The humanization of work: theoretical profiles

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The plan of the presentation

- A bit of diagnosis,

- General picture,

- definitions and phenomenons

- Case studies from Poland

Workplace challenges

I assume that there are more and more job categories which generate vaious kinks of dangers/risks to employees well-being:

- excessive work routine (e. x.monotonny, unnatural body postures at work),
- work alienatiom,
- burnout,
- workplace mobbing,
- excessive stress,
- workplace incivility,
- bullying and harassment .

- At the same time, all these things affect the life quality, we well as work productivity.

- The challenge is to restore humanity to the workplace or rehumanise the work environment.
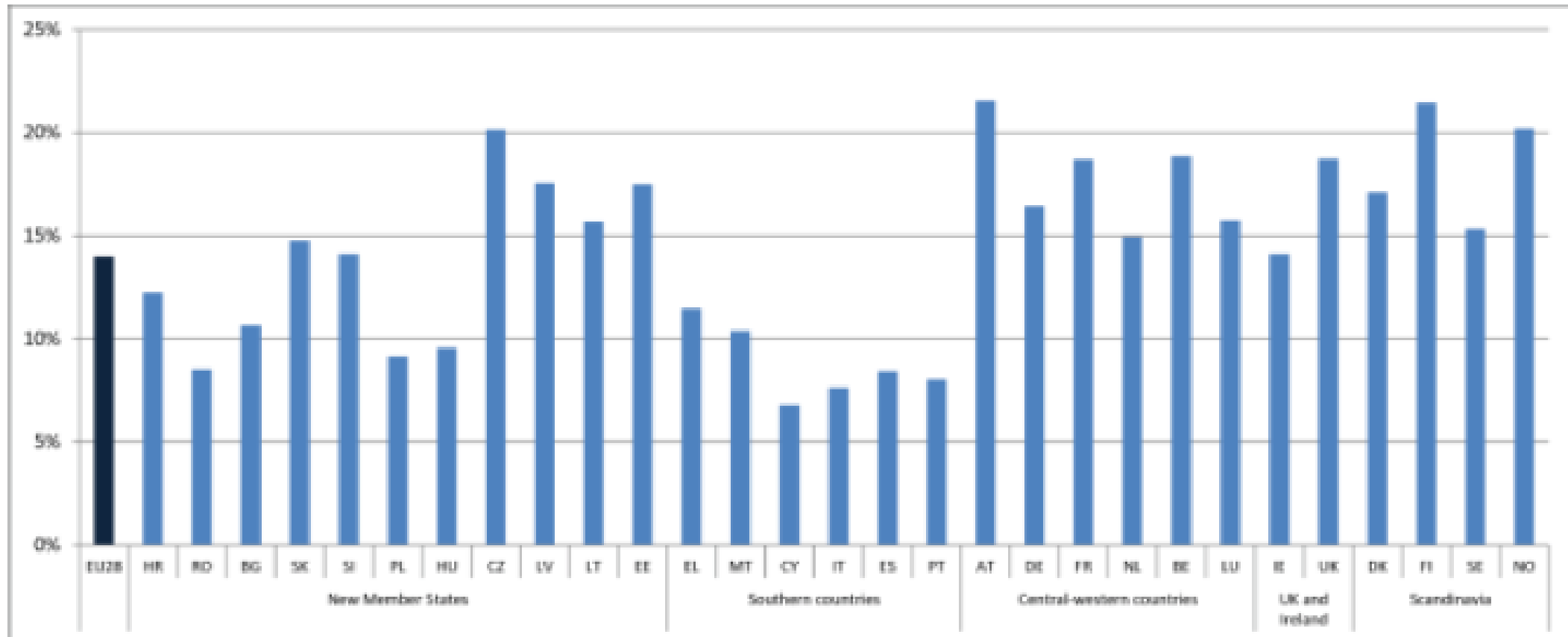
A bit of data

- The majority of research studies report a 10 to 15% prevalence of persistent workplace bullying in Europe and North America.

- On average in Europe around 17 percent of women and 15 percent of men report mobbing in the workplace according to the 2015 findings of The Eurofound.

- „ Nearly one-third of adult Americans (30%) said they directly experienced abusive conduct at work. This prevalence is similar to the UK prevalence in prior studies. "

According to a research study, in Poland, 20 per cent of employees personally experienced mobbing, 28 % of them noticed the mobbing in their workplace, including 8% said that it is a frequent occurrence (CBOS).

