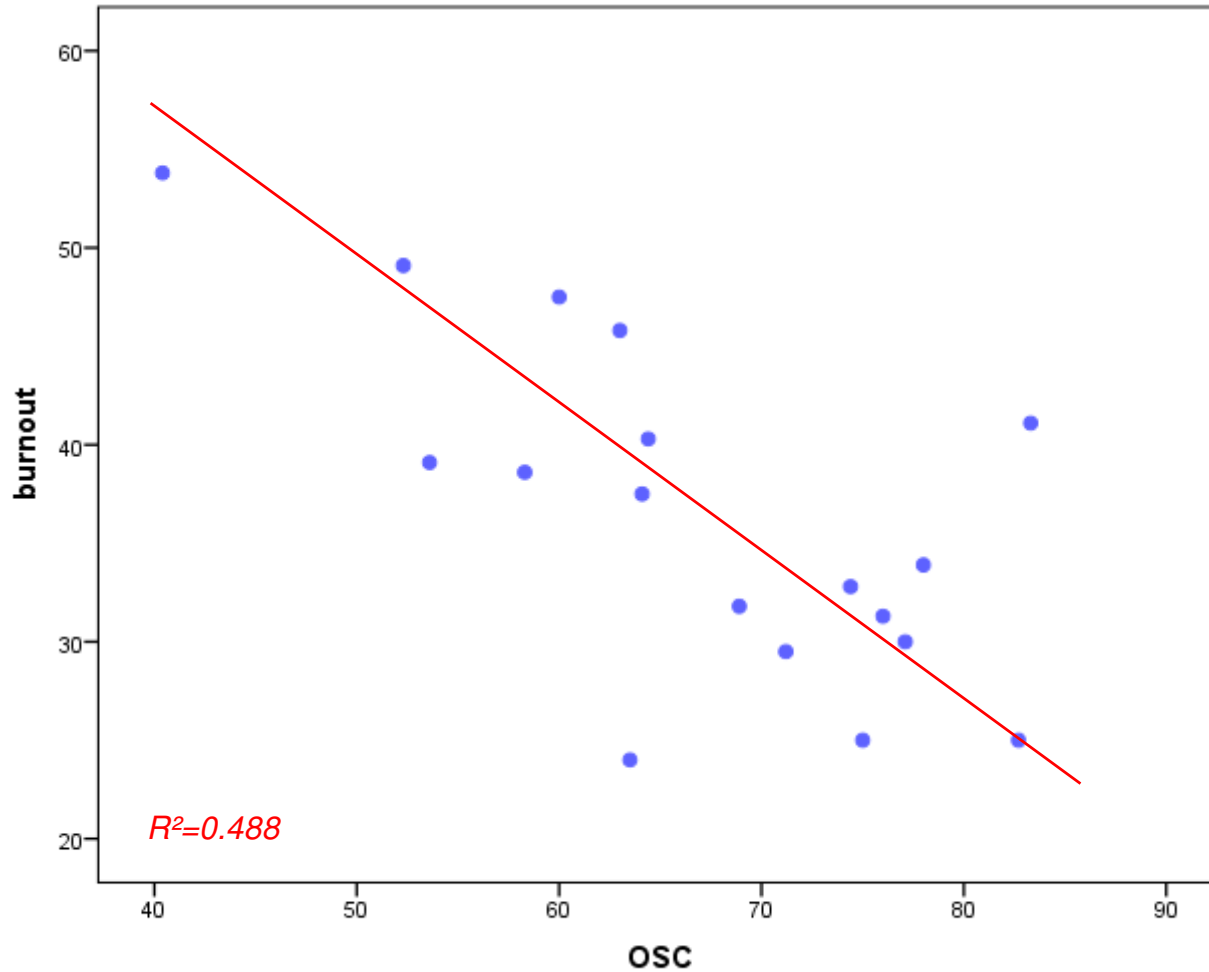
Police corps (4) (18 work units)



