

The Research behind Winningtemp's Supplemental Questions





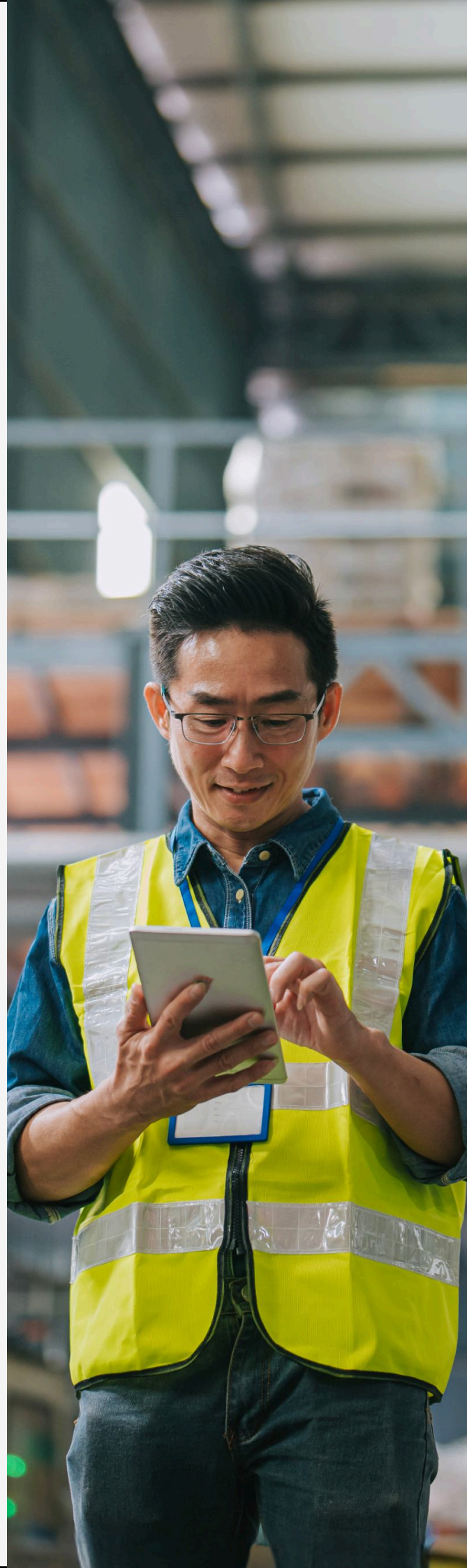
Background

In the spring of 2021, Winningtemp developed five new survey categories based on customer needs and suggestions. These are **ambassadorship**, **self-leadership**, **sustainability**, **trust**, and **prerequisites for innovation**. With the help of researcher Leif Denti, an extensive search for existing scientific studies was carried out to find literature that correctly define and operationalize (make concepts measurable) the factors in question. This white paper aims to define the factors and compile the research literature on the predictive ability of the factors in relation to different types of outcomes and effects on psychosocial health and psychosocial work environment. The focus has been on two types of outcomes – employee turnover and sick leave – as these are major cost drivers for organizations. Other outcomes predicted by the five new factors are also summarized in this white paper.



What is predictive validity?

The concept of validity in science can be broadly described as an estimate of whether we are actually measuring what we set out to measure (e.g., the extent of someone's self-leadership). There are different types of validity. The two most relevant for scientific measurements within human resources management, such as employee surveys, are content validity and predictive validity. Content validity is normally used when designing tests or Likert scale questions. As the phenomenon we want to measure (e.g. a person's job satisfaction) could be captured by thousands of variants of questions, here we are interested in understanding whether the limited question bank at our disposal is good enough to capture the phenomenon in question. Predictive validity is the ability of the phenomenon (and questions) to predict future outcomes. A person who scores highly on a university entrance exam should reasonably be better able to complete their higher education than someone who scores lower – if this is not the case, we should not be using the university entrance exam as a selection test. Content validity (whether or not the scale really measures what it is intended to measure) and predictive validity were the main focus when the question areas were selected for Winningtemp's model.





The quality of studies

Research studies are assessed based on their quality. Quality in this sense refers to the degree of certainty that the investigated effect truly exists. Meta-analyses are studies that analyze the overall effect in multiple studies at the same time, and therefore, have the highest quality. The results of such an analysis are considered to outweigh the results of any single research study. Longitudinal studies are individual studies that examine an effect over time, which increases the predictive validity of the results.

Cross-sectional studies examine relationships between factors at a single point in time, and therefore lack the time dimension in the measurement. These studies have the lowest quality. This white paper prioritizes meta-analyses and longitudinal studies.



Method

An extensive literature search was conducted to identify research on the relationships between Winningtemp's five new factors (ambassadorship, self-leadership, sustainability, trust, and prerequisites for innovation) and various outcome measures. The searches were made in accordance with Cochrane's model for searches for systematic literature analyses based on the following search terms: **(Winningtemp factor) AND (Turnover OR Absenteeism) AND (Meta Analysis)**.

The Web of Science, Business Source Premier and PsycInfo databases were used for the search. The search was carried out at abstract level (within the article summaries).

