



CENTRE FOR  
TRANSFORMATIVE  
WORK DESIGN



Curtin University

FUTURE OF WORK INSTITUTE

# Work Design for Success: Innovative Research and Leading-Edge Practice

## The 2024 Centre for Transformative Work Design Conference



Perth, Western Australia | 13-14 February 2024



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Centre for Transformative Work Design



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## 2024 Centre for Transformative Work Design Conference

Perth, Western Australia | 13-14 February 2024

+ Optional pre-conference workshops | 12 February 2024

### DAY 1 – Tuesday 13 February 2024

7:45-8:30	Registration			
8:30-9:00	<p><b>Welcome to Country and Opening Remarks</b> <i>Grand Ballroom 2</i></p> <p><b>Elizabeth (Auntie Liz) Hayden</b></p> <p><b>Professor Melinda Fitzgerald</b> (Deputy Vice-Chancellor (Research), Curtin University)</p> <p><b>ARC Laureate Fellow Professor Sharon Parker</b> (Director, Centre for Transformative Work Design, Curtin University)</p>			
9:00-9:15	<p><b>Activity: Conference Crafting</b> <i>Grand Ballroom 2</i></p> <p><b>Rob Baker</b> (Founder and Chief Positive Deviant, Tailored Thinking)</p>			
9:15-10:00	<p><b>Keynote 1</b></p> <p><b>Job Demands - Resources Theory in Action: Recent Interventions</b> <i>Grand Ballroom 2</i></p> <p><b>Professor Evangelia Demerouti</b> (Eindhoven University of Technology)</p>			
10:00-10:10	CHANGEOVER			
	Breakout session 1			
	<p><b>Session 1a</b> <i>Grand Ballroom 1</i></p>	<p><b>Session 1b</b> <i>Grand Ballroom 2</i></p>	<p><b>Session 1c</b> <i>Grand Ballroom 3</i></p>	<p><b>Session 1d</b> <i>Eucalypt Room</i></p>
10:10-11:10	<p><b>Symposium</b></p> <p><b>How is crafting helping? Zooming into crafting approaches and their transformative potential for job characteristics, health, and environmental situational factors</b></p> <p>Dr Lorenz Verelst (Radboud University)</p> <p>Dr Lina Marie Müller (University of Bremen)</p> <p>Dr Arianna Costantini (University of Bologna)</p> <p>Kang Leng Ho (University of Zurich)</p> <p>Chair: Lina Marie Müller (University of Bremen)</p>	<p><b>Symposium</b></p> <p><b>Transforming Organizations: work design as a tool to make organizations more inclusive</b></p> <p>Professor Fred Zijlstra (Centre of Expertise for Inclusive Organisations, Maastricht University)</p> <p>Associate Professor Christine Soo (University of Western Australia)</p> <p>Zhijun Chen and Xuan Zheng (Shanghai University of Finance and Economics)</p> <p>Gemma van Ruitenbeek (Center of Expertise for Inclusive Organisations, Maastricht University)</p> <p>Chair: Associate Professor Anya Johnson (University of Sydney)</p>	<p><b>Enhancing Role Clarity for Psychological Health &amp; Safety: Fostering Collaboration and Shared Understanding amongst those who are Leading the Change</b></p> <p>Amanda Clements (Kapitol Group &amp; The Collective Lab)</p> <hr/> <p><b>How Agile Leadership helps to create high performing teams</b></p> <p>Jess Karlsson (Shire of Derby/ West Kimberley)</p>	<p><b>Identifying Situations that Foster a Resource Conservation Pathway to Recovery via Undirected Attention</b></p> <p>Dr Nicole Celestine (University of Western Australia)</p> <hr/> <p><b>Work and Sleep: Taking Your Phone to Bed</b></p> <p>Professor Kurt Lushington (University of South Australia)</p> <hr/> <p><b>Forecasting the long-term impact of working hours on mental well-being</b></p> <p>Dr Tim Ballard (The University of Queensland)</p> <hr/> <p><b>The Interplay of Daily Fairness and General Politeness for Gig Workers' Well-Being</b></p> <p>Associate Professor Wlad Rivkin (Trinity Business School)</p>
11:10-11:30	MORNING TEA			

## Breakout session 2

	<b>Session 2a</b> <i>Grand Ballroom 1</i>	<b>Session 2b</b> <i>Grand Ballroom 2</i>	<b>Session 2c</b> <i>Grand Ballroom 3</i>	<b>Session 2d</b> <i>Eucalypt Room</i>	<b>Session 2e</b> <i>Mallee Room</i>
11:30-12:15	<b>Symposium</b> <b>Agile Teams and Work Design: Advancing Theory and Practice</b> Dr Tom L. Junker (Tilburg University) Dr Yuri S. Scharp (Tilburg University; Erasmus University Rotterdam) Dr Melissa Twemlow (Erasmus University Rotterdam) Chair: Dr Tom L. Junker (Tilburg University)	<b>Symposium</b> <b>Integrating good work design in government systems, culture and management practice</b> Tamara Wakeman (Comcare) Jessica Reynolds (Department of Climate Change, Energy, the Environment and Water) Discussant: Judy Chi (Future of Work Institute, Curtin University)	<b>Development and Validation of the Workplace Digital Demands and Resources (WDDR) Measure</b> Dr Amy Zadow (University of South Australia)	<b>Job Characteristics Determine Pay Level and Variable Pay Proportion; But Which Relates Most to Work Motivation?</b> Professor Marylène Gagné (Future of Work Institute, Curtin University)	<b>Return to the Office: Investigating Work Location Autonomy Post-Pandemic</b> Lesley Brown (University of Western Australia)
			<b>Does work-related ICT use during commute promote the speed of work engagement? A role transition perspective</b> Dr Bin Wang (Shanghai University)	<b>Unveiling the Limitations of Hybrid Work: The Interplay Between Individual and Interdependent Others' Work-From-Home Intensities in Predicting Individual Outcomes</b> Franzisca Fastje (University of Groningen)	<b>Bridging the gap between organization design and work design: A systematic review and integrative model on the structure of work</b> Dr Lorenz Verelst (Radboud University)
			<b>New Pattern of Work and Family Interplay: The Effect of Technology-Assisted Supplemental Work in Family Domain</b> Dr Chao Ma (The Australian National University)	<b>The More We Get Together? An Exploratory Field Study of Ideas for Improving Belonging in Flexible Work Arrangements</b> Dr Reb Rebele (University of Pennsylvania) <i>*session not recorded</i>	<b>Connecting the SMART work design approach to sociotechnical design principles</b> Dr Peter Oeij (TNO Innovation for Life)

## LUNCH + POSTER SESSION

### POSTER SESSION

*Grand Ballroom 1*

#### List of presenters:

Dr Amit Jain (SP Jain Institute of Management & Research - SPJIMR)  
 Dinethi Yasodara Jayarathna (University of South Australia)  
 Liz Kent (Department of Education)  
 Nicky Kinsey (University of Leeds)  
 Ankur Kushwaha (Indian Institute of Management Indore)  
 Mohsen Loghmani (Griffith Business School, Griffith University)  
 Annika Mertens (Future of Work Institute, Curtin University)  
 Mona Momtazian (University of Australia)  
 Yunsheng Shi (Beijing Normal University)  
 Marie Steinkampf (Tilburg University)  
 Richard Varhol (Curtin University)  
 Xu Wang (Shanghai International Studies University)  
 Milan Wolffgramm (Saxion University of Applied Sciences)

[\(See page 10 for more information\)](#)

13:10-13:50	<b>Industry Panel </b>  <b>How Do We Make Work Design Happen in Practice?</b> <b>Hear From a Professor of Practice, A Chief Mental Health Officer, and A Regulator</b> <i>Grand Ballroom 2</i>  <b>Professor Karina Jorritsma</b> (Future of Work Institute, Curtin University) <b>Dave Burroughs</b> (Chief Mental Health Officer, Westpac Group); (Principal Psychologist, APS Psychological Services) <b>Jim Kelly</b> (Executive Director - Operations & Enforcement (acting), Director of Health and Safe Design, SafeWork NSW)  <b>Chair: Rob Baker</b> (Founder and Chief Positive Deviant, Tailored Thinking)				
13:50-14:00	<b>CHANGEOVER</b>				
14:00-15:00	<b>Breakout session 3</b>				
14:00-15:00	<b>Session 3a</b> <i>Grand Ballroom 1</i>  <b>Symposium</b>  <b>Can Hybrid Work Really Offer the Best of Both Worlds? The Role of Location Autonomy on Work Design, Wellbeing and More</b>  Dr Bichen Guan (La Trobe University)  Professor Anja Olafsen (University of South-Eastern Norway)  Associate Professor Matthew Davis (Leeds University Business School)  Chair: Dr Caroline Knight (The University of Queensland)	<b>Session 3b</b> <i>Grand Ballroom 2</i>  <b>Symposium</b>  <b>Work design for an ageing workforce</b>  Dr Arian Kunzelmann (Future of Work Institute, Curtin University)  Dr Daniela Andrei (Curtin University)  Dr Christopher Pryor (University of Florida)  Dr Yifan Zhong (University of Western Australia)  Chair: Dr Jane Chong (University of Western Australia)  Discussant: Professor Mo Wang (University of Florida)	<b>Session 3c</b> <i>Grand Ballroom 3 </i>  <b>Healthy Work - An evolution in work health &amp; safety</b>  Jim Kelly (SafeWork NSW)          <b>Psychosocial risks - An integrated approach to managing psychosocial risks in the workplace</b>  Krishna Hunt (AP Psychology & Consulting Services)	<b>Session 3d</b> <i>Eucalypt Room</i>  <b>Integrating AI and automation in the construction industry: Addressing psychosocial risks through workforce reskilling and adaptability</b>  Dr Keyao (Eden) Li (Edith Cowan University)  <hr/> <b>Provider-to-provider virtual healthcare as a strategy to futureproof our rural and remote health workforce</b>  Kaylie Toll (Curtin University)	<b>Session 3e</b> <i>Mallee Room</i>  <b>Team Job Crafting in the Age of Artificial Intelligence</b>  Dr Melissa Twemlow (Erasmus University Rotterdam)  <hr/> <b>The Impact of Workflow Interruptions on Multidisciplinary Team Communication in Hybrid Healthcare Settings</b>  Dr Margo Janssens (Tilburg University)  <hr/> <b>Dynamic Teams in Modern Work: Unpacking the Multi-level Impacts of Team Membership Model Divergence</b>  Professor Julia Backmann (University of Münster)  <hr/> <b>Working in Agile Multi-Team Systems – Engaging or Exhausting?</b>  Dr Tom L. Junker (Tilburg University)
15:00-15:20	<b>AFTERNOON TEA + POSTER SESSION</b> <i>Grand Ballroom 1 (See page 10 for more information)</i>				

## Breakout session 4

	Session 4a <i>Grand Ballroom 1</i>	Session 4b <i>Grand Ballroom 2</i>	Session 4c <i>Grand Ballroom 3</i>	Session 4d <i>Eucalypt Room</i>	Session 4e <i>Mallee Room</i>
15:20-16:05	<b>Advancing Psychosocial Risk Management: A Systematic Framework from South32</b>  Alex Drane (South32)	<b>Symposium</b> <b>50 Shades of Demands: Disentangling work demands, their interrelationships and their effects</b>  Dr Monique Crane (Macquarie University) Dr Belinda Cham (Future of Work Institute, Curtin University) Dr Madison Kho (Future of Work Institute, Curtin University)	<b>The bright side of avoidance crafting: How work design matters</b>  Dr Elisa Lopper (Humboldt-Universität zu Berlin)	<b>Staying in a stressful job? Benefits and costs of job embeddedness for truck drivers</b>  Julia Schmidbauer (Friedrich-Alexander-Universität Erlangen-Nürnberg)	<b>An Overlooked Connection: Work Design Predicts Leader Emergence</b>  E. Ilker Camgöz (Future of Work Institute, Curtin University)
	<b>Lessons from WorkSafe Victoria's \$50m WorkWell Programme: A Thematic Analyses of the Mental Health Improvement Funds and Learning Networks Final Reports</b>  Associate Professor Andrea Kirk-Brown (Monash University)	Chair/Discussant: Professor Karina Jorritsma (Future of Work Institute, Curtin University)	<b>Cognitive Job-Crafting in action: Bringing outcomes to life via coaching conversations</b>  Rachel Setti (Thriving Edge Coaching & Consulting)	<b>Elucidating the Dynamics of Stress and Strain at Work with Continuous Time SEM</b>  Dr Micah K. Wilson (Future of Work Institute, Curtin University)	<b>Authentically Proactive by (Work) Design: The Mediating Role of Authenticity Between Work Characteristics, and Proactive Behaviour</b>  Lucas Maunz (University of Innsbruck)
	<b>Double double, workplace change is no trouble: Building organisational change capability</b>  Mona Montazian (Change Capability)			<b>Regulatory Change and Workload Stress: Bridging the gap with agile methodologies</b>  Elyse Nijssse (Unless, Netherlands)	

## 16:05-16:15 CHANGEOVER

**Keynote 2**  
Sponsored by Worksafe Mines Safety, part of Department of Energy, Mines, Industry Regulation and Safety

**Valuing the Human: Psychosocial Safety Climate at Work**  
*Grand Ballroom 2*

**ARC Laureate Fellow Professor Maureen Dollard** (Director of the PSC Observatory, University of South Australia)

## 19:00-21:30 CONFERENCE DINNER - PERTH SWAN RIVER SCENIC CRUISE

Our conference dinner cruise offers you the unique opportunity to network with academic and industry leaders, all while indulging in the evening Perth skyline view and a delightful sit-down buffet dinner.

Designed to foster collaboration and knowledge sharing among work design researchers and industry professionals from around the world, you will also have the exclusive opportunity to engage directly with the keynote speakers, industry panelists and special guests from the conference.



