

WHITE PAPER

The Research behind Winningtemp's latest questions





Background

In the spring of 2023, Winningtemp developed based on customer needs and suggestions as well as organizational development aspects after the pandemic.

These are:

- Psychological Safety
- Cross-functional Collaboration
- Person-job fit
- Transparency
- Subjective Well-being

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 various types of outcomes including employee turnover, sick leave, performance, commitment, job satisfaction, customer satisfaction. Employee turnover and sickness being major cost drivers for organizations. The outcomes predicted by the five new factors are 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 psychological safety).

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 (**Psychological Safety, Transparency, Person – Job fit, Cross-functional collaboration and Subjective Well-being**) 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. These searches were conducted using the combination "Winningtemp factor" (e.g. Psychological Safety) + "Outcomes" + "Meta Analysis". 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 & Litwiller 2015 (106 studies); Podsakoff et al. 2009 (206 samples); Shvets 2018 (109 studies); Spector 1986 (88 studies); Nei, Snyder & Litwiller 2015 (106 studies).

The following meta-analyses are relevant to the other factors:

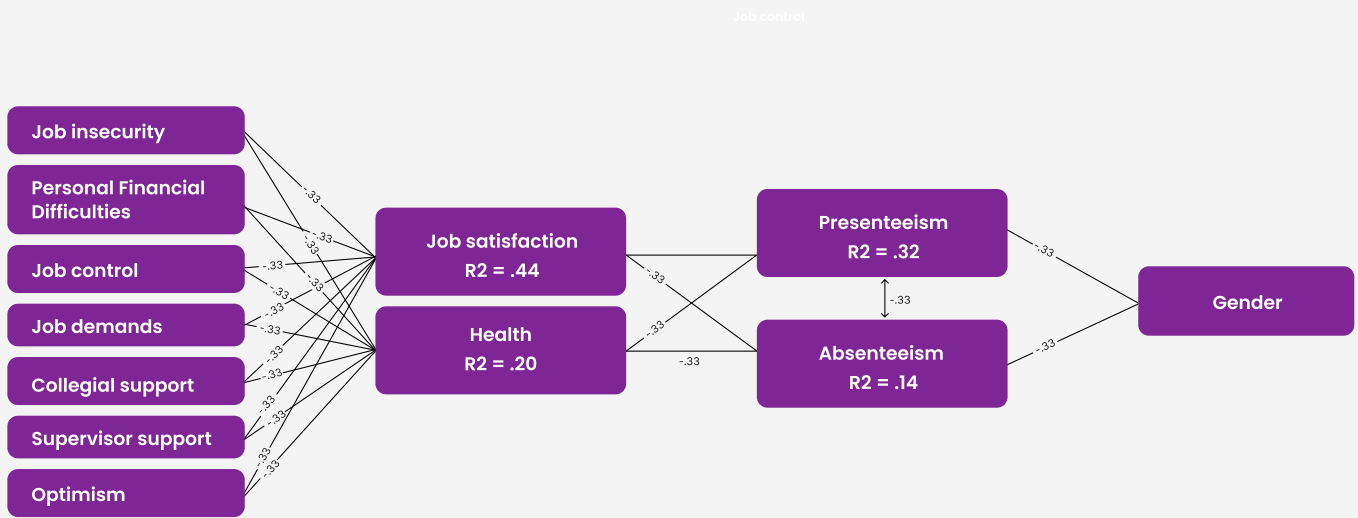
Chang, Johnson & Yang (29 studies, examining the link between work situation and participation); Christian & Slaughter 2007 (number of studies not declared, examining the link between commitment and health, organizational commitment); Cohen-Charash et al. 2001 (190 studies, examining the link between 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).

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.



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. 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.

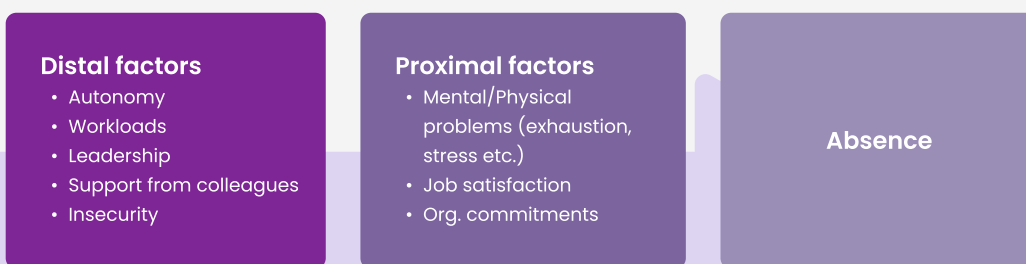


Figure 2. Distal and proximal factors in sickness absence.

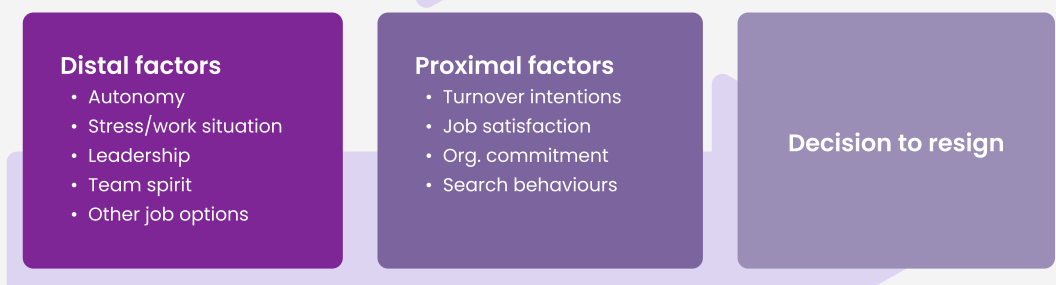
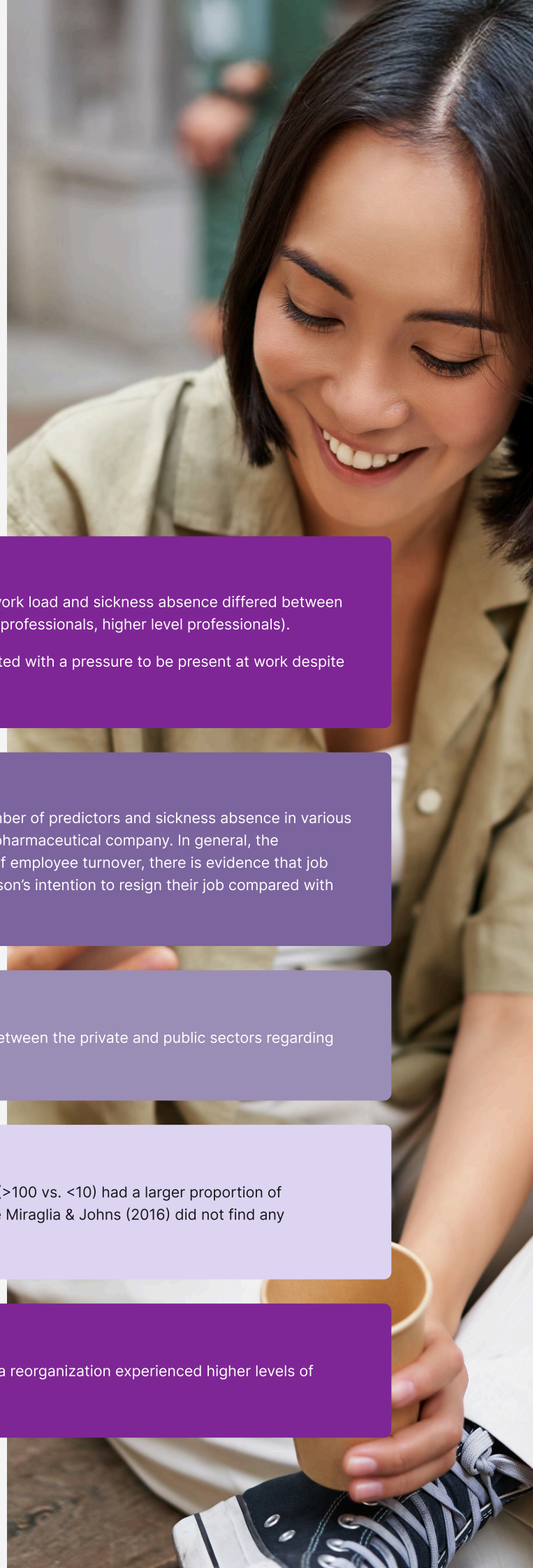