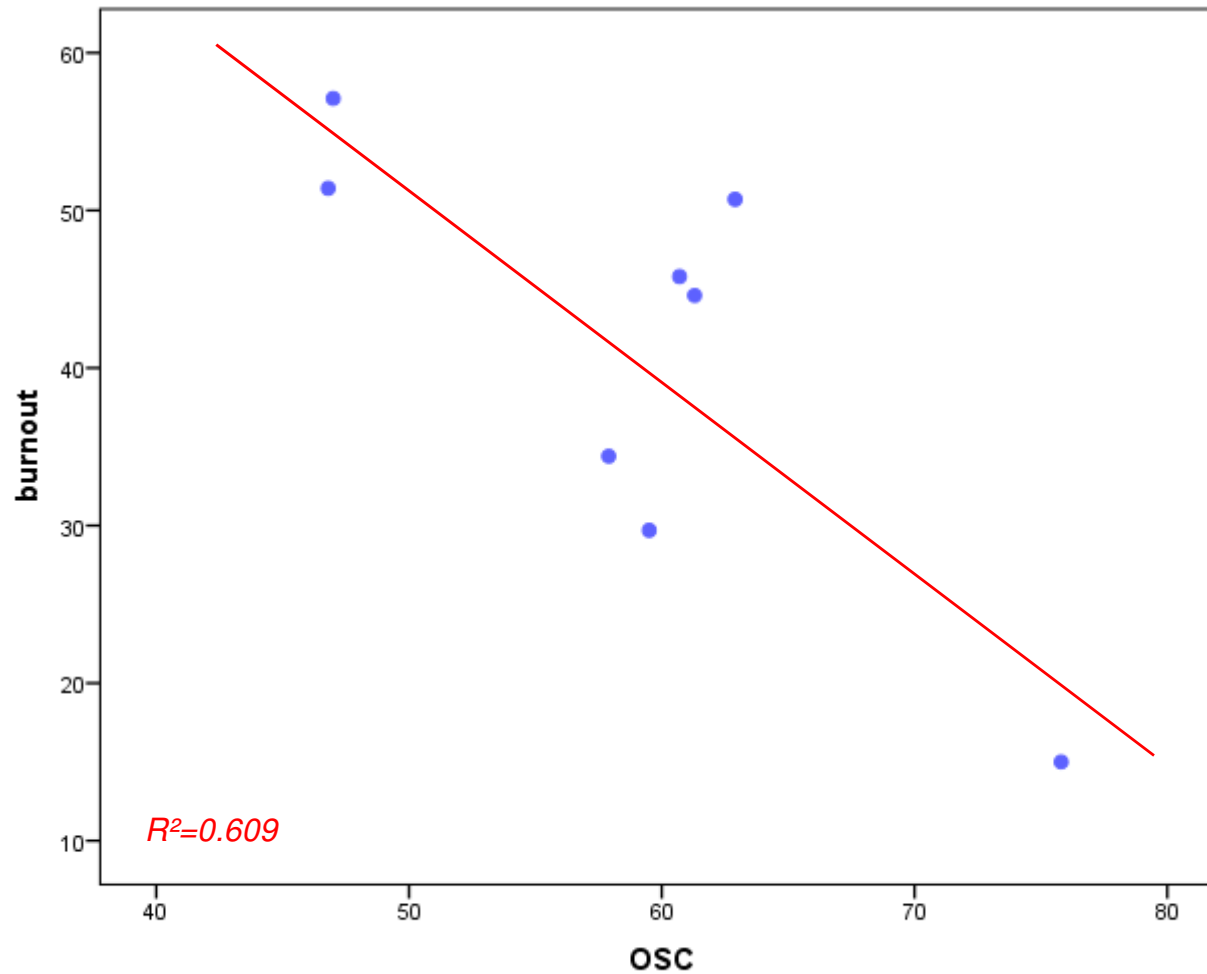
Bank (9 work units)



