"POW" to precarious organization and work
Briefing launch
23rd May 2024

impact **INCUBATOR**

Welcome

Prof. Rosalind Searle

Director EAWOP Impact Incubator

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Dr Lisa Seubert
Dr Christian Seubert
Dr Esther García
Dr Ishbel McWha-Hermann
Dr Anupama Jolly
Cati Thomas
Prof Sharon Parker
Dr Katharina Klug
Prof Eva Selenko

EAWOP impact incubator
Informing and engaging senior policy makers across Europe

"POW to Precarious Organisational Work"

Session Overview

- Welcome and introduction to EAWOPii's POW campaign – Prof Ros Searle, Director EAWOP Impact Incubator

- Speakers:

- Defining Precarious Work *Dr Lisa Seubert & Dr Christian Seubert (University of Innsbruck, Austria)*

- Precarious work in the hospitality sector and ways to reduce its impact *Dr Esther García (University of the Balearic Islands, Spain)*

- How fair is your reward? Fair reward as fundamental to shifting from precarious to decent work *Dr Ishbel McWha-Hermann (University of Edinburgh, UK)*

- Redesigning Precarious Work for Better Mental Health: A SMART Solution *Dr Anupama Jolly, Cati Thomas, & Prof Sharon Parker (University of Western Australia & Curtin University, Australia)*

- Struggling to make ends meet despite a job: how economic vulnerability undermines worker wellbeing *Dr Katharina Klug & Prof Eva Selenko (University of Bremen, Germany & Loughborough University, UK)*

"POW" to precarious organization and work – briefing launch
Housekeeping

- **This session is being recorded.**

- Please keep your audio and camera turned off unless you are speaking.

- Questions can be asked using the chat function. Questions will be collected and answered following the event in dedicated Q&A outputs. We will not stop for questions after each speaker.

- Please keep chat for technical issues, or questions and comments for speakers

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Defining Precarious Work

Lisa Seubert, Department of Psychology, University of Innsbruck
Christian Seubert, Department of Psychology, University of Innsbruck

Defining Precarious Work

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Precarious Work: What is it about?

„Precarious"

— in a dangerous state because of not being safe or not being held in place firmly (Cambridge Dictionary, 2024)

Precarious work/employment

— unstable, insecure work that offers no or insufficient social protection (Allan et al., 2021)

— differentiation from so-called "standard employment relationship" (Kalleberg, 2000)

— antithesis to "decent work" (Blustein et al., 2022; Seubert et al., 2021)