Figure 3. Employee turnover, the individual termination process and the constituent distal and proximal factors.

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 metaanalysis 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.

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.

Age

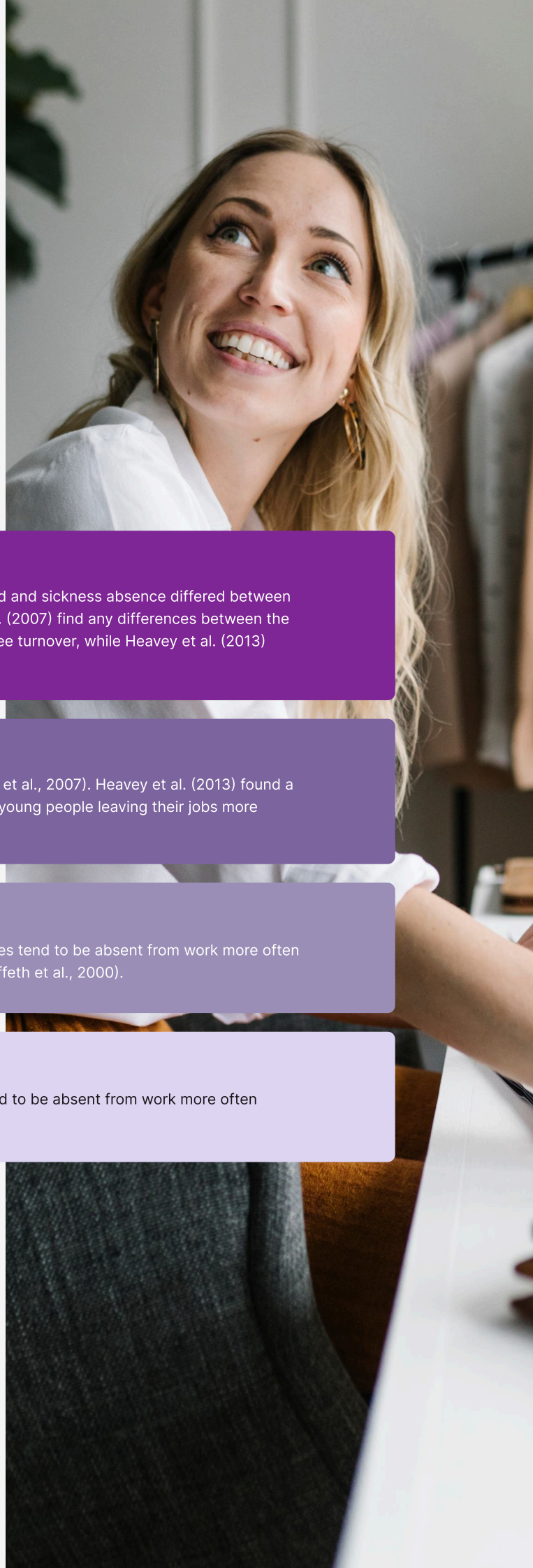
No effect on sickness absence was found (Darr & Johns, 2008; Duijts et al., 2007). Heavey et al. (2013) found a slight negative correlation between age and employee turnover, with young people leaving their jobs more frequently.

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).



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



Psychological safety

Definition

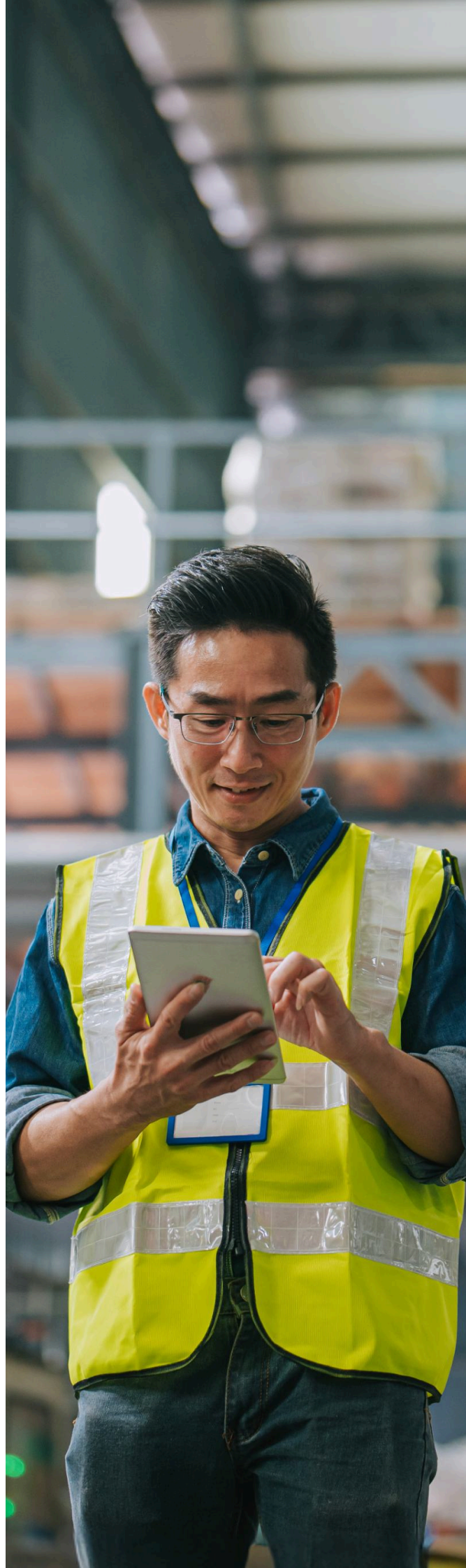
Psychological safety (PS) can be described as "individuals' perceptions of the consequences of interpersonal risks in their work environment" (Edmondson et al., 2004).

