



The role of managers in organizational interventions and non -interventions – at intra and inter- organizational work places

Ipsen, Christine; Nielsen, Karina

Publication date:
2017

Document Version
Peer reviewed version

[Link back to DTU Orbit](#)

Citation (APA):

Ipsen, C., & Nielsen, K. (2017). *The role of managers in organizational interventions and non -interventions – at intra and inter- organizational work places*. Abstract from 12th International Conference on Occupational Stress and Health, Minneapolis, Minnesota, United States.

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

**Final/Revised Abstract
Submission Instructions**

TITLE

Start on the first line within the form. Indent ALL TITLE LINES 1 ½". Do not center. Type the entire title in CAPITAL LETTERS.

Double-space between title and authors.

AUTHORS

Start at the left margin. Do not indent. List all authors **IN CORRECT ORDER**, including co-authors, along with affiliation. Use capitals and lower case.

For the abstract of a symposium as a whole, list the name of the chair first, the presenters, and the discussant last. List each affiliation after the person's name. Also, prepare an abstract for each presenter's paper, listing the presenter first, followed by any additional authors for that paper. Double-space between authors and the first line of the abstract.

ABSTRACT

Indent each paragraph. Use capitals and lower case, single-spaced. Do not double-space between paragraphs within the abstract. Do not include tables, graphs, charts or references.

ADDRESS

Start at the left margin. Using all capitals type: "CORRESPONDING AUTHOR:". List full name, zip/postal code, and country. Do not exceed the margins as noted. Please include email address.

SAMPLE ABSTRACT – YOU MUST SUBMIT A FINAL ABSTRACT THAT CONFORMS TO THIS EXAMPLE; THERE MAY OR MAY NOT BE REVISIONS FROM YOUR ORIGINALLY SUBMITTED ABSTRACT:

THE ROLE OF MANAGERS IN
ORGANIZATIONAL INTERVENTIONS AND NON-
-INTERVENTIONS – AT INTRA AND INTER-
ORGANIZATIONAL WORK PLACES

Christine Ipsen, PhD*, IPM Group, Technical University of Denmark, Denmark, Karina Nielsen, PhD, IWP University of Sheffield, Sheffield, England, United Kingdom and Henna Hasson, PhD, Karolinska Institute, Stockholm, Sweden

Over the years, workplaces and employees have become more dispersed due to organizational changes in large traditional organizations and the development of new business opportunities across the world, such as shifts from production to service- or knowledge- based work environment (Hinds & Kiesler, 2002). As companies move toward globalization companies use distance work (Fisher & Fisher, 2001) to accomplish work more effectively and efficiently. Distance work and management occur at different locations, such as from home (telework), in satellite offices (intra-organizational work), or at the customers' or clients' locations (inter-organizational work) (Cropper, Huxham, Ebers, & Ring, 2008; Verburg, Bosch-Sijtsema, & Vartiainen, 2013).

According to Fisher and Fisher (2001), time, space, and/or culture constitute the distance between managers and employees. In a systematic review, Crawford et al. (2011) found that only a few studies have investigated the wellbeing of employees who work at clients' or customers' offices (inter-organizational work) over a long period of time and how to best manage these employees. In inter-organizations, distance employees are employed by one company (the provider) but work at a different company (the customer) (Cropper et al., 2008; Hinds & Kiesler, 2002) ; here, the customer's working conditions influence the employees.

Taken together, studies of distance management and managers employ a performance perspective on leadership, while studies of the link between distance management and employees' wellbeing are rare—knowledge about distance work and employees' wellbeing is altogether missing (Crawford et al., 2011).

Organizational-level occupational health interventions is the recommended psycho-social risk management approach for improving health and well-being at work (EU-OSHA, 2016)

It has therefore been suggested that we need to incorporate elements of the implementation process and context into these evaluations, to better understand the mechanisms producing the outcomes (Karina Nielsen & Randall, 2012). Occupational health intervention literature has consistently suggested line managers' supportive behaviour as an important implementation factor that influence how the intervention unfolds (K. Nielsen, 2013).

The need for new knowledge about the influence of line managers' implementation-supportive behavior on intervention for health management at work, but also about the role of OHS practitioners and applicable management tools, forms the basis for this symposium where three studies are presented. Overall the studies look at the role of leaders in interventions and non-interventions to ensure employee well-being and

and/or geography) between the managers and the employees and type of organization (intra and inter).

The main objective of the symposium is thus to create an awareness of the role that managers have in both organizational interventions and non-interventions and how distance has an impact on their behavior. More specifically, this symposium highlights the role of leaders' behavior in interventions at three different types of work sites and presents new findings about best practices.

This symposium is one of several symposia submitted by the "International Network for Sustainable Organizational Interventions (INSOI)" and consists of three contributions: The first presentation, presents a longitudinal intervention process study that has examined the influence of line managers' implementation-supportive behavior on initial use and sustained use of a web-based intervention for health management at work. The scope for the study is the line managers and their work group, i.e. intra-organizational work. In the second presentation, the authors present a three-level cross-sectional study of Occupational Health and Safety (OHS) practitioners, line managers and their employees working in intra-organizational distance work and how they can influence the OHS of the distance workers. The managers and employees work within the same company but are dispersed as they work at different locations. The third presentation presents a qualitative study of managers' roles in inter-organizational distance work and which tools they apply to create a sense of proximity to ensure both organizational performance and employee well-being across distances, both time and geography. The scope for this study is distance work where the employees are employed in one company but work for a longer period in a different company under their working conditions.

References

- Crawford, J. O., Maccalman, L., & Jackson, C. A. (2011). The health and well-being of remote and mobile workers. *Occupational Medicine*, 61(6), 385–394.
<http://doi.org/10.1093/occmed/kqr071>
- Cropper, S., Huxham, C., Ebers, M., & Ring, P. S. (2008). *The Oxford Handbook of Inter-Organizational Relations*. (S. Cropper, Ed.) (1st ed.). Oxford University Press.
<http://doi.org/10.1093/oxfordhb/9780199282944.001.0001>
- Fisher, K., & Fisher, M. D. (2001). *The Distance Manager. A Hands-On Guide to Managing Off-Site Employees and Virtual Teams*. McGraw-Hill.
- Hinds, P., & Kiesler, S. (2002). *Distributed Work*. *Distributed Work* (Vol. 47).
<http://doi.org/10.2307/3094928>
- Nielsen, K. (2013). Review Article: How can we make organizational interventions work? Employees and line managers as actively crafting interventions. *Human Relations*, 66(8), 1029–1050. <http://doi.org/10.1177/0018726713477164>
- Nielsen, K., & Randall, R. (2012). Opening the black box: Presenting a model for evaluating organizational-level interventions. *European Journal of Work and Organizational Psychology*, 0643(March), 1–17.
- Verburg, R. M., Bosch-Sijtsema, P., & Vartiainen, M. (2013). Getting it done: Critical success factors for project managers in virtual work settings. *International Journal of Project Management*, 31(1), 68–79. <http://doi.org/10.1016/j.ijproman.2012.04.005>

CORRESPONDING AUTHOR: Christine Ipsen, M.Sc. PhD, Department of Management Engineering, Implementation and Performance Management Group, Technical University of Denmark, Denmark, Produktionstorvet, DK – 2800 Kgs Lyngby, Denmark.