**Date:** Tuesday 13 February 2024  
**Time:** 7:00pm-9:30pm (Boarding commences 15 minutes prior to the departure time)  
**Location:** Departing and returning from Barrack Street Jetty, Perth

**Inclusions:** 2.5-hour scenic journey along the Swan River, sit-down buffet dinner and a soft drink. Cash bar facilities will be available on board.  
**Cost:** AUD \$125 (incl. GST)

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## DAY 2 – Wednesday 14 February 2024


08:30-09:00	Registrations			
09:00-09:45	<p><b>Keynote 3</b></p> <p><b>Playful Work Design</b> Grand Ballroom 2</p> <p>Professor Arnold Bakker (Erasmus University Rotterdam)</p>			
09:45-09:55	CHANGEOVER			
09:55-10:55	Breakout session 5			
	<p><b>Session 5a</b> Grand Ballroom 1 </p>	<p><b>Session 5b</b> Grand Ballroom 2 </p>	<p><b>Session 5c</b> Grand Ballroom 3</p>	<p><b>Session 5d</b> Eucalypt Room</p>
	<p><b>Symposium</b></p> <p><b>Understanding Organisational Stakeholders' Cognitions in Managing Psychosocial Hazards at Work</b></p> <p>Dr Annabelle Neall (Flinders University)</p> <p>Ian Firth (SafeWork NSW)</p> <p>Dr Kirsten Way (The University of Queensland)</p> <p>Batoul Hodroj (The University of Queensland)</p> <p>Chair: Kirsten Way (The University of Queensland)</p>	<p><b>Symposium</b></p> <p><b>Leadership and Wellbeing: paradox, possibility or prerequisite?</b></p> <p>Kate Connors (Elemental Coaching &amp; Psychology)</p> <p>Audrey McGibbon (EEK &amp; SENSE)</p> <p>Rachel Setti (Thriving Edge Coaching &amp; Consulting)</p> <p>Jo McAlpine</p> <p>Chair: Kate Connors (Elemental Coaching &amp; Psychology)</p>	<p><b>Enabling Meaningful Work Through Work Design: A Study on Robots in Healthcare Settings</b></p> <p>Alejandra Rojas (Aarhus University)</p> <hr/> <p><b>Operators Designing Their Human-Robot Work Design: A Mixed Method Research on the Use and Implications of Distinct Job Decision Latitudes</b></p> <p>Milan Wolffgramm (Saxion University of Applied Sciences)</p> <hr/> <p><b>From the Lady with the Lamp to the Robot with the Lamp: Service Workers' Meaning Dilemmas and Revival in the Digital Era</b></p> <p>Qi Fang (Zhejiang University)</p>	<p><b>Resocialization and Work Redesign: Balancing Career and Motherhood After Maternity Leave</b></p> <p>Yashika Shukla (Indian Institute of Management Indore)</p> <hr/> <p><b>I am more than merely a worker: How intrapersonal role diversity affects performance and well-being at work and nonwork</b></p> <p>Herman Yosef Paryono (University of Groningen)</p> <hr/> <p><b>Work Mental Labour: Investigating Mental Labour and its Outcomes Beyond the Home</b></p> <p>Emma Stephenson (University of Western Australia)</p> <hr/> <p><b>You can't do it all (at once): The bidirectional relationship between work-home multitasking and interrole conflict</b></p> <p>Dr Claire Smith (University of South Florida)</p>
	MORNING TEA			
	10:55-11:15	MORNING TEA		



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Breakout session 6				
	Session 6a <i>Grand Ballroom 1</i>	Session 6b <i>Grand Ballroom 2</i>	Session 6c <i>Grand Ballroom 3</i>	Session 6d <i>Eucalypt Room</i>
11:15-12:15	<p><b>Symposium</b></p> <p><b>Organizing employee learning beyond organizational boundaries: why, what and how?</b></p> <p>Koen Nijland (Saxion University of Applied Sciences)</p> <p>Dr Tijmen Schipper (Windsheim University   KPMG Netherlands)</p> <p>Dr Jessie Koen (The Netherlands Organization for Applied Scientific Research (TNO))</p> <p>Dr Marcella Hoogeboom (University of Twente)</p> <p>Chair: Dr Paul Preenen (TNO   Saxion University of Applied Sciences)</p> <p>Discussant: ARC Laureate Fellow Professor Sharon Parker (Centre for Transformative Work Design, Curtin University)</p>	<p><b>Symposium</b></p> <p><b>A practical approach to SMART work (re)design in the care sector</b></p> <p>Connie Deng (University of Sydney)</p> <p>Dr Nate Zettna (University of Sydney)</p> <p>Dr Arian Kunzelmann (Future of Work Institute, Curtin University)</p> <p>Dr Jane Chong (University of Western Australia)</p> <p>Chair: Dr Anu Jolly (University of Western Australia)</p>	<p><b>Is Leading With Playful Work Design Wise? Implications for Leader Work Engagement and Job Performance</b></p> <p>Dr Yuri S. Scharp (Tilburg University; Erasmus University Rotterdam)</p>	<p><b>Developing gig workers' identification with gig work under platform algorithmic management: The mediating role of perceived gig work meaningfulness</b></p> <p>Dr Xue Lei (East China University of Science and Technology)</p>
			<p><b>The multilevel antecedents and consequences of playfulness: from organizational climate to work engagement through playful work design and satisfaction of the need for competence</b></p> <p>Dr Zselyke Pap (West University of Timișoara)</p>	<p><b>Decoding Digital Gig Platforms: Towards a Practical Classification System</b></p> <p>Wael (Lilo) Altali (Northeastern University)</p>
			<p><b>Multilevel Antecedents to Playful Work Design and Relationships to Psychological Distress and Work Engagement: A Longitudinal Study of University Employees</b></p> <p>Dr Amy Zadow (University of South Australia)</p>	<p><b>In the Modern Age, SMART Technology Drives Inclusive Work Design and Diversity in Ergonomics</b></p> <p>Ashleigh Hourigan (Soter Analytics)</p>
			<p><b>Trust in Intelligent Machines: Accelerator or Killer of Employee Creative Behavior? The Contingent Role of Job Autonomy</b></p> <p>Shanghai Song and Dr Xiaolin Ge (Beijing Normal University)</p>	
12:15 - 13:15	<p><b>LUNCH</b></p> <p><b>12:25 - 12:55</b></p> <p><b>LAUNCH: Australian Universities, Work, Digital Stress Interactive Report 2020-2023</b> <i>Grand Ballroom 2</i></p> <p>Hosted by: Psychosocial Safety Climate Global Observatory (PSC-GO) University of South Australia</p>			
13:15-14:00	<p><b>Keynote 4</b></p> <p><b>The future of job crafting: Integrating self - and other perspectives</b> <i>Grand Ballroom 2</i></p> <p><b>Professor Maria Tims</b> (Vrije Universiteit Amsterdam)</p>			
14:00-14:10	<p><b>CHANGEOVER</b></p>			



Breakout session 7				
	Session 7a <i>Grand Ballroom 1</i>	Session 7b <i>Grand Ballroom 2</i> 	Session 7c <i>Grand Ballroom 3</i>	Session 7d <i>Eucalypt Room</i>
14:10-15:10	<p><b>Symposium</b></p> <p><b>AI, Digital Platforms and Virtual Reality: How Does the Future of Work Impact Psychological Outcomes and Worker Wellbeing?</b></p> <p>Associate Professor Prisca Brosi (Kühne Logistics University)</p> <p>Dr Florian Klonek (Deakin University)</p> <p>Dr Yuri S. Scharp (Tilburg University; Erasmus University Rotterdam)</p> <p>Marvin Grabowski (University of Hamburg)</p> <p>Chair: Dr Florian Klonek (Deakin University)</p>	<p><b>Innovative session</b></p> <p><b>Exploring and experiencing the Job Canvas - an agile, strengths-based, person-centred alternative to a traditional job description</b></p> <p>Rob Baker (Tailored Thinking)</p>	<p><b>Exploring the link between Psychosocial Safety Climate (PSC) and work fatigue in New Zealand Midwifery</b></p> <p>Dr Tago Mharapara (Auckland University of Technology)</p>	<p><b>Is hybrid work the best? The effect of employee work arrangements on their creativity and task performance</b></p> <p>Omolbanin (Negar) Hashemizade (Maynooth University)</p>
			<p><b>Longitudinal Investigation of Restructuring, Psychosocial Safety Climate and Burnout in Australian Universities during COVID-19 2020-2022</b></p> <p>Dr Rachael Potter (University of South Australia)</p>	<p><b>Equity and Exploitation: Exploring the Ethics of Flexible Work</b></p> <p>Dr Melissa Wheeler (RMIT University)</p>
			<p><b>Designing work to comply with psychosocial risk management duties</b></p> <p>Dr Peta Miller (Peta Miller WHS Consulting) and Ian Firth (SafeWork NSW)</p>	<p><b>A multilevel framework linking digital demands on work-life conflict and the moderating role of PSC and recovery: An organisation-linked diary study</b></p> <p>Amy Parkin (University of South Australia)</p>
			<p><b>Adapting to new technologies in multidisciplinary healthcare units: work system adaptation during organisational change</b></p> <p>Natalya Desai (Future of Work Institute, Curtin University)</p>	
15:10-15:30	<b>AFTERNOON TEA</b>			
15:30-16:15	<p><b>Special Event</b></p> <p><b>A 'Fan-Side' Chat With International Work Design Doyens</b> <i>Grand Ballroom 2</i></p> <p><b>ARC Laureate Fellow Professor Sharon Parker</b> (Centre for Transformative Work Design, Curtin University)</p> <p><b>Professor Mo Wang</b> (University of Florida, USA)</p> <p><b>Professor Sabine Sonnentag</b> (University of Mannheim, Germany)</p> <p><b>Professor Michael Frese</b> (Asia School of Business, Malaysia)</p> <p><b>Professor Fred Zijlstra</b> (Maastricht University, The Netherlands)</p> <p><b>Associate Professor Matthew Davis</b> (University of Leeds, United Kingdom)</p>			
16:15-17:00	<p><b>Keynote 5</b></p> <p><b>Will There Be SMART Work In The Future?</b> <b>Opportunities and Risks for Work Design With Accelerating AI and Automation</b> <i>Grand Ballroom 2</i></p> <p>ARC Laureate Fellow Professor Sharon Parker Director, Centre for Transformative Work Design, Curtin University</p>			

## POSTER SESSIONS

**Faculty Adaptation to Generative AI: Opportunity or Challenge**  
Dr Amit Jain (SP Jain Institute of Management & Research - SPJIMR)

**Psychosocial Safety Climate and Hybrid Working Environments**  
Dinethi Yasodara Jayarathna (University of South Australia)

**Understanding, Supporting and Promoting Kimberley Educator Wellbeing**  
Liz Kent (Department of Education)

**Exploring the Impact of Culture on Work Design in Asian & African Nations: Insights for Returning International Graduates**  
Nicky Kinsey (University of Leeds)

**Empowerment and Employability through Self-Initiated Work Design: A Study among Contract Workers in lower-level Roles**  
Ankur Kushwaha (Indian Institute of Management Indore)

**Work Design in Non-Profit Context: Voluntary and Professional Work Dynamics**  
Mohsen Loghmani (Griffith Business School, Griffith University)

**The Cross-sector Model of Care: A Work Design Perspective**  
Annika Mertens (Future of Work Institute, Curtin University)

**To play or not to play? Investigating adult play at work, control over play and the relationship with subjective wellbeing and loneliness**  
Mona Momtazian (University of Adelaide)

**Autonomous gig is Happy gig: How to Amplify the positive impact of Perceived Algorithmic Control on Working thriving**  
Yunsheng Shi (Beijing Normal University)

**Reciprocal Associations between Personality and Job Engagement in Young Adulthood**  
Marie Steinkampf (Tilburg University)

**Perspective-Taking Leads to Sound Work Design**  
Xu Wang (Shanghai International Studies University)

**Collaborative Robots and (Un)sustainable Production in Small- and Medium-Sized Manufacturing Enterprises: A Multi-Wave Interview Study Guided by Sociotechnical Systems Design Theory**  
Milan Wolffgramm (Saxion University of Applied Sciences)

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## **OPENING REMARKS**

Professor Melinda (Lindy) Fitzgerald (Deputy Vice-Chancellor (Research), Curtin University)



**BIO:** John Curtin Distinguished Professor Melinda Fitzgerald is the Interim Deputy Vice Chancellor, Research at Curtin University and CEO of Connectivity Traumatic Brain Injury Australia. Lindy is responsible for the development and implementation of strategies, frameworks, and activities to achieve the University's strategic goals in research and IP commercialisation, including Curtin's Resources Technology and Critical Minerals Trailblazer funded by the federal government. Professor Fitzgerald also leads a team of researchers and post-graduate students in nationally coordinated research focused around understanding and preventing the loss of function that occurs following neurotrauma.

ARC Laureate Fellow Professor Sharon Parker (Director, Centre for Transformative Work Design, Curtin University)



**BIO:** Sharon K. Parker is an ARC Laureate Fellow, Director of the Centre for Transformative Work Design at Curtin University, and a John Curtin Distinguished Professor of Organizational Behavior at the Curtin Faculty of Business and Law. She is a recipient of the ARC's Kathleen Fitzpatrick Award for mentoring, and the Academy of Management OB Division Mentoring Award. Her research focuses particularly on job and work design, employee performance, proactive behaviour, organizational change, and quasi-experimental designs. She has published more than 200 internationally refereed articles, including publications in top tier journals such as the Journal of Applied Psychology, Academy of Management Journal, Academy of Management Review, and the Annual Review of Psychology on these topics and, in November of 2019, Sharon was named among the world's most influential scientists and social scientists in the 2019 Highly Cited Researchers list released by the Web of Science Group, and the only female in Australia appearing on this list in the field of Economics and Business. Sharon is a Fellow of the Australian Academy of Social Sciences, and a Fellow of the Society for Industrial and Organisational Psychology. She is a past Associate Editor for Academy of Management Annals and the Journal of Applied Psychology, and she has served on numerous editorial boards. Professor Parker has attracted competitive research funding worth over \$65,000,000, and has worked as a researcher and consultant in a wide range of public and private organizations. She created the SMART Work Design model and co-created the mental health model Thrive at Work. Her research has been cited more than 45,000 times, and has shaped work health and safety policy in the USA, UK, and Australia. She is a present and past member of multiple boards and committees, such as the Woolworths Well-Being Advisory Council and the Corporate Mental Health Alliance.

## **CONFERENCE CRAFTING: AN ACTIVITY**

Rob Baker (Founder and Chief Positive Deviant, Tailored Thinking)



**BIO:** Rob is a specialist in bringing positive psychology to life within organisations. He is the founder and Chief Positive Deviant of Tailored Thinking, a pioneering and award-winning, evidence-based positive psychology, wellbeing and HR consultancy. Rob was named #8 Most Influential Thinker by HR Magazine in 2023, is a TEDX speaker, author of Personalization at Work and Chartered Fellow of the CIPD and the Australian HR Institute. He has written for the likes of Harvard Business Review and Work magazine and is world-leading when it comes to enabling and encouraging job crafting and personalised people experience. His work, ideas and research has been presented at academic and professional conferences around the globe.

## **KEYNOTE 1**

### **Job Demands - Resources Theory in Action: Recent Interventions**

Professor Evangelia Demerouti (Eindhoven University of Technology (TU/e))

In this presentation, I will depart from my recent work with Job Demands–Resources theory, highlighting the importance of demands and resources in different life domains and the importance of their balance which can be restored by using top-down and bottom-up approaches. Among others, this research has focused on (a) job crafting i.e. the proactive behaviors employees use to optimize their demands and resources, (b) strategies to manage inter-role boundaries, i.e. segmentation and integration, as well as (c) strategies to manage one’s own energy levels, i.e. recovery control and activities. I will discuss how these (blended) interventions were developed and the extent to which they were effective in improving employee well-being and functioning even during the pandemic. The interventions follow various approaches ranging from training workshops to fully automated tools. My aim is to inspire academics and practitioners to develop evidence-based solutions to organizational problems.



**BIO:** Dr. Evangelia Demerouti is Full Professor in Work and Organizational Psychology at the Eindhoven University of Technology. Since 2015 she is a Distinguished Visiting Professor at the University of Johannesburg, South Africa and since 2017 she is the Chief Diversity Officer at Eindhoven University of Technology. Her research focuses on the processes enabling performance, including the effects of work characteristics, individual job strategies (including job crafting and decision-making), occupational well-being, and work-life balance. She has published over 250 national and international papers and book chapters on these topics. In 2021 she was ranked number 573 of the most cited researchers internationally and across disciplines (<https://elsevier.digitalcommonsdata.com/datasets/btchxktzyw/3>) as well as among the top 50 (ranked 32) most impactful researchers worldwide in Management & Business (<https://harzing.com/blog/2021/11/top-50-academics-in-business-management-worldwide-new-2021-ranking>). She is often invited as keynote speaker in European and international congresses and the European Academy of Occupational Health Psychology awarded her a lifetime fellowship. Currently, she is an associate editor of Journal of Occupational Health Psychology and a member of the editorial board of several high-impact journals in her discipline.

## **SESSION 1A: Symposium**

### **How is crafting helping? Zooming into crafting approaches and their transformative potential for job characteristics, health, and environmental situational factors**

Employees' ability to proactively alter their work environment, known as job crafting, has gained attention in the rapidly changing world of work. However, there is contention about the various forms of job crafting and their impact on workers' work design and health. To address this, the current symposium focused on four contributions. The first explored the concept of job crafting breadth, identifying how employees combine multiple forms of crafting throughout the day. The second contribution examined interactions between job crafting and related job characteristics. The third investigated how daily job crafting moderates the impact of morning personal resources on psychological and physiological reactions. Lastly, a broader perspective on crafting across life domains and situational factors was explored. Overall, the current symposium aims to shed new light on how job crafting has the potential to transform the work environment and alter individual wellbeing.

