The Development of Danish OHS Regulation - Organizational Understanding and Program Theory

This paper focuses on a major recent amendment of the Danish Working Environment regulation concerning the cooperation of health and safety between employees and employer. The amendment, which came into force in October 2010, consists of four elements: 1) change of terminology, 2) flexibility in organizing OHS, 3) link between the companies' overall strategic management and OHS and 4) continuously competence development for the health and safety representatives. In this paper we present and analyze the individual elements of the legislative amendment. Subsequent we investigate the organizational understanding that underlies the amendment and we explore the program theory that the different elements of the reform subscribe to.

General information
Publication status: Published
Organisations: Implementation and Performance Management, Department of Management Engineering, Production and Service Management
Contributors: Seim, R., Jensen, P. L., Møller, N.
Number of pages: 6
Publication date: 2014

Host publication information
Title of host publication: Human Factors in Organizational Design and Management - XI
Publisher: IEA Press
Keywords: Occupational Health and Safety Management, Legislative changes, Program theory
Source: PublicationPreSubmission
Source-ID: 101393683
Research output: Chapter in Book/Report/Conference proceeding Article in proceedings – Annual report year: 2014 Research peer-review

Work system innovation: Designing improvement methods for generative capability

This paper explores how a work system's capability for improvement is influenced by its improvement methods. Based on explorative case study at a Lean manufacturing facility, the methods problem solving and Appreciative Inquiry were compared through in-depth qualitative studies over a 12-month period. The findings show how problem solving leads to solutions inside the existing improvement trajectory, whereas Appreciative Inquiry due to increased generative capability enables solutions outside the existing trajectory. The paper suggests how improvement methods can be designed for appropriate generative capability, which can be useful for practitioners who need to create systemic change.

General information
Publication status: Published
Organisations: Department of Management Engineering, Production and Service Management
Contributors: Hansen, D., Møller, N.
Number of pages: 10
Publication date: 2013

Host publication information
Title of host publication: EurOMA 2013 : 20th International Annual EurOMA Conference
Keywords: Continuous improvement, Lean, Appreciative inquiry
Electronic versions:
WORK_SYSTEM_INNOVATION.pdf
Source: dtu
Source-ID: u::9386
Research output: Chapter in Book/Report/Conference proceeding Book chapter – Annual report year: 2013 Research peer-review

Developing and testing a model of psychosocial work environment and performance

Good psychosocial work environment has been assumed to result in good work performance. However, little documentation exists which support the claim and the same goes for the opposite claim. This paper reports findings from a combined quantitative and qualitative study of the relationship between psychosocial work environment and performance in a large Danish firm. The objects of the study were more than 45 customer centers' with 9-20 employees each. A substantial database covering the 45 customer centers over a period of 5 years has been gathered. In this period the Copenhagen psychosocial questionnaire (COPSOQ) has been used two times with two years in between. This allows us to build a model of the relationship between psychosocial work environment, selected context variables and performance data. The model proposes that good psychosocial work environment is a function of leadership which in turn influences individual workers understanding of their job function. These two mechanisms are reinforcing each other and lead to better performance, lower employee turnover and sick days compared to the other customer centers. The model is
The challenges for human factors in knowledge work: Reflections on a case study

The development towards a service and knowledge intensive economy arise new challenges for ergonomics and human factors. Knowledge on work within mass service production exists, but the challenges within knowledge work have still to be addressed. The focus of this paper is on some of the challenges in knowledge intensive work to establish productive and satisfying jobs by a case study of our own place of work: a university department. Testimonials from a young associate professor, a first line manager and the department manager lead us to identify some of the major challenges for ergonomics to comply with the demands of the knowledge intensive work when KPI’s are central management tools.

Especially handling the balance between high motivation and enthusiasm and burn out will be addressed.