Psychological safety thus reflects individuals' perceptions of how others react when exposing themselves / making themselves vulnerable by, for example, asking a question, seeking feedback, reporting mistakes or proposing a new idea. Psychological safety promotes the willingness to contribute ideas and actions to a shared/common enterprise (Frazier et al., 2016).

The research basis for Winningtemp's questionnaire on psychological security is based on a question scale developed by Amy Edmondson in 1999. The model of team learning is tested in a multimethod field study. It introduces the construct of team psychological safety - a shared belief held by members of a team that the team is safe for interpersonal risk taking - and models the effects of team psychological safety and team efficacy together on learning and performance in organizational work teams (Edmondson, 1999).

Much work in today's organizations is accomplished collaboratively—involving sharing information and ideas, integrating perspectives, and coordinating tasks. Teams provide a structural mechanism through which this collaboration often occurs. A defining characteristic of teams is the need for different individuals to work together to achieve a shared outcome (Hackman, 1987). Both the research literature and anecdotal experiences of people who have worked on teams suggest that working interdependently with others is not always easy. Put simply, some teams work – members collaborate well – and others don't (Hackman, 1990).

What allows people to openly share ideas and contribute a part of themselves to a collaborative undertaking? Trust is the unifying theme, a critical input to this interpersonal climate, as is mutual respect. Such a climate, referred to as psychological safety, enables the willing contribution of oneself – of one's ideas and actions – to collective work.



Psychological safety and Trust

The concepts of psychological safety and trust have much in common; they both describe psychological states involving perceptions of risk or vulnerability, as well as making choices to minimize negative consequences, and, both have potential positive consequences for work groups and organizations. It is however important to differentiate between the understanding of these concepts in the organizational context.

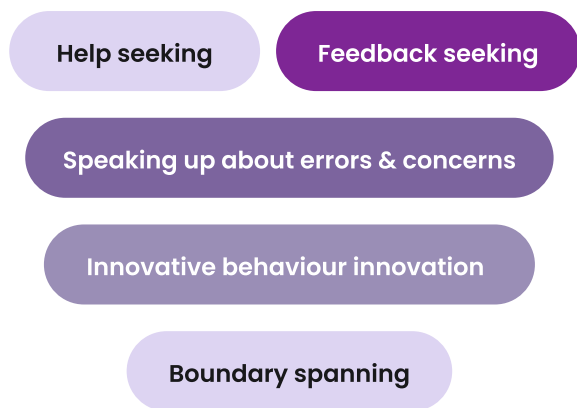
Psychological safety describes individuals' perceptions about the consequences of interpersonal risks in their work environment. It consists of taken-for-granted beliefs about how others will respond when one puts oneself on the line, such as by asking a question, seeking feedback, reporting a mistake, or proposing a new idea (Edmondson, 2003). Simply put, psychological safety is the extent to which one believes that others will give them the benefit of doubt when taking risks.

Trust is "the willingness of a party to be vulnerable to the actions of another party, based on the expectation that the other will perform a particular action important to the truster, irrespective of the ability to monitor or control the other party (Mayer, et al., 1995). In other words, it gives the other person the benefit of the doubt. According to research, five factors that may increase the chances of intact work groups having psychological safety are presented below (Edmondson, 2003)

- The actions of team leaders—including being accessible, inviting input and modelling openness — **promote team psychological safety**
- Trust and respect in horizontal group relationships promote team psychological safety
- The use of "practice fields" promotes team psychological safety. "Practice fields," a term introduced by Senge (1990), describes forums deliberately set up to practice rather than take action and to reflect upon the results
- A supportive organizational context promotes team psychological safety
- Team psychological safety is influenced by informal dynamics in the team?

Consequences of psychological safety

In particular, psychological safety is likely to affect behaviors related to learning and improvement (Edmondson, 1999a; 1999b). Below are five specific learning-oriented behaviors that may be enabled by team psychological safety.



Winningtemp's questionnaire on psychological safety is designed using questions from established and validated questionnaires that measure the facets described above. The 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 health related effects

Newman et al. (2017) presented a conceptual framework to highlight the mechanisms by which psychological safety develops and influences work outcomes. Supportive job resources engender a climate of psychological safety, conferring protection from resource loss, which in turn is associated with negative individual outcomes such as stress and strain, as well as undesirable team outcomes such as conflict (the health impairment pathway). A climate of psychological safety also appears to distinguish high performing teams from their counterparts, as members in such teams are motivated to invest resources (e.g., through communication and knowledge sharing), which in turn leads to positive work outcomes such as learning, innovation, and performance at the individual- and team-level (the motivational pathway).

In another study by Edmondson & Mogelof (2005) several personality traits related to learning, risk taking, and self-expression have been posited to impact psychological safety. For instance, a trait commonly associated with psychological safety is proactive personality, which reflects a stable disposition toward engaging in proactive behaviors, largely unaffected by situational forces. Of the Big Five personality constructs (Costa & McCrae, 1992), two have been theoretically linked to psychological safety: emotional stability and openness to experience.

Emotionally stable individuals are more likely to perceive a psychologically safe environment because they tend to be calm, relaxed, and secure as opposed to anxious, hostile, and vulnerable to stress.

The relevance of the factor for predicting employee turnover

Groh et.al (2019) conducted a cross-sectional study using a multiple linear regression model is tested in which voluntary turnover intention is predicted by psychological safety alongside eleven strategically selected and already well-established predictors of turnover. This study is based on a sample of 223 workers from Denmark and Sweden. The multiple regression analysis shows that psychological safety is a significant, as well as sizeable, predictor of turnover intention alongside several of the other predictors. Specifically, psychological safety is compared to the **already established predictors** of job satisfaction, employee engagement, organizational fit, organizational climate, transformational leadership, organizational commitment, job embeddedness, opportunities, stress and exhaustion, job search, and job security.

