

About PSR8: Involvement & Influence

What is Guarding Minds @ Work?

Guarding Minds @ Work (GM@W) is an evidence-based strategy that assists employers in protecting and promoting psychological safety and health in the workplace. GM@W provides a comprehensive set of resources employers can use to effectively address the impact of 12 psychosocial risk (PSR) factors known to have a powerful impact on organizational health, the health of individual employees, and the financial bottom line. The PSRs were identified by researchers from the Consortium for Organizational Mental Healthcare (COMH) in the SFU Faculty of Health Sciences on the basis of extensive research and a comprehensive review of empirical data related to national and international best practices. The determination of the factors also reflects existing and emerging Canadian case law and legislation.

What is PSR8 – Involvement and Influence?

Guarding Minds @ Work defines PSR8, involvement and influence, as present in a work environment where employees are included in discussions about how their work is done and how important decisions are made. Opportunities for involvement can relate to an employee's specific job, the activities of a team or department, or issues involving the organization as a whole.

Why is PSR8 – Involvement and Influence important?

When employees feel they have meaningful input into their work they are more likely to be engaged, to have higher morale, and to take pride in their organization. This, in turn, increases the willingness to make extra effort when required. Job involvement is, thus, associated with increased psychological well-being, enhanced innovation, and organizational commitment.

What happens when employees lack involvement or influence?

If employees do not believe they have a voice in the affairs of the organization, they are likely to feel a sense of indifference or helplessness. Job alienation, or non-involvement, is associated with cynicism and distress, greater turnover, and burnout.

How can I improve involvement and influence?

Start by having the organization or work team conduct the Guarding Minds @ Work Assessment (Organizational Audit, Initial Scan and/or PSR-12 Employee Survey) and reviewing the resulting reports. If involvement and influence is identified as an area of concern, refer to the relevant Action Tools for a practical strategy and evidence-based and effective suggestions that can improve involvement and influence. It is also important to discuss the findings with concerned employees within the organization to gain a further understanding of the results and to obtain input and participation in determining useful corrective actions. Also, consider the information in the readings and resources identified below. Finally, refer back to the GM@W website on occasion for new ideas about how involvement and influence can be enhanced.

Further information about involvement and influence can be found at:

- Elloy, D., Everett, J., & Flynn, W. (1991). An examination of the correlates of job involvement. *Group & Organization Studies*, 16(2), 160-177. <http://gom.sagepub.com/cgi/content/abstract/16/2/160>
- The Great-West Life Assurance Company. (2009). PSR8: Involvement and influence. In Centre resources by risk factor. <http://www.gwlcentreformentalhealth.com/english/slides.asp?l1=3&l2=157&l3=159&l4=168&d=159&scroll=8>
- Mental health works: Understanding needs at work. (n.d.). http://www.mentalhealthworks.ca/wti/understanding_needs/index.asp
- The Great-West Life Assurance Company. (2009). Autonomy. In *Creating healthier workplaces*. <http://www.gwlcentreformentalhealth.com/english/display.asp?l1=4&l2=43&l3=49&d=49>
- Misra, S., Kanungo, R., von Rosenstiel, L., & Stuhler, E. (1985). The motivational formulation of job and work involvement: A cross-national study. *Human Relations*, 38(6), 501-518. <http://hum.sagepub.com/cgi/reprint/38/6/501>

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