A MORE "POSITIVE" LOOK AT OCCUPATIONAL HEALTH FROM POSITIVE ORGANIZATIONAL PSYCHOLOGY DURING CRISIS TIMES: CONTRIBUTIONS FROM THE WoNT RESEARCH TEAM

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The objective of the current paper is to summarize the main evidence-based practical contributions that the Universitat Jaume I's WoNT team has carried out on Occupational Health Psychology and Positive Organizational Psychology in crisis settings. Specifically, we show the RED (Resources-Experiences-Demands) methodology that allows us to assess risks and psychosocial damages, as well as positive emotional states. Furthermore, we also propose a heuristic methodology that, focused on Positive Psychology, facilitates the evaluation and intervention of HEROs (HEalthy & Resilient Organizations) as a way to adapt to the occupational and social reality of the crisis.
Key Words: Psychosocial factors, Psychosocial risk, Psychosocial damage, Healthy organizations, Organizational resilience.

El objetivo de este trabajo es presentar una síntesis de las principales aportaciones prácticas basadas en la evidencia científica que el equipo WoNT de la Universitat Jaume I ha llevado a cabo en materia de Psicología de la Salud Ocupacional y Psicología Organizacional Positiva en contextos de crisis. En concreto, se presenta la metodología RED (Recursos-Experiencias-Demandas) para la evaluación de riesgos y daños psicosociales, y estados emocionales positivos. Además, se muestra una metodología heurística basada en la Psicología Organizacional Positiva, que apuesta por la evaluación e intervención en Organizaciones Saludables y Resilientes (HEROs) (HEalthy & Resilient Organizations) como una estrategia para ofrecer resultados más cercanos a la realidad laboral y social de la crisis.
Palabras clave: Factores psicosociales, Riesgo psicosocial, Daño psicosocial, Organizaciones saludables, Resiliencia organizacional.

Currently, due to the widespread crisis, we are living in situations of great uncertainty and tension, with serious concerns about the economic and social future. Profound changes at many organizational levels can be observed: company policies, management of human resources and teams, institutional and personal values, and new competencies valued in employees.

The aim of this article is to present a synthesis of the main practical contributions produced by the WoNT research team (Work & Organization NeTwork)[1] of the Universitat Jaume I in Castellón, for the development of people and organizations in crisis contexts. To do this, we present the theoretical framework in which we carry out our research, which is part of the discipline of Occupational Health Psychology (OHP) and its most recent developments in the framework of Positive Occupational Health Psychology (POHP) and Positive Organizational Psychology (POP). Secondly, we present *a theoretical model and a validated methodology for assessing psychosocial risks (RED)* which is a strategy of practical implementation for occupational health and risk prevention practitioners in times of crisis. We also present the HERO methodology: a heuristic, innovative methodology based on Positive Organizational Psychology, dedicated to evaluation and intervention in HEalthy and Resilient Organizations (HEROs) from a collective, multilevel and general perspective, which is especially useful in situations of crisis.

OCCUPATIONAL HEALTH PSYCHOLOGY AND POSITIVE ORGANIZATIONAL PSYCHOLOGY AS A THEORETICAL FRAMEWORK

The theoretical framework in which we carry out our research is that of Occupational Health Psychology (OHP) and its developments in the context of Positive Occupational Health Psychology, (POHP) and Positive Organizational Psychology (POP). The term OHP was coined in 1990 in the United States to

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[1] WoNT is a Group of Excellence in research (PROMETEO; Generalitat Valenciana), High Performance Group (GAR) recognized by the Universitat Jaume I, Award for Scientific Research Diffusion (Universitat Jaume I and Banco Santander), a member of the ISITIC Institute (Institute of Cooperative Research, Transfer and Innovation) oriented towards the Well-being of Human Beings in the Generalitat Valenciana. Based on the pursuit of excellence, innovation, quality and the development of health and organizational resilience, WoNT has been carrying out high-level research for over fifteen years with the aim of contributing to the development and promotion of business , groups and individuals in situations of economic, financial and confidence crisis.

represent a discipline that concerns the application of psychology to improve the quality of working life, and to protect and promote the health, safety and well-being of workers (National Institute of Occupational Safety and Health, NIOSH) (Salanova, Martínez, Cifre & Llorens, 2009). As opposed to more classical definitions, in 1948 the World Health Organization (WHO) issued a broad definition of health as "a state of total well-being that includes physical, mental and social well-being and not merely the absence of disease or disorders". From this perspective, health is understood positively as a process by which people fully develop their competencies and strengths. Therefore, OHP's object of study must include both the negative aspects (job stress) and positive ones (psychological well-being) that affect the functioning of workers both within and outside of the workplace.