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1. LEADERSHIP

Leadership includes an employee's perception of how their team, organisation, and personal career are being managed. Small things – such as regular one-to-ones hosted via the Winningtemp platform – can have a significant impact on the wellbeing of an entire organisation.



2. AUTONOMY

Autonomy is an employee's ability to act with control, choice, and freedom. It means employees can control key aspects of their work, such as how they use their time, and allows them the freedom to choose how they perform their day-to-day tasks.



3. PERSONAL DEVELOPMENT

Personal development means the number of opportunities open to an employee to develop in work-related knowledge, skills, and abilities, as well as personal effectiveness, teamwork, and leadership. It can also include non-work related activities, such as achieving work-life balance, productivity, and stress management.



4. MEANINGFULNESS

Meaningfulness refers to an employee's sense of purpose, including how connected they feel to their work and motivated to do their best for the organisation. Through strong leadership, a company can create a solid foundation of personal development, trust, team spirit, participation, and meaning.



5. PARTICIPATION

Participation includes how invested employees are in the running of the organisation, to what extent they serve as brand ambassadors, and their involvement in decision-making processes.



6. WORK SITUATION

Work Situation refers to what work employees are undertaking, including the nature of tasks, their psychological and physical requirements, how they are being rewarded, the extent of their workload, and how fairly workloads are distributed. Negative factors, such as work-related stress, must be considered too.



7. JOB SATISFACTION

Job satisfaction covers an employee's feelings about their work, as well their attitudes towards their employer. Utilising systems, for example, whereby an employee can feel appreciated for their work by giving public praise about someone else's achievements, is a good way of raising job satisfaction levels.



8. COMMITMENT

Commitment refers to how dedicated employees feel towards their work, and the extent to which they will strive to help the company achieve its goals. Employees who are not engaged will be less loyal to their employers, more prone to absenteeism, and less committed.



9. TEAM SPIRIT

Team Spirit refers to the energy produced when a team works together. It involves feelings of pride, belonging, dedication, gratitude, and the willingness to go the extra mile to support the team and the wider organisation.

The factor's predictive ability for other outcomes

Frazier et.al (2016) aggregated theoretical and empirical works, and drew on 136 independent samples representing over 22,000 individuals and nearly 5,000 groups, to conduct a comprehensive meta-analysis on the antecedents and outcomes of psychological safety. They examined the extent to which psychological safety influences both task performance and organizational citizenship behaviors over and beyond related concepts such as positive leader relations and work engagement.

They demonstrated that psychological safety impacts important organizational outcomes such as performance gains, increased learning, engagement, information sharing, improved satisfaction and commitment. Their results show that there are personality traits that are positively related to psychological safety. Hence, organizations may find value in selecting applicants that are predisposed to either create or perceive a work environment safe for personal risk taking. In particular, organizations can benefit from investing in employees that are proactive, as they are more likely to feel psychologically safe and engaged in their work.

Another meta-analysis by Newman et al. (2017) found that psychological safety leads to stronger learning behavior, improved communication outcomes, better employee attitudes, and even employees engaging in more “work arounds”, or procedures to overcome roadblocks and enhancing workflow.stress.

Psychological safety is also strongly related to better company performance, measured by return on assets and goal achievements. Psychological safety also positively affects perceptions of organizational support, access to mentoring, and diversity practices.





Transparency

Definition

Transparency is the extent to which the inner workings of the organization are made available to the members of the organization. This includes sharing information about finances, governance, operations and culture from management.

It is measured by degree of being **direct, easy to understand, honest, reliable and useful**. The goal of transparency is to create a more open and accountable organization.

The research basis for the question scale on transparency:

The questions are taken from Klimchak et al. (2020). The "disclosure of relevant information" was measured using a four-item scale that asked participants to what extent they received adequate information on specific topics. The questions used are based upon "important new developments at the company", "customers' perceptions of the value of the company's products and services", "challenges currently facing the company", and "mistakes made at the company". The scale was based on Smidts et al. (2001) measures of organizational information adequacy.

Further questions are based on "information quality" question scale from the same study, to address perceptions of clarity and accuracy. Participants were asked to indicate the extent to which they agreed that the information they receive from the company is direct, easy to understand, honest, reliable and useful.

The purpose of the study by Klimchak et al. (2020) was to explore factors that help to determine employee trust in and affective commitment toward the organization. They found organizational signals of trustworthiness led to affective commitment through increased levels of employee trust. Employees and supervisors who perceived HR professionals to be competent, who felt organizational information distributions were of high quality and who felt the organization disclosed relevant information exhibited higher levels of trust in the organization. Employees showed higher affective commitment when they trusted the organization. Supervisor trust directly impacted subordinate affective commitment as well.



One of the identified challenges in developing trust in organizations is the information asymmetry inherent in the employment relationship. Organizational executives typically possess information about the organization that is unavailable to rank and file employees, as well as lower level leaders. Information asymmetry occurs when one party has private information that another party would find useful for decision-making. According to signaling theory, when information asymmetry occurs between stakeholders, signals can be used to reduce uncertainty by conveying important perceptions of quality (Spence, 1973; Stiglitz, 2002). Signaling theory was originally developed to address the uncertainty of information asymmetry for individuals on both sides of the job market – applicants and potential employers (Spence, 1973).

Empirical evidence supports the notion that informational justice – the quality of communication regarding decisions affecting employees (Colquitt, 2001; Greenberg, 1993)– impacts trust in leaders (e.g. Colquitt et al., 2001; Frazier et al., 2010); yet little attention has been given to how and whether this trust might extend to the organization.

According to the model by Schnackenberg and Tomlinson (2016), organizational transparency can be broken down into three characteristics as follows; disclosure, clarity and accuracy. Each transparency characteristic is proposed to impact the characteristics of trustworthiness (benevolence, integrity and ability) in a unique way, producing a mediated, positive relationship between transparency and trust. The contribution of the study by Klimchak et al. (2020) is manifold – the study explored employee perceptions of organizational communication factors that might lead to trust in and affective commitment toward the organization. It used signaling theory to investigate whether the costs of trustworthiness signals can be repaid through employee affective commitment, and they integrated the informational justice and organizational transparency literatures to identify organizational factors that might send such signals.

Results showed that employee perceptions of trust are higher when they perceive greater information disclosure and quality from the organization, as well as greater HR competence.

They argue that these factors signal that the organization is worthy of the employees' trust.

Employees who trusted the organization were more likely to be affectively committed to it – as were those whose managers showed higher levels of organizational trust. Taken together, the results of the study highlight the importance of organizational trustworthiness signals – from organization-level communication (regarding both the message itself and the competence of the messenger), as well as from managers.