Chair: Dr Lina Marie Mülder (University of Bremen)

Dr Lorenz Verelst (Radboud University)

Dr Lina Marie Mülder (University of Bremen)

Dr Arianna Costantini (University of Bologna)

Kang Leng Ho (University of Zurich)

## **SESSION 1B: Symposium**

### **Transforming Organizations: work design as a tool to make organizations more inclusive**

Chair: Associate Professor Anya Johnson (University of Sydney)

Professor Fred Zijlstra (Centre of Expertise for Inclusive Organisations, Maastricht University)

Associate Professor Christine Soo (University of Western Australia)

Zhijun Chen and Xuan Zheng (Shanghai University of Finance and Economics)

Gemma van Ruitenbeek (Center of Expertise for Inclusive Organisations, Maastricht University)

Diversity and inclusion have been popular topics for organizations in the last decades. However, organizations mostly focus on topics as age, gender, cultural and ethnic diversity, whereas the issue of diversity in capacity or ability has received much less attention in the I/O literature. Yet, the group of people with some kind of functional limitation in terms of the International Classification of Functioning (ICF) is growing. In particular mental health issues are expected to gain in prevalence in the working population (WHO, 2022b). Approximately 15 % of the world's population are affected by a disability of some kind (ILO, 2020), and people with a disability have significantly more difficulties to find (and keep) a paid position in the labour market. Roughly speaking only 40 % of people with disabilities are employed

compared to 80 % of people without disabilities. While those that do find employment despite their disability, are generally only temporarily employed.

In this symposium we want to address this issue, and want to make clear that job design can be an effective tool to facilitate the inclusion of people with some kind of functional limitation in organizations. And importantly participation of these people should also be meaningful, for themselves and for society. We will present methods, approaches, and practical examples that demonstrate how this can be achieved.

## **SESSION 1C:**

### **Enhancing Role Clarity for Psychological Health & Safety: Fostering Collaboration and Shared Understanding amongst those who are Leading the Change**

Amanda Clements (Kapitol Group & The Collective Lab); Andrew Barrett (Safety on Tap)

Who holds the responsibility for improving Psychological Health in the workplace? Is it Managers, Employees, key functional teams like HR, WHS, and Injury Management, or everyone collectively? What about external experts like academics, consultants, regulators, unions, and policymakers? With these diverse roles and responsibilities, achieving progress in psychological health at work often suffers from its own lack of role clarity. In this session, we invite you to engage in a humble inquiry and the exploration of lived experiences to foster a shared understanding of people's roles and work experiences. Just as the saying goes, "put on your oxygen mask first," we propose that, to enhance Psychological Health at work, we as leaders must first put on our glasses and gain clarity on our own roles.

### **How Agile Leadership helps to create high performing teams**

Jess Karlsson (Shire of Derby/ West Kimberley)

Leaders today are striving to stay on top of rapidly changing business needs and must recognise rapid adaptation as critical to their success. Leaders are required to shift the way they think about your role as a leader, your relationship to your employees, and the culture of your organisation. Agile leadership is a theory, a framework, and a method of leading teams, which has a noticeable positive impact, improving outcomes for employees. Jess will provide foundational insights into leveraging Agile leadership to transform teams, and creating better outcomes, in line with SMART work design, including when working in VUCA environments. A combination of case studies, and practical information on how to use Agile leadership in various team environments. This session will suit experienced leaders, who want to cultivate a safe to fail culture, and confidently guide their organisation or team towards becoming sustainably agile.

## **SESSION 1D:**

### **Identifying Situations that Foster a Resource Conservation Pathway to Recovery via Undirected Attention**

Dr Nicole Celestine (University of Western Australia), Prof Gillian Yeo (University of Western Australia), Prof James W. Beck (University of Waterloo), A/Prof Stacey Parker (University of Queensland), Prof Sharon K. Parker (Curtin University)

Various situations can aid recovery from work via resource replenishment. However, cognitive mechanisms and subsequent pathways leading to replenishment remain unclear. In this study, we explored how situations characterized by the absence of attentional demands have beneficial effects for recovery via an underlying cognitive mechanism rooted in attention namely the experience of undirected attention. We conducted a field intervention study ( $n = 98$ ) in which we operationalized situations characterized by the absence vs. presence of attentional demands via two types of breaks (do-nothing vs. smartphone) across ten working days. We found support for our proposed model in which the situation characterized by the absence of attentional demands impacted recovery at the end of the day via a recovery process including pleasant deactivation and resource replenishment. More broadly, results indicated how different situations conducive to work recovery have their effects via underlying psychological mechanisms rooted in attention.

### **Work and Sleep: Taking Your Phone to Bed**

Prof Kurt Lushington (University of South Australia), Mary Markobotsaris (University of South Australia), Amy Parkin (University of South Australia), Prof Maureen Dollard (University of South Australia), Dr Rachael Potter (University of South Australia), Prof Arnold Bakker (Erasmus University Rotterdam), Dr Silvia Pignate (University of South Australia), Dr Amy Zadow (University of South Australia), Dr Ali Afsharian (University of South Australia), Dr Mikaela Owen (University of South Australia)

After-hours ICT-use (e.g., smartphone) is associated with worse sleep and recovery-from-work (RFW) which, in turn, are independently associated with worse next-day work performance (NDWP). These pathways have been examined in isolation but have yet to be analysed in a single omnibus model. In 2021, 105 professional, 90 academic and 1 professional/academic staff (54M, 144F; mean age (SD) =  $48.38 \pm 10.23$ y) participated in a 2 X 5-day diary study (separated by 2 weeks) where they were asked to rate ICT-use, sleep, recovery-from-work and work performance. The data was analysed using multilevel path analysis with mediation and moderation components (working from home, age, and gender) and COVID-19 pandemic lockdown as a covariate. No significant pathways were observed at the within person level. However, at the between person level, higher RFW and, unexpectedly, higher after-hours ICT-use were associated with higher NDWP. In conclusion, after-hours ICT-use provided it doesn't disrupt RFW facilitates NDWP.



## **Forecasting the long-term impact of working hours on mental well-being**

Dr Tim Ballard (The University of Queensland)

This project aims to develop a computational model to predict the impact of working hours on mental health, a significant risk factor for work-related diseases. Available data from national panel surveys across various countries offer insights into work hours and mental health, but drawing meaningful conclusions is challenging. One issue is the non-linear dynamics; long work hours may not affect mental health until a certain tipping point. Additionally, we lack knowledge on factors determining who is most susceptible to these effects. We propose a model assuming the effects are mediated by a latent exhaustion process that accumulates and triggers observable mental health changes after reaching a threshold. Our analyses so far suggest that: (a) there are indeed non-linear effects of working hours on mental health, but (b) the nature of these effects vary across individuals and (c) as a function of other factors such as job control and social support.

## **The Interplay of Daily Fairness and General Politeness for Gig Workers' Well-Being**

Associate Professor Wlad Rivkin (Trinity Business School)

The global rise of gig workers prompts a vital question: How to effectively manage this expanding workforce? While gig platforms do not directly manage gig workers, they can shape the employment dynamics between workers and gig requesters. We thus study the dynamics between these parties, highlighting that power imbalances in the gig ecosystem affect gig workers' perceptions of fairness in their daily interactions. Integrating the Affective Events Theory and the Broaden and Build Theory of Positive Emotions, we propose that fairness perceptions affect gig workers' well-being (subjective vitality and need for recovery) through positive emotions and work goal progress. Additionally, we examine requester politeness as a moderator in the daily relationship between fairness perceptions and positive emotions. Findings from two studies support our model, emphasizing the importance of perceived fairness and politeness in enhancing gig workers' well-being. Accordingly, we derive implications for gig platforms to design more human-centric gig conditions.

## **SESSION 2A: Symposium**

### **Agile Teams and Work Design: Advancing Theory and Practice**

Chair: Assistant Professor Tom L. Junker (Tilburg University)

Dr Yuri S. Scharp (Tilburg University; Erasmus University Rotterdam)

Dr Melissa Twemlow (Erasmus University Rotterdam)

The topic of agile teams is highly popular in practice, yet rarely investigated by work design researchers. Practitioners suggest that working in an agile way helps teams to make rapid progress and to work more efficiently. However, it is unclear how agile practices relate to long-term performance and daily well-being outcomes. The present symposium challenges the assumptions of popular agile management frameworks by demonstrating the complexities of agile work design. The aim is to create a two-way exchange between practitioners and researchers by asking (1) what can work design research learn from agile teams, and (2) how can work design research help to improve agile practices? The papers included in this symposium deploy methodologies ranging from daily diary to one-year longitudinal studies. The insights from these studies may help researchers and practitioners to work towards a version of agility that brings mutual benefits for employees and organizations.

## **SESSION 2B: Symposium**

### **Integrating good work design in government systems, culture and management practice**

Discussant: Judy Chi (Future of Work Institute, Curtin University)

Tamara Wakeman (Comcare)

Jessica Reynolds (Department of Climate Change, Energy, the Environment and Water)

Changes to how we work and strengthened Work Health and Safety legislation on psychosocial risks, highlight the need for managers to design good work. This is an immediate challenge as low manager capability and systemic issues drive poor outcomes. Comcare has developed a suite of resources that translate the evidence of good work design into practice. Effective implementation of good work design through existing HR systems is needed to strengthen manager skills in designing good work. The Department of Climate Change, Energy the Environment and Water has used the Thrive at Work Framework and SMART model of work design in pilot programs across its business, with a focus on embedding changes within systems. This symposium will discuss how embedding good work design within systems, culture and management practices can deliver improved health and wellbeing outcomes and illustrate how good work design has been successfully embedded within a Federal Government Department.

## **SESSION 2C:**

### **Development and Validation of the Workplace Digital Demands and Resources (WDDR) Measure**

Dr Amy Zadow (University of South Australia & University of Adelaide), Rachael Potter (University of South Australia), Maureen Dollard (University of South Australia), Prof Arnold Bakker (Erasmus University), Silvia Pignata (University of South Australia), Ali Afsharian (University of South Australia), Amy Parkin (University of South Australia), Prof Kurt Lushington (University of South Australia)

Digital communication has become embedded in contemporary work practices, creating both unprecedented risks and benefits to worker well-being. However there is a theoretical gap arising from limited measures to differentiate work factors relevant to digital communication that have the potential to affect worker well-being (emotional exhaustion, work engagement). In the current study, we address these limitations developing a new scale assessing digital work conditions grounded in the Job Demands-Resources (JD-R) theory through multi-methods (literature review, qualitative interviews, an online pilot survey, Delphi technique). Exploratory factor analysis of responses from 1589 academics, revealed a 12-item Workplace Digital Demands and Resources (WDDR) measure, encompassing the constructs of workplace digital demands (pressure and complexity) and digital resources (autonomy and support). The factor structure was confirmed with confirmatory factor analysis and invariance testing involving an additional 702 academic staff. In a sample of 371 professional university staff, WDDR at Time 1 predicted emotional exhaustion and work engagement at Time 2 consistent with JD-R theory which warrants expansion of the theory to encompass digital characteristics. In sum, the WDDR measure demonstrates reliability, construct, convergent, predictive and criterion validity.

### **Does work-related ICT use during commute promote the speed of work engagement? A role transition perspective**

Dr Bin Wang (Shanghai University), Mengge Gan (Shanghai University)

The current study aims to address how and when work-related ICT use during daily commutes affects the speed of engagement. Drawing on a role transition perspective, we hypothesize that work-related ICT use during the home-to-work commute (WICT\_HW) has a positive indirect effect on the speed of engagement via increased psychological detachment from home; and work-related ICT use during the work-to-home commute (WICT\_WH) negatively influences the next-day speed of engagement via increased work-family conflict. Moreover, general task significance is expected to amplify the effects of work-related ICT use during commutes. Using an experience sampling study of 149 employees across 10 consecutive workdays, our multilevel analysis revealed that daily WICT\_HW was positively related to daily psychological detachment from home, which in turn, accelerated the daily speed of engagement. On the other hand, daily WICT\_HW was positively associated with daily work-family conflict. Besides, the cross-level moderating role of general task significance was supported.

## **New Pattern of Work and Family Interplay: The Effect of Technology Assisted Supplemental Work in Family Domain**

Dr Chao Ma (The Australian National University), Dr Sijia Zhao (Tongji University)

Drawing from self-regulatory resource theories, our research proposes a model that examines how and why technology-assisted supplemental work is related to employees' family undermining behavior. To be specific, we predict that technology-assisted supplemental work has a positive association with mental fatigue, which leads to increased family undermining behavior. In addition, we propose that an individual's preference for segmentation serves as a key contingent mitigating the negative effect of technology-assisted supplemental work on mental fatigue. We tested our hypotheses in two studies using multiwave data (N1 = 231, N2 = 420). The results indicate that technology-assisted supplemental work positively predicts employees' family undermining behavior through the mediator of mental fatigue. Moreover, the positive relationship between technology-assisted supplemental work and mental fatigue is attenuated when the focal employee is high on segmentation preference. The theoretical and managerial implications of these findings are also discussed.

### **SESSION 2D:**

#### **Job Characteristics Determine Pay Level and Variable Pay Proportion; But Which Relates Most to Work Motivation?**

Prof Marylene Gagne (Curtin University), Prof Anja H. Olafsen (University of South-Eastern Norway), Dr Joshua Howard (Monash University), A/Prof Stacey Parker (University of Queensland), A/Prof Rebecca Hewett (Erasmus University), A/Prof Claus W. Frolund (University of South-Eastern Norway)

The literature shows that compensation motivates workers and that job characteristics also influence work motivation. But job characteristics are compensable factors: People generally get paid more and more contingent on performance when they have more to do, more complex things to do, and more responsibilities. Could it be that research results have confounded the effects of pay and job characteristics on work motivation? Are they equally and independently important or does one have more primacy over the other in influencing motivation? We present three field studies examining how pay and job characteristics compete for variance in work motivation, performance, and well-being. Pay characteristics were almost always correlated to work characteristics across the three samples, and they accounted for more variance in motivation, well-being, adaptive and proactive performance than pay characteristics. Therefore, pay characteristics' effects may have been inflated in past research because work design was not controlled for.

## **Unveiling the Limitations of Hybrid Work: The Interplay Between Individual and Interdependent Others' Work-From-Home Intensities in Predicting Individual Outcomes**

Franzisca Fastje (University of Groningen)

We challenge previous conceptualizations of working from home (WFH) and argue that the individual-level implications of contemporary WFH arrangements depend not only on a person's own WFH intensity but also on the WFH intensity of others in their social context. Specifically, we examine how both an individual's WFH intensity and the WFH intensity of their interdependent others (i.e., fellow project workers) jointly generate a sense of social isolation. Results of polynomial regression analyses on a time-lagged sample of 1,321 knowledge workers showed that social isolation is lower when the WFH intensity of a focal individual and their interdependent others is higher (i.e., high-high WFH congruence) or lower (i.e., low-low WFH congruence). In contrast, congruence at moderate WFH intensities (i.e., hybrid WFH) related positively to social isolation. Subsequent WFH intensity, job satisfaction, and turnover are examined as downstream consequences.

## **The More We Get Together? An Exploratory Field Study of Ideas for Improving Belonging in Flexible Work Arrangements**

Dr Reb Rebele (University of Pennsylvania)

Many organizations are still struggling to find a “new normal” for flexible work, in part due to a perceived tension between the desire to maintain the autonomy of remote work with a wish for belonging that some feel is unique to the office. Yet these concerns are based on a largely untested assumption that physical proximity is integral to employee belonging. To test this, we collected data from more than 2,000 employees of a global company in mid-2023. Preliminary results indicate that remote employees actually reported significantly higher feelings of belonging than hybrid employees. Further, feelings of belonging were not related to office attendance or to being co-located with one's team. However, belonging was related to employee personality traits, work attitudes, and role characteristics. In addition to the theoretical and practical implications of these findings, we also discuss belonging-related themes from more than 5,000 employee-generated ideas for improving flexible work.

