Sammenhænge mellem Produktivitet og Psykosocialt Arbejdsmiljø, SaPPA - DTU Orbit
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Sammenhænge mellem Produktivitet og Psykosocialt Arbejdsmiljø, SaPPA: Afslutningsrapport til
Arbejdsmiljøforskningsfonden

Nykredit have participated in a research project with DTU, CBS and NFA in the period from 2008 to 2012. The purpose of
the project has been to research the relationship between productivity and psychosocial work environment.

The project has employed a prospective research design and used both qualitative and quantitative methods. Cross
sectional analysis for correlations between psychosocial work environment have been conducted for year 2005, 2007 and
2010.

Twelve customer centers were selected for qualitative analysis based on an extreme case approach. Interviews with
management and chronicle workshops with a group of employees were performed in both year 2009 and 2011.

Psychosocial work environment was operationalized in four dimensions: horizontal and vertical social capital, wellbeing at
work and leadership. Productivity was operationalized in the key performance indicator activity/salary (A/L), which express
a relationship between income and total salary expenses.

Overall we find a strong and significant statistical correlation between psychosocial work environment and productivity.
The cross sectional analysis shows that horizontal social, vertical social capital, wellbeing at work and leadership exhibit a
positive correlation with productivity in all measured years. The correlation is substantial and for instance, a 1 point
improvement in wellbeing at work (5 point Likert scale) is associated

The qualitative analysis shows that the manager of a customer center has profound Impact on profitability, horizontal -,
vertical social capital and wellbeing at work. The manager has the option to decide just how work is done, organized and
also define the social environment. It is the management style that creates differences in productivity among the 57
customer centers. Productivity is mediated from leadership through horizontal -, vertical social capital and wellbeing at
work.

In the selected customer centers two extremes in leadership has been identified: Transactional and transformational
leadership. Analysis shows that best productivity is archived through continuous shifting between the two management
styles.

Although the manger may choose management style, there is a pressure towards transactional leadership because of a
general focus on output – only results matter. Despite this pressure, the project shows a substantial variation in
psychosocial work environment which correlates with productivity.

The statistical analysis does not identify the direction of the relation between psychosocial work environment and
productivity, but the qualitative provides a number of examples of changes in psychosocial work environment that are
followed by changes in productivity. It is therefore concluded that good psychosocial work environment leads to high
productivity

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