These findings help to extend signaling theory from the attraction of employees to their retention, and they help researchers and practitioners alike to understand the organizational trust-building process.

Winningtemp's questionnaire on transparency is designed using questions from established and validated questionnaires that measure the facets described above. The questions were designed to measure the extent to which employees received adequate information on specific topics.

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 health related effects

The study by Klimchak et al. (2019) collected data using surveys administered to employees of a company located in the southeastern United States. The final sample included 391 matched supervisor–subordinate dyads. The relationship between organizational commitment and quality of work life has been well supported (e.g. Bala et al., 2019; Huang et al., 2007; Zhao et al., 2013). Research also suggested that higher levels of affective commitment help to alleviate the effects of work stressors on psychological well-being (Ogbonnaya, 2019; Rivkin et al., 2015). This suggests that organizational investments in trustworthiness signals may indirectly improve employee work life quality and psychological well-being, thereby contributing to a psychologically healthier workforce.

The relevance of the factor for predicting employee turnover

Affective commitment reflects an employee's emotional attachment to the organization (Allen and Meyer, 1990). Individuals high in affective commitment identify with the organization and have a desire to stay with it– not necessarily because they must but because they want to do so (Li et al., 2016). Employees who are affectively committed to the organization tend to exert greater efforts to help ensure its success. Research suggests a variety of positive workplace outcomes from affective commitment, such as increased organizational citizenship behavior and employee performance and decreased withdrawal and turnover intentions (Carmeli and Gefen, 2005; Iverson and Buttigieg, 1999; Jaros, 1997; Mayer and Schoorman, 1992; Meyer et al., 1993; Shore and Wayne, 1993). Hofmann et al. (2020) studied information transparency and its effect on job satisfaction and turnover intentions of the professoriate.

Based on the answers of over 1600 professors, transparency and job satisfaction was positively related, and a negative relationship was found between transparency and intent to leave. This effect was mediated by job satisfaction, such that, lower levels of transparency lowered participants' job satisfaction, which in turn is strongly correlated with turnover intentions.

The factor's predictive ability for other outcomes

An outcome of transparency is employee affective commitment – identification with, attachment to and involvement in an organization (Meyer and Allen, 1991). Affective commitment has been found to influence a wide array of desirable workplace outcomes, such as increased organizational citizenship behavior, altruism, performance and intentions to continue in the organization (e.g. Iverson and Buttigieg, 1999; Jaros, 1997; Mayer and Schoorman, 1992; Meyer et al., 2002; Shore and Wayne, 1993; Siders et al., 2001).

Smidts et al. (2000) study on "The impact of employee communication and perceived external prestige on organizational identification" suggests that the importance of how an organization communicates internally is even more vital than the question what is being communicated. This implies that communication aspects that are usually considered to be rather 'soft', such as openness, trust and having a say in the organization, are indeed both relevant and 'hard' factors when it comes to organizational identification. On the presumption that identification affects the performance of employees and thus also business performance, an attractive communication climate could prove to contribute significantly to the (long-term) success of the organization.

Managers should therefore pay serious attention to the communication climate in their organization by providing their employees the opportunity to speak out, get involved, be listened to and participate actively. The communication climate can even be seen as an equity that requires investments such as one might, for example, invest in a (corporate) brand. Improving the communication climate therefore demands a continuous and long-term management commitment.



Person – Job fit

Definition

Person-job fit is the degree to which a person's knowledge, skills, abilities, needs and values match job requirements (Brkich et al., 2002). It is a form of organizational psychology that states that an individual's personality traits will reveal insight into their adaptability within an organization. By matching the right individual characteristics with the right job, companies can achieve a better synergy and avoid pitfalls such as high turnover and low job satisfaction.

Employees are more likely to stay committed to organizations if the fit is good. Person-job fit is the congruence between individuals and their job. Within the domain of vocational psychology, it is argued that the best person to gauge the extent of congruence is the individual employee (Hood & Johnson, 1991). Tests and inventories, such as the person-job fit scale, can help individuals make informed career decisions (Campbell, 1990; Hood & Johnson, 1991). The study by Brkich et al. (2002) showed that person-job fit was correlated with empowerment, job satisfaction, and organizational commitment in order to demonstrate validity.

Empowerment: Four cognitions that define empowerment are meaning, competence, self-determination, and impact. Meaning is the fit between the requirements of a work role and a person's beliefs, values, and behaviours (Spreitzer, 1996). It is a judgement about the fit between the work goal or purpose and the individual's own ideals or standards (Spreitzer, 1995). Thus, conceptually meaning is very similar to the notion of person-job fit. On the other hand, there is little conceptual overlap between person-job fit and the remaining three dimensions of empowerment. Of the four subscales of Empowerment, the person-job fit scale correlated as most strongly with meaning and less strongly with self-determination, impact, and competence.

Job Satisfaction: An important determinant of job satisfaction is person-job fit (Arvey, et al., 1991). The assumption is that people who fit their jobs – that is, experience a high level of congruence between their knowledge, skills, and abilities and the demands of the

job – will be highly satisfied. Job satisfaction is generally described as a positive emotional state reflecting an affective response to the job (Spector, 1997). Edwards (1991) reported that the vast majority of research on person-job fit to date has, with few exceptions, found that fit indices are positively related to job satisfaction. Five facets of job satisfaction have been studied: (a) work on present job, that is, satisfaction with the work itself; (b) present pay; (c) opportunities for promotion; (d) supervision; and (e) coworkers.

Work on present job is directly related to the match between an individual's KSAs (knowledge, skills, abilities, otherwise known as competence) and those of the job because it assesses the extent the individual is satisfied with his or her accomplishments at work and the extent the job is intrinsically challenging (Balzer et al., 1997), both of which are related to person-job fit. Work on present job is the best predictor of general job satisfaction (Ironson, et al., 1989). Person-job fit correlated most strongly with the job satisfaction facet of work on present job and weak to moderately with satisfaction with pay, opportunity for promotion, supervision and co-workers.

Organizational commitment: Recently person-job fit has been considered as a factor in the development of commitment (Meyer, 1997). Their multidimensional model of commitment proposes that organizational commitment can be defined by three constructs:

- **affective commitment**, the employee's emotional attachment, identification and involvement in the organization – the employee wants to continue working for the organization.
- **continuance commitment**, the employee stays in the organization because he/she needs to do so.
- **normative commitment**, the feeling of obligation and sense of duty to continue employment – the employee remains in the organization and behaves in certain ways because the employee feels he/she ought to and that it is the right thing to do.