## **SESSION 2E:**

### **Return to the Office: Investigating Work Location Autonomy Post Pandemic**

Lesley Brown (University of Western Australia), Dr Lisette Kanse (University of Western Australia), A/Prof Laura Fruhen (Radboud University)

Work location autonomy, i.e., freedom to choose where to perform one's work tasks, is a currently under-researched hot topic. Drawing on the theories of Job Demands and Resources, self-determination, and psychological contracts, we hypothesised an indirect negative relationship between work location autonomy and the outcomes of turnover intentions and burnout, operating via satisfaction of the need for location autonomy, and that perceived breach of the psychological contract formed regarding location autonomy would moderate the first stage of this indirect path.

Survey results from n = 295 online panel participants employed globally supported the hypothesised indirect path. Whilst this path did not differ dependent on perceived breach, a simple effect was found of breach on need satisfaction, suggesting that psychological contract breach regarding location autonomy can independently reduce need satisfaction. Findings indicate organisations should consider not just the amount of location autonomy offered, but also psychological contracts that may have formed.

### **Bridging the gap between organization design and work design: A systematic review and integrative model on the structure of work**

A/Prof. Lander Vermeerbergen (Radboud University), Prof Sharon K. Parker (FOWI, Curtin University), A/Prof Dirk Vriens (Radboud University), A/Prof Lorenz Verelst (Radboud University), Prof Patrick Vermeulen (Radboud University)

In the last decades, research on the structure of work, which we define as the way in which organizational jobs are defined, related, and coordinated, has mostly focused on two analytical levels: individual jobs, and the broader organizational structure. Whilst research at both levels covers important aspects of the structure of work, these strands of research have drifted apart. This is problematic as the design at one level can affect the design and outcomes at the other. To fully assess the impact of the structure of work on performance and employees' working life outcomes, an integrated understanding of designing individual jobs and their encompassing organizational structure is required. Our goal in this review is therefore to synthesize existing literature on the structure of work examining both the level of individual jobs and the broader organizational level, to develop an integrative model, and to show the influence of several contextual factors.

## **Connecting the SMART work design approach to sociotechnical design principles**

Dr Peter Oeij (TNO Innovation for Life), Prof Steven Dhondt (KU Leuven)

While sociologists have a strong interest in the division of labour, the labour process, and sociotechnical design aspects, in relation to job and work design, psychologists stress the importance of human needs and human satisfaction. Sociologists underline strategic and organisational choices as conditional to the quality of work, whereas psychologists focus on person-environment-fit approaches. Recently, we observe an rapprochement in the field, with regard to the development of the SMART work design model; individual, team, and organisational elements are integrated into an approach that links human needs, job characteristics and organisational conditions. In Europe (particularly in the Lowlands and Scandinavia) researchers have linked sociotechnical design thinking to organisational design principles for production lay-outs and quality of work criteria into a modern sociotechnical approach. The paper intends to stimulate discussion about how to integrate elements of the SMART work design approach and the “modern sociotechnical” into an integral approach.

**POSTER VIEWING SESSION: (alphabetical order)**

Poster 1

**Faculty Adaptation to Generative AI: Opportunity or Challenge**

Dr Amit Jain (SP Jain Institute of Management & Research - SPJIMR)

Poster 2

**Psychosocial Safety Climate and Hybrid Working Environments**

Dinethi Yasodara Jayarathna (University of South Australia)

Poster 3

**Understanding, Supporting and Promoting Kimberley Educator Wellbeing**

Liz Kent (Department of Education)

Poster 4

**Exploring the Impact of Culture on Work Design in Asian & African Nations: Insights for Returning International Graduates**

Nicky Kinsey (University of Leeds)

Poster 5

**Empowerment and Employability through Self-Initiated Work Design: A Study among Contract Workers in lower-level Roles**

Ankur Kushwaha (Indian Institute of Management Indore)

Poster 6

**Work Design in Non-Profit Context: Voluntary and Professional Work Dynamics**

Mohsen Loghmani (Griffith Business School, Griffith University)

Poster 7

**The Cross-sector Model of Care: A Work Design Perspective**

Annika Mertens (Future of Work Institute, Curtin University)

Poster 8

**To play or not to play? Investigating adult play at work, control over play and the relationship with subjective wellbeing and loneliness**

Mona Momtazian (University of Adelaide)

Poster 9

**Autonomous gig is Happy gig: How to Amplify the positive impact of Perceived Algorithmic Control on Working thriving**

Yunsheng Shi (Beijing Normal University)



Poster 10

**Reciprocal Associations between Personality and Job Engagement in Young Adulthood**

Marie Steinkampf (Tilburg University)

Poster 11

**Gathering insights for improving efficiencies and processes to provide a more seamless view of the WA County Health System**

Richard Varhol (Curtin University)

Poster 12

**Perspective-Taking Leads to Sound Work Design**

Xu Wang (Shanghai International Studies University)

Poster 13

**Collaborative Robots and (Un)sustainable Production in Small- and Medium-Sized Manufacturing Enterprises: A Multi-Wave Interview Study Guided by Sociotechnical Systems Design Theory**

Milan Wolffgramm (Saxion University of Applied Sciences)

## **INDUSTRY PANEL:**

### **How Do We Make Work Design Happen in Practice? (Hear From A Professor of Practice, A Chief Mental Health Officer, and A Regulator)**

In a lively discussion facilitated by Rob Baker (Founder, Tailored Thinking), hear from our three experts about what is happening nationally and internationally with regard to improving work quality in the workplace, what practical steps need to be taken, and success factors for change. Professor Karina Jorritsma (Professor of Practice, Future of Work Institute, Curtin University) will draw on her extensive experience diagnosing and implementing the Thrive at Work model and SMART work design across multiple organisations. Dave Burroughs (Chief Mental Health Officer, Westpac Group) will discuss the importance of shifting mental health at work conversations to a prevention focus and share expert tips on how to do this successfully. Jim Kelly (Executive Director - Operations & Enforcement (acting)) will provide the perspective of a regulator and discuss SafeWork NSW's innovative initiatives to support industry in creating better work designs.

Chair: Rob Baker (Founder and Chief Positive Deviant, Tailored Thinking)



BIO: Rob is a specialist in bringing positive psychology to life within organisations. He is the founder and Chief Positive Deviant of Tailored Thinking, a pioneering and award-winning, evidence-based positive psychology, wellbeing and HR consultancy. Rob was named #8 Most Influential Thinker by HR Magazine in 2023, is a TEDx speaker, author of Personalization at Work and Chartered Fellow of the CIPD and the Australian HR Institute. He has written for the likes of Harvard Business Review and Work magazine and is world-leading when it comes to enabling and encouraging job crafting and personalised people experience. His work, ideas and research has been presented at academic and professional conferences around the globe.



Professor Karina Jorritsma (Future of Work Institute, Curtin University)

BIO: Karina is the Professor of Practice at Curtin University's Future of Work Institute, a recently established Research Institute which promotes productive and meaningful work as essential foundations of a healthy economy and society. Her main objective in this role is to foster new ways for academia and industry to interact, aligning both with the University's focus on balancing researcher-led and industry demand-driven research and an increased focus on non-academic impact. Karina's background is as an applied organisational psychology researcher working in non-traditional academic roles. She holds over 15 years' of experience in successfully bringing together academic thinking across disciplines and working with industry stakeholders to address critical workplace challenges. In her career to date, Karina has successfully contributed to, or led, more than 100 multidisciplinary projects with many high-profile clients in both the public

and private sectors and across a wide range of industries, including health care, mining, aviation, fire and emergency services, law enforcement, and the Royal Australian Navy, including more than 80 industry-funded University research projects totalling more than \$15 million. In recent years, Karina's applied research has had a particular focus on employee well-being.

Dave Burroughs (Chief Mental Health Officer, Westpac Group) (Principal Psychologist, APS Psychological Services)



BIO: Dave Burroughs is Principal Psychologist of [Australian Psychological Services](#), Chief Mental Health Officer for Westpac Group, Champion for the National Communications Charter for Mental Health and Suicide, and Mentally Healthy Workplaces Ambassador for SafeWork NSW. Dave has a 20-year international career as a psychologist working across multiple industries and career experience across clinical, military, organisational, and community psychology domains. Dave has a commitment to

evidence-informed practice, a reputation for tackling complex people matters and challenging convention. Dave supports many leading government, national and international organisations in adopting strategic and practical approaches to developing mentally healthy workplaces.



Jim Kelly (Executive Director of Operations & Enforcement (acting) and Director of Health and Safe Design, SafeWork NSW)

BIO: Jim Kelly is the Executive Director of Operations & Enforcement (acting) and the Director of Health and Safe Design at SafeWork NSW. He is responsible for leading a range of specialist areas including workplace health, engineering, ergonomics, mental health and return to work. Jim has extensive experience across many industries leading regulatory services and human resource

teams in workplace health and safety (WHS) prevention, injury management, and rehabilitation. He is passionate about preventing injury and illness through the design of healthy and safe work. When not working Jim loves to spend time with his family, getting active in the outdoors and enjoying the sun and surf.

### **SESSION 3A: Symposium**

#### **Can Hybrid Work Really Offer the Best of Both Worlds? The Role of Location Autonomy on Work Design, Wellbeing and More**

Chair: Dr Caroline Knight (The University of Queensland)

Dr Bichen Guan (La Trobe University)

Professor Anja Olafsen (University of South Eastern Norway)

Associate Professor Matthew Davis (Leeds University Business School)

Hybrid work is fast becoming embedded in work arrangements. Yet, it is not well understood what shapes hybrid work and how this impacts work design and wellbeing. In this symposium, we explore the role that the influence an individual has over where they work has on work design and wellbeing. Presentation 1 uses objective and subjective data to explore how location autonomy and office day consistency moderates the relationship between number of office days and wellbeing, trust, and learning. Presentation 2 explores how location autonomy influences the variability in remote work hours across four waves of data spanning a year, and how this impacts work characteristics and wellbeing. Presentation 3 uses experience sampling methodology to explore how location autonomy, beyond other forms of autonomy, shapes task-environment fit, wellbeing, and performance. We contribute to theory around what shapes good hybrid work design and the role managers can play in this process.

### **SESSION 3B: Symposium**

#### **Work Design for an Ageing Workforce**

Chair: Dr Jane Chong (University of Western Australia)

Discussant: Professor Mo Wang (University of Florida)

Dr Arian Kunzelmann (Future of Work Institute, Curtin University)

Dr Daniela Andrei (Curtin University)

Dr Christopher Pryor (University of Florida)

Dr Yifan Zhong (University of Western Australia)

Workforce aging presents both opportunities and challenges for organisations to ensure that they meet the needs of the workforce across the lifespan whilst harnessing the unique strengths and experiences of a diverse age group. This symposium highlights research related to the ageing workforce and how work design might play a role in ensuring a sustainable workforce for the future. First, Kunzelmann et al. used a longitudinal latent transition analyses which focuses on work design characteristics and how they affect different aspects of cognitive functioning in older workers. Also using a person-centered approach, Andrei et al. explored how older workers' self-reported psychological distress changed over a period of 15 months during the COVID-19 pandemic, and investigated how socio-demographic and work environment factors relate to specific trajectories of distress. Using a lifespan developmental perspective, Pryor et al. investigated a dual-process motivational model of top managers' age and its impact on firm strategic renewal. Lastly, Zhong et al. explored factors

that influence Generative AI's approval of training or hiring of older employees in different organizational contexts.

### **SESSION 3C:**

#### **Healthy Work - An evolution in work health & safety**

Jim Kelly (SafeWork NSW)

From a prescriptive approach in the 70's to risk management: a "What's next?"

The way we manage and regulate work health and safety (WHS) in Australia and around the world continues to evolve, and evidence to support the effectiveness of an integrated approach to health, safety and wellbeing is growing. Work and health are inseparable. How workers interact and interface with their job directly affects and is affected by their health and wellbeing. Safework NSW proposes a panel discussion on its new and innovative Healthy Work Approach, where work is designed and managed in a way that does not cause harm and has positive benefits to the physical and psychological health, safety, and wellbeing of workers. An expert panel of guests representing workers, employers, the regulator and others will discuss the need for businesses to transform the way they think about WHS by adopting a Healthy Work Approach.

#### **Psychosocial risks - An integrated approach to managing psychosocial risks in the workplace**

Krishna Hunt (AP Psychology & Consulting Services)

This presentation describes an evidence-based and integrated approach to psychological health and safety. An integrated approach refers to a comprehensive strategy that organisations can implement to address and mitigate workplace psychosocial factors that may contribute to employee stress, mental health issues, and reduced well-being. The presentation covers: Understanding what psychological health and safety is, and what it's is not; Understanding psychosocial risks and hazards; Recent changes in legislation regarding workplace responsibilities; How to assess psychological health and safety; A framework for intervention; and A real-world case study to bring to life the integrated approach. Safeguarding employee health now encompasses psychological health and safety as well as physical. Organisations have a responsibility to identify, assess and manage psychosocial hazards. Many organisations are ill-equipped in this arena and need robust tools to support them. Adopting an integrated approach to risk assessment and management, means we set the stage for a healthier, happier workforce.

### **SESSION 3D:**

#### **Integrating AI and automation in the construction industry: Addressing psychosocial risks through workforce reskilling and adaptability**

Dr Keyao (Eden) Li (Edith Cowan University), Prof Mark Griffin (FOWI, Curtin University)

AI and automation can potentially revolutionise industries worldwide by significantly boosting productivity and efficiency. In the construction sector, modern methods of construction (MMC)

shift key processes to a more controlled offsite environment, resulting in enhanced construction efficiency and sustainability. While the implementation of MMC offers benefits, its effect on workplace psychosocial risks is a double-edged sword. This study seeks to explore this intricate impact from the construction workforce's perspective and identify strategies to mitigate psychosocial risks within the construction sector.

We interviewed 25 construction experts on their experiences with MMC and the resulting changes to their work environment and routines. Based on interview findings, equipping the construction workforce with adaptive skills and targeted professional development can maximise the benefits of MMC, consequently minimising psychological risks in the construction industry. Meanwhile, the workforce's scepticism towards technologies, coupled with industry-wide concerns, could temper this effect by attenuating proactive efforts in technology implementation.

### **Provider-to-provider virtual healthcare as a strategy to futureproof our rural and remote health workforce**

Kaylie Toll (Curtin University)

Virtual healthcare solutions are proposed as a way to combat the inequity of access to healthcare in rural and remote areas, and to better support the clinical front-line providers who work in these areas. Provider-to-provider virtual healthcare connects rural and remote front-line providers to a “hub” of healthcare specialists, with the aim of enabling access to specialised care and advice otherwise unavailable to place-based professionals, and therefore increasing access for their patients. Reported benefits include an enhancement in knowledge, increased professional development opportunities, improved scope of practice, and confidence in treating more complex cases. These benefits have implications in futureproofing our health workforce in terms of productivity, burnout, recruitment, and retention. This research will investigate lessons learned from the implementation, evaluation, and strategies for long-term sustainment of provider-to-provider virtual healthcare by using the Western Australia Country Health Service’s Command Centre as a case study.

### **Can Algorithm be Good Work Designers? The Impact of Algorithmic Management on Gig Workers’ Job Satisfaction: The role of Task Interdependence. A Mixed-methods Study**

Dr Jade Yin (Shenzhen University), Prof Jiang Jianwu (Shenzhen University), Wen Jingjing (Shenzhen University), Huang Jingqi (Shenzhen University)

We consider recent research in algorithmic management (AM), as well as recent advances in perceptions of employees’ level of exposure to AM and work design. This study proposes a new AM-driven work design to foster employees’ job satisfaction in the era of algorithms. Our contributions are (1) theoretical: we investigate the predictor value for algorithmic goal-setting and work interdependence in reducing the negative effect of algorithmic monitoring on job satisfaction, (2) methodological: we adopt an mixed-method approach using grounded theory approach and three-wave survey data that allows new perspectives, and (3) practical: our results highlight that the negative effect of algorithmic monitoring on job satisfaction was decreased by enhancing work interdependence through algorithmic goal-setting. Therefore, when employees are assigned by algorithmic systems and they have the autonomy to work independently, they are more satisfied. Such findings support practitioners and designers in promoting healthy jobs in AM implemented organizations.