— universal phenomenon but forms and consequences vary upon different contexts (Shin, Kalleberg & Hewis, 2023) → komplex & dynamic
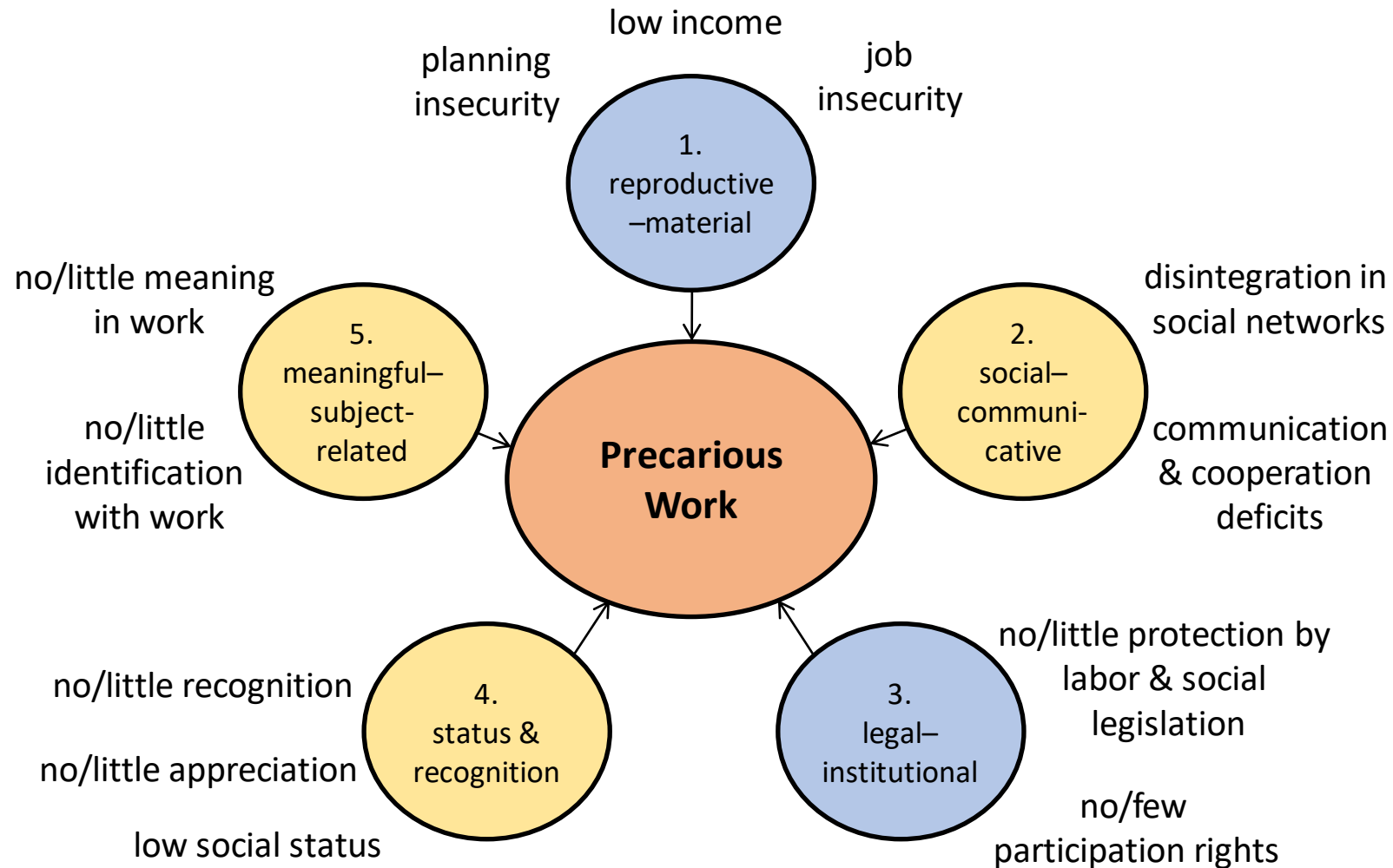
A Comprehensive Definition

"An **employment contract** can be labeled **precarious** if employees' **levels of income, protection, and integration clearly fall below a standard** defined and agreed upon by the current society. **Job/employment insecurity** and **wages below the subsistence level** are [...] central indicators of precarity. **Loss of meaning, social isolation, status insecurity, lack of recognition, and planning deficits** represent precarization tendencies that primarily reflect a perspective of [impeded] self-realization in specific work activities."
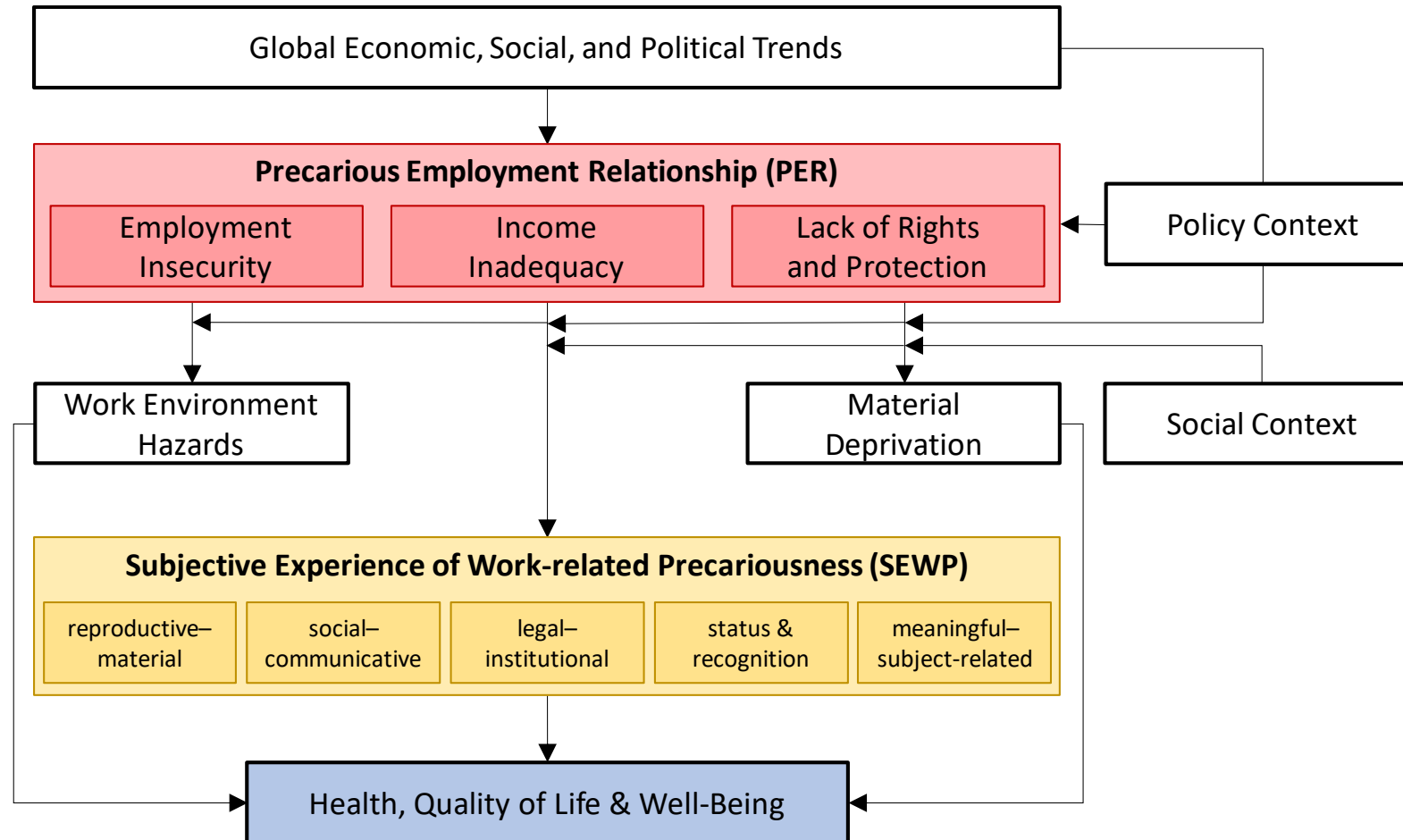
(Dörre, 2005)