The search terms for employee turnover were: **turnover, employee turnover**. The search terms for sickness absence were: **sickness absence, sick leave, sickness absenteeism, absenteeism**. A number of more open searches were subsequently conducted in the same databases, as well as open databases, such as Google Scholar, to identify other factors that may be predicted by the Winningtemp factors.

Based on the literature search, the following meta-analyses were identified. These were read through and ranked according to relevant factors for each outcome.

The following meta-analyses are relevant to employee turnover: Griffeth et al. 2000 (approximately 67 studies); Hancock et al. 2017 (159 studies); Harter et al. 2009 (199 studies); Heavey et al. 2013 (82 studies); Jiang et al. 2012 (65 samples); Kim & Kao 2014 (22 studies); Nei, Snyder & Litwiller 2015 (106 studies); Ozkan et al. 2020 (101 studies); Park & Shaw 2013 (300 samples); Podsakoff et al. 2007 (157 studies); Podsakoff et al. 2009 (206 samples); Rubenstein et al. 2018 (316 studies); Shvets 2018 (109 studies); Spector 1986 (88 studies); Wang et al. 2020 (65 studies).

- The following meta-analyses are relevant to sickness absence: Duijts et al. 2007 (20 studies); Darr & Johns 2008 (153 studies); Farrell (96 studies); Harter et al. 2009 (199 studies); Kuoppala et al. 2008 (46 studies); Miraglia & Johns 2016 (109 studies); Nei, Snyder & Litweller 2015 (106 studies); Podsakoff et al. 2009 (206 samples); Shvets 2018 (109 studies); Spector 1986 (88 studies); Nei, Snyder & Litweller 2015 (106 studies).
- The following meta-analyses are relevant to the other factors: Chang, Johnson & Yang (29 studies, examining the link between work situation and participation); Christian & Slaughter 2007 (number of studies not declared, examining the link between commitment and health, organizational commitment); Cohen-Charash et al. 2001 (190 studies, examining the link between the work situation and performance, job satisfaction, participation); Dalal 2005 (38 studies, examining the link between participation and counterproductive behaviours);

Evans & Dion 1991 (27 studies, examining the link between team spirit and performance); Hammond et al. 2011 (80 studies, examining the link between leadership factors, work situation and individual ability to innovate); Harter et al. 2009 (199 studies, examining the link between job satisfaction, commitment and a range of factors, including performance); Illies, Nahrgang & Morgeson 2007 (50 samples, examining the link between Leader-Member Exchange and participation); Knotts et al. 2021 (57 samples, examining the link between self-leadership and creativity, innovation, job performance, self-efficacy, job satisfaction and work engagement); Lee et al. 2013 (65 studies, examining the link between job satisfaction and exhaustion); LePine et al. 2008 (138 studies, examining the link between team spirit and performance/ job satisfaction); Nielsen, Hrivnak & Shaw 2009 (38 samples, examining the link between participation and performance); Theorell et al. 2015 (59 studies, examining the link between personal development, the work situation, team spirit and depressive symptoms); Williams et al 2006 (203 studies, examining the link between job satisfaction and performance); Wang et al. 2020 (65 studies, examining the link between employees' perceived CSR and positive attitudes and positive behaviours).

Not all factors are created equal: Distal and proximal factors

It is important to keep in mind which variables are distal and proximal in relation to the outcome, so that the model uses variables with the strongest predictive ability. A distal factor is an underlying factor (distal roughly means "far"), which in itself may correlate with the outcome, but above all the distal factor affects an intervening factor called a mediator. The mediating factor is thus proximal in its relation to the outcome (proximal roughly means "close").

In figure 1, which comes from a recently published metaanalysis (Miraglia & Johns, 2016), we can see, for example, that job satisfaction is a mediator in the relationship between distal variables, such as

supportive leadership (supervisor support), autonomy (job control) and collegial support, and their effects on sickness absence (absenteeism). The researchers divided the distal and proximal variables along two mechanisms that affect sickness absence. The first mechanism is the effect of health – such as exhaustion, stress, depression, or physical ailments. The second mechanism consists of motivational factors. Here, the researchers used job satisfaction as a proximal factor: satisfaction with work, engagement, and a sense of commitment.

Of course, distal variables can have their own, unique effects on sickness absence, but by employing this type of mediation analysis you can get one step closer to what the big picture looks like.

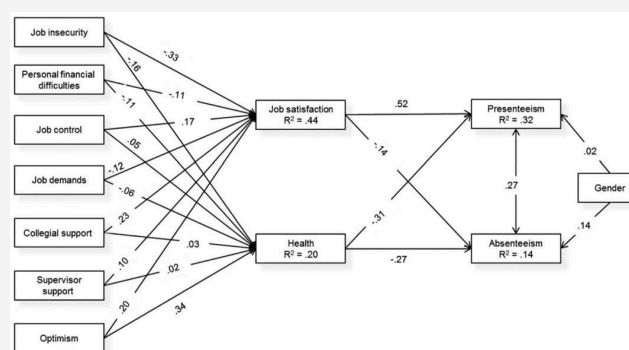


Figure 1

Miraglia & Johns, 2016. Mediation analysis of distal factors, mediated by job satisfaction and health, on the outcome variables of absenteeism and presenteeism. In this study, absenteeism is sickness absence. Presenteeism is presence at work even though the employee is sick. The numbers along the arrows are parameter estimates (similar to standardized regression coefficients). They are interpreted as follows: +1 and -1 are the strongest possible correlations (positive and negative); 0 means no correlation. All correlations are statistically significant.