## **The Impact of Automation on Perceived Work Design Resources and Engagement: An Experimental Study**

A/Prof Laura Fruhen (Radboud University), Laura Bennett (University of Western Australia), Dr Vanessa Bowden (University of Western Australia), Prof Shayne Loft (University of Western Australia), Prof Sharon Parker (Curtin University)

Automation is set to change workplaces. It has been identified as having implications for mental health, however findings are limited. Scholars have to date focused on the demands that automation may introduce. Resources, key protective factors in work design, have so far been overlooked and warrant further attention in the context of automation at work. To address this issue, this study investigates the links between automation with work design resources perceptions as well as engagement. In a between-subjects design 223 participants engaged in an air traffic control (ATC) simulation (ATC LabAdvanced) with or without automation and completed surveys. Results show that provision of automation resulted in lower engagement with regards to vigor and absorption, but not dedication. Further, decision-making autonomy (but not skill variety or information processing) was negatively impacted by automation and was a mechanism through which automation impacts engagement indirectly.

### **SESSION 3E:**

#### **Team Job Crafting in the Age of Artificial Intelligence**

A/Prof Melissa Twemlow (Erasmus University Rotterdam), A/Prof Lauren Waardenburg (ESSEC Business School)

This study builds on ethnographic research examining the use of a “predictive policing” AI system at the Dutch police. Over 3 years and 10 months, we trace how a newly formed “intelligence team” collectively crafted their job around using the AI system to assist police officers with their daily work. We find that the team engaged in four pivotal and interrelated team crafting efforts - cognitive and behavioral - to effectively integrate AI into their work. While the team managed to craft a more challenging and impactful job, the collective efforts also resulted in them experiencing excessive job demands and role tensions that eventually led to multiple team members experiencing job burnout and ultimately the disbanding of the team. The longitudinal study contributes to the team job crafting literature by empirically showing the reciprocal and interrelated relationship between behavioral and cognitive team crafting efforts and their potentially dysfunctional consequences for worker well-being.

#### **The Impact of Workflow Interruptions on Multidisciplinary Team Communication in Hybrid Healthcare Settings**

Margo Janssens (Tilburg University), Samantha van der Bruggen (Elisabeth Tweesteden Hospital), A/Prof Nicoleta Meslec (Tilburg University), Laurens Beerepoot (Elisabeth Tweesteden Hospital), Prof Roger Leenders (Tilburg University)

Workflow interruptions are skyrocketing in the contemporary workplace, especially in collaborative team environments. Importantly, interruptions not only affect team members individually, but spill over and affect the collective team functioning. We investigate in fourteen multidisciplinary team meetings in hybrid healthcare settings (1) which workflow interruptions naturally emerge and (2) how these interruptions influence team communication.

We find evidence for a highly interruptive meeting environment, characterized by videoconferencing issues, disruptive beepers/phones and people leaving and entering the meeting room during patient discussions. Contrary to what was expected, team members initially respond to the interruption with positive statements, which decreases significantly in the minutes after the interruptive event. After the interruptive episode, significantly more negative statements, as well as conversational repetitiveness occurs. This research contributes to understanding naturally occurring workflow interruptions in actual organizational healthcare teams, by providing objective and fine-grained empirical insights into how workflow interruptions affect changes in the teams' communication.

### **Dynamic Teams in Modern Work: Unpacking the Multi-level Impacts of Team Membership Model Divergence**

Professor Julia Backmann (University of Münster)

In an era of evolving work design, where teams have become more dynamic and individuals frequently hold memberships in multiple teams simultaneously, understanding membership model divergence becomes crucial. Membership model divergence refers to the misalignment between team members' perceptions of who belongs to their team. While prior work concentrated on team-level implications, this study delves deeper, identifying three individual-level divergence types based on the disagreement target (self or others) and divergence nature (adding or subtracting members). Through a multilevel analysis of 466 members across 117 teams, we reveal that a team's average divergence level adversely impacts individual identification with the team. This, in turn, diminishes work engagement and job satisfaction. Interestingly, not recognizing a member intensifies the negative effects of divergence on identification, while adding or removing others softens it. Our findings highlight the intricate, multi-level impacts of membership model divergence in contemporary work settings.

### **Working in Agile Multi-Team Systems – Engaging or Exhausting?**

Assistant Professor Tom L. Junker (Tilburg University)

The present study sets out to investigate the implications of working in agile multiteam systems (MTS) for work engagement and exhaustion. While there is a vast body of research on what makes working in a team enjoyable or stressful, existing studies neglect that teams are often embedded in larger systems and must collaborate with other groups. Building on role theory, we propose that the use of agile work practices (AWPs) can help to enhance well-being by reducing role conflict. However, these positive effects can be undermined when teams are embedded in MTS with high variance in the use of AWPs (i.e., low maturity of agile transformation). Multilevel analyses of 192 teams embedded in 49 MTS generally supported the hypotheses: When agile teams co-existed with other groups that worked in a non-agile manner in one system, the well-being benefits of AWPs were undermined due to role conflict.



## **SESSION 4A:**

### **Advancing Psychosocial Risk Management: A Systematic Framework from South32**

Alex Drane (South32)

Addressing the psychosocial challenges within the mining sector calls for a robust approach to integrating risk management with health and safety systems. This presentation will reveal South32's strategic framework, which underscores the significance of both physical and psychological health.

Informed by a critical examination of psychosocial risks at South32, supported by extensive case studies, the framework introduces a taxonomy of risks that integrates with the South32 Risk Management System, ensuring its sustainable implementation across the organisation. We will explore the operational application of the framework at South32, illustrating its effectiveness in managing an array of psychosocial hazards. These span from job-related stressors, such as role conflict and remote work, to safety culture issues including poor organisational justice and recognition.

This presentation will introduce a comprehensive framework for managing psychosocial risks in the mining sector, focusing on integrating psychosocial risk management into existing safety systems. By outlining challenges such as scope incorporation, hazard interaction capture, and measurable risk event integration, Drane emphasizes the need for a systematic approach to enhance workplace health and safety. The framework leverages global best practices and strategic considerations, providing insights into embedding psychosocial risk management sustainably within organizational structures, demonstrating its pivotal role in safeguarding employee well-being and optimizing operational efficiency.

### **Lessons from WorkSafe Victoria's \$50m WorkWell Programme: A Thematic Analyses of the Mental Health Improvement Funds and Learning Networks Final Reports**

Associate Professor Andrea Kirk-Brown (Monash University)

In this paper we present key lessons from Worksafe Victoria's \$50 million AUD WorkWell programme, aimed at creating psychosocially safe and healthy workplaces and the prevention of mental injury. Interventions were co-designed with 25 Mental Health Improvement Fund projects (767 workplaces), and 5 Learning Networks (121 partner organisations), across more than 13 industries. A thematic analysis of end of project reports demonstrated that building mental health literacy was identified as the first building block to creating greater readiness for change, challenging leaders to reframe their views on addressing workplace mental health as an OH&S issue. Clearly contextualised interventions considering the unique needs across industry sectors, and clearly linked to workplace specific work-related factors, resulted in enhanced perceptions of psychosocial safety. Through providing access to funding and the co-design of interventions WorkWell has enhanced workplaces' readiness for change by building capacity and confidence to address mental health issues in the workplace.

## **Double double, workplace change is no trouble: Building organisational change capability**

Mona Momtazian (Change Capability)

Approximately seventy five percent of organisational changes fail (Anand and Barsoux, 2017) and in the process of these changes, employee uncertainty and cynicism rise. This impacts employee commitment, motivation and job satisfaction (Reichers et al., 1997). Schumacher et al. (2016), found that organisational change is also associated with employee emotional exhaustion (often referred to as change fatigue), particularly early in the change cycle when the change may be misunderstood. One method to reduce change fatigue and increase change adoption, is to build organisational change capability (OCC) (Heckmann et al., 2016). This case study highlights an Australian government department that established an OCC and within a four year period, doubled their employees' positive experience of changes managed well. This case study is beneficial for large and complex organisations, as it showcases how to establish OCC and therefore minimise the negative impacts of change on their employees, while also supporting adoption of change.

### **SESSION 4B: Symposium**

#### **50 Shades of Demands: Disentangling work demands, their interrelationships and their effects**

Chair/Discussant: Professor Karina Jorritsma (Future of Work Institute, Curtin University)

Dr Monique Crane (Macquarie University)

Dr Belinda Cham (Future of Work Institute, Curtin University)

Dr Madison Kho (Future of Work Institute, Curtin University)

Growing evidence shows that not all demands are experienced the same way, but the extent of these differences and how they impact worker outcomes, is still unclear. This symposium will present two studies utilising novel methods to disentangle job demands and an intervention case study to discuss the nuances of addressing multiple demands in the workplace. The first study focuses on the interconnectedness of different types of job demands and different types of job resources using exploratory structural equation modelling on data from Navy personnel preparing for deployment (N =558). The second study investigates how different demands such as work overload and work underload can have unique temporal effects, using a daily diary study conducted with Navy submariners on deployment (N=77). Last, a practical exemplar of how to consider the interconnection of work demands is provided in a case study of an aged-care work redesign intervention.

## **SESSION 4C:**

### **The bright side of avoidance crafting: How work design matters**

Dr Elisa Lopper (Humboldt-Universität zu Berlin), Dr Fangfang Zhang (FOWI, Curtin University), Prof Maria Tims (Vrije Universiteit)

To deal with increasing challenges in today's world of work, employees can use avoidance crafting to reduce high job demands or avoid situations low in job resources. Research on behavioral avoidance crafting that aims to reduce high job demands has shown its negative effect on employees' well-being, like exhaustion. Following the hierarchical job crafting conceptualization, that distinguished both behavioral and cognitive changes in demands and resources, we aim to examine the relationships between these different avoidance crafting dimensions and exhaustion. Furthermore, we consider autonomy and time pressure as moderators. Results of the daily diary data (N = 78 German employees) revealed that avoidance cognitive demands crafting was negatively associated with exhaustion at the between- and within-person level. The other dimensions showed no associations with exhaustion. Furthermore, work design matters, on the day-level, cognitive avoidance crafting was negatively associated with exhaustion when employees generally experienced low autonomy and high time pressure.

### **Cognitive Job-Crafting in action: Bringing outcomes to life via coaching conversations**

Rachel Setti (Thriving Edge Coaching & Consulting)

A doctoral study was conducted to qualitatively investigate how participants engage in cognitive job crafting skills, and enhance their experience of work meaningfulness. The aim of the study was to understand, in real-time, precisely how people achieve cognitive job crafting, and examine implications for practical application, particularly via work-based coaching. Participants were provided with two coaching conversations which supported them to openly express and explore their thoughts and examine their thinking in relation to a current work-related challenge. The data was analysed using Thematic Analysis. The findings of this new and innovative research will be shared for the first time in session. A dearth of research addressing qualitative, longitudinal, job-crafting interventions currently exists. This study aimed to reduce this research gap, and broaden out academic knowledge of how a proactive, accessible and practical intervention can support cognitive job crafting, and enhanced work meaningfulness.

## **Time Well Spent: Rapping our heads around work design for knowledge workers**

Lucas Finch (Xero)

Our intervention identified and implemented innovative work design practices specifically targeting the needs of knowledge workers. Our program, titled Time Well Spent, helped employees optimise the way they spent their valuable time, attention and energy by getting their most important work done in less time, with less stress. By listening to our employees, and optimising their experience of work, as well as the practices and the procedures that support them, we were able to improve productivity, reduce stress and sustain our organisational Wellbeing Climate via the Psychosocial Safety Climate (PSC-12), which is the highest ever recorded for a company.

### **SESSION 4D:**

#### **Staying in a stressful job? Benefits and costs of job embeddedness for truck drivers**

Prof Cornelia Niessen (Friedrich-Alexander-Universität Erlangen-Nürnberg), Julia Schmidbauer (Friedrich-Alexander-Universität Erlangen-Nürnberg)

Building on the conservation of resources theory, we examine benefits and costs of job embeddedness in a stressful blue-collar job. Based on a sample of 97 local truck drivers of nine organizations, we examined whether being embedded in the organization and community prevents workers' intentions to quit, yet it proves to be detrimental to their well-being (resulting in increased anger and exhaustion) and motivation when work stress is high. Results confirmed the relationship between organizational embeddedness and intentions to quit the job. Additionally, we found that drivers who were less embedded in their community were more likely to quit their job when experiencing more time pressure. In contrast, when these drivers experienced high time pressure or situational constraints, they felt more exhausted and less motivated. Our study demonstrated that being embedded in the community can prevent truck drivers' intentions to quit their jobs but can have its costs for well-being and motivation when working conditions are unfavorable.

## **Elucidating the Dynamics of Stress and Strain at Work with Continuous Time SEM**

Dr Micah K. Wilson (Future of Work Institute, Curtin University)

This study examines the dynamics of the stressor (workload to burnout) and strain (burnout to workload) effects. Despite much research on this topic, significant heterogeneity across studies in terms of the size, direction and consistency of both these effects. We discuss key factors likely to underpin this variation, including differences in longitudinal measurement approaches, conflation of within-person and aggregate-level temporal dynamics, and ambiguities in the theoretical models underpinning the phenomena themselves. This research details these arguments and demonstrates a new avenue to achieve more robust empirical inferences and theoretical explanations regarding strain and stressor dynamics at the within-person level by using Continuous Time Structural Equation Modelling (CTSEM), which is capable of modelling the between-person heterogeneity in within-person dynamics. We present a new Bayesian framework for investigating moderating factors within a CTSEM approach. The presentation concludes with explanations of the substantive theoretical and practical insights from this research.

## **Regulatory Change and Workload Stress: Bridging the gap with agile methodologies**

Elyse Nijse (Unless, Netherlands)

The prevalence of workplace mental injuries, notably from workload stress, is increasingly recognised in developed nations. Legislative pressures in Australia and the Netherlands have underscored the need for proactive interventions. Traditional methodologies fall short in addressing the dynamic and multi-dimensional nature of workload stress. This paper discusses "The Workload Project," a 12-week study involving 44 participants from various professional sectors. Through data collection using agile scoring methods, real-time visualisations, and periodic workshops, the study aims to introduce a contemporary approach to workload awareness and management. The study found that 45% of participants experienced prolonged high workload periods, serving as critical intervention points during the training. Post-study surveys revealed significant positive impacts, including a better understanding and proactive management of workload stress. The Workload Project signifies a promising pathway towards data-driven, dynamic approaches to reducing workload stress, thereby contributing to the overall wellbeing of workforces.

## **SESSION 4E:**

### **An Overlooked Connection: Work Design Predicts Leader Emergence**

İlker Camgöz (FOWI, Curtin University), Dr Florian Klonek (Deakin University), Prof Sharon Parker (FOWI, Curtin University)

Using two independent longitudinal datasets (i.e., HILDA and Raine), this study investigated whether there is a relationship between enriched work design and leader emergence, and whether this relationship is moderated by affective/identity motivation to lead. The results showed that enriched work design predicts employees' likelihood to emerge as leaders two years later. Moreover, employees who were high on enriched work design and affective/identity motivation to lead were more likely to emerge as leaders compared to those who were low on enriched work design and affective/identity motivation to lead. These results provide more insights into the growing leadership talent shortage and have implications in terms of maintaining leader candidate pools.