„Ein **Arbeitsverhältnis** kann als **prekär** bezeichnet werden, **wenn** die Beschäftigten deutlich **unter ein Einkommens-, Schutz- und Integrationsniveau sinken**, das in der Gegenwartsgesellschaft als Standard definiert und mehrheitlich anerkannt wird. **Beschäftigungsunsicherheit** und **Löhne unterhalb des Existenzminimums** sind [...] zentrale Merkmale für Prekarität. **Sinnverluste**, **soziale Isolation**, **Statusunsicherheit** sowie **Anerkennungs- und Planungsdefizite** stehen für Prekarisierungstendenzen, die sich vornehmlich über die Perspektive einer Selbstentfaltung in konkreten Arbeitstätigkeiten [...] erschließen."

Five Dimensions of Precarious Work

low income

planning insecurity

job insecurity

1. reproductive–material

no/little meaning in work

5. meaningful–subject-related

no/little identification with work

disintegration in social networks

2. social–communi-cative

communication & cooperation deficits

Precarious Work

no/little recognition

4. status & recognition

no/little appreciation

low social status

3. legal–institutional

no/little protection by labor & social legislation

no/few participation rights

(Brinkmann et al., 2006; Seubert & Seubert, 2023)

A Comprehensive Framework

(Bodin et al., 2020; Seubert & Seubert, 2023)

Consequences of Precarious Work

Individuals, families & communities

- impaired health and well-being
- impact on behaviour & attitudes
- threat for social and work identity
- material and social deprivation
- experiences of discrimination
- increased vulnerability
- impact on future (job) opportunities & career prospects

Societies

- burden on the social security system
- reduced participation in social life
- reduced social cohesion
- reduced participation in politics & policy initiatives
- changes in social and political attitudes → threat to democracy and political stability

Organizations

- increased injuries and occupational accidents
- increased costs for sick leaves
- negative impact on extra-role performance (e.g., less social support, more deviance)
- psychological contract breach
- less commitment
- lower job performance
- lower productivity rates

Thanks for listening!