Branch, Sara; Ramsay, Sheryl; Barker, Michelle (July 2013). "Workplace Bullying, Mobbing and General Harassment: A Re
2021 WBI U.S. Workplace Bullying Survey; Eurofound (2015), *Violence and harassment in European workplaces: Extent, impacts and policies* Dublin.

adverse social behaviour (ASB)

Proportion of workers affected by ASB, by country (%)

Eurofound (2015), *Violence and harassment in European workplaces: Extent, impacts and policies* Dublin.
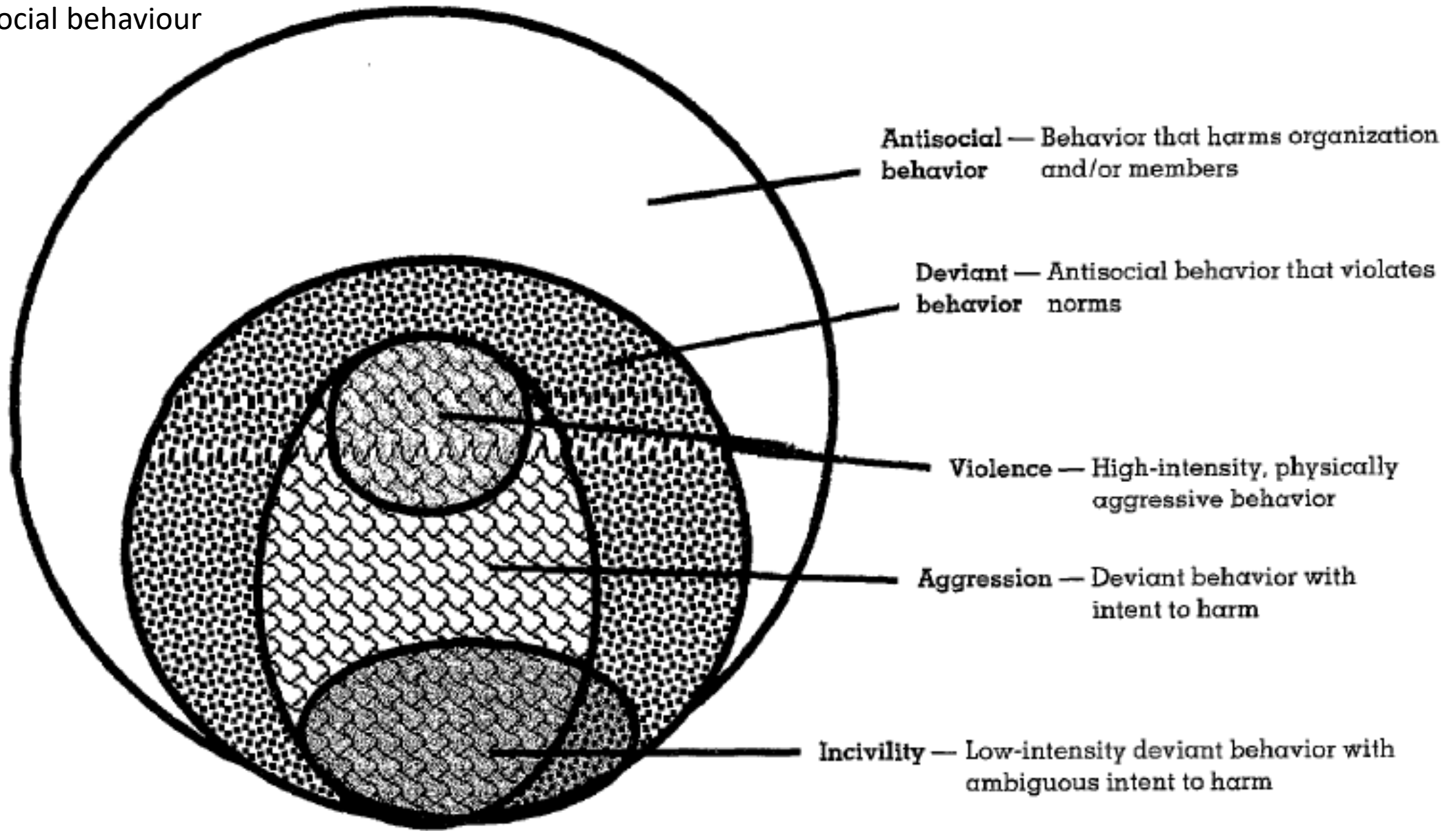
The Cost of Poor Workforce Mental Health

- „In the US 76% of employees reported that they struggled with their mental health,
- 42% were diagnosed with a clinical mental health disorder".