Obviously, preventing stress, at the same time as promoting challenges, development and satisfaction and ultimately, building positive qualities, is in the common interest of both workers and modern organizations. This approach of positive psychology was defined as the scientific study of optimal human functioning (Seligman, 1999). In this context we, from the WoNT team, in the context of Positive Occupational Health Psychology, (POHP), have been carrying out research that arises from the consideration of the comprehensive notion of health and Positive Organizational Psychology (Positive Organizational Behavior, POB) (Luthans, 2002, p. 59). POHP is defined as the scientific study of the optimal functioning of the health of individuals and groups in organizations, as well as the effective management of psychosocial well-being at work and the development of healthy organizations. Its goal is to describe, explain and predict optimal performance in these contexts, and to amplify and enhance psychosocial well-being and the quality of work and organizational life (Salanova, Llorens & Rodríguez, 2009). The focus of POHP and POP is to discover the characteristics of "good organizational life" (Llorens, Salanova & Martínez, 2008; Salanova, Martínez & Llorens, 2005) at the individual, inter-individual, group, organizational and societal levels. From this perspective it is important to understand how intrinsic motivation and engagement takes place, what is the role of positive beliefs regarding one's competencies, how can one achieve a balance between work and family, what is the basis for developing satisfaction and happiness at work, how can organizations contribute to the growth and psychological well-being of the individuals and groups within them, how can organizations become healthier, and much more.

Scientifically, our research is rooted in theoretical models relevant to our discipline and based on: (1) Social Cognitive Theory (SCT) by Albert Bandura, who defined self-efficacy as "...beliefs in one's own abilities to organize and carry out the courses of action required to produce certain outcomes" (Bandura, 1997, p.3.), (2) the Broaden-and-Build theory by Barbara Fredrickson (2001) which assumes a reciprocal relationship between positive emotions and personal resources , such as for example efficacy beliefs, and (3) Hobfoll's Conservation of Resources theory (1989) which states that, over time, resources develop more resources through a dynamic spiral of benefits.

THE RED (RESOURCES-EXPERIENCES-DEMANDS) VALIDATED METHOD FOR ASSESSING PSYCHOSOCIAL FACTORS: TOWARDS A MORE POSITIVE LOOK

One of the basic aspects of Occupational Health Psychology has been the assessment of psychosocial factors in the work context. In our country, this interest has been motivated, firstly, by the Law on Prevention of Occupational Risks (1995) where emphasis was placed on the importance of knowing the damages or negative consequences of work and identifying the antecedents or risk situations that cause them.

From the WoNT team, based on robust and interactionist person-environment theories (Llorens, del Líbano & Salanova, 2009), we have developed RED (Resources-Experiences-Demands), a theoretical model and validated methodology of psychosocial risk assessment, considered an important strategy of practical implementation for occupational health and risk prevention practitioners in times of crisis. The use of this methodology and the concern about emerging psychosocial risks have led to research on specific risks and damages, such as technostress, burnout and workaholism in different multisectoral samples. Furthermore, the interest has been so great that we are currently developing a website in beta for regular use by practitioners thanks to the project PROMETEO of the Generalitat Valenciana (2013).