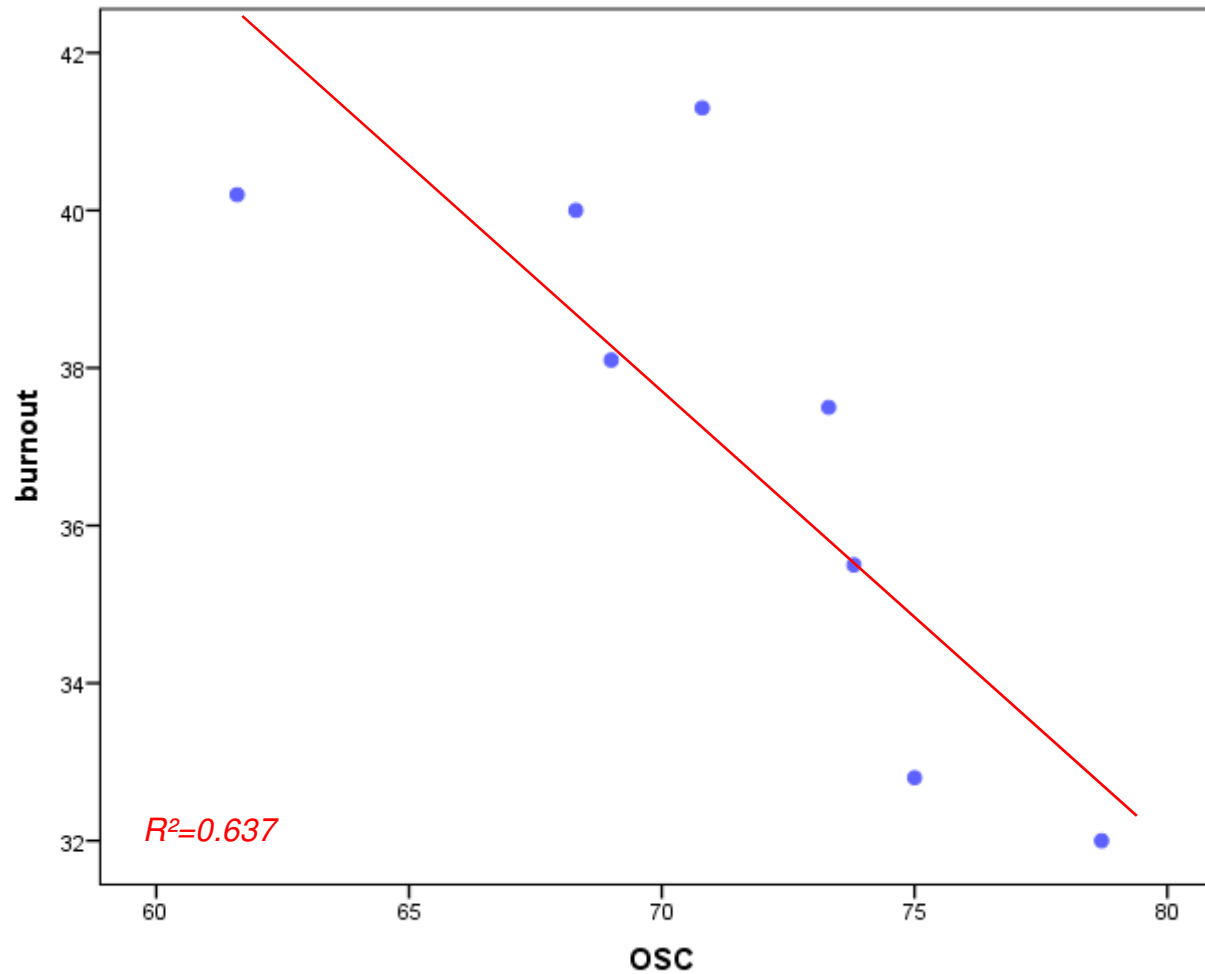
Police corps (4) (18 work units)