Precarious work in the hospitality sector and ways to reduce its impact

Esther García-Buades, Department of Psychology, University of the Balearic Islands

Precarious work in the hospitality sector and ways to reduce its impact

Esther García-Buades, Department of Psychology, University of the Balearic Islands

1. Tourism in the European Union
2. Precarious aspects of hospitality work
3. Consequences of precarious work
4. Recommendations

1. Tourism in the EU

- Major Tourism Destination
- 6 of World's Top 10 destinations
- Third largest economic activity, 10% GDP
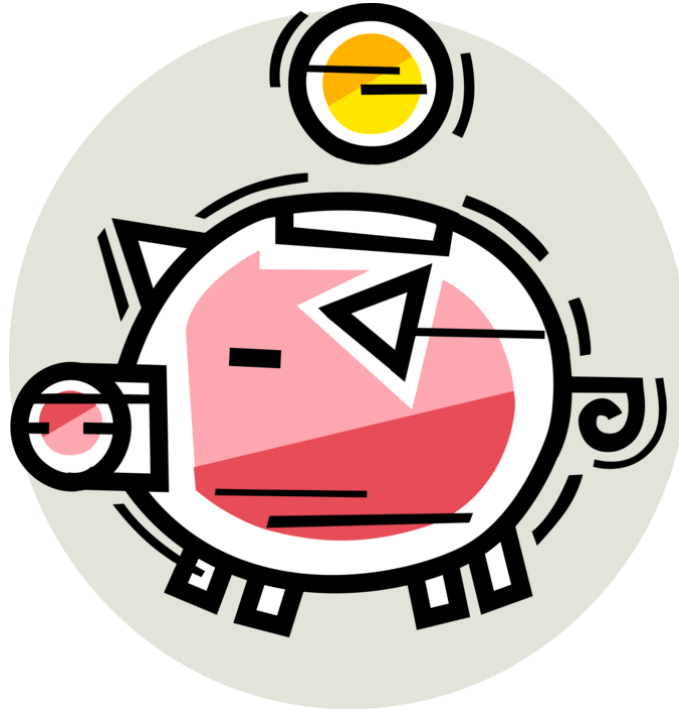- 12,5 million workers (10m in Hospitality)

Facts:

+ Lower unemployment rates
+ Easy access to the job market
+ Less advantaged groups
- More part-time and less stable jobs
- Hourly earnings below average

2. Hospitality Work in the EU

Seasonality
Job insecurity

Low & irregular
wages

Health & Safety risks

2. Hospitality Work

Physical demands
Fast paced

Long irregular
unsocial hours

Emotional demands
& Aggressive
behavior

2. Hospitality Work

Job content
(routine tasks, invisible,
undervalued)

Job content
(limited autonomy &
development)

Images designed by Wannapik

3. Consequences

Physical health

Poor psychological wellbeing

Organizational

Social

4. Recommendations

Institutional level: European and national regulations

Organizational level:

- Employment conditions

- Objective work conditions: adjust staffing to job demands, reduce workload and time pressure

- Psychosocial work conditions:
      Enrich jobs
      Enhance social support

Final Thought

Why should Precarious hospitality jobs transformed into Decent ones?

Healthy, Satisfied, and Talented workforce in Hospitality

Precarious work in the hospitality sector and ways to reduce its impact

Esther García-Buades, Department of Psychology, University of the Balearic Islands

Thank you!

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University of the Balearic Islands (Spain)

How fair is your reward? Fair reward as fundamental to shifting from precarious to decent work

Ishbel McWha-Hermann
Project Fair, University of Edinburgh Business School
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Shifting from Precarious to Decent Work

- "Decent work sums up the **aspirations** of people in their working lives. It involves opportunities for work that is **productive** and delivers a **fair income**, **security** in the workplace and **social protection** for families, **better prospects** for personal development and social integration, **freedom** for people to express their concerns, organize and participate in the decisions that affect their lives and **equality** of opportunity and treatment for all women and men."

  http://www.ilo.org/global/topics/decent-work/lang--en/index.htm

- There is increasing pressure to promote decent work as one of the fundamental elements of ensuring global equality and sustainability

Project Fair
Principles and Standards

PROJECT FAIR™

These Principles and Standards of INGO Fair Reward are designed in order to help organisations develop a shared understanding of what fair reward means for the sector.