https://sapienlabs.org/mentalog/the-cost-of-poor-mental-health-in-the-workplace/

Workplace abuses

- in dehumanised work settings workplace abuse might by a frequent occurence

- Workplace incivility, workplace deviance

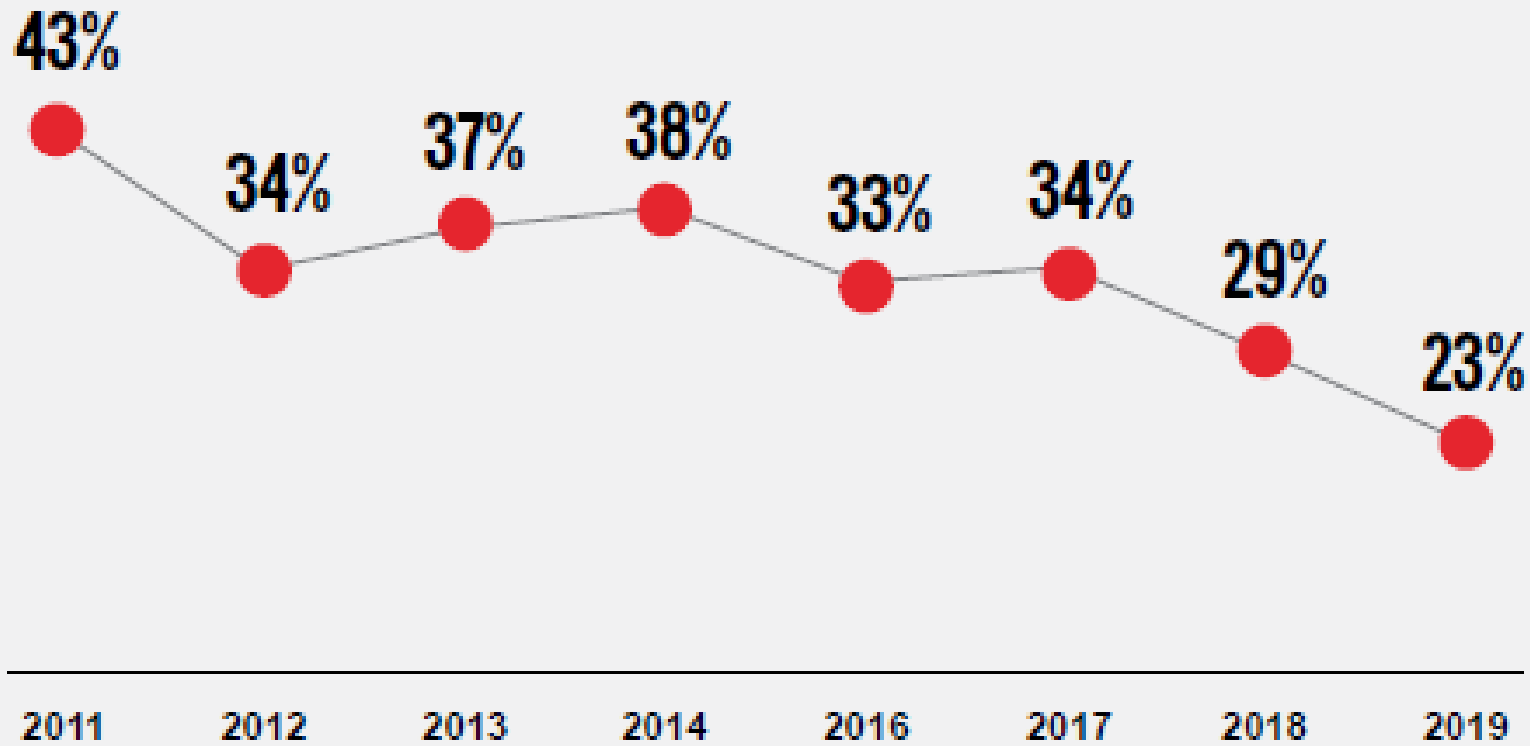- Work humanisation adresses work alienation and it aims to overcome it.

adverse social behaviour

Antisocial — Behavior that harms organization
behavior   and/or members

Deviant — Antisocial behavior that violates
behavior   norms

Violence — High-intensity, physically
                aggressive behavior

Aggression — Deviant behavior with
                  intent to harm

Incivility — Low-intensity deviant behavior with
               ambiguous intent to harm

Andersson, L.M.; Pearson, C.M. Tit for tat? The spiralling effect of incivility in the workplace. Acad. Manag. Rev. **1999**, 24, 452–471.

CIVILITY IN AMERICA 2019: SOLUTIONS FOR TOMORROW; https://walktheridge.com/statistics/

Basic ideals behind the work humanisation, humanistic principles

- workers to be perceived as individuals rather than robots,

- Employees are moral agents, not parts for machines.

x

- Calling for humanistic forms of work,

- expressing humanitarian concern for employees,

x

- Following human-centred models of management,

- human workplace - releasing human potential,

- Employee well-being,

- humanitarian treatment of employees,

- humanistic approach to managing people

'capitalism with a human face',

Definition of humanisation

- Humanisation - the affirmation of human dignity in work organisation and other circumstances,

- Putting it into practice in every dimension of human life, including economic life,

Viktor E. Frankl, a renowned Austrian-American psychiatrist, pointed out the dangers to human dignity derived from the economic system.