### **Authentically Proactive by (Work) Design: The Mediating Role of Authenticity Between Work Characteristics, and Proactive Behaviour**

Lucas Maunz (University of Innsbruck), İlker Camgöz (FOWI, Curtin University), Prof Jürgen Glaser (University of Innsbruck), Prof Sharon Parker (FOWI, Curtin University)

Although authenticity at work is an important work-related state, previous research has largely neglected how it can be promoted and how it affects employees' proactive behavior within-persons. Following Identity-Based Motivation theory, we hypothesize that increases in beneficial work characteristics (in terms of decision-making, problem-solving, and feedback from the job) are related to increases in authenticity at work, which in turn is related to increases in personal initiative. To test these assumptions, we gathered data from 112 English-speaking employees (observations = 1275) and 366 German-speaking employees (observations = 3766) over five consecutive workdays with three assessments per day. Latent multilevel structural equation modeling in both samples supported within-person indirect effects from decision-making autonomy and job feedback to personal initiative via authenticity at work. Results from both samples did not support an effect from problem solving to authenticity but did support an effect from problem solving to personal initiative. Both samples provide initial support for the Identity-Based Motivation theory in work contexts and insights into the within-person processes through which a beneficial work design can change employees' proactive behavior.

**KEYNOTE 2:** Sponsored by WorkSafe Mines Safety, part of Department of Energy, Mines, Industry Regulation and Safety

### **Valuing the Human: Psychosocial Safety Climate at Work**

ARC Laureate Fellow Professor Maureen Dollard (Director of the PSC Observatory, University of South Australia)

From obscurity to mainstream, Psychosocial Safety Climate (PSC) has emerged as a prominent evidence based multilevel theory for explaining worker psychological health and wellbeing. Psychosocial Safety Climate (PSC) refers to employee perceptions about their organisation's safety management system for psychosocial risk factors at work. PSC is a leading indicator of a wide range of future psychosocial risks and mental health outcomes. While progress in national policy stipulates the assessment of psychosocial risk, there is a blind spot in recognising that the biggest risk of all is a poor organisational system (i.e., PSC), which can be assessed, benchmarked and regulated. Eyes wide open, work-related mental health problems are increasing, compensation claims up 43% over the past 10 years, so it makes sense to target root causes. How PSC forms, is transmitted within organisations, relates to psychosocial risks and income inequality, predicts workers compensation claims and costs, relates to depression and antidepressants, can be improved in interventions, and forms the foundation of human-centred future of work, are themes in the crosshairs for discussion in the presentation.



**BIO:** Professor Maureen Dollard is an Australian researcher who has for several decades investigated the link between working conditions and worker psychological health. She is the pioneer of psychosocial safety climate (PSC) theory. Her research has identified the corporate climate for worker psychological health, corporate values, systems and processes as crucial for understanding the mental health crisis and work engagement.

Maureen is an Australian Research Council Laureate Fellow, Director of the Psychosocial Safety Climate Global Observatory at the University of South Australia and Honorary Professor at the University of Nottingham. She is the recipient of the 2020 ARC Kathleen Fitzpatrick Award. Maureen is a foundation member of the NTEU.

### **KEYNOTE 3:**

#### **Playful Work Design**

Professor Arnold Bakker (Erasmus University Rotterdam)

Playful work design refers to the proactive cognitive-behavioral orientation aimed at fostering fun and challenge during daily work activities. In this presentation, I will explain why proactive and playful work behavior is important for employee well-being and performance, and discuss the results of a series of studies. I also present a range of examples of playful work design. Our findings indicate that when employees use playful work design, they enjoy various benefits, including increased levels of work engagement, creativity, and task performance. Playful work design behaviors are more effective when they align with employees' personalities and fit the situational context. Moreover, employees are most engaged in their tasks on the days they combine the strategy of designing fun with the strategy of designing competition. I will discuss several avenues for future research, including playful work design training interventions and leadership behaviors that may encourage playfulness.



BIO: Arnold B. Bakker is professor of Work & Organizational Psychology at Erasmus University Rotterdam, The Netherlands. He is the chair of the Center of Excellence for Positive Organizational Psychology, and visiting professor at North-West University and University of Johannesburg (both in South Africa). Bakker is fellow of the Association for Psychological Science, the European Academy of Occupational Health Psychology, and the International Association of Applied Psychology. He is an expert regarding occupational health and well-being, and his research interests include JD-R theory, job crafting, the work-family interface, burnout, and work engagement. Bakker is one of the most-cited scientists in the world (top-200 across all disciplines). Since 2014, he has continuously been included in Thomson Reuters' list of "The World's Most Influential Scientific Minds."



## **SESSION 5A: Symposium**

### **Understanding Organisational Stakeholders' Cognitions in Managing Psychosocial Hazards at Work**

Chair: Associate Professor Kirsten Way (The University of Queensland)

Dr Annabelle Neall (Flinders University)

Ian Firth (SafeWork NSW)

Associate Professor Kirsten Way (The University of Queensland)

Batoul Hodroj (The University of Queensland)

This symposium focusses on how psychosocial risk is understood and managed by key workplace stakeholders (managers, inspectors, OHS professionals), and what drives their actions in applied workplace settings. Four researchers will present their research findings in this field with studies exploring: a) Workplace stakeholders' abilities, motivations, and opportunities for action in response to the Psychosocial Code of Practice recently implemented in WHS jurisdictions around Australia; b) Workplace stakeholders' decision making when determining "what is reasonably practicable" for managing psychosocial risk; c) OHS professionals' perceptions of capabilities required for psychosocial risk management; and d) Institutional-level forces driving managers' implementation of poor work design and implications for workers. Speakers will discuss the practical implications of their findings for influencing policy and workplace practices to better manage the risk of psychosocial hazards in workplaces in Australia and around the world.

## **SESSION 5B: Symposium**

### **Leadership and Wellbeing: paradox, possibility or prerequisite?**

Chair: Kate Connors (Elemental Coaching & Psychology)

Audrey McGibbon (EEK & SENSE)

Rachel Setti (Thriving Edge Coaching & Consulting)

Jo McAlpine

This symposium examines the relationship between leadership, work design and wellbeing. Is thriving even a possibility for today's VUCA leaders? When those accountable for employee wellbeing are themselves overworked, under-resourced or overwhelmed, embedding "good" work theories into organisations takes on a new, paradoxical complexity. Study 1 presents quantitative empirical research on 6500+ leaders' wellbeing using the SMART model to highlight key risks and protective factors; Study 2 qualitatively investigates job meaningfulness and how leaders can establish a culture of agency and autonomy which supports effective job crafting; in Study 3, a Director of Culture, Leadership & Wellbeing shares insights from a progressive leadership development program designed to instil different mindsets, leadership behaviours and wellbeing approaches in a rapidly changing landscape, where leaders' own wellbeing is viewed as a prerequisite to the wellbeing leadership of others. The symposium convener is a prominent workplace psychologist and Chief Mental Health Advisor.

## **SESSION 5C:**

### **Enabling Meaningful Work Through Work Design: A Study on Robots in Healthcare Settings**

Alejandra Rojas (Aarhus University), A/Prof Ismail Gölgeci (Aarhus University), A/Prof Sladjana Nørskov (Aarhus University)

In healthcare settings, mobile telepresence robots (MTRs) enable remote interactions between healthcare workers, patients, and family members. However, it remains unclear how their implementation could affect meaningful work in such settings. This qualitative study aims to investigate the types of interactions afforded by MTRs in healthcare and their implications on meaningful work. The data consisted of 25 interviews with and observations of healthcare professionals in three types of settings, where two different MTRs were tested. Findings show that substitution and coexistence interactions afforded by MTRs play a multifaceted role in meaningful work, as they simultaneously promote and inhibit it. However, we also find that meaningful work can be promoted through proper work design. Recognizing work design as a catalyst for fostering meaningful work during the implementation of MTRs in healthcare

settings offers practical guidance to practitioners seeking to design, develop, implement, and utilize these robots while prioritizing meaningful work.

### **Operators Designing Their Human-Robot Work Design: A Mixed Method Research on the Use and Implications of Distinct Job Decision Latitudes**

Milan Wolffgramm (Saxion University of Applied Sciences), Prof S. Corporaal, PhD (Saxion University of Applied Sciences), Prof A. J. Groen (University of Groningen)

The collaborative robot (cobot) has the potential to lift barriers for operators to decide on the use of robotics in their work. By leveraging their job decision latitude, operators could design synergetic reliances, or positive interdependencies, between the cobot and themselves. Such human-cobot interdependencies, potentially, come with more sustainable work perceptions and superior performance compared to a manual production method. However, which job decision latitude operators need to design positive human-cobot interdependencies was scientifically unclear. Therefore, three cobot-equipped workstations with distinct job decision latitudes were built. Forty students operated these workstations during an assembly simulation. The results from participatory observations, surveys, and debriefing interviews showed that the workstations coming with more job decision latitudes achieved more positive human-cobot interdependencies. However, these workstations did not result in significantly better work perceptions or performance outcomes. Recommendations for future research were formulated to reinforce the democratization of work design in modern manufacturing.

### **From the Lady with the Lamp to the Robot with the Lamp: Service Workers' Meaning Dilemmas and Revival in the Digital Era**

Qi Fang (Zhejiang University)

With the rise of artificial intelligence and advanced computing, digital technologies are increasingly pervasive in workplaces, enhancing efficiency while transforming the nature of service work. This shift disrupts how service workers derive meanings from work. Based on an in-depth ethnographic study in a public hospital's nursing department, we develop the "Meaning Dilemmas and Revival" model, illustrating a "Digital Metamorphosis" in service work. Workers grapple with intersections like Comfort-Compassion, Efficiency-Empathy, and Multiplicity-Monotony. They gain control over work pace but risk losing interpersonal connections, boosting self-esteem but potentially overlooking impact on others. While showcasing skills prominently, there's reluctance towards continuous learning. These contrasts underscore digital technologies' multifaceted influence on meaning of work. Coping strategies include nurturing nurse-patient relationships, reigniting purpose in nursing, pursuing specialization in nursing, and choosing to depart. This research offers insights into the literature on workplace digital technologies and elucidates digital technology's impact on service workers' meaning of work.

### **SESSION 5D:**

## **Resocialization and Work Redesign: Balancing Career and Motherhood After Maternity Leave**

Yashika Shukla (Indian Institute of Management Indore), Ankur Kushwaha (Indian Institute of Management Indore)

Professional women experience great uncertainty and must readapt the professional work environment after maternity leave. The resocialization process for professional women presents with an opportunity to redesign their work to manage the balance between their professional roles and motherhood roles when they come back to the workplace post-maternity leave. This study used a qualitative methodology to explore the outcomes of work redesign for professional women rejoining the organization after their first maternity leave. We conducted in-depth interviews with 32 professional women from India who re-entered the organization after their first maternity leave. We used narrative analysis to gain insight through their individual perspectives into their work behaviours and maintain the balance between their roles at the organization and at home. In addition, we also look at the factors affecting the process of work redesign for these women. The study identified two opposite themes as a result of the outcome of work redesign. A successful work redesign acts as a shock absorber, leading to a sustainable career for these women. A failure in the process of work redesign adversely affects their career in three ways - occupational regret, career change, and a prolonged gap in the career.

## **I am more than merely a worker: How intrapersonal role diversity affects performance and wellbeing at work and nonwork**

Herman Yosef Paryono (University of Groningen), A/Prof Hendrik J. van de Brake (University of Groningen), A/Prof Thomas A. de Vries (University of Groningen), Prof Jessica de Bloom (University of Groningen)

Previous research on multiple roles heavily emphasized roles between domains and overlooked the complexity of performing multiple roles. This research introduces the concept of intrapersonal role diversity, which captures the complex differences between all the roles an individual holds simultaneously. We aim to develop and validate this new construct through two planned studies. The first study identified hundreds of typical roles divided into eight categories and found fourteen essential role differences. The second ongoing study will create an instrument to measure intrapersonal role diversity and test the hypothesis that it predicts well-being through role strain and accumulation. Additionally, the study examines the moderating role of cognitive complexity. The implications of this research are twofold: it offers a more nuanced understanding of multiple-role effects in academic research and provides practical insights into how different combinations of roles can affect well-being.

## **Work Mental Labour: Investigating Mental Labour and its Outcomes Beyond the Home**

Emma Stephenson (University of Western Australia), Prof Gillian Yeo (University of Western Australia), A/Prof Laura Fruhen (Radboud University), A/Prof Serena Wee (University of Western Australia)

Mental labour refers to cognitive work aimed at achieving communal goals that, within a home context, is typically shouldered by women. However, it is likely that this concept also exists at work. This research conceptualises work mental labour and explores its impact on work-related outcomes beyond that of home mental labour through a series of qualitative and quantitative studies. It finds that both work and home mental labour are multidimensional constructs consisting of planning, monitoring, and deciding that are disproportionately performed by women. Unexpectedly, it also suggests that work mental labour is associated with numerous wellbeing and work-related benefits.

## **You can't do it all (at once): The bidirectional relationship between work-home multitasking and inter-role conflict**

Dr Claire Smith (University of South Florida), Dr Anita C. Keller (University of Groningen), Dr Caroline Knight (University of Queensland), Prof Sharon K. Parker (FOWI, Curtin University)

While work-home multitasking (i.e., concurrent engagement in work and non-work tasks) is often framed as a boundary management strategy that may help employees navigate demands in both life domains, the Theory of Threaded Cognition suggests that work and home tasks may often be incompatible to engage in simultaneously, interfering with progress on both tasks and creating conflict. The present study will use weekly survey data over one month from a large sample of international employees (N=582) and a cross-lagged panel model approach to test the potentially bidirectional relationship between work-home multitasking and inter-role conflict. We also explore for whom this tactic may be more or less effective, based on their job design (i.e., technological demands, social demands, and task uncertainty) and home demands (i.e., caregiving responsibilities). Findings have implications for employees attempting to manage multiple demands when the boundaries between work and home have become increasingly blurred.

## **SESSION 6A: Symposium**

### **Organizing employee learning beyond organizational boundaries: why, what and how?**

Discussant: Professor Sharon Parker (Centre for Transformative Work Design, Curtin University)

Koen Nijland (Saxion University of Applied Sciences)

Dr Tijmen Schipper (Windesheim University | KPMG Netherlands)

Dr Jessie Koen (The Netherlands Organization for Applied Scientific Research (TNO))

Dr Marcella Hoogeboom (University of Twente)

Chair: Dr Paul Preenen (TNO | Saxion University of Applied Sciences)

Technological and AI breakthroughs, demographic shifts, and unforeseen disruptive events e.g., COVID-19) pose major challenges to organizations: it requires continuous re- and upskilling of employees to cope with changes to keep a competitive advantage. Organizations increasingly address this by redesigning work (environments) to facilitate intraorganizational employee learning. In Europe, however, public and private organizations are moving beyond the boundaries of their own organization and joined forces to stimulate employee development and co-create knowledge together in interorganizational learning communities (ILCs). Yet, little is known about the design of such ILCs. This symposium introduces the concept of ILCs and their design principles as a novel, future-proof learning platform and examines the parallels and differences between intra- and interorganizational learning and. After an introduction, four papers taking perspectives from Sociotechnical Systems thinking, HRD/M, organizational psychology, educational sciences and practice (KPMG) will be presented. We end with a discussion about scientific and practical implications.

### **SESSION 6B: Symposium**

#### **A practical approach to SMART work (re)design in the care sector**

Chair: Dr Anu Jolly (University of Western Australia)

Connie Deng (University of Sydney)

Dr Nate Zettna (University of Sydney)

Dr Arian Kunzelmann (FOWI, Curtin University)

Dr Jane Chong (University of Western Australia)

This symposium will focus on the practical application of the SMART work design theory (Parker & Knight, 2023) across various care sectors. The first presentation (Kunzelmann et al.) takes a 'person-centred' approach to understanding the drivers of good quality work in the care sector, by highlighting how age, contract type and leadership influence the quality of work experienced by care workers. The second presentation (Deng et al.) discusses a SMART work design intervention case study, whereby the SMART work design model guides the assessment of work & wellbeing, redesign of work, and evaluation of the work redesign. The third presentation (Zettna et al.) highlights how and why frontline employees' role clarity and wellbeing is influenced by the critical interplay of their leader's role clarity and support from their colleagues. The fourth presentation (Chong et al.) discusses findings of a participatory work redesign intervention which was successful at reducing job demands in an aged-care

setting. Together, the research presented in this symposium will showcase the importance of using evidence-based approaches to understanding & improving the work design of the critical care sector workforce.