1 Ethical reward

Reward policy is fully aligned with the organisation's mission and values

Standard 1a:
reward policies are free from bias and discrimination, and decisions made irrespective of personal characteristics

Standard 1b:
reward policies and practices should not undermine or distort the local market

Standard 1c:
the INGO sector should be leading the way in good reward practice, and as such encourages and promotes the use of the Principles and Standards of Fair INGO Reward amongst all stakeholders

2 Transparency

Reward is offered in a way that is transparent, evidence-based and easy to understand

Standard 2a:
reward policy is present

Standard 2b:
reward policies and practices are available for all staff to access

Standard 2c:
process behind, and components of, reward policies and practices are clearly explained with a commitment to being applied consistently

3 Equity

Reward given to different employees is fair, consistent, and justifiable

Standard 3a:
all jobs are appropriately graded to reflect required technical knowledge, skills and experience

Standard 3b:
reward policies are designed to enable necessary variation depending on local contextual factors, such as in hardship locations, fragile states or absence of necessary skills

Standard 3c:
there is a commitment to policies being applied systematically

4 Sustainability

Cost of reward reflects stewardship of donor funds, and as such is justifiable to donors while ensuring long-term organisational financial viability, and reward levels ensure sufficient wages for all employees in all countries

Standard 4a:
reliable salary benchmarking data are used when setting reward

Standard 4b:
reward policies and external factors are reviewed periodically to ensure fairness is maintained

5 Compliance and Risk

All reward policies and practices meet local and international legal and regulatory requirements, while also respecting broader organisational social responsibility

Standard 5a:
compliance with legal context in all countries of operation and responsiveness to any changes to that context

Standard 5b:
commitment to understanding tax obligations and providing mechanisms for workforce compliance

www.project-fair.org

THE UNIVERSITY of EDINBURGH

Fairness: Organisational Justice Theory

•*Distributive justice*: perceived fairness of the outcome (eg the allocation of resources)

•*Procedural justice*: fairness of the process behind the allocation or decision-making

•*Interactional justice*: relating to the treatment received from authority figures (informational and interpersonal)

Greenberg (1987); Colquitt *et al.* (2001)
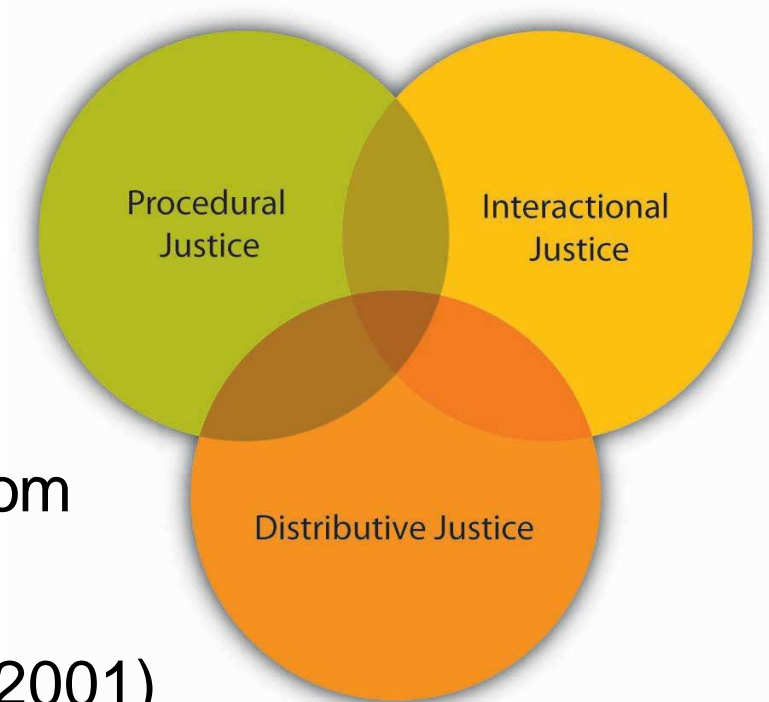
Implications of Organisational (in)justice

- Job satisfaction & organisational commitment (Colquitt et al, 2001)

- Absenteeism, withdrawal, turnover (Rubenstein, 2018)

- Employee health, emotional exhaustion, burnout (Cole et al, 2010)

- Performance (Gerhart & Fang, 2014)

- Motivation (Rupp & Bell, 2010)

- Supervisor trust (DeConinck, 2010)

- Organisational citizenship behaviours (Khaola & Rambe, 2021)