Strong affective commitment emerges when there is a match between the individual's values, goals, and expectations and the organization's (Tziner & Meir, 1997). The results of the study indicated a moderately strong relationship between emotional commitment to the organization and person-job fit and little to no relationship between normative commitment and continuance commitment. Overall, the findings of the study add to the growing body of evidence that person-job fit can have a significant influence on an employee's psychological attachment to their organization.

The research basis for the question scale on person-job fit: Winningtemp's questionnaire on person-job fit is designed using questions from established and validated questionnaires that measure the facets described above. The question scale has mainly been based on Brkich et al. (2002), as well as a question scale from Bothma & Roodt (2013) which is intended to measure Turnover intentions (a person's intentions to resign from their current job role). 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 work performance

The concept of person-job fit was first proposed by Caldwell and O'Reilly (1990), who defined it as the congruence between individual personalities and working environments, or the compatibility between individuals and specific jobs, i.e., the compatibility between the skills and needs of employees and jobs. After reviewing 92 person-job fit-relevant studies, Edwards (1991) proposed a person-job fit model based on demands and abilities to predict organizational outcomes. Person-job fit is generated when the supply of a job satisfies employees' needs or desires, or when employees' abilities are able to meet job demands study. Person-job fit affects an individual's work behavior, performance, and outcomes (such as work performance, organizational identification, job satisfaction, and turnover intention) in an organization (Brkich et al., 2002). Edwards (1991) revealed the positive correlations between person-job fit and behavioral consequences such as job satisfaction, low work stress, performance, attendance rate, and employee retention rate.

The relevance of the factor for predicting employee turnover

Past studies revealed that the existence of fit produces more favourable attitudes, experience, greater well-being and perform better (Hoffman et al., 2006; Kristof-Brown et al., 2005). The literature often indicated two different forms of fit, such as P-J fit and P-O fit. The P-J fit is defined as the "relationship between a person's characteristics and those of the job or tasks that are performed at work", whereas the P-O fit addresses "the compatibility between individuals and the organization" (Kristof-Brown et al., 2005). Both the P-J fit and P-O fit have been found to be significantly negatively related with turnover intention (Arthur et al., 2006; Boon, et al., 2011). In addition, both are positively linked with job satisfaction, organizational commitment, and organizational citizenship behaviour, and job performance (Biswas et al., 2013; Cable et al., 2002; Kim et al., 2013).

Yuan Tang et al. (2021) conducted a study aimed to investigate the effect of person-organization fit and person-job fit on employees' innovative behavior and turnover intention via the mediators including job satisfaction and organizational commitment. Six hundred ninety-seven employees from China's eight major hightech industries were examined in this study, and the empirical results were analyzed using partial least squares (PLS) analysis. Based on the results, it is suggested that the person-organization fit and person-job fit are both crucial factors affecting employees' job satisfaction and organizational commitment, which, in turn, increase employees' willingness to innovate in their jobs and reduce their turnover intentions.

Furthermore, this study could serve as a reference for companies in selecting employees, promoting job satisfaction, and developing strategies for sustainable development.

The factor's predictive ability for other outcomes

Studies have shown that person-job fit is associated with job performance (Caldwell & O'Reilly, 1990), job satisfaction, and career success (Bretz & Judge, 1994). A study by Brkich et al. (2002), on the global measure of person-job fit consisted of 174 adults working in call centres and related administrative areas whereby construct and criterion-related validity were demonstrated by correlating the scale with empowerment, job satisfaction and organizational commitment. The results highlight the positive benefits for organizations if there is a correspondence between an employee's characteristics and the job specification. Employees who perceive a high level of congruence between their personal attributes and the requirements of the job experience strong job satisfaction and a sense of belonging and attachment to the organization.

Recent evidence suggests that recruiters can accurately assess applicant Person-Organization fit, and that these judgements have an effect on hiring recommendations (Cable & Judge, 1997). It is therefore reasonable to speculate that interviewers (especially if they are line managers) can assess person-job fit and base employment decisions on these judgements. Furthermore, the person-job fit scale has potential use in vocational counselling. On a general level, it could be used to raise self-awareness and provide a framework for the individual to evaluate career options. Alternatively, it could be used to evaluate the degree of fit between the individual and alternative job choices, or it could be used to identify possible sources of dissatisfaction with current employment.

In addition, as mentioned above, Yuan Tang et al. (2021) study suggested that the person-organization fit and person-job fit are both crucial factors affecting employees' job satisfaction and organizational commitment, which, in turn, increase employees' willingness to innovate in their jobs and reduce their turnover intentions. Furthermore, this study could serve as a reference for companies in selecting employees, promoting job satisfaction, and developing strategies for sustainable development.



Cross-functional collaboration

Definition

Boundary spanning is interacting with people and resources outside one's normal area of activity. It is about transcending organizational boundaries to gain access to new information, new ideas and new perspectives, or carry out collaborations and joint projects.

Today, work teams must increasingly operate in organizations that are becoming debureaucratized (Denison et al., 1996), boundaryless (Kerr et al., 1995), network based (Majchrzak et al., 2007), temporarily structured (Bechky, 2006), geographically dispersed, and electronically mediated (Gibson & Gibbs, 2006; Kirkman & Mathieu, 2005). This profound change away from formal structures and bureaucratic organizing principles raises important questions as to how teams manage boundaries in an organizational environment wherein cross-functional teams are now prevalent (Cappelli, 1999) and members routinely participate in multiple teams (Marks et al., 2005). Moreover, work teams increasingly bring together members with differentiated specialization to work on complex problems, with the expectation that there will be extensive knowledge creation and transfer across team, organizational, and even interorganizational boundaries (Argote et al., 2003; Majchrzak et al., 2007; Reagans & Zuckerman, 2001).

Team boundary work, defined as the activities that a team engages in to establish and maintain boundaries and manage interactions across those boundaries, has increasingly devolved from the management hierarchy to the team itself. The essential problem for a team is to create boundaries that are porous enough to allow resources and information in but resistant enough to avoid uncertainty about who is on the team and whether these members are accountable for its collective outcomes (Hackman, 2002) Therefore, team boundary work includes acquiring information and resources and managing relationships with external stakeholders, as well as protecting team resources (including members' time and energy) from competing external demands.



Researchers working in recent years have generally agreed on the informational and resource benefits that crossing boundaries brings teams.

In the study by Faraj et al. (2020), they advance a model that conceptualizes several different types of boundary work—boundary spanning, buffering, and reinforcement—and tease out how these boundary activities collectively and separately contribute to team performance and psychological safety. Second, they investigate the role of contextual factors—task uncertainty and resource scarcity—in moderating the relationship between boundary work and team performance.