### **SESSION 6C:**

#### **Is Leading With Playful Work Design Wise? Implications for Leader Work Engagement and Job Performance**

Dr Yuri S. Scharp (Tilburg University; Erasmus University Rotterdam), Prof Mireia Las Heras (IESE Business School), Prof Yasin Rofcanin (University of Bath)

Playful work design (PWD) refers to proactively approaching and performing tasks playfully to attain positively valenced end-states (e.g., amusement, entertainment, drive, achievement). Although research indicates that PWD can benefit organizations, the potential drawbacks are seldom studied. Little is known regarding when managers should adopt or avoid PWD during work. In the present study, we integrate the wise proactivity framework with social information processing theory to predict that PWD by leaders will especially benefit leader work engagement (leader-rated) and in-role job performance (subordinate-rated) in consideration of PWD by followers. Leader-follower dyads from various companies filled out online questionnaires at the end of each work week (N = 62 dyads  $\times$  5.69 weeks = 353 observations). The results of multilevel and polynomial regression analyses mostly supported our hypotheses. We discuss the theoretical and practical research implications of these findings for play, proactivity, and leadership.

#### **The multilevel antecedents and consequences of playfulness: from organizational climate to work engagement through playful work design and satisfaction of the need for competence**

Dr Zselyke Pap (West University of Timișoara), Prof Delia Virga (West University of Timișoara), Dr Luca Tisu (West University of Timișoara)

This study focuses on the antecedents and daily outcomes of playful work design (PWD). We propose a model where a playful organizational climate encourages higher daily PWD. We also argue that PWD would be linked to engagement through the satisfaction of the basic need for competence at both the daily and between-person levels of analysis. We tested the proposed model in a multilevel structural equation modeling framework, with data from 209 employees across 12 consecutive working days (NL1 = 2223) from various occupations. The results supported a serial mediation model whereby a shared understanding of a work environment that encourages humor and can inspire employees to infuse their work with playfulness, fulfilling their need for competence and, in the end, contributing to higher engagement. We also found that satisfaction of the need for competence mediated the effects of PWD on engagement at both levels of analysis.

## **Multilevel Antecedents to Playful Work Design and Relationships to Psychological Distress and Work Engagement: A Longitudinal Study of University Employees**

Kim Clements (University of South Australia), Dr Amy Zadow (University of South Australia), Prof Maureen Dollard (University of South Australia), Prof Kurt Lushington (University of South Australia), Prof Arnold Bakker (Erasmus University Rotterdam), Dr Rachael Potter (University of South Australia), Dr Silvia Pignate (University of South Australia), Dr Ali Afsharian (University of South Australia), Amy Parkin (University of South Australia), Daniel Nesar (University of South Australia)

We proposed a longitudinal multilevel model to explore the influence of psychosocial safety climate (PSC), an organisational construct, on individual level demands (work pressure) and resources (decision authority) and, in turn, playful work design (PWD). We also examined the relationship between PWD, work engagement and psychological distress. Longitudinal data were collected from university employees from 39 Australian universities via a three wave survey over 24 months and analysed using hierarchical linear modelling. The analysis revealed university level PSC (Time 1) predicted individual work pressure and decision authority (Time 2), which in turn predicted individual PWD (Time 3). Individual work pressure and decision authority mediated the positive relationship between university level PSC and individual level PWD. PWD was positively related to work engagement and negatively related to psychological distress (all variables measured at Time 3). Results show organisation climate factors PSC, work pressure and decision authority are antecedent to PWD supporting the extension of PSC theory. Self-determination theory is supported via the positive relationship between decision authority and PWD positioning PWD as a personal resource within the extended PSC Job Demands-Resources (JD-R) model. The relationship between PWD and work engagement is confirmed and extended, and we present new evidence of PWD's relationship to psychological distress.



## **Trust in Intelligent Machines: Accelerator or Killer of Employee Creative Behavior? The Contingent Role of Job Autonomy**

Shanghao Song (Beijing Normal University), Xiaolin Ge (Beijing Normal University), Yunsheng Shi (Beijing Normal University), Xiaoxuan Chen (Peking University), Prof Haibo Yu (Beijing Normal University), A/Prof Wenzhou Wang (Beijing Normal University)

**Abstract:** As a human perception of nonhuman entities in the artificial intelligence era, trust in intelligent machines (including artificial intelligence, algorithms, robots, etc.) has been studied by scholars to explain whether intelligent machines can be quickly applied to organizations and promote organizational development. In this article, we focus on how and why employees' trust in intelligent machines affects their creative behavior. The results from two studies' survey of 247 employees in organizations with intelligent machines and a vignette experimental study were used to support our proposed theoretical model. The results indicate that employees' trust in intelligent machines can affect creative behavior through digitalization-related job crafting, and job autonomy plays a moderating role in this mechanism. Specifically, when job autonomy is high, trust in intelligent machines will promote digitalization-related job crafting and creative behavior; when job autonomy is low, this mediated relationship will result in a negative correlation.

## **SESSION 6D:**

### **Developing gig workers' identification with gig work under platform algorithmic management: The mediating role of perceived gig work meaningfulness**

Dr Xue Lei (East China University of Science and Technology), A/Prof Lian Zhou (Guangdong University of Technology)

The rise of gig workers attached to on-demand labor platforms worldwide raises questions about the development of worker identity beyond traditional organizational settings. Yet, there is currently limited research on specific work design factors under platform algorithmic management that shape gig worker identity, with most research being qualitative and conducted in western cultures. Building on Socio-Technical Systems (STS) theory, the current study examined how two core features of the platform algorithmic management system, as perceived by the gig workers, influenced gig workers' identification with gig work. Using time-lagged survey data from 292 rideshare drivers and food delivery workers in China, we found that perceived algorithmic transparency and perceived dehumanization affected gig workers' identification with gig work through perceived gig work meaningfulness. In coping with algorithmic management, perceived community support alleviated the negative relationship between perceived dehumanization and gig work meaningfulness. The results of this study have important theoretical and practical implications for enhancing gig workers' identification with gig work and improving the design of platform algorithmic management.

### **Decoding Digital Gig Platforms: Towards a Practical Classification System**

Wael (Lilo) Altali (Northeastern University)

This paper develops a classification system for digital gig platforms to aid analysis and policymaking. It addresses the challenge of classifying workers in the gig economy by shifting the focus to classifying the platforms themselves. Through cultural domain analysis (CDA) techniques, the study identifies how subject matter experts classify these platforms for analysis. The CDA results surfaced that experts primarily differentiate between on-demand and cloud work platforms, contrary to the complex frameworks that emerge in the literature. SMEs identified the most culturally salient on-demand platforms as Uber, Lyft, DoorDash, and Amazon Flex, while the most salient cloud work platforms include UpWork, Fiverr, AMT, and Design Hill. Experts express concerns about using arbitrary qualifiers that emerge in the literature, like "high skill" and "low skill," in further classification of the platforms. This straightforward system offers an analytical and policymaking tool, providing insights into the diverse work experiences on different platform types and guiding effective regulatory approaches in the transformative and evolving digital gig work landscape.

## **In the Modern Age, SMART Technology Drives Inclusive Work Design and Diversity in Ergonomics**

Ashleigh Hourigan (Soter Analytics), Anastasia Vasina (Soter Analytics), Dmitry Boykiy (Soter Analytics), Toni-Louise Gianatti (Soter Analytics)

In our modern, diverse workforce, traditional, safety benchmarks are becoming outdated. Soter Analytics introduces the transformative 'Intensity Model', a collaboration of experts spanning two years, exemplifying AI's role in ergonomic risk assessment. Utilizing wearables and drawing on a data set of over 10,000 movements, this innovation employs neural networks to evaluate and provide real-time feedback on worker movements, offering insights into factors like fatigue and awkward movements contributing to MSK injuries. Its distinctive feature, estimating recovery rest periods, challenges conventional guidelines that disregard individual fatigue and strength. Impressively, post its implementation across 49 global organizations, MSK injuries saw a 53% average reduction, some even reporting an 86% decline. Integrated with SMART work design principles, this model emphasizes continuous learning, autonomy, collaboration, and task significance. Ultimately, the Intensity Model signifies a leap towards a more inclusive, technology-driven, and tailored approach to workplace safety.

## **REPORT LAUNCH:**

### **Australian Universities, Work, Digital Stress Interactive Report 2020-2023**

Researchers from the University of South Australia will be launching a landmark study of Australian university staff mental health, working conditions and wellbeing. The data-driven visual report is compiled to present four years (2020 - 2023) of surveys from Australian university staff, revealing a picture of workplace climate for worker psychological health and wellbeing. The report will be presented in its interactive form, allowing for detailed breakdowns by demographic information.

The report introduces and presents the key metrics by which individual and workplace conditions can be assessed. In many ways and metrics, the university sector is letting its staff down. The study has analysed many aspects of working life for university staff, and this report features a detailed breakdown of responses per question.



**BIO:** Professor Maureen Dollard is an Australian researcher who has for several decades investigated the link between working conditions and worker psychological health. She is the pioneer of psychosocial safety climate (PSC) theory. Her research has identified the corporate climate for worker psychological health, corporate values, systems and processes as crucial for understanding the mental health crisis and work

engagement. Maureen is an Australian Research Council Laureate Fellow, Director of the Psychosocial Safety Climate Global Observatory at the University of South Australia and Honorary Professor at the University of Nottingham. She is the recipient of the 2020 ARC Kathleen Fitzpatrick Award. Maureen is a foundation member of the NTEU.



**BIO:** Professor Kurt Lushington is a Clinical Psychologist and Research Professor at the University of South Australia. Kurt is interested in the psychophysiology of sleep both applied and theoretical with a focus on clinical sleep problems and, as well, work and fatigue. Kurt is currently working on projects examining the impact of digital work and digital device use at night on sleep in children and adults, the impact of the COVID-19 pandemic on child sleep and wellbeing and exploring novel EEG measures of sleepiness

## **KEYNOTE 4:**

### **The future of job crafting: Integrating self- and other perspectives**

Professor Maria Tims (Vrije Universiteit Amsterdam)

Employees proactively change aspects of their work to achieve a better person-job fit, which in turn, has been associated with many other beneficial outcomes. Job crafting is thus often considered to be a self-focused approach to maintain or improve fit with the job. However, more and more research emerges that acknowledges the interdependencies at work that may affect job crafting types and outcomes. A model is put forward that integrates both the self- and other perspectives on job crafting with the aim to inspire future job crafting studies.



BIO: Maria Tims is full professor at the department of Management and Organization, section HRM and OB, at the Vrije Universiteit Amsterdam. She serves as the Director of Doctoral Education at the Amsterdam Business Research Institute, is an Associate Editor at Organizational Psychology Review, and holds the position of Deputy Head of the HRM and OB section.

At the core of her research lies a fervent interest in exploring the impact of changes in work design on employee well-being and performance, whether they originate from the organization level or the individual level. With regard to organizational changes in work design, she studies, for example, the effects of working as a self-organizing team on individual adaptivity, proactivity, well-being and performance. Additionally, she places particular emphasis on self-initiated changes in work design through job crafting and the social processes surrounding job crafting.

## **SESSION 7A: Symposium**

### **AI, Digital Platforms and Virtual Reality: How Does the Future of Work Impact Psychological Outcomes and Worker Wellbeing?**

Chair: Dr Florian Klonek (Deakin University)

Associate Professor Prisca Brosi (Kühne Logistics University)

Dr Yuri S. Scharp (Tilburg University; Erasmus University Rotterdam)

Marvin Grabowski (University of Hamburg)

Radical technological changes, like AI, platform work, and virtual workspaces are fundamentally impacting the way we work. To better understand these emerging changes (often labelled the “future of work”), this symposium brings together presentations that are trying to understand how these novel forms of work impact critical psychological outcomes, including wellbeing, engagement, psychological needs, and work motivation. Eben-Worl et al. seek to understand how the level of hierarchy occupied by an AI agent impacts workers' psychological need satisfaction and willingness to work with the AI. Similarly, Klonek et al. seek to understand how AI chatbots affect wellbeing and engagement by changing workers' autonomy and workload. Scharp et al. ask how performing microwork influences daily wellbeing and whether this depends on workers' motivation (to do this type of work). Finally, Grabowski et al. explore how teams working in the metaverse change their interaction patterns and how this impacts their meeting satisfaction.

## **SESSION 7B: Innovative Session**

### **Exploring and experiencing the Job Canvas - an agile, strengths-based, person-centred alternative to a traditional job description**

Rob Baker (Tailored Thinking)

Traditional job descriptions do not meet the current and future needs of work - they box people in rather than setting them free.

The Job Canvas is an agile, strengths-based, person-centred alternative to a traditional job description (think JD 3.0). The Job Canvas helps individuals and teams work with confidence and clarity and get the best out of themselves, their people and their work by mapping out their job using 9 core elements.

This will be a practice-focused presentation will share emerging evidence of impact in terms of engagement and job satisfaction from global organisations and give participants practical opportunities to explore the tool within the session.

At the conclusion of the session, participants will have gained directly knowledge of a new and cutting-edge workplace tool and an experiential understanding of how they could use this tool for further research and within their own practice.

## **SESSION 7C:**

### **Exploring the link between Psychosocial Safety Climate (PSC) and work fatigue in New Zealand Midwifery**

Dr Tago Mharapara (Auckland University of Technology), Prof Matthias Stadler (LMU Klinikum), Dr James Greenslade-Yeats (Auckland University of Technology), Dr Janine Clemons (Auckland University of Technology)

Work fatigue amongst healthcare professionals threatens worker and patient/client well-being. In addition to monitoring healthcare professions for drivers, levels, and consequences of work fatigue, what can be done to mitigate the threat it poses to workers and patients/clients? Our study evaluates the role of psychosocial safety climate (PSC) on work fatigue in a healthcare setting. We make two contributions to the literature on work fatigue in healthcare professions. First, we test the theorisation (Dollard et al., 2019) of the extended health erosion path (loss) by examining the relationship between PSC and work fatigue. Second, our study focuses on New Zealand facility-based midwives healthcare professionals experiencing significant work fatigue due to staff shortages and high workloads. Using three cross-sectional samples (2019-2021), we find a significant negative relationship between PSC and the three dimensions of work fatigue (emotional, mental, and physical). We discuss the theoretical and practical implications of our findings.

### **Longitudinal Investigation of Restructuring, Psychosocial Safety Climate and Burnout in Australian Universities during COVID-19 2020-2022**

Dr Rachael Potter (University of South Australia), Dr Ali Afsharian (University of South Australia), Dr Daniel Nesar (University of South Australia), Dr Amy Zadow (University of South Australia), Prof Maureen Dollard (University of South Australia), Prof Kurt Lushington (University of South Australia)

Australian universities have undergone considerable restructuring within the last few decades such as downsizing, unit amalgamations, and adopting new digital work practices. This paper draws together industrial relations and organisational psychology literature, exploring restructuring and effects within universities. It presents national data on university restructuring, levels of organisational psychosocial safety climate (PSC), and burnout from 2020 to 2022 from the workers' perspective. Survey responses were collected across 39 Australian universities at three time points: 2020 (n = 2191), 2021 (n = 1731), 2022 (n = 1373). A large proportion reported 'high' levels of restructuring at each data collection phase (2020 = 41 per cent, 2021 = 56 per cent, and 2022 = 49 per cent). A multi-level model showed that PSC is an organisational climate predictor of restructuring, and in turn, worker burnout. Hierarchical linear modelling of the longitudinal data revealed significant pathways and a good model fit. Findings suggest that organisations with poor climates for psychological health (i.e. low PSC) are more likely to restructure, which is then associated with higher levels of burnout. Primary-level PSC-focused interventions are needed to prioritise the psychological



health of the workforce over persistent productivity concerns, which is the conventional driver of restructuring.

### **Designing work to comply with psychosocial risk management duties**

Dr Peta Miller (Peta Miller WHS Consulting) and Ian Firth (SafeWork NSW)

For decades leading academics have recognised the powerful role of work design to create safer, healthier, and more productive workplaces.