- The "Dark side" (counter-productive work behaviours, moonlighting, sabotage) (SimanTov-Nachlieli & Bamberger, 2021)
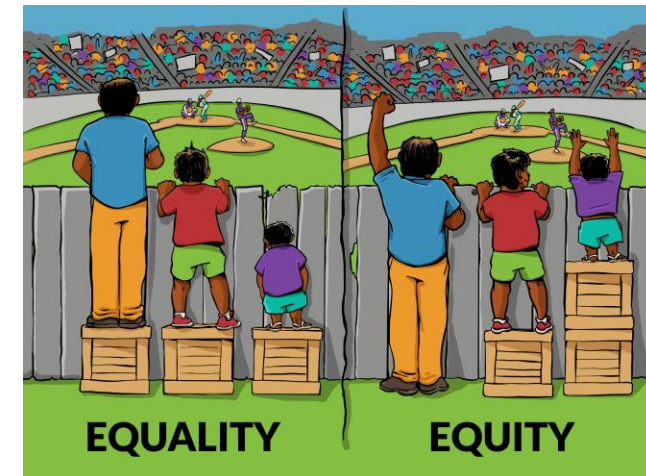
But what is fair? Perceptions of fairness are subjective, and are individually and culturally bounded

- What is fair pay? What are fair working conditions? What is fair treatment?

- There are different perspectives:

- Equity: an individuals effort should be reflected in what they receive in exchange (input-output ratio)

- Need: providing someone something based on their individual requirements

- Equality (of treatment): providing each employee the exact same thing

- Universal Human Right: a 'non-perceptual' approach setting a baseline for what is fair (eg Oltra et al., 2013)

And beware of terminology…

Source: Interaction Institute for Social Change | Artist: Angus Maguire (interactioninstitute.org; madewithangus.com)

Embracing differences

- Perceptions of fairness are subjective, and can change depending on the context (where you are and who you are with)

- There are important cultural and individual differences underpinning people's understanding of fairness, and their thoughts on what is fair

- Differences in perception are particularly important to recognise when working within a multicultural and diverse space

- Practical actions begin from a clear position on what fairness means for the organisation. The Project Fair Principles and Standards can help to define your position
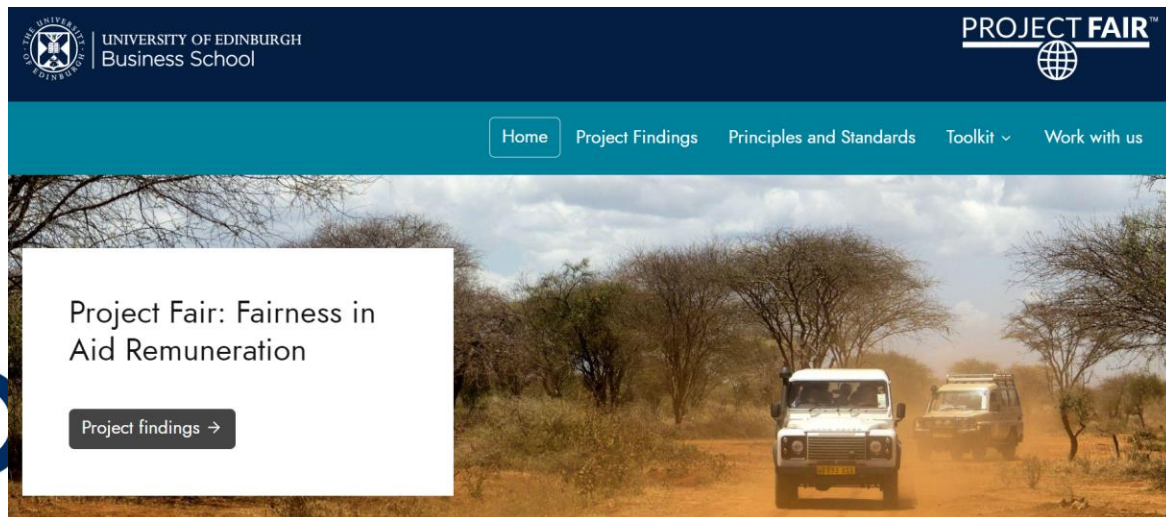

Values
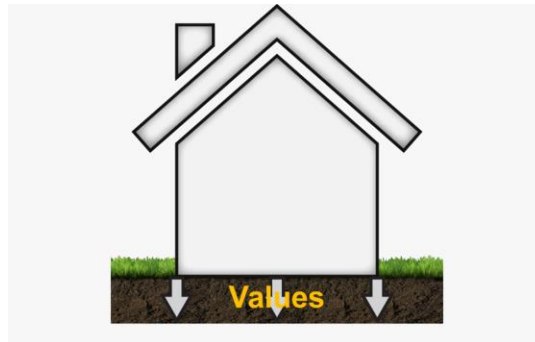
Thank you! Any Questions?