As so few studies have carried out mediation analyses, it is difficult to say which variables are distal and which are proximal in the process until an individual is so ill that absenteeism takes place, but a compilation can be seen in figure 2. When it comes to the effect of psychosocial factors on sickness absence, many of these variables seem to be distal (e.g. leadership). Factors that are more individual-related (mental/physical problems such as exhaustion, stress, depression) seem to be more proximal and thus have a greater predictive ability than psychosocial factors. It can generally be said that the more closely you measure the proximal factors, the greater the accuracy of the measurement.

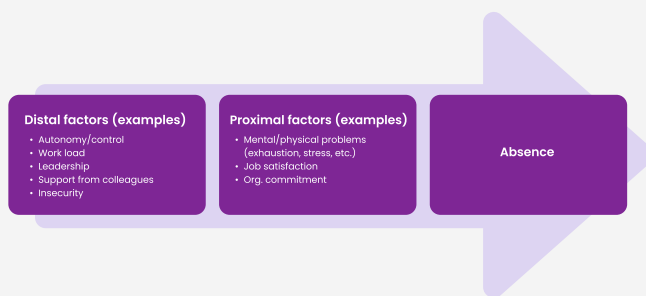


Figure 2

Distal and proximal factors in sickness absence. Proximal factors that are closely associated with long-term sickness absence are symptoms of exhaustion, fatigue, or other psychological problems (e.g. problems sleeping). Employee turnover. When it comes to employee turnover, the research has identified a relatively predictable termination process for each individual who resigns from their job. Note that we are discussing voluntary termination, known as voluntary turnover. Different factors are placed at different stages throughout the process. Distal factors such as the individual's job satisfaction, commitment, satisfaction with leadership, the work situation, alternative job opportunities, etc. constitute an influence on proximal factors: consideration of resigning (turnover intentions) and search behaviours for new job opportunities. It is impossible to say precisely when the distal factors constitute this influence and precisely how strong or weak they need to be for an individual to start thinking about whether to resign.

Let's take pay as an example. Too low pay contributes to increased job dissatisfaction. However, it is primarily the feeling of dissatisfaction that leads to individuals making the decision to resign. Pay affects dissatisfaction, but is only one of many factors that exert this influence on dissatisfaction. Poor pay, for instance, can be offset by good relations with colleagues or the manager. It is therefore worth repeating that the more closely you measure the actual end of the termination process, i.e. the proximal factors, the more accurate the measurement will be.

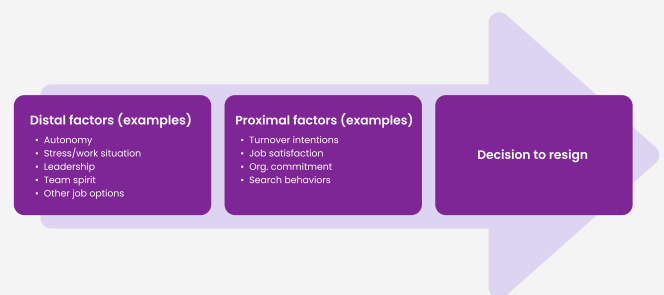


Figure 3

Employee turnover, the individual termination process and the constituent distal and proximal factors (Griffeth et al., 2000).

Contextual factors

Contextual factors may play a role in the predictive ability of various factors for sickness absence (compare, for example, occupations that are physically stressful vs. office occupations), but it is also very difficult to detect them, because you need to have such a large selection of studies. Consequently, only a small number of analyses can be carried out.

- **Occupational status.** Darr & Johns (2008) investigated whether the relationship between work load and sickness absence differed between different types of occupations, sorted by status (workers, lower level professionals, higher level professionals). The hypothesis was that higher status occupations would be associated with a pressure to be present at work despite being ill. They found no such differences.

- **Different occupational domains.** Christensen et al. (2005) investigated the relationship between a number of predictors and sickness absence in various occupational domains: social services, a technology company and a pharmaceutical company. In general, the differences between the occupational domains were weak. In terms of employee turnover, there is evidence that job satisfaction is a stronger factor within the healthcare sector for a person's intention to resign their job compared with other workplaces.
- **Private vs. public sector.** Miraglia & Johns (2016) found no differences in their meta-analysis between the private and public sectors regarding sickness absence.
- **Organization size.** Duijts et al. (2007) found in their meta analysis that larger companies (>100 vs. <10) had a larger proportion of employees with sickness absence lasting more than three days, while Miraglia & Johns (2016) did not find any differences between organizations of varying sizes.
- **Reorganization.** Duijts et al. (2007) found that organizations that were in the midst of a reorganization experienced higher levels of sickness absence.
- **Age.** No effect on sickness absence was found (Darr & Johns, 2008; Duijts et al., 2007). Heavey et al. (2013) found a slight negative correlation between age and employee turnover, with young people leaving their jobs more frequently.
- **Level of education.** A moderate effect was found on general absence. University graduates tend to be absent from work more often (Duijts et al., 2007). There is a weak effect on employee turnover (Griffeth et al., 2000).
- **Marital status.** A weak effect was found on general absence. Married employees tend to be absent from work more often (Duijts et al., 2007).