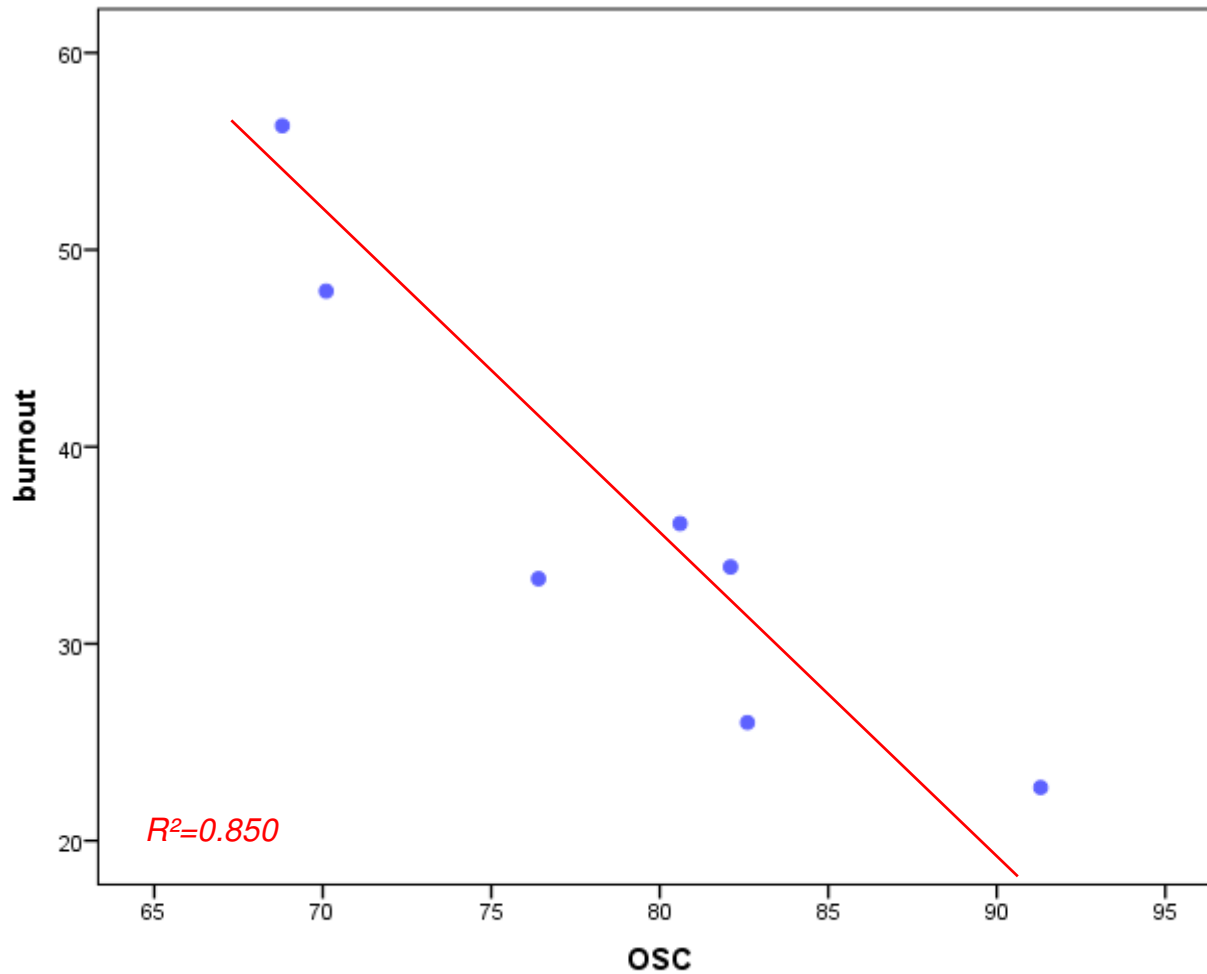
Nursing home (8 work units)



Bank (8 work units)



Institution for mentally disabled adults (7 work units)