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Project Fair: Fairness in Aid Remuneration

Project findings →

Serious Educational Game
SUPERBMARKET
START | about

SuperbMarket draws on the science concerning the living wage and decent work.

It explores connections between job quality, employee identity, organisational commitment, fairness, and trust.

Use SuperbMarket for teaching, for learning, for information.

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Redesigning Precarious Work for Better Mental Health:
A SMART Solution

Dr. Anupama A. Jolly, School of Psychological Science, University of Western Australia*

Cati S. Thomas, Centre for Transformative Work Design, Curtin University

Professor Sharon K. Parker, Centre for Transformative Work Design, Curtin University

*Corresponding author: anu.jolly@uwa.edu.au

What is work design?

Very important for...

> What one's work tasks **involves**
> How tasks are **organised**
> One's **role** in the organisation
> **Responsibilities**
> The nature and quality of the **relationships** one has with others in the organisation

Parker, S. K. (2014)

- **Mental health**
- **Motivation & performance**
- **Learning & growth**

Over 100 years of rigorous research; Parker, S. K., et al., (2017)

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SMART Work Design (Parker, S.K. & Knight, 2024)

https://www.transformativeworkdesign.com/smart-work

Theme

(S) **Stimulating**

(M) **Mastery**

(A) **Agency/Autonomy**

(R) **Relational**

(T) **Tolerable Demands**

Characteristics

Work Stressors

Addresses stressors (psychosocial risks)

SMART Work Design (Parker , S.K. & Knight, 2024)

https://www.transformativeworkdesign.com/smart-work

Theme

S **M** **A** **R** **T**

Stimulating **Mastery** **Agency/Autonomy** **Relational** **Tolerable Demands**

Characteristics

Stimulating	Mastery	Agency/Autonomy	Relational	Tolerable Demands
• Task **variety**	• **Clarity** about work tasks	• **Control** when & how work is done	• **Contact** with others	• Tolerable time pressure & **workload**
• Using & developing **skills**	• **Feedback and recognition**	• **Consulted** about changes	• **Support** from peers & supervisors	• Tolerable **work-family conflict** demands
• **Problem solving**	• Task identity (finishing a piece of work from **beginning to end**)	• **Participate in decisions** about one's work	• Seeing the **value of your work**	• **Consistent** work processes

Redesigning precarious work

SMART SOLUTION

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Summary

- Work design is important for many critical employee outcomes within the precarious work context

- The SMART model is a practical and intuitive tool to guide work redesign

- Work redesign can be done with both bottom-up and top-down solutions

References

- For more resources on SMART Work Design, please visit: https://www.transformativeworkdesign.com/smart-work

- Parker, S. K. (2014). Beyond motivation: Job and work design for development, health, ambidexterity, and more. *Annual Review of Psychology*, *65*, 661–691. https://doi.org/10.1146/annurev-psych-010213-115208

- Parker, S. K., et al., (2017). One hundred years of work design research: Looking back and looking forward. *Journal of Applied Psychology*, *102*(3), 403.

- Parker, S. K., & Knight, C. (2024). The SMART model of work design: A higher order structure to help see the wood from the trees. *Human Resource Management*, 1–27. https://doi.org/10.1002/hrm.22200

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Struggling to make ends meet despite a job: how economic vulnerability undermines worker well-being

Katharina Klug, University of Bremen
Eva Selenko, Loughborough University

Universität Bremen

Loughborough University

Katharina Klug, University of Bremen
Eva Selenko, Loughborough University

Economic vulnerability and worker well-being

Understanding Precarious Work: A webinar launching resources for organisations and decisionmakers
May 23, 2024

POW!

pow 2 pow
PRECARIOUS ORGANISATION & WORK

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eawop
European Association of Work and Organizational Psychology

Introduction

Despite having a job, many workers struggle to make ends meet, falling below the poverty line (Eurostat, 2020; 2021)

Economic vulnerability undermines the social contract that work should provide a decent standard of living, affecting mental health and life satisfaction (Klug et al., 2021; Streeck, 2012)

Components of Economic Vulnerability

Objective Vulnerability

Definition: Earnings below 60% of the national median income (Eurostat 2024)

Impact: Unable to afford an acceptable standard of living

Subjective Vulnerability

Definition: Perceived financial strain and constant worry about money
(Gardarsdottir & Dittmar, 2012; Sinclair & Cheung, 2016)