Developing and testing a model of psychosocial work environment and performance

Good psychosocial work environment has been assumed to result in good work performance. However, little documentation exists which support the claim and the same goes for the opposite claim. This paper reports findings from a combined quantitative and qualitative study of the relationship between psychosocial work environment and performance in a large Danish firm. The objects of the study were more than 45 customer centers’ with 9-20 employees each. A substantial database covering the 45 customer centers over a period of 5 years has been gathered. In this period the Copenhagen psychosocial questionnaire (COPSOQ) has been used two times with two years in between. This allows us to build a model of the relationship between psychosocial work environment, selected context variables and performance data. The model proposes that good psychosocial work environment is a function of leadership which in turn influences individual workers understanding of their job function. These two mechanisms are reinforcing each other and lead to better performance, lower employee turnover and sick days compared to the other customer centers. The model is then tested statistically and verified.
Psychosocial work environment and performance

Good psychosocial work environment has been assumed to result in good work performance. However, little documentation exists which support the claim and the same goes for the opposite claim. This paper reports the first findings from a combined quantitative and qualitative study of the relationship between psychosocial work environment and performance in a large Danish firm. The objects of the study were more than 45 customer centers’ with 9-20 employees each. Using a combination of the Copenhagen psychosocial questionnaire and data from the firms’ balanced scorecard system we show a positive significant correlation between performance and psychosocial work environment. A sample of 12 departments was selected for in-depth qualitative study based on their relative change in performance and psychosocial work environment between 2005 and 2007. Through the qualitative study we are able to identity and describe the mechanism underlying the observed relationship. It is observed that a specific leadership style is responsible for creating a good working environment which leads to good performance. The leadership style can be described as process oriented, supportive and consistent but also demanding.

General information
Published
Organizations: Work, Technology and Organisation, Department of Management Engineering
Contributors: Edwards, K., Møller, N.
Number of pages: 136
Pages: 68-74
Publication date: 2010

Host publication information
Title of host publication: Proceedings of the International Conference : Towards Better Work and Well-being
Place of publication: Helsinki
Publisher: Edita Publishing Oy
Source: orbit
Source-ID: 269099

Benchmarking af arbejdsmiljø mellem virksomheder i netværk

General information
Published
Organizations: Work, Technology and Organisation, Department of Management Engineering, TeamArbejdsliv ApS
Contributors: Wiegman, I., Møller, N., Mathiesen, K.
Pages: 1-20
Publication date: 2009

Host publication information
Title of host publication: Knowledge Management : Børsen Ledelseshåndbøger
Place of publication: København
Publisher: Børsen
Source: orbit
Source-ID: 250069
Research output: Chapter in Book/Report/Conference proceeding – Book chapter – Annual report year: 2009 – Research

Ergonomics, Engineering, and Business: Repairing a Tricky Divorce

This paper discusses how the ergonomics community can contribute to make ergonomics a strategic element in business decisions on strategy and implementation of strategy. The ergonomics community is seen as a heterogeneous entity made up of educational and research activities in universities, ergonomists and engineers with ergonomic skills, professional ergonomics and engineering societies, and the complex of occupational health and safety regulation. This community interacts in different ways with companies and hereby influences how companies are dealing with ergonomics. The paper argues that desired influential effects on companies are dependent on a concurrent change within the community’s different parts and their interaction with organizations and their surroundings.
Evaluering af moderne ledelsessystemer og psykisk arbejdsmiljø

General information
Publication status: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering
Contributors: Ipsen, C., Møller, N., Grex, S.
Publication date: 2009

Host publication information
Title of host publication: Proceedings
Source: orbit
Source-ID: 250628

Development of work in Call Centres

General information
Publication status: Published
Organisations: Department of Management Engineering, Work, Technology and Organisation
Contributors: Møller, N., Mathiesen, K., Wiegman, I., Sørensen, O. H.
Pages: 169-174
Publication date: 2008

Host publication information
Title of host publication: Human Factors in Organizational Design and Management
Volume: IX
Place of publication: Santa Monica, CA
Publisher: IEA Press
Electronic versions: development of work in call centres.pdf
Source: orbit
Source-ID: 228635