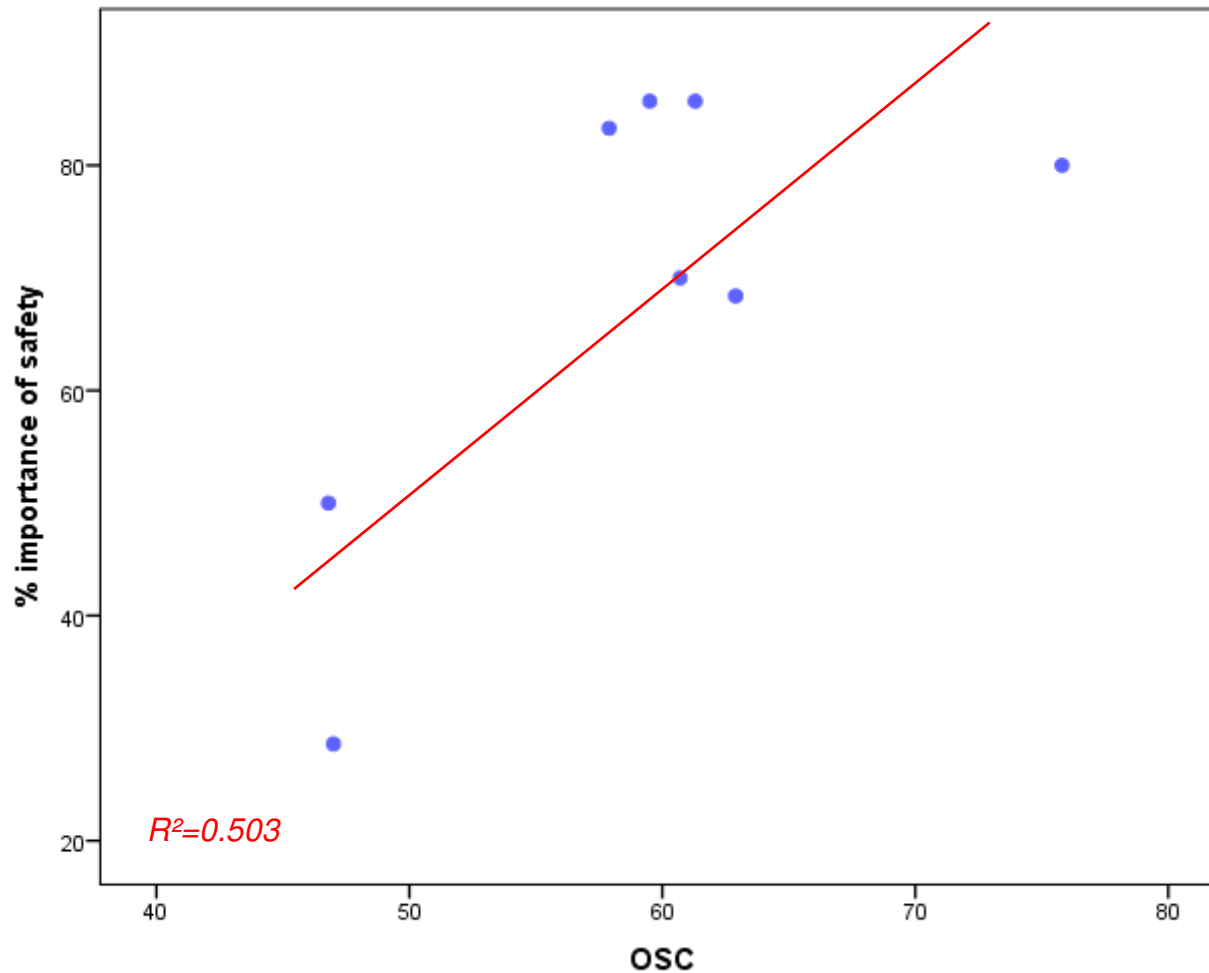


Importance of safety in the organization and OSC



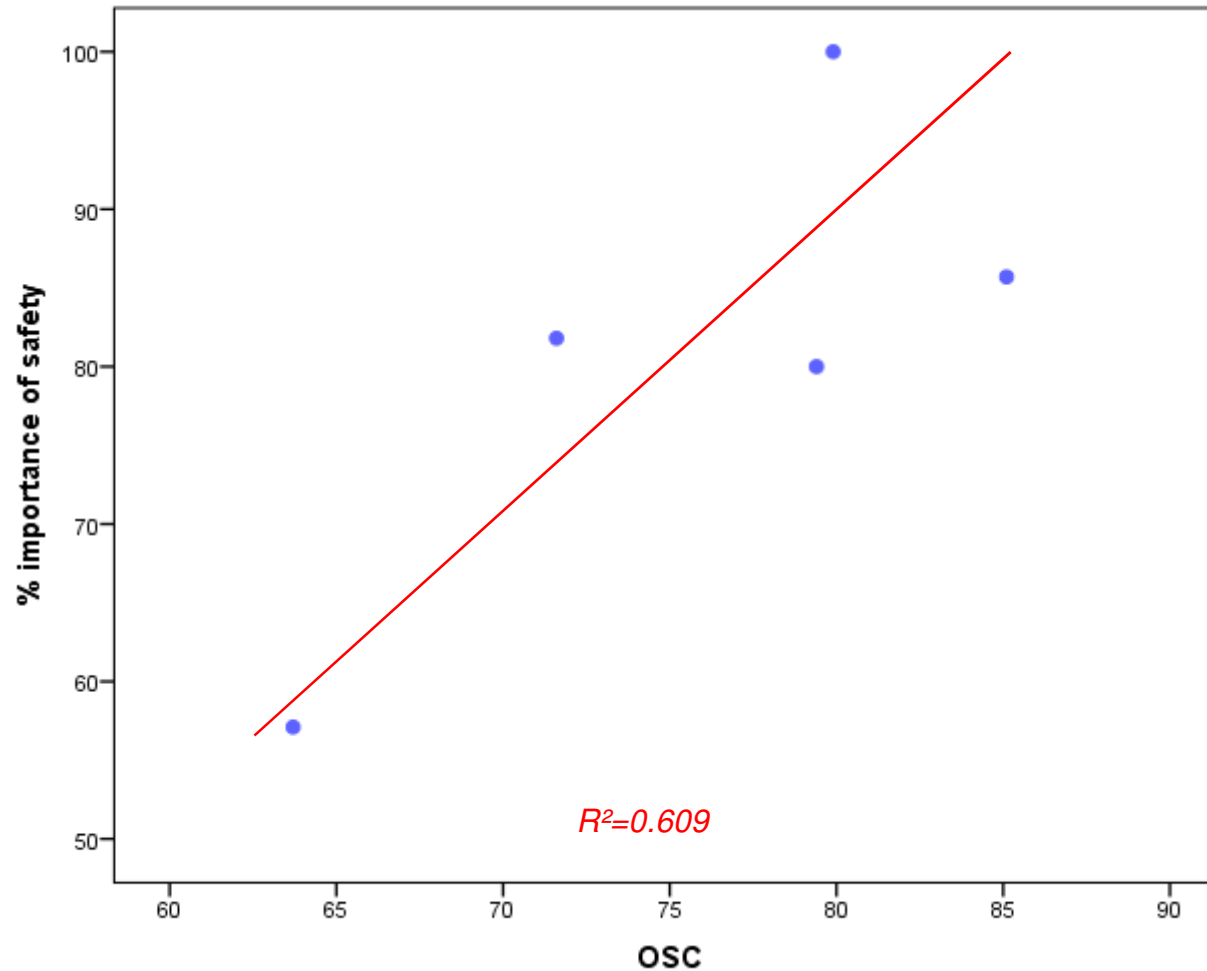
Importance of safety in the organization and OSC

Nursing home (8 work units)



Importance of safety in the organization and OSC

Centre for integrated youth and family care (5 work units)



- OSC is strongly associated with:
 - subjective health
 - need for recovery
 - emotional exhaustion
 - importance of safety in the organization
- on individual level
 - impact on individual health and experienced organizational safety
- on work unit level
 - impact on work unit health and safety