Impact: Greater psychological stress, affecting mental health
(Sinclair & Cheung, 2016)

Impact on Wellbeing

Mental Health

Economic vulnerability leads to worse mental health and lower life satisfaction (Sinclair & Cheung, 2016)

Sense of Control

Financial struggles restrict daily life and the ability to manage unforeseen expenses, leading to a decreased sense of control

Research Findings

Our 19-year panel study shows that both low earnings and increased financial strain reduce the sense of control, which in turn harms mental health and life satisfaction (Klug et al., 2021)

Broader Implications

Organizational and Societal Costs

Low wage work may save costs for organizations on the short term – but incurs high individual and societal costs due to lowered mental health and life satisfaction.

Financial precarity is linked to lowered individual performance and higher error rates (Meuris & Gladstone, 2023)

Sense of Control:

Critical for coping with stress and maintaining mental health, the sense of control is significantly impacted by economic vulnerability (Cheng et al., 2013; Groth et al., 2019)

Conclusion

Organizational and Societal Costs

Addressing economic vulnerability is crucial to mitigate its negative consequences on individuals' and society's happiness and health.

Call to Action:

Policy changes and organizational interventions are needed to ensure fair wages and reduce economic vulnerability.

Struggling to make ends meet despite a job: how economic vulnerability undermines worker wellbeing

Katharina Klug, University of Bremen
Eva Selenko, Loughborough University

When workers' earnings fall below the poverty line they constantly have to worry about money, despite working. This violates an important part of the social contract, that a job should afford people a decent standard of living.

Economic vulnerability limits the ability to lead a life as one wants it and this affects well-being – their mental health and life satisfaction.

Components of Economic Vulnerability
Economic vulnerability consists of two components: objective and subjective vulnerability.

A worker becomes objectively economically vulnerable when their individual earnings fall below the poverty line (60% of the national median income, see Eurostat, 2024).

This criterion has been identified as the threshold at which people can no longer afford an acceptable, decent standard of living based on their own financial resources. Subjective economic vulnerability describes the perceptual side of economic vulnerability: the feeling of financial strain and a constant worry about money which often arises from low earnings.

Whereas low earnings reflect people's actual access to financial resources and poses a risk to well-being, it is often the psychological experience – the stress from the perceived inadequacy and inability to meet one's needs – that can take an even bigger toll on workers' mental health.

Impact of economic vulnerability on wellbeing: the importance of sense of control
Both objective and subjective economic vulnerability have negative consequences for well-being: employees experience worse mental health and are less satisfied with their lives when they earn below the poverty line, or when they are financially strained.

One important reason is that economic vulnerability restricts people's agency: people who are struggling financially are restricted in how they can lead their daily life, starting from their place of living, their sustenance,

Economic vulnerability
low earnings
financial worries

Sense of control

Well-Being
Mental health
Life satisfaction
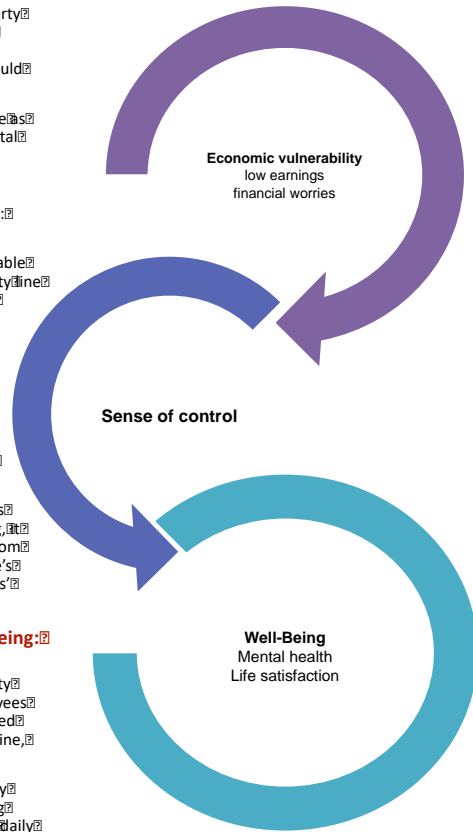
Thank you!

Contact us

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...an check out our policy brief!

Klug, K. & Selenko, E. (2024). Struggling to make ends meet despite a job: How economic vulnerability undermines worker well-being. *EAWOP Impact Incubator Policy Briefs.*

Thank you for attending!

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