The duty to identify and manage risks to physical and psychological health and safety has been in legislation in most Australian jurisdictions since 2011. Despite this many duty-holders were continuing to rely on less effective controls, reporting confusion about duties to manage psychosocial risks.

NSW published the Code of Practice Managing Psychosocial Hazards at Work and amended the WHS regulations which clarify the need to consider work design. Stakeholders specifically requested additional compliance advice on the use of work design. In 2023 the Work Design to Manage Psychosocial Risk Guide was developed.

This presentation will discuss key aspects of this new guide; including the role of systems thinking and identifying the hidden work designers. It will note practical approaches to designing both work and systems of work to meet WHS compliance requirements. Insights around what a NSW WHS Inspector looks for to validate the duty holder is meeting these requirements will also be shared.

### **Adapting to new technologies in multidisciplinary healthcare units: work system adaptation during organisational change**

Natalya Desai (Future of Work Institute, Curtin University)

This study explores the adaptation of complex work systems in healthcare during organizational change, focusing on the implementation of a Remote Monitoring System (RMS) in a large city hospital with the purpose to find out how change participants make sense of and adapt to the RMS in the post implementation stage. Through the analysis of the archival data and 29 semi-structured interviews with clinical staff, ward managers, and RMS experts, the authors developed a multilevel conceptual model of adaptation during organizational change. The initial misalignment in the RMS implementation prompted ongoing adaptive responses from participants which led to adjustments in both the social and technical systems of the RMS work system. The study enhances our understanding of the post-adoptive RMS implementation, emphasizing the active role of employees in redesigning the RMS work system. It also contributes to sensemaking literature by identifying interaction mechanisms among three groups of change participants.

## **SESSION 7D:**

### **Is hybrid work the best? The effect of employee work arrangements on their creativity and task performance**

Omolbanin Hashemizade (Maynooth University), Dr Tatiana Andreeva (Maynooth University), A/Prof Paola Zappa (University College London)

Hybrid work - a continuum of working remotely- has attracted the attention of researchers and practitioners after the COVID-19 pandemic as most employers want employees back to the office, while employees prefer to work remotely. An increasing number of organisations consider adopting hybrid work and believe that hybrid work is actually more beneficial than working fully from the office or fully remotely. However, the evidence of the effects of hybrid working on key employee outcomes in the literature is very limited. Building on extant literature about remote work and the job demands-resources model, we suggest that increasing the degree of remoteness may turn job resource into job demand. Utilizing two-wave data collected from full-time employees in the UK (N=566), our findings suggest that that increased degree of remoteness has different effects on two performance outcomes: it has a negative linear relationship with task performance and an inverted U-shape relationship with creativity.

### **Equity and Exploitation: Exploring the Ethics of Flexible Work**

Dr Melissa Wheeler (RMIT University), Dr Victor Sojo (University of Melbourne)

The increased demand for flexible work combined with the presence of emerging technologies highlight the need for work design strategies that can innovatively and equitably accommodate different ways to work. Despite the increase in flexible work arrangements, little research has yet explored the ethical and equitable considerations associated with working flexibly. In the current perspective paper, we present three ethical dilemmas associated with flexible work arrangements, provide evidence-based suggestions for practitioners and organisations, and propose topics for future research to explore. The first dilemma features exploitation by both employees and employers and suggests a new psychological contract may be needed to build trust in workplaces. The second introduces the 4 Day Work Week and unpacks the equity challenges that accompany changes to the ways we work. The final dilemma discusses how flexible work arrangements are approved and the perceptions of those who make use of such arrangements.

## **A multilevel framework linking digital demands on work-life conflict and the moderating role of PSC and recovery: An organisation-linked diary study**

Amy Parkin (University of South Australia), Maureen Dollard (University of South Australia), Dr Rachael Potter (University of South Australia), Dr Amy Zadow (University of South Australia), Dr Silvia Pignata (University of South Australia), Professor Arnold Bakker (Erasmus University Rotterdam) and Professor Kurt Lushington (University of South Australia)

Information communication technology (ICT) is vital to workplaces but creates demands that increase work-life conflict. In a 5-day diary study among 184 employees across 27 Australian universities we examined the relationship between digital demands and work-life conflict. The potential moderating roles of organisation-level psychosocial safety climate (PSC) and day-level recovery were also investigated. Three-level, multilevel analyses revealed that higher levels of daily perceived ICT volume, and response expectations from supervisors and colleagues led to increased work-life conflict. These person-level relationships were moderated by organisation-level PSC, with higher PSC reducing the positive relationship between both digital demands and work-life conflict. Day-level recovery did not moderate these relationships. The results show the importance for organisations to not only promote a disconnection from ICTs but also reduce expectations on employees to engage with ICTs outside of working hours. Additionally, organisations should foster high PSC to alleviate work-life conflict if ICT use is necessary.

### **SPECIAL EVENT:**

#### **A 'Fan-Side' Chat With International Work Design Doyens**

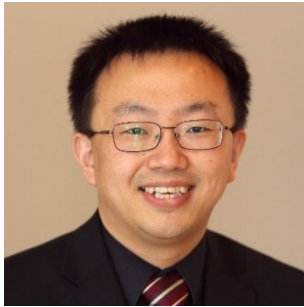
ARC Laureate Fellow Professor Sharon Parker will lead a fan-side chat (too hot for a fire-side chat) with five international work design doyens. The doyens - "highly skilled and respected veterans of a particular field" - include Professor Mo Wang (University of Florida, USA), Professor Sabine Sonnentag (University of Mannheim, Germany), Professor Michael Frese (Asia School of Business, Malaysia), Professor Fred Zijlstra (Maastricht University, Netherlands), and Associate Professor Matt Davis (University of Leeds, UK). The session will cover topics such as why work design is needed given population aging, how work design is a vehicle for inclusion, the impact of work design on personality, how to manage hybrid work, and the role of work design for recovery. The influence of these panelists is shown by their collective work being cited over 162000 times. Don't miss this fabulous opportunity to hear what they have to say!

ARC Laureate Fellow Professor Sharon Parker (Centre for Transformative Work Design, Curtin University)



**BIO:** Sharon K. Parker is an ARC Laureate Fellow, Director of the Centre for Transformative Work Design at Curtin University, and a John Curtin Distinguished Professor of Organizational Behavior at the Curtin Faculty of Business and Law. She is a recipient of the ARC's Kathleen Fitzpatrick Award for mentoring, and the Academy of Management OB Division Mentoring Award. Her research focuses particularly on job and work design, employee performance, proactive behaviour, organizational change, and quasi-experimental designs. She has published more than 200 internationally refereed articles, including publications in top tier journals such as the Journal of Applied Psychology, Academy of Management Journal, Academy of Management Review, and the Annual Review of Psychology on these topics and, in November of 2019, Sharon was named among the world's most influential scientists and social scientists in the 2019 Highly Cited Researchers list released by the Web of Science Group, and the only female in Australia appearing on this list in the field of Economics and Business. Sharon is a Fellow of the Australian Academy of Social Sciences, and a Fellow of the Society for Industrial and Organisational Psychology. She is a past Associate Editor for Academy of Management Annals and the Journal of Applied Psychology, and she has served on numerous editorial boards. Professor Parker has attracted competitive research funding worth over \$65,000,000, and has worked as a researcher and consultant in a wide range of public and private organizations. She created the SMART Work Design model and co-created the mental health model Thrive at Work. Her research has been cited more than 45,000 times, and has shaped work health and safety policy in the USA, UK, and Australia. She is a present and past member of multiple boards and committees, such as the Woolworths Well-Being Advisory Council and the Corporate Mental Health Alliance.

Professor Mo Wang (University of Florida, USA)



BIO: Dr. Mo Wang is a University Distinguished Professor and the Lanzillotti-McKethan Eminent Scholar Chair at the Warrington College of Business at University of Florida. He is also the Associate Dean for Research, Department Chair of the Management Department, and the Director of Human Resource Research Center at University of Florida. He specializes in research areas of retirement and older worker employment, occupational health psychology, expatriate and newcomer adjustment, leadership and team processes, and advanced quantitative methodologies. He received Academy of Management HR Division Scholarly Achievement Award (2008), Careers Division Best Paper Award (2009), European Commission's Erasmus Mundus Scholarship for Work, Organizational, and Personnel Psychology (2009), Emerald Group's Outstanding Author Contribution Awards (2013 and 2014), Society for Industrial-Organizational Psychology's William A. Owens Scholarly Achievement Award (2016) and Joyce and Robert Hogan Award (2023), and Journal of Management Scholarly Impact Award (2017) for his research in these areas. He also received Cummings Scholarly Achievement Award from Academy of Management's OB Division (2017), Early Career Contribution/Achievement Awards from American Psychological Association (2013), Federation of Associations in Behavioral and Brain Sciences (2013), Society for Industrial-Organizational Psychology (2012), Academy of Management's HR Division (2011) and Research Methods Division (2011), and Society for Occupational Health Psychology (2009). He has been supported with more than \$5M from NIH, NSF, CDC, and various other research foundations and agencies. He was the invited speaker for White House Social and Behavioral Sciences Team twice (2015 and 2016) and conducted a Congressional Debriefing on Retirement for U.S. Congress in 2015. He is an elected Foreign Member of Academia Europaea (M.A.E) and a Fellow of AOM, APA, APS, and SIOP. He is also a member of the Board on Behavioral, Cognitive, and Sensory Sciences (BBCSS) for National Academies of Sciences, Engineering, and Medicine. He was the Editor of The Oxford Handbook of Retirement and an Associate Editor for Journal of Applied Psychology (2010-2020) and currently serves as the Editor-in-Chief for Work, Aging and Retirement. He was the President of Society for Occupational Health Psychology (2014-2015) and the Director for the Science of Organizations Program at National Science Foundation (2014-2016). He currently serves the Presidential Track for Society for Industrial-Organizational Psychology (2021-2024).

Professor Sabine Sonnentag (University of Mannheim, Germany)



**BIO:** Sabine Sonnentag is a full professor of Work and Organizational Psychology at the University of Mannheim, Germany. Her research addresses the question how individuals can achieve sustainable high performance on the job and remain healthy at the same time. She studies recovery from job stress, health behavior (eating, physical exercise) in relation to work, self-regulation and proactive behavior at work.

Professor Michael Frese (Asia School of Business, Malaysia)



**BIO:** Professor Dr Michael Frese is a distinguished academic with appointments at the Asia Business School in Malaysia, Leuphana University of Lüneburg in Germany and as a Visiting Professor at NUS Business School. With a rich international career, he has held positions at renowned institutions such as NUS, University of Giessen, and London Business School, while also lecturing globally, including in the USA, Sweden, Brazil, China, and Uganda. Professor Frese's educational background includes studies at the University of Regensburg, Free University of Berlin, and Technical University Berlin.

His extensive research portfolio encompasses organizational behavior and work psychology, focusing on areas such as the psychological effects of unemployment, stress at work, predictors of personal initiative, and success factors for entrepreneurs. Notable contributions include longitudinal studies on error management and culture, as well as research on innovation processes in Asia.

Professor Frese has received numerous accolades, including university best scholar awards, Fellowships from prestigious organizations like the German Academy of Sciences and the Academy of Management and the 2015 Distinguished Scientific Contributions Award by SIOP. In 2016, he earned the Distinguished Career Contributions Award from the German Psychological Association and the Dedication to Entrepreneurship Award from the Academy of Management. Subsequent honors include the 2018 Distinguished Scientific Contributions Award from the International Association of Applied Psychology, the 2020 Path-to-Scale Award from Innovation for Poverty Action and the 2021 Life Time Achievement Award from the Organizational Behavior Division, Academy of Management. Professor Frese's remarkable contributions to academia and entrepreneurship underscore his commitment to advancing knowledge and promoting excellence in his field.

Professor Fred Zijlstra (Maastricht University, Netherlands)



BIO: Fred Zijlstra is a Professor of Work and Organizational Psychology at Maastricht University, The Netherlands. His research interests focus primarily on the cognitive aspects of work behaviour, and ‘sustainability of employment’ encompassing topics such as: work and health, the effects of technology on work, interruptions during work; recovery after work, organizational climate and job design (in particular pertaining to including people with limited capabilities). He is also a Scientific Director of the *Centre for Inclusive Organizations*.

Professor of Work and Organizational Psychology at Maastricht University, The Netherlands;  
<https://www.maastrichtuniversity.nl/fred.zijlstra>

Research interests focus primarily on the cognitive aspects of work behaviour, and ‘sustainability of employment’ encompassing topics such as: work and health, the effects of technology on work, interruptions during work; recovery after work, organizational climate and job design (in particular pertaining to including people with limited capabilities).  
Scientific Director of the *Centre for Inclusive Organizations*.  
(<https://www.inclusiveworkredesign.com/>)

‘Inclusive Organizations’ refers to organizations that include people with a wide variety of capabilities, and particularly also people with limited capacities (or ‘with a distance to the labor market’). The Centre does research in this area, and advises companies on how to include people with limited capacities in their organizations.

Associate Professor Matthew Davis (University of Leeds, United Kingdom)



BIO: Dr Matthew Davis is a psychologist, researcher, educator and consultant. As an Associate Professor in Organisational Psychology at Leeds University Business School, Matthew has led a range of applied research projects with corporate partners including Rolls-Royce, Marks and Spencer, Next, Arup Consulting, Atkins, Leeds City Council and British Gas. He works with both public and private sector organisations to develop insights and strategies to support hybrid working, workplace design and sustainability with a people-focused whole system mindset.

Dr Davis has been featured by the BBC, the Atlantic, the New Yorker and the Telegraph, and interviewed for radio and podcasts. His works were published in leading international journals and high quality edited books.

## **KEYNOTE 5:**

### **Will There Be SMART Work In The Future? Opportunities and Risks for Work Design With Accelerating AI and Automation**

ARC Laureate Fellow Professor Sharon Parker (Director, Centre for Transformative Work Design, Curtin University)

Prior industrial revolutions have had massive impacts on human work, disrupting the type of jobs and how work is carried out. The current revolution - the 4th, 5th, or even 6th according to some scholars – is no exception. Using the SMART Work Design model as a guide, Professor Parker will unpack evidence to date about the impact of AI, automation, and related technologies on the quality of human work. She will discuss some of the opportunities and challenges for people working together with technology, and for companies in harnessing technological value. Professor Parker will outline some key implications for practice, policy, and research, calling for better application of what we already know and recommending some new directions.



**BIO:** Sharon K. Parker is an ARC Laureate Fellow, Director of the Centre for Transformative Work Design at Curtin University, and a John Curtin Distinguished Professor of Organizational Behavior at the Curtin Faculty of Business and Law. She is a recipient of the ARC’s Kathleen Fitzpatrick Award for mentoring, and the Academy of Management OB Division Mentoring Award. Her research focuses particularly on job and work design, employee performance, proactive behaviour, organizational change, and quasi-experimental designs. She has published more than 200 internationally refereed articles, including publications in top tier journals such as the Journal of Applied Psychology, Academy of Management Journal, Academy of Management Review, and the Annual Review of Psychology on these topics and, in November of 2019, Sharon was named among the world’s most influential scientists and social scientists in the 2019 Highly Cited Researchers list released by the Web of Science Group, and the only female in Australia appearing on this list in the field of Economics and Business. Sharon is a Fellow of the Australian Academy of Social Sciences, and a Fellow of the Society for Industrial and Organisational Psychology. She is a past Associate Editor for Academy of Management Annals and the Journal of Applied Psychology, and she has served on numerous editorial boards. Professor Parker has attracted competitive research funding worth over \$65,000,000, and has worked as a researcher and consultant in a wide range of public and private organizations. She created the SMART Work Design model and co-created the mental health model Thrive at Work. Her research has been cited more than 45,000 times, and has shaped work health and safety policy in the USA, UK, and Australia. She is a present and past member of multiple boards and committees, such as the Woolworths Well-Being Advisory Council and the Corporate Mental Health Alliance.