Demographic factors

Generally speaking, demographic factors are very weak in their predictive abilities compared to psychological and psychosocial factors. The four most common demographic factors are gender, age, level of education, and marital status.

- **Gender.** Darr & Johns investigated whether the relationship between work load and sickness absence differed between men and women. They found no such differences. Nor did Duijts et al. (2007) find any differences between the genders. Griffeth et al. (2000) found gender had no effect on employee turnover, while Heavey et al. (2013) found a slight predominance for women.

Interaction effects – the effect of several factors at the same time

An interaction effect is when two factors interact with a reinforcing effect (in synergy) or inhibitory effect (cancelling each other out) for a particular outcome. It is interesting to consider possible interaction effects, as they can be particularly important for predicting sickness absence and employee turnover. For example, it is well established that the combination of high job demands and low autonomy is the perfect cocktail for creating mental illness and, by extension, sickness absence (Karasek & Theorell, 1990). However, research on interaction effects is an ongoing area. The following are possible interaction effects in relation to sickness absence:

- High job demands and low autonomy/participation
- High job demands and low collegial support or low support from the manager
- Low autonomy or participation and an ongoing reorganization
- Negative life events (e.g. divorce) and job insecurity



Ambassadorship

Corresponding concepts in the research literature

Organizational citizenship behaviors, organizational commitment, organizational ambassadorship, employee ambassadorship, organizational advocacy, loyalty

Definition

Definition: An employee ambassador is a person who publicly advocates for the company, brand or product he or she works with.

Ambassadorship is usually not an individual concept in the research area but has been included in other broader conceptualizations/models having to do with employee engagement.

- **OCB: Organizational Citizenship Behavior.** Measures the individual's participation in the organization by assessing whether the individual is a helpful citizen within the organization and a loyal ambassador outside the organization. In OCB theory, ambassadorship is called loyalty and sometimes loyal boosterism. The results below should be interpreted based on the OCB concept as a whole and not just ambassadorship.
- **Organizational commitment.** Is a conceptualization of the concept of commitment in the form of a willingness to perform above and beyond expected tasks, as well as the employee's ambassadorship. This includes ambassadorship as a sub-dimension, as in the OCB construct. The relationships reported below must be interpreted based on Organizational Commitment as a whole and not just ambassadorship.

Winningtemp's questionnaire on ambassadorship is designed using questions from the established and validated questionnaires that measure OCB and Organizational commitment. After the questionnaire was initially designed, it was sent out to a large number of customers to obtain feedback on the clarity, comprehensibility, and relevance of the questions.

After a first round of feedback, the questions were partially rewritten, feedback was solicited once more, and the final questionnaire was agreed upon.

The relevance of the factor for predicting sickness absence

Ambassadorship, measured as a sub-dimension of Organizational Citizenship Behavior (OCB), seems to have a weak but robust relationship with sickness absence. A meta-analysis by Podsakoff et al. (2009) studied the relationship between OCB and various consequences where the negative relationship with voluntary absence (absenteeism) may be important for sickness absence. Low ambassadorship may therefore be related to sickness absence. However, excessive ambassadorship may also be negative. A study by Brown & Roloff (2015) was able to identify a risk that excessively high OCB in employees (Extra role time organizational citizenship behavior) could lead to burnout as a result of an employee being too committed in their role. However, such an outcome seems to be buffered by the degree of support from the surrounding organization (organizational support) and the degree to which managers, leaders, and the surrounding organization establish and fulfill the employee's expectations (psychological contract fulfillment).

The relevance of the factor for predicting employee turnover

It is important to separate the factors of employee turnover (turnover) and the intention to resign from a job (turnover intentions), as there is a difference between intention and action in people. However, the relationship between intention and action is relatively strong in terms of employee turnover (Rubenstein et al, 2018).

In several meta-analyses, both OCB and organizational commitment are highlighted as factors that have a robust (recurring in most

studies) negative relationship with both turnover intentions and actual turnover. A negative relationship means that higher levels of OCB/organizational commitment result in lower levels of turnover intentions and actual turnover.

A meta-analysis by Heavey et al. (2013) studied the relationship between qualities in a work group (including OCB) and employee turnover. From seven studies, the results showed a weak negative relationship between OCB and turnover. Similarly, Rubenstein et al. (2018) studied the relationship between 57 factors (including organizational commitment and OCB) and voluntary turnover. From a sample of 71,862 participants from 129 studies, the results showed a negative relationship between organizational commitment and voluntary turnover. A meta-analysis by Ozkan et al. (2020) studied the relationship between various factors (including organizational commitment) and turnover intentions.

From 29 studies and a total of 13,502 participants, the results showed a strong negative relationship between organizational commitment and turnover intentions. Podsakoff et al. also conducted a meta-study in 2009, which studied the relationship between OCB and various consequences. From a sample of 26,510 participants and 90 studies, a negative relationship was identified between OCB and turnover intentions. Twelve studies were

analyzed with actual employee turnover as a result, and there too a negative correlation was noted. So-called OCB-O, which refers to behaviors that directly benefit the organization, showed a slightly more negative relationship with both turnover and turnover intentions than OCB-I, which refers to behaviors that directly benefit other individuals.

