Relational Coordination and social capital at the worksite – how are the measures associated?

Track 1: Building RC, Respect and trust

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AIM TO EXPLORE

• ...how closely the measures of relational coordination and social capital are related in an empirical context
• ...how closely the two measures are associated with some key outcomes (employee involvement, perceived quality of work, psychological well-being)
• ...possible mediation mechanisms, that is, whether social capital mediate the pass way between RC and outcome

Can RC be seen as antecedent of social capital?
‘...the social relations evolved from the solution of the core task of the workplace. This includes both the relationships between the employees and managers and among employees and managers respectively.’ (Hasle, Thoft, Olesen, 2010)
LINKING, BONDING AND BRIDGING SOCIAL CAPITAL
PROJECT: RELATIONAL COORDINATION IN EVERYDAY REHABILITATION

• Grant by The Danish Work Environment Research Fond
• 2012-2014

• Data: Questionnaires from 439 healthcare workers (assistants and helpers) in the Danish homecare
• From 22 teams in 5 municipalities
• Response rate = 80

• Measure of RC: translation of the official 7-item RC- questionnaire
  Focal work process: ‘work with the citizen’
• Measure of social capital: 12 items scale (mainly from COPSOQ II)
  6 questions about collaboration
  3 about trust
  3 about justice
ASSOCIATION SOCIAL KAPITAL – RELATIONEL KOORDINERING

The diagram shows a scatter plot with the relationship between Social kapital total (0-100) on the x-axis and Relationale Koordinering total (0-100) on the y-axis. The correlation coefficient, R² Linear, is 0.516.
SOCIAL KAPITAL - RELATIONEL KOORDINERING OG OUTCOME

Social Capital

- Involvement: 0.55***
- Quality care: 0.32***
- Wellbeing: 0.42***

Relational Coordination

- Involvement: 0.38***
- Quality care: 0.22***
- Wellbeing: 0.25***
SOCIAL CAPITAL AS MEDIATOR BETWEEN RELATIONAL COORDINATION AND OUTCOME

**Relational Coordination**
- Involvement: 0.38***
- Quality care: 0.22***
- Wellbeing: 0.25***

**Social Capital**
- Involvement: 0.20***
- Quality care: 0.04 (NS)
- Wellbeing: 0.09 (NS)
- Involvement: 0.45***
- Quality care: 0.31***
- Wellbeing: 0.40***
KEY CONCLUSIONS

• Social capital at the worksite and RC is highly related - but still delineated concepts
• Both are associated with outcomes as involvement, quality and wellbeing
• RC may precede social capital in a chain of change
• RC may support the development of social capital (trust, justice and collaboration) at the worksite, and thereby increase involvement, quality of care and wellbeing

• The measure of social capital can ‘take the temperature’ of the worksite and particularly the relationship between employees and management
• The measure of RC characterize the quality of specific relationships, and can guide the development by pointing to specific elements in communication to be improved
MEASURE OF SOCIAL CAPITAL (DANISH WORKING ENVIRONMENT COUNCIL)

The next questions are not about your own job but about the workplace as a whole

• Collaboration
  Is there a good collaboration between the management and employees at work?
  Are the employees involved in decisions about changes at the worksite?
  Is there a good collaboration between the colleagues at work?
  Is there a good collaboration between different groups/departments?
  Do the employees help each other, when someone has too much work?
  Do the employees help new colleagues, although it is not part of their job?
  
  Response categories: Always; often; Sometimes; Seldom; Never/Hardly ever

• Trust
  Can you trust the information that comes from the management?
  Are the employees able to express their views and feelings?
  Do the employees in general trust each other?

• Justice
  Are conflicts resolved in a fair way?
  Are employees appreciated when they have done a good job?
  Is the work distributed fairly?
  
  Response categories: To a very large extent; To a large extent; Somewhat; To a small extent; To a very small extent
OUTCOME MEASURES

• Job-involvement:
  Do you feel that your place of work is of great importance to you?
  Would you recommend a good friend to apply for a position at your workplace?
  Response categories: To a very large extent; To a large extent; Somewhat; To a small extent; To a very small extent
  (Copenhagen Psychosocial Questionnaire (Pejtersen m.fl. 2010))

• Quality of care:
  Does everyday rehabilitation mean that you can do your job in a better quality than before?
  Response categories: to a very large extent, to a large extent, somewhat, to a small extent, to a very small extent
  (Developed for this study)

• Psychological wellbeing:
  How much of the time during the past 4 weeks...
    ... Have you been nervous?
    ... Have you felt downhearted and blue?
    ... Have you felt calm and peaceful?
    ... Have you been a happy person?
    ... Did you feel full of pep?
  Response categories: All of the time; Most of the time; A good bit of the time; Some of the time; A little of the time; None of the time
  (SF36 (Bjørner m.fl. 1998))
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Animation about Relational coordination in everyday rehabilitation:

https://www.youtube.com/watch?v=PXngtDOIO00