The RED model explains stress as a process of interaction between the demands of a job and the work resources a person has at their disposal to respond to those demands. It also incorporates, as its main innovation, the consideration of (personal) non-work variables that may be influencing this process, and the assumption of spirals of deterioration and motivation in occupational health. It has been applied in various organizational sectors (e.g., public administration, technology users, teleworkers, teachers, SMEs, hotels and restaurants, students, air traffic controllers and health workers). It has also shown its stability and structure with heterogeneous samples from different cultures both in its negative and positive aspects (Del Líbano, Llorens, Salanova & Schaufeli, 2010; Llorens, Bakker, Schaufeli & Salanova, 2006; Llorens, Schaufeli, Bakker & Salanova, 2007; Rodríguez, Cifre, Salanova & Arborg, 2008; Rodríguez, Hakanen, Perhoniemi & Salanova, 2013; Salanova & Schaufeli, 2008; Sanin & Salanova, 2013). The application of the RED model for psychosocial risk assessment has enabled us to establish relationships between certain risk situations (presence of job demands and lack of work-related

and personal resources) and certain damages or specific negative consequences of work.

One of the constructs studied in the initial applications of the RED model has been burnout at work, due to the impact it has shown among the helping professions and the realization that it exists in every profession. Our studies show that burnout: (1) can be studied in any profession (e.g., ceramics, teachers, technology users) (Bresó, Salanova & Schaufeli, 2007; Salanova, Llorens, García, Burriel, Bresó & Schaufeli, 2005, (2) is evaluated by the 'heart' dimensions: exhaustion and mental distance that involve assessing cynicism (a distant attitude towards work) and depersonalization (a detached attitude toward the people with whom and for whom the individual works) (Salanova et al., 2005), (3) is determined by successive crises of professional effectiveness in both students and workers (Schaufeli & Salanova, 2007) and also by perceptions of professional inefficacy (Bresó et al 2007; Salanova & Schaufeli, 2007), (4) is determined by excess work demands (quantitative overload and role conflict) (Lorente, Salanova, Martínez & Schaufeli, 2008), and also by the presence of obstacles and lack of facilitators (Salanova, Schaufeli, Martinez & Bresó, 2010), and (5) decreases organizational outcomes such as organizational commitment (Llorens et al., 2006). Furthermore, the benefits have been proven of programs aimed at reducing burnout levels acting on the demands of university students (Bresó, Schaufeli & Salanova, 2011) and work organization (improved job content, time planning, organizational development and institutionalization of psychosocial assessment) (Lorente, Salanova & Martinez, 2007).

Regarding technostress, research conducted in the team has provided empirical evidence regarding: (1) the conceptualization of technostress according to two different experiences: traditional technostrain (anxiety, fatigue, skepticism and inefficiency in the use of technology) and the new approach of technoaddiction (excessive and compulsive use of technology accompanied by anxiety and fatigue) (Salanova, Llorens, & Cifre, 2013), (2) the development of a specific technostress instrument: RED-technostress (Salanova, Llorens, Cifre and Nogareda, 2007), and (3) the antecedents for the development of technostrain (e.g., anxiety, fatigue, skepticism, lack of efficacy) and technoaddiction (e.g., anxiety, and fatigue), and their consequences (e.g., psychosomatic complaints, absenteeism) (Salanova et al., 2013). The team has also developed a guide for practical intervention aimed at practitioners, in which the main emphasis is on strategies of prevention/intervention of technostress (Llorens, Salanova, & Ventura, 2007; Salanova, Llorens, & Ventura, 2013).

As for workaholism, the team's main findings are as follows: (1) validation of DUWAS-10, that is, a reduced version of the Dutch Work Addiction Scale questionnaire and identification of its two basic dimensions: overworking and compulsive working

(Del Líbano et al., 2010), (2) identification of work overload and work-family conflict, as well as self-efficacy as antecedents of workaholism (Del Líbano, Llorens, Salanova & Schaufeli, 2012) and (3) the main consequences such as lack of well-being and happiness and low levels of job satisfaction and organizational commitment (Del Líbano et al., 2010). The team has also developed a practical intervention guide, in which the main strategies for prevention/intervention of workaholism are shown (Del Líbano et al., 2012).