The factors predictive ability for other outcomes

One of the meta-analyses (Podsakoff et al. 2009) also showed that OCB was positively related to factors at both the individual level and organizational level. At individual level, OCB correlated with managerial ratings of employees' performance, as well as managerial reward allocation. At an organizational level, employee OCB correlated with factors such as productivity, efficiency, reduced costs, and customer satisfaction. OCB at an individual level could also be shown to be positively related to the need to maintain interpersonal relationships and psychological health (Kumar et al. 2016). OCB also seems to be positively related to so-called "on-the-job embeddedness", which can be described as how good a match a person is with the organization in which they work (Lee et al. 2004).





Sustainability

Corresponding concepts in the research literature

Sustainability, environmental sustainability, social sustainability, economic sustainability, triple bottom line, sustainable development, open sustainability, corporate social responsibility (CSR), environmental social governance (ESG), environmental in-role behaviors (EIRB), sustainable leadership.

Definition

Definition: Sustainability involves the long-term safeguarding of human rights, justice, democracy, environmental, and climate impact, as well as economic growth.

Sustainability does not have a clear-cut definition, but is rather a collective term for different types of long-term considerations. Sustainability can mean economic sustainability, ecological, or environmental sustainability, as well as social sustainability. Some researchers define sustainability as the sum of all three types (Ukko et al. 2019). This is not infrequently referred to as the triple bottom line (TBL) concept, as coined by John Elkington (1997). These three aspects are recurring within the concept of sustainability, but may sometimes be referred to in different ways. Organizations engaged in sustainable development therefore need to bear all three aspects in mind at the same time.

- **Social sustainability.** Covers areas such as human rights, gender equality, democracy, and meeting the basic needs of people. Social sustainability also means including all people, regardless of certain differences, such as gender or ethnicity.
- **Environmental or ecological sustainability.** Has a relatively self-explanatory meaning, with the aim being to reduce organizations' environmental and climate impact in all manner of processes. Specifically, it may involve such things as recycling, energy conservation, carbon dioxide emissions, and occupation of land.

- **Economical sustainability.** Refers primarily to achieving long-term economic growth without adversely affecting the social or environmental aspects of society. During work to produce the set of questions about sustainability, our initial starting point was these three aspects. Leif Denti conducted a search for research articles that had developed sets of questions to measure social sustainability, companies' work with ecological sustainability, and companies' work with economic sustainability. These validated questions were used as a basis for the design of Winningtemp's questionnaire on sustainability work. The questionnaire was sent out to a large number of customers to obtain feedback on clarity, comprehensibility, and relevance. Following this feedback, we decided to divide social sustainability into two separate categories: (1) inclusion, equality and justice, and (2) social sustainability. We also added the category knowledge of sustainability based on requests in the feedback.

The relevance of the factor for predicting sickness absence

Overall, there is little research on the relationship between sustainability and sickness absence. Ybema & Van den Bos (2010) in their longitudinal study based on a sample of 1519 employees in the Netherlands were able to show that organizational justice through procedural justice and distributive justice contributed to fewer depressive symptoms in employees. Procedural justice includes how the organization treats and involves its employees and the extent to which the interests of employees are taken into account, such as the right of co-determination. Distributive justice includes the distribution of resources and power. Distributive justice also contributed to lower sickness absence among employees in subsequent years, according to the same study. These types of justice can be linked to social sustainability.

The relevance of the factor for predicting employee turnover

In terms of the relationship between an organization's sustainability and employee turnover, it is possible to examine the phenomenon by studying employees' perceptions of how the organization handles social, ecological, and/or economic sustainability, and then analyzing the relationship to turnover intentions. Corporate Social Responsibility (CSR) can be described as an approach and/or a management tool used by organizations that includes stakeholders' expectations regarding performance in social, ecological and economic sustainability. For example, Wang et al. (2020) show in their study that employees' perception of CSR is negatively related to turnover intentions – the more employees feel that the organization contributes to CSR, the less inclined they are to consider changing employment.

Leadership research can also contribute knowledge about the inclusion aspect of sustainability, and its relationship with employee turnover. Based on a sample of 348 employees from different departments at a supermarket in the USA, it was shown that leadership seems to have significant scope to diminish the relationship between diversity (demographic and possibly duration of employment) and employee turnover through active inclusion (Nishii & Mayer 2009). The results of this study showed, however, that it is important to capture all employees, as those who feel they are outside the so-called in-group (the leader's favorites, those who gain influence and degrees of freedom) tend to contribute even more to employee turnover. Through its focus on inclusion of diversity, this study can contribute to organizations' social sustainability work.

The factor's predictive ability for other outcomes

A study (Spanjol et al. 2015) found that when there is a match between the employees' and the organization's (in the study 94 engineers) environmental attitudes and values, it seems to promote job satisfaction and creativity. According to other meta analyses, job satisfaction is the strongest factor for many other outcomes, such as voluntary turnover and sickness absence, so environmentalism expressed in attitudes and values may have a weak indirect correlation with these types of outcomes. However, the study by Spanjol et al. (2015) is relatively small and of cross-sectional design with a response rate of 11%, and the interpretation of these results should be informed based on this methodological limitation.