Boundary spanning involves actions that a group takes to reach out to its surroundings in order to obtain important resources and support. By bridging boundaries, the team reaches out to discover internal and external requirements, secure the resources and support needed to meet those demands, advance the team's work, and build "goodwill" among stakeholders.

Unlike boundary spanning, which is a more strategic outreach strategy, boundary buffering is more strategically disconnected. Boundary buffering means that the group isolates itself more from exposure from its surroundings and thereby promotes a more "rational" thinking / behavior within the group. Boundary buffering thus strengthens the group's boundaries against external interference or influence and creates a protected internal atmosphere.

Boundary reinforcement means that the group establishes its boundaries through increased awareness of the boundaries and strengthening the group's identity. Clear boundaries and a clear group identity can help team members preserve their energy and commitment so they can focus on accomplishing the group's task/tasks.

Boundary work is thus about acquiring information and resources as well as managing relationships with external stakeholders and protecting the group's resources (including time and energy) from competing external requirements (Faraj & Yan, 20).

The research basis for the question scale on

Boundary Spanning: The question scale is based on Faraj & Yan (2009) who developed a model of team boundary activities: boundary spanning, buffering, and reinforcement.

The model examines the relationship between these boundary activities and team performance, the moderating effects of organizational contextual factors, and the mediating effect of team psychological safety on the boundary work–performance relationship. These relationships were empirically tested with data collected from 64 software development teams. Boundary spanning, buffering, and boundary reinforcement were found to relate to team performance and psychological safety. Both relationships are moderated by the team's task uncertainty and resource scarcity.

To summarize, through boundary spanning, teams reach out to detect internal and external demands, secure needed resources and support to respond to these demands, promote the team's work, and build goodwill among stakeholders. These activities help the team accomplish its objectives, thereby contributing to team performance.

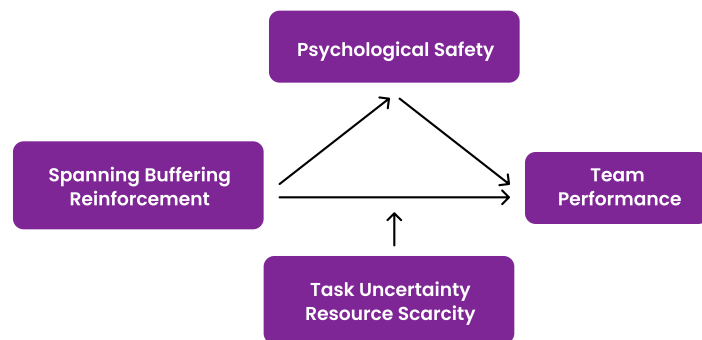


Figure 4. Model of boundary work in knowledge teams.

Winningtemp's questionnaire on Cross – Functional Collaboration (boundary spanning) is designed using questions from established and validated questionnaires that measure the facets described above. The questions were designed to measure the extent to which employees performed boundary

spanning activities. 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

The study by Yuanmei et al. (2022) on Benefits and costs of employee boundaryspanning behavior found that there are suppressing effects on the relationship between employee boundary-spanning behavior and stress and exhaustion, factors related to sickness absence. It shows that the relationship between employee boundary-spanning behavior and stress and exhaustion is complicated. In the future, they can further test the relationship between boundary-spanning behavior and stress and exhaustion in empirical research, or further, explore the influence of employee boundary-spanning behavior on stress and exhaustion after accumulating more abundant research.

The relevance of the factor for predicting employee turnover

A meta-analytic study by Diane R. Edmondson et al. (2013) examined the moderating effect the boundary spanning role has on the relationship between perceived supervisory support (PSS) and other important constructs within the marketing domain, including: job satisfaction, organizational commitment, performance, and turnover intentions.

There was a positive relationship between PSS and every construct except turnover intentions, which was negative. Along with this, three out of the four relationships were stronger for boundary spanners as compared to non-boundary spanners. Overall, managers aimed at meeting organizational objectives (e.g. performance; turnover) should provide supervisory support to boundary spanning employees. Overall, this research finds that perceived supervisory support is an important construct for organizations and supervisors as higher levels of PSS are associated with higher levels of performance, job satisfaction, and organizational commitment as well as lower levels of

turnover. For boundary spanners, the relationships between PSS and performance, commitment and turnover are even greater.

The factor's predictive ability for other outcomes

Previous studies of boundary spanning provide insights relevant to team performance. Ancona and Caldwell (1988, 1992a) found that the external activities teams engage in are associated with team outcomes. Effective product development teams have "ambassadors," "task coordinators," and "scouts," all of whom work with contacts in the larger organization within which they operate to acquire the information, resources, and support they need to carry out the task at hand. Moreover, Ancona and Caldwell observed that such groups reach beyond the organization to map trends such as technical developments relevant to the group's activities and influence critical external players. Their empirical evidence suggests that ambassadorial and task coordinator activities are strongly associated with team performance, whereas scouting activities are negatively associated with performance.

Yet another study by Yuanmei et al. (2022) on "Benefits and costs of employee boundary-spanning behavior" indicate that employee boundary-spanning behavior is critically important for organizations. Through a literature search, a meta-analysis of 52 independent samples (total sample size N = 14366) from 50 studies on employee boundary-spanning behavior shows that employee boundary-spanning behavior has benefits and costs. The benefits show that employee boundary-spanning behavior improves job satisfaction, organizational commitment, performance, and innovation, and the costs show that boundary-spanning behavior triggers role stress.

The relationships between employee boundary-spanning behavior and outcome variables are moderated by employee types (knowledge workers–non-knowledge workers), individualism–collectivism, and power distance. Job attitude plays a mediating role in the relationship between employee boundary-spanning behavior, performance, and innovation, but it has a suppressing effect on the relationship between boundary-spanning behavior, stress, and exhaustion. The meta-analysis provides a comprehensive and reliable conclusion for employee boundary-spanning behavior.

Subjective well-being

Definition

Subjective Well-Being (SWB) refers to the cognitive evaluation and emotional balance that people make of their lives. It is an individual's emotional assessment of their life. It includes both positive and negative emotions and cognitive assessments of how satisfied one is with one's life - what lay people call happiness, peace, fulfillment, and life satisfaction.

The research basis for the question scale on subjective well-being: The question scale is based on a model developed by Diener et al. in 2003 and meta-analyzed by Moscoto & Salgado (2021). The question scale is designed to measure (1) Emotional balance, i.e. the presence of positive and negative emotions and the relationship between these emotional poles, and (2) Satisfaction with life, i.e. the cognitive evaluation of one's own life situation. According to Diener et al. (2003), subjective well-being is predicted by life satisfaction and the person's emotional balance. Life satisfaction (LS) represents the cognitive component of subjective well-being and alludes to judgments about the individual's life satisfaction. Positive affect (PA) and negative affect (NA) represent the affective (emotional) component of subjective well-being and refer to the emotional balance (EB) between positive and negative affect. Although the correlation between Emotional balance and Life satisfaction is high, Moscoto and Salgado (2021) argue in their meta-analysis the importance of separating the concepts because they can have completely different correlations with other variables, such as how one chooses to spend one's time.