Conversely, the team has developed specific instruments to assess the 'positive side' of work. Specifically, RED can also evaluate specific self-efficacy (Lorente, Salanova & Martinez, 2011; Vera, Salanova & Martin del Rio, 2011), flow (Rodríguez, Schaufeli, Salanova & Cifre, 2008) or engagement (Schaufeli, Salanova & Bakker, 2006). Regarding self-efficacy, the results have shown that (1) the most self-efficacious people use stress-coping strategies that are more proactive and focused on solving the problem and therefore more productive (Salanova, Grau & Martinez, 2006), (2) it is positively related to performance, both evaluated objectively (Salanova, Lorente & Martínez 2012; Salanova, Martínez & Llorens, 2012) and in relation to extra role performance (Salanova, Lorente, Chambel & Martínez, 2011) with collaborative practices and organizational commitment in intensive care nurses (Le Blanc, Schaufeli, Salanova, Llorens & Nap, 2010) and (3) it is an instigator of engagement and flow, two of the constructs that have been most studied by our team in recent years from this more positive perspective.

In the study of engagement, this has been defined as 'a positive mindset that is related to work and characterized by vigor, dedication and absorption (Schaufeli, Salanova, González-Romá & Bakker, 2002; Schaufeli et al., 2006). Research has shown: (1) validation of the Spanish UWES (Utrecht Work Engagement Scale) in samples of professionals and pre-professionals and identification of its three basic dimensions: vigor, dedication and absorption (Schaufeli & Salanova, 2011); (2) identification of work resources and self-efficacy as antecedents of engagement in the form of positive spirals in field studies (Salanova, Schaufeli, Xanthopoulou & Bakker, 2010) and in the laboratory (Salanova, Llorens & Schaufeli, 2011), (3) the mediating role of engagement between labor resources (e.g., leadership), personal resources (self-efficacy) and facilitators of proactive behavior at work (Salanova & Schaufeli, 2008), job performance (Salanova, Lorente et al, 2011; Torrente, Salanova, Llorens & Schaufeli, 2012), academic performance (Salanova, Schaufeli et al., 2010) and service quality (Gracia, Salanova, Grau and Cifre, 2012) and (4) the impact of exposure to information and communication technology on the positive evaluation of experience and on the engagement of users of technology (Salanova & Llorens, 2009). The team has also developed major strategies of optimization of

engagement in the work context (Schaufeli & Salanova, 2008, 2011, 2013).

In an attempt to compare positive and negative psychological states based on common dimensions such as arousal and valence of emotionality, as well as the perception of changes in the environment as challenges or threats and evaluating one's own competence, we have developed a method to evaluate different types of psychological well-being of employees based on these dimensions resulting in types of well-being such as burnout, engaged, workaholics and "9 to 5" workers (Salanova, Del Líbano, Llorens & Schaufeli , 2013). Additionally we have included boredom as an object of study compared with burnout and engagement (Schaufeli & Salanova, 2013).

Finally, the contributions regarding flow have been related to its concept, its measurement and a recommended model of flow at work (Llorens, Salanova & Rodriguez, 2013). Progress has been made on: (1) the conceptualization of the phenomenon: high levels of enjoyment and absorption ('time flies…') (Salanova, Bakker & Llorens, 2006), (2) differentiation between the experience of flow and its prerequisites, (3) development of the model of flow at work which proposes that, regardless of the profession, flow will occur when workers are in highly challenging jobs and present high skill levels to tackle these challenges, and 4) Spanish adaptation of a measure of flow at work based on the WOLF questionnaire, where flow is evaluated considering the frequency with which absorption and enjoyment have been experienced in the last 6 months (Llorens, Salanova & Rodríguez, 2013; Rodríguez, Cifre et al., 2008; Rodriguez, Schaufeli et al., 2011). Furthermore, research has also shown that flow along with self-efficacy causes "virtuous" circles of well-being over time (Rodríguez, Salanova, Cifre & Schaufeli, 2011), which can be experienced in different samples (ceramic sector workers, teachers, nurses) (Llorens, Salanova & Rodríguez, 2013) and has been associated with the presence of resources such as social support or interpersonal relationships and emotional states such as optimism (Rodríguez et al., 2013).

Research has also shown the effectiveness of positive psychosocial interventions in increasing well-being by conducting workshops on emotional intelligence to increase the psychosocial well-being of nurses in units of terminal patients (Rodríguez, Llorens & Salanova, 2006) and developed by Cifre, Salanova and Rodríguez (2011) to increase personal resources (professional efficacy and perceived competence) and work resources (climate of innovation) and psychosocial well-being (engagement) of workers in manufacturing companies.