A meta-analysis (Wang et al. 2020) found results that show that employees' perception of the organization's corporate social responsibility (CSR) is positively related to positive attitudes and behaviors among employees. The study examined positive attitudes such as 1) perceived organizational support, 2) organizational identification, 3) organizational trust, 4) organizational commitment, 5) organizational justice, 6) work engagement, and 7) job satisfaction. The behaviors examined were 1) job performance, 2) OCB, and 3) creativity.



Self-leadership

Corresponding concepts in the research literature

Self-leadership, personal initiative

Definition

Definition: Self-leadership is process of mental strategies that direct the individual to specific behaviors and aims to increase value for an organization and enhance individual performance and well-being. To design this questionnaire, questions from three different conceptualizations of self-leadership in the research literature were used: (1) Self-leadership, (2) personal initiative, and (3) voice.

Self leadership.

Definition: Self-leadership is process of mental strategies that direct the individual to specific behaviors and aims to increase value for an organization and enhance individual performance and well-being (Houghton et al. 2012).

Self-leadership is divided by Houghton et al. (2012) into three primary sub-dimensions. 1) "behaviour-focused strategies", 2) "natural reward strategies", and 3) "constructive thought pattern strategies". Behavior-focused strategies aim to control behaviors and promote behaviors that relate to necessary but perhaps not always so appealing tasks. Natural reward strategies involve the individual creating a situation that makes the task itself more attractive and motivating, either by adding positive aspects to the task itself, or by changing as a person's perception by focusing their attention on the positive rather than the negative aspects of the task. Constructive thought strategies are designed to facilitate the formation of positive and productive thought patterns and habit of mind that can affect an individual's performance. These strategies include the use of positive mental images, and identifying and replacing negative assumptions.

Personal initiative.

Definition: Personal initiative is a behavior syndrome which means that an individual with a self-starting attitude to work is proactive, going beyond what is formally required in a certain situation (Frese et al. 1997).

A closely related concept to Self-leadership is the concept of Personal Initiative, which is divided by Frese & Fay (2001) into the following aspects: (1) Self-starting, (2) Proactive, and (3) Persisting. Self-starting means that you take on a task on your own initiative, without having been asked or told to, or being given an explicit instruction. Proactivity means having a long-term focus on being able to identify future opportunities and problems so that you can act before the problem becomes too great or the opportunity is missed. Persistence means perseverance and is necessary for the person taking the initiative to be able to overcome various obstacles such as, for example, technical barriers and other people's resistance and inertia.

Voice.

Definition: Voice is a proactive type of citizenship that constructively challenges the status quo to improve the organization's performance (Van Dyne & LePine, 1998).

Voice was chosen as a complement to self-leadership and personal initiative due to its focus on initiatives that challenge established routines and working methods in an organization. Voice is about communicating opinions and views, even though others may think differently, or making others aware of their own ideas and proposals for change.

Winningtemp's questionnaire on self-leadership has been designed using questions from the established and validated questionnaires that measure (1) Self-leadership, (2) Personal initiative, and (3) Voice. After the questionnaire was initially designed, it was sent out to a large number of customers to obtain feedback on the clarity, comprehensibility, and relevance of the questions. After a first round of feedback, the questions were partially rewritten, feedback was solicited once more, and the final questionnaire was agreed upon.

The relevance of the factor for predicting sickness absence

For the most part there is a lack of research on the relationship between self-leadership and sickness absence, but Maykrantz & Houghton (2020), in a cross-sectional study involving 643 students in the USA, found a relationship between self-leadership and stress, with coping skills as a moderating effect. The higher the degree of self-leadership and coping strategies, the lower the perceived stress. In addition to self-leadership, personal initiative appears to be important for employee well-being (Taris & Wielenga-Meijer, 2010). Personal initiative was associated with lower levels of emotional exhaustion and stronger learning motivation.

The relevance of the factor for predicting employee turnover

Kagan et al. (2021) investigated how the work environment and personal initiative of nurses could predict job satisfaction, which in turn can increase productivity and reduce absenteeism and employee turnover. This was done with the help of a cross-sectional study and a sample that consisted of 1040 nurses in Israel. Their results showed that high personal initiative together with a positive perception of one's work environment was positively related to job satisfaction and thus was presumed to contribute to reduced employee turnover.

The factor's predictive ability for other outcomes

A meta-analysis by Knotts et al. (2021) examined the relationship between self-leadership and various individual outcomes (57 studies, 16,493 observations). The results showed several relationships. There was a strong relationship to creativity/ innovation and medium-strong relationships to job performance (task performance), job satisfaction, and work engagement. The model presented in the meta-

analysis explains that the relationship between self-leadership and outcomes is serial mediation of motivational mechanisms of self-efficacy and attitudes of job satisfaction, and work engagement.

