

Resources, work engagement and academic productivity – a study of bottom-up health promoting interventions

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In light of the Job Demands-Resources theory (Bakker & Demerouti, 2014) the aim of this presentation is to show results from analyzing the impact of job resources and work engagement on academic productivity measured by publication and credit points. Secondly, the aim was to investigate how the bottom-up perspective affected the success of the health promoting interventions of the ARK-programme. In order for employees to feel good, have good health and be productive, a constructive psychosocial working environment is important (Bakker & Demerouti, 2014; Christensen, Saksvik & Karanika-Murray, 2017). Organizations usually initiate top-down governed interventions to increase motivation and performance and decrease sickness absenteeism. However, they do not always get the expected results (Aust, Rugulies, Finken, & Jensen, 2010). Many organizations also find that the bottom-up-processes of engagement and performance, driven by the employees themselves, to be useful. The results and experiences are based on the ARK-programme, which is a work environment and climate survey for the academic sector in Norway. ARK is a comprehensive research based health promoting plan/instrument for investigation and implementation of occupational health interventions (Innstrand, et al, 2015). The results are based on analyses from the ARK-databank (over 15000 respondents) and qualitative experiences from 18 different universities and university colleges in Norway using the ARK-intervention programme. Firstly, the results supported a positive psychological focus and showed that work engagement stimulated research publications. Secondly, experiences from using ARK showed that the bottom-up processes was one of the greatest success factors in creating interventions with health promoting results. It created a dialogue and a communication channel regarding the work environment, which lead to a common understanding, participation of both the employees and the leaders, readiness for change and organizational development. The employees reported that having a positive and health promoting focus was motivating for participating in the programme.