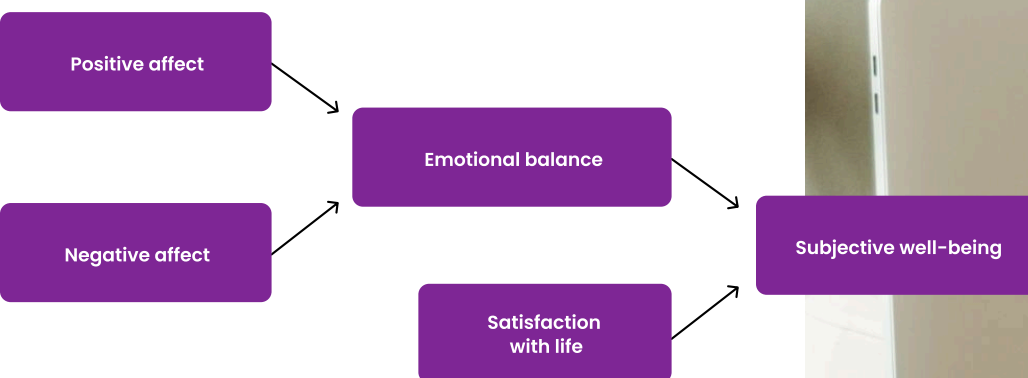
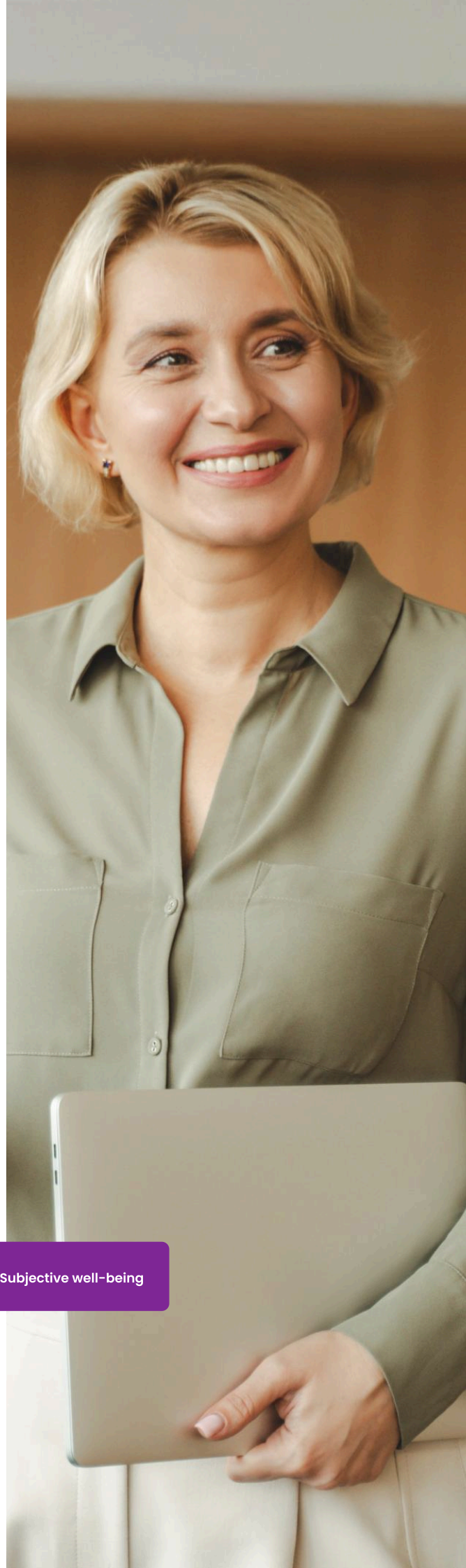


Figure 5. Diener et al.'s Model of Subjective Well-Being



Winnertemp's questionnaire on Subjective Well-being is designed using questions from established and validated questionnaires that measure the facets described above. The questions were designed to measure the extent to which employees experience life-satisfaction, as well as positive and negative emotions related to their well-being.

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 job performance, turnover and other organizational outcomes

The meta-analysis by Salgado et al. (2022) "Cross-cultural Evidence of the Relationship between Subjective Well-being and Job Performance" examined the differences across countries/regions, and the moderator effects of the study type (cross-sectional vs. longitudinal) on the SWB-job performance relationship. The database consists of 78 independent samples (N = 18,853), located through electronic and manual searches. The study stated that happy workers are more likely to be more productive, to display less absenteeism, more creativity, less turnover in employment, to have better relationships with co-workers, users, and supervisors, a higher salary, lower rates of unemployment, higher job satisfaction, higher employee engagement, less sick time, higher firm earnings, and stronger financial performance.

Salgado et al. (2019) explained that the cognitive component of SWB (i.e., satisfaction with life) would function as an emotion regulation mechanism. It would operate "suppressing" (avoiding or reducing) negative emotions, which, subsequently, would produce greater frequency of positive emotions, and, therefore, affective SWB would have a greater effect on job performance. Salgado et al. (2019) also suggested

that because cognitive SWB is typically more stable over time than affective SWB, the cognitive component of SWB would also have the effect of reinforcing the stability of affective SWB, which would subsequently make the effect of affective SWB on job performance stronger (because of the smaller variability and the smaller measurement error) over time.

The meta-analysis by Moscoso and colleagues (2021) indicated that overall SWB and its two components are valid predictors of performance ratings at work. The correlation is similar or even higher than the correlation found for other well-known variables related to job performance, such as the Big Five personality dimensions, cognitive abilities, emotional intelligence, the situational judgment test, interviews, and in-basket tests.

A practical strategy to increase employees' job performance is to develop workplace settings that activate and reinforce employees' positive emotions.

Two potential ways of increasing affective SWB are (a) increasing the frequency of positive feedback and controlling the frequency of negative feedback and (b) increasing positive feedback and reducing negative emotions by lowering negative feedback, and implanting stress at work-reducing programs (Rahm et al., 2017). Recently, Heintzeman et al. (2020) developed an intervention program to increase SWB that can be applied both in in-person and online formats. A randomized controlled trial showed the efficacy of the program in increasing SWB. This kind of program, particularly in the on-line format, may be promising as a tool for improving SWB in the workplace.

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