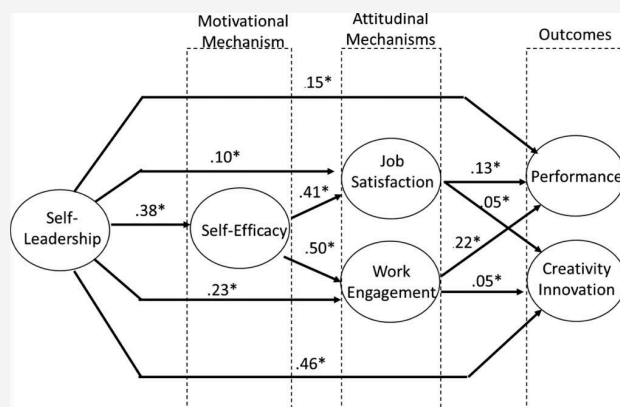


Figure 4

Knotts et al. 2021. Mediation analysis of the distal factor of self-leadership, mediated by self-efficacy (the individual's self-perception of their own abilities), and job satisfaction and engagement, on the outcome variables job performance and creativity/innovation. The numbers along the arrows are parameter estimates (similar to standardized regression coefficients). They are interpreted as follows: +1 and -1 are the strongest possible correlations (positive and negative); 0 means no correlation. All correlations are statistically significant.

Knotts et al. (2021), in a cross-sectional study involving 258 respondents in the USA, have also found a positive relationship between self-leadership and work engagement, where individuals with a higher level of self-leadership become more involved in their work. In addition to the direct relationship between self-leadership and work engagement, an indirect relationship was also investigated, where affective and normative commitment acted as mediating factors to the positive relationship. "Affective commitment" occurs when individuals like and feel an emotional connection to their organization, while "normative commitment" occurs when people feel that they are somehow obliged to stay in the organization.



Trust

Corresponding concepts in the research literature

Trust, trustfulness

Definition

Definition: Trust is a mutual interpersonal psychological state based on positive expectations of the other's intentions and behaviors and includes mutual benevolence, integrity, predictability, openness and competence.

A number of conceptualizations have been developed over the years, which testifies to the fact that the concept of trust has been difficult to define (Dienz & Den Hartog, 2006). Trust can be described as a psychological state that includes the intention to accept vulnerability (for example, relinquish power and influence) based on positive expectations of others' intentions or behavior. Based on these contexts, trust is explained as something interpersonal, as well as something that can be experienced between people and organizations. In summary, the definitions of trust have revolved around the concepts below, which can be viewed as sub-dimensions in the concept of trust:

- **Benevolence.** Reflects benign motives and a personal degree of kindness to the other party and a genuine concern for their welfare (Robinson, 1996).
- **Integrity.** Involves following a set of principles that are acceptable to the other party, which include honesty, transparency, fair treatment, and avoidance of hypocrisy (Clark & Payne, 1997).
- **Competence.** Refers to the perception of the other party's ability to fulfill their obligations (Clark & Payne, 1997).
- **Predictability.** Relates specifically to the consistency and regularity of behaviors (and as such differs from competence or integrity) (Tzafir & Dolan, 2004).

- **Openness.** The willingness to listen to different opinions, engage in dialogue and reconcile perspectives (Clark & Payne, 1997).

Winningtemp's questionnaire on trust is designed using questions from established and validated questionnaires that measure the facets described above. Three questions were designed to measure the overall level of trust in the organization. After the questionnaire was initially designed, it was sent out to a large number of customers to obtain feedback on the clarity, comprehensibility, and relevance of the questions. After a first round of feedback, the questions were partially rewritten, feedback was solicited once more, and the final questionnaire was agreed upon.

The relevance of the factor for predicting sickness absence

Martinez-Tur et al. (2020) examined the reciprocity of trust between managers (95) and employees (754) in Spain. The results of the study indicate that managers' trust in employees leads in turn to perceived trust on the part of the employees. This mutual trust not only leads to higher work engagement, but also seems to be a cause of less burnout among employees, according to the study.



The relevance of the factor for predicting employee turnover

Trust in the immediate manager or trust in the organization's CEO/management appears to have different significance for potential turnover intentions. A study by Costigan et al. (2011) examined 320 "low- to mid-level employees" in Russia, Poland and the USA. Although trust in both the manager and management has a negative correlation with turnover intentions, employees seem to value trust in the organization's CEO/ management higher than in the immediate manager/leader. Lack of trust in senior management could have more negative consequences for employees, as it predicts a bad future for the company and thus their sense of personal security. To provide feedback on social sustainability and justice, Hopkins & Weathington (2006) found in their study of 184 American employees who had recently experienced downsizing that trust mediated the relationship between procedural justice and turnover intentions.

Purba et al. (2016) conducted a cross-sectional study of 471 respondents in Jakarta, within an international restaurant chain. It was possible for the researchers to identify a relationship between trust in the manager and turnover intentions. The explanation is that an employee would be reluctant to sacrifice their sense of belonging, comfort, and their relationships that have been developed in the organization based on trust. Despite possible cultural differences, the finding may provide further understanding of the function of trust.

Also in leadership research, more specifically in the area of LMX (Leader-Member Exchange Theory), a meta-analysis has shown that a trusting work relationship between employees and managers is related to employee turnover intentions (8 studies, 1074 participants; Gerstner & Day, 1997), but the same meta-analysis found no significant relationship with actual turnover (7 studies, 856 participants).