Forbedring af arbejdsmiljøet gennem etablering af netværk

General information
Publication status: Published
Organisations: Work, Technology and Organisation, Department of Management Engineering
Contributors: Mogensen, M., Møller, N.
Publication date: 2008
Peer-reviewed: No
Source: orbit
Source-ID: 228630
New ways of organizing innovation work
There is an intensified focus in innovation and companies ability to create innovation. In many companies these activities are organized by projects, but studies show this innovation is stifled in this structure. In this paper we argue that there is a need for developing alternative ways of organizing innovative activities in project-based settings. We propose the Contextual Design method as a way of both studying innovation work processes and an approach to redesign the innovation work organization. We find that the method can contribute to a better understanding of the innovation work processes and how to organize them.

Fra konfliktkultur til udvikling i fællesskab - social capital i danske slagterier
A study of three slaughterhouses with below average absenteeism, labour turnover and strikes. The results seem to indicate that the explanation for the positive results can be found in the development of social capital based on trust, respect, and recognition.
Agreements between Labour Unions and Employers' Associations as a Strategy for the Prevention of Repetitive Strain Injury

An assessment of the action plan against repetitive work and a discuss of such agreements between labour unions and employers' associations as strategies for for improving the work environment.

General information
Publication status: Published
Organisations: Department of Management Engineering
Contributors: Hasle, P., Hansen, N. J., Møller, N.
Pages: 75-102
Publication date: 2004
Peer-reviewed: Yes

Publication information
Journal: Economic and Industrial Democracy
Volume: 25
ISSN (Print): 0143-831X
Ratings:
Scopus rating (2004): SJR 0.65 SNIP 0.757
Web of Science (2004): Indexed yes
Original language: English
Source: orbit
Source-ID: 177716

Development and implementation of product configuration systems - a change management perspective

Product configuration systems (PCS) are IT-based expert systems, which contain product information and knowledge and in turn provide the basis for automating the decision-making processes in the order acquisition phase. Thereby PCS support and streamline the efforts of an organisations sales force in translating customer demands into customized products within a bounded range of product variation. Supported by a PCS the sales representatives are empowered to configure products without having to consult experts about product specific dependencies. Although several research projects have been carried out within the field of PCS, these efforts have primarily been focused on technical aspects. Based on experiences gained from twelve case studies in the context of the PETO ( * ) project, this article therefore sets out to broaden the scope of the PCS field to embrace managerial and organizational aspects and understandings as well. Within managerial and organizational research studying information systems in general and expert systems in particular the degree of success in developing and implementing such systems is known to depend closely upon the project team in charge and their capability of understanding, navigating in and acting upon the social context in which the development of PCS takes place. Especially dealing with resistance towards change among experts and users is a core activity to handle carefully when planning and carrying out such projects. Therefore the focus of this paper is the employment of a change management perspective with emphasis on preventive initiatives taken to deal with possible expert and user resistance. In this respect the analysis reflects that the actual practice of change management in the twelve companies to a large extent is based purely on past experience and common sense. But although the actual practice therefore is implicit and non-formalised, these change management related considerations and actions are still found to contribute to the overall successes of the PCS projects. Thereby this paper brings the research community in the field of PCS as well as existing and future adopters of the PCS technology a step further in understanding, which managerial and organizational reflections the PCS projects call for in order to enhance the likelihood of success in developing and implementing PCS. Conclusively we state that project teams involved in PCS projects can enhance their likelihood of success by paying a stronger attention to the notion of change management. Keywords: product configuration, expert system, information system, change management, user participation, expert resistance. (*) PETO refers to the Project of Product Configuration Systems, Economy, Technology, and Organisation, which was funded by the Danish Technical Scientific Research Counsel and conducted in collaboration with The Centre for Product Modelling at the Technical University of Denmark from February 2003 - December 2004. (www.productmodels.org).