- „As societies evolve, employees and the public demand a more humanized and democratic form of workforce governance."

- **The idea of work humanisation assumes that work itself and work climate significantly influence the quality of life and other aspects,**

- **That is why all employees should work in a friendly environment to their aspirations, feelings, desires.**

- **As a result, their professional potential might be fulfilled.**

Cd - work humanisation, work organisation humanisation

- The main goal of the humanisation movement is to make sure employees can harmonise their work with their other desires, needs, aspirations (Jacek Miroński).

- In other words, humanisation as an idea is all about creating a work environment in which employees can develop their personality and physical potential or in which they have the proper conditions for physical and personal development.

- **Work humanisation aims to create the working condition in which employees enjoy freedom in choosing goals and the methods of work performing.**

Four areas of work humanisation

1. Process of work (work content, work time, etc.),

2. Material work environment (physical environment, workspace, equipment),

3. Social work environment (managerial style, participation, climate and organisational culture),

4. Employee potential/human capacity (skills, needs).

Miroński J., Homo administratus, czyli człowiek w naukach o zarządzaniu, Oficyna Wydawnicza SGH, Warszawa 2013: 96-99.

Work dehumanisation

Work humanisation vs. dehumanisation

dehumanising work settings

Dehumanisation factors:

- mechanical treatment of subordinates/employees,

- wrong management methods,

- working conditions with too much stress, too many duties/responsibilities, disorganisation,

- work alienation,

- the frustration resulting from failure in achievements,

- incivility at the workplace,

- mistreatment,

- the wrong organisation of work, including

- Non-ergonomic workspaces, ex., when body's posture is not natural,

- lack of proper motivation systems,

- creativity killing

- lack self–realisation,

- lack of understanding of humanisation issues.

Encyklopedia Zarządzania: Czynniki Dehumanizujące; https://mfiles.pl/pl/index.php/Humanizacja_pracy; Miroński; 2013:112

„Polanyi's argument - labor cannot be treated as a commodity.

- labor as a commodity:
- It has a dehumanizing effect,
- there needs to be a framework of employment protection for workers and provision for health and safety at work".

The concept of **fictitious commodities:**
- land,
- labor,
- money.

Polanyi, K. 1944. The Great Transformation. Boston: Beacon.

Humanisation within DIRECT II research

Social partner roles in a work humanisation issue. Agents of change?

- **Unions and employers don't have specific strategies or it's not part of their agenda.**

- **They don't identify the vulnerable groups.**

- **They react to crises when they occur.**

- **Thet don't usually create the joint initiatives**

The interviewees understand the humanisation issue as :

- job security,

- prevention of accidents;

- prevention of monotony,

- lack of ergonomy,

- occupational disease,

- home-work balance,

- extra benefits (e.x. sport cards, extra medical insurance)

The case studies

Volkswagen Poznań

- improving in the area of ergonomy,

- adequate pace of work,

- natural postures in performing work,

- health and safety Inspector,

- industrial safety.

Opel (Stellantis Group),

- prevention of monotony – job enrichment,

- Natural postures in performing work,

- extra benefits for employees,

- Conflict resolutions between superiors vs subordinates,

- Improving relations between generations,

-

Orange Group

- proper human relations, especially adequate/human approach to subordinates,

- equality, including gender equality

- job safety

- occupational diseases (hearing as a problem of call centre workers),

- extra benefits (private insurance, private medical centre)

- Committees of ethics.

Valeo Lighing System – well-being action plan

- The annual individual performance reviews
- The employees can raise the questions relating to a well-being action plan

- well-being action plan/ Wellness Actions Plans – a tool for supporting employee mental health at work,
- an evidence-based system for managing mental health.

Taylorism vs. human relations

- Taylorism (scientific management) **versus** human relations movement initiated by Elton Mayo (industrial and organizational psychology' occupational psychology, organizational psychology)

- Scientific Management **versus** human relations school of management thought (from the 1920s onwards),

- To humanize' the Taylorist work practices

In his lifetime, Frederick W. Tailor was despised by workers and organized labor, who, in the words of a biographer (Kanigel 1997:1), saw in him "a soulless slave driver, out to destroy the workingman's health and rob him of his manhood."

Technocratic or humanistic model of Production management, **humanistic** work system vs. mechanistic work system

- **technocratic** and **humanistic** models of production management

- Production Management: **technocratic** versus **humanistic** forms of work organization