The factor's predictive ability for other outcomes

In addition to the finding regarding employee turnover, Hopkins & Weathington (2006) also found that trust partly mediated the relationship between distributive justice and both organizational satisfaction and affective commitment. In leadership research, a meta-analysis has shown that trusting work relationships between employees and their managers (LMX) are positively associated with work performance (task performance; 146 studies), organizational citizenship behaviors (OCB; 97 studies), and negatively related to counterproductive behaviors in employees (19 studies). The meta-analysis was conducted by Martin et al., 2016. It should be noted that the results of 20 studies found that trusting work relationships were positively related to objective performance measures of employees' performance. Martin et al. (2016) highlights in its meta-analysis that it was precisely the trust between employees and the manager that was a strong factor in producing these results. Other relationships that were highlighted as an effect of trusting work relationships between managers and employees were motivation, empowerment, and job satisfaction.



Ability to innovate

Corresponding concepts in the research literature

Innovation, innovation propensity, innovation readiness, dynamic capabilities, organizational creativity

Definition

The most commonly used definition of innovation is the OECD's, 2005:

Definition: Innovation is the ability to develop or improve new products (goods/services) that are relevant to a market, but also the ability to change internal processes and organization (process and organizational innovation).

The following literature was used in the design of Winningtemp's questionnaire to measure innovation: Ford, 1996; Denti, 2013; Mumford, 2012; Nählinder & Fogelberg Eriksson, 2017; SOU 2013:40; Tidd & Bessant, 2009; Woodman et al., 1993. These are literature compilations that present models of factors that affect the ability to innovate. To delimit the area, the organizational level was selected, which is about availability of resources, the degree of systematic approach and structure, and the organizational culture. This is often distinguished from the group level (cooperation, leadership, team climate, etc.) and the individual level (motivation, cognitive skills, etc.). At the organizational level, there are three major groups of factors. These are:

- **Structure.** The way you organize the innovation work. Relevant innovation processes or working methods. The degree of formalization and centralization, as well as the organization's vision and strategy.
- **Culture.** The social rule book that determines which behaviors of managers and employees should be promoted. The attitude to change, development, curiosity and exploration, but also uncertainty, risk-taking and failures.

- **Availability of resources.** Access to time, financing, skills, etc.

After the questionnaire was initially designed using the sub-dimensions of structure, culture, and availability of resources, it was sent out to a large number of customers to obtain feedback on the clarity, comprehensibility, and relevance of the questions. After a first round of feedback, the questions were partially rewritten, feedback was solicited once more, and the final questionnaire was agreed upon.

The relevance of the factor for predicting sickness absence

In terms of the relationship between ability to innovate and the concept's relevance for predicting sickness absence, Dackert (2010) conducted a cross-sectional study of 329 Swedish auxiliary nurses in elderly care and was able to contribute a result that indicated that a better team climate that supports innovation is positively related to well-being and negatively related to stress.

The relevance of the factor for predicting employee turnover

A cross-sectional study (Demircioglu & Berman, 2019) examined the relationship between organizations' culture of innovation and employees' turnover intentions. There was a total of 71,195 respondents from the Australian public sector. It found that an innovation-friendly culture is negatively associated with turnover intentions. The authors wrote in their recommendations that decision-makers should reduce obstacles and barriers to innovation and encourage activities and methods that make work more interesting and thus promote a stronger culture of innovation.

In another cross-sectional study of 746 employees at a large pharmaceutical distributor, De Clercq &

Belausteguigoitia (2017) observed trends where a higher level of innovation propensity among employees seems to be good for individuals with ambiguous roles not wanting to leave. This can be explained by the fact that employees who are not given scope to pursue their innovation propensity become less capable or motivated to find new ways of dealing with ambiguous roles and thus more dissatisfied, expressed in the form of turnover intentions.

The factors predictive ability for other outcomes

Demircioglu & Berman (2019) also found that job satisfaction, affective commitment, and positive group behaviors are positively related to innovation. In a longitudinal study by Rampa & Agogu   (2021), observations and interviews captured several effects of an educational effort that aimed to provide training for innovation, at an individual, collective, and organizational level. The study was conducted at a research institute within a large Canadian energy company for 18 months. There, 128 hours of training were observed and 70 semi-structured interviews were conducted with 40 researchers who belonged to different groups.

Data collection was performed over four phases, spread over two years. On an individual level, it could be observed that the training led to more creative skills, encouraged a new openness to original thoughts/ ideas, and increased intrinsic motivation to engage in innovation (desire to innovate). At a group level, the effects of socialization, knowledge transfer between areas of expertise, and idea generation were observed, which took place both informally and formally and lasted over time. At an organizational level, it was observed that the main effects of training in innovation and creativity were to shape a common language between different groups and departments that enabled collaboration, and that the agenda for innovation work was legitimized. Taken together, these factors contributed to an increased innovation capacity and thus also the organization's ability to meet challenges (organizational resilience).



About Leif Denti

Leif Denti researches leadership, creativity and organizational innovation as a post-doc at the Department of Psychology at the University of Gothenburg.

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