General information
Publication status: Published
Organisations: Department of Management Engineering
Contributors: Møldrup, M., Møller, N.
Publication date: 2004
Well Being and Job Satisfaction Among Call Centre Agents

A survey among 774 agents in four large Danish companies in house call centres shows that working in a call center is stressfull. Lack of control and autonomy, lack of potentiality and challenges, conflict between qualitative and quantitative demands and monitoring all have an adverse effect on job satisfaction. The survey reveals a need for improving working conditions and for development of the work as such in call centres. The survey suggests that the agents both want to participate in the process of development and that they can contribute to the process in a competent way. In the project as part of which the survey has been undertaken there is already several examples of how this can be done.

Company Development Through the Employees

Human Development and Working Life - Work for Welfare explores whether the development of human resources at company level can improve individuals' quality of life, companies' possibilities of development, and welfare and democracy in society. Chapter four documents the the proces and results of changes at the workplace level.

Developmental Work

Human Development and Working Life - Work for Welfare explores whether the development of human resources at company level can improve individuals' quality of life, companies' possibilities of development, and welfare and democracy in society. Chapter two discuss the concept "developmental work" from theoretical and empirical perspectives.
New Regulatory means to reduce repetitive work
An evaluation of the effects of the Danish action plan against repetitive work.

General information
Publication status: Published
Organisations: Department of Management Engineering
Contributors: Hansen, N. J., Møller, N., Hasle, P.
Publication date: 2002

Udvikling og solidaritet

General information
Publication status: Published
Organisations: Department of Management Engineering
Contributors: Olsén, P., Møller, N.
Pages: 103-118
Publication date: 2002
Peer-reviewed: Yes

The Action Plan Against Repetitive Work - An Industrial Relation Strategy for Improving the Working Environment
The Danish Action Plan against Repetitive Work is presented and discussed as a possible new strategy for regulating repetitive work as well as other complicated working environment problems. The article is based on an empirical evaluation of the Action Plan. The assessment of the Action Plan indicates that a measurable reduction of repetitive work has been achieved, while recognizing the new management strategies focusing on human resources development have also played an important role. These results are used to suggest that - under certain conditions - a combination of state regulation and industrial relation agreements can be used to regulate other working environment problems.

General information
Publication status: Published
Organisations: Department of Management Engineering
Contributors: Hasle, P., Møller, N.
Pages: 131-144
Publication date: 2001
Peer-reviewed: Yes
The Developmental Work

Abstract

In the nineties, the concept of the developmental work (DW) has become a significant point of orientation for the actors on Danish labour market. The DW has moved the focus of the labour market from wages and working time towards work and production. For employees, the DW promises developmental possibilities, influence and responsibility, but also greater social responsibility for the firm. For firms, the DW promises increased competitiveness and better products. In this paper we present the concept of the DW as one which encourages the development of work, production and organisation. First the paper briefly presents the historical background of the DW in the Scandinavian countries and in Denmark. Different activities related to the DW are mentioned. In the second part of the article the DW is presented as a concept for the development of the firm. We outline a new concept of the firm and show that the DW is different from mainstream management concepts, as the DW...
Virksomhedernes mulige motiver for at afskaffe EGA

General information
Publication status: Published
Organisations: Department of Technology and Social Sciences, University of Copenhagen
Contributors: Møller, N., Nygaard, E., Pleman, A.
Pages: 103-126
Publication date: 1998

Host publication information
Title of host publication: Arbejde under forandring - forandring af arbejdet
Place of publication: København
Publisher: Nordisk Ministerråd
Source: orbit
Source-ID: 170506
Research output: Chapter in Book/Report/Conference proceeding - Article in proceedings – Annual report year: 1998 - Research - peer-review

New ways for working environment issues through participation and integration?

General information
Publication status: Published
Organisations: Department of Technology and Social Sciences
Contributors: Pleman, A., Nygaard Jensen, E., Møller, N.
Publication date: 1997

Host publication information
Title of host publication: From experience to Innovation: Procedings of the 13th triennial Congress of The International Ergonomics Association, June 29- July 4 1997, Tampere, Finland
Place of publication: Helsinki
Publisher: Finnish Institute of Occupational Health
Source: orbit
Source-ID: 168349
Research output: Chapter in Book/Report/Conference proceeding - Article in proceedings – Annual report year: 1997 - Research - peer-review