EVALUATION AND INTERVENTION IN HEROS: A STUDY OF THE COLLECTIVE AND MULTILEVEL CONSTRUCTS

The need to provide results close to the reality of work, which consider the interactions among people working together, has led to the approach of collective studies which, from a "macro"

viewpoint, enable the integration of different levels of analysis (organizational, group and individual) and the study of organizational phenomena that are impossible to study outside this perspective. It is in this context that the proposal is situated for evaluation and intervention in HEROs (HEalthy & Resilient Organizations), constituting a key option from Positive Occupational Health Psychology, especially in the current context of crisis and adversity (Salanova, Cifre et al., 2011; Salanova, Llorens et al, 2012; Salanova, Llorens, Acosta & Torrente, 2013).

A HERO is an organization that conducts systematic, planned and proactive actions to improve processes and outcomes of both employees and the organization as a whole. In addition, these organizations are "resilient" because they adapt positively in challenging circumstances, they are strengthened in adverse situations and they maintain their functioning and results under pressure. These efforts involve implementing resources and healthy organizational practices aimed at improving the work environment, especially in turbulent times with the aim of improving the health of employees and the financial health of the organization (Salanova, 2008, 2009; Salanova, Llorens et al., 2012).

In this framework, the WoNT team has developed the HERO model and methodology of risk assessment from a holistic, comprehensive, positive and collective perspective (Salanova, Llorens et al., 2012). The model assumes that a HERO consists of three interrelated components: (1) healthy organizational resources and practices as strategies for structuring and organizing work, (2) healthy employees and work groups that enjoy high psychosocial well-being with the presence of efficacy beliefs, positive emotions, work engagement, optimism, and resilience, and (3) healthy organizational outcomes such as high organizational performance, organizational excellence, good relations with the organizational environment and the community, and corporate social responsibility.

Through the participation of the different "actors" of the organization, we are able to assesses the health of the whole organization in response to the evaluations of the teams themselves and the organizations from a collective, multifaceted and complex perspective that combines: (1) different key agents: senior management, employees, supervisors, and customers/users, (2) different methodologies: both qualitative (semi-structured interviews with senior managers) and quantitative (questionnaires for employees, supervisors, and customers/users), and (3) the analyses are carried out using a multilevel perspective (i.e., employees in teams within organizations). Also noteworthy is the group and organizational nature of the measuring instruments which is a novel and pragmatic approach to the study of occupational health, and the use of objective financial indicators (e.g., Return On Assets-ROA). Research on HEROs in 137 organizations

(519 work units; 137 interviews with managers; 3,131 employees; 519 supervisors and 3,867 customers/users) has shown that the HERO Model (and its measures) presents theoretical and predictive power to assess the health and resilience of organizations (Salanova, Llorens, Cifre & Martínez, 2012).

Healthy organizational resources and practices refer to the constant deployment of effective activities for the organization to achieve its objectives. The results carried out collectively in groups of workers and supervisors of these groups show that the resources (autonomy, feedback, supportive climate, coordination, transformational leadership of teams) and healthy organizational practices (psychosocial health, development of skills and career development) promote: (1) an improvement in the dimensions that constitute what we mean by healthy employees (collective efficacy, engagement, and resilience) which, in turn, increase the levels of intra and extra-role performance (rated by the supervisors themselves) in 84 work units and their immediate supervisors (Salanova, Llorens et al., 2012), as well as (2) work engagement in 55 teams from 13 companies (Acosta, Salanova & Llorens, 2011; Acosta et al, 2013) and (3) organizational trust in 72 teams of 12 organizations, especially communication practices and development of skills (Acosta et al, 2011). Qualitative analysis (analysis of the content of 32 interviews) revealed that communication practices and skills development, and the promotion of health and safety from the perceptions of managers and/or HR managers are the most used and the most useful (Acosta et al., 2012).

As for collective engagement evaluated by teams, we know that: (1) it can be evaluated in a valid and reliable way using a short scale of collective engagement (9 items; collective vigor, dedication and absorption) using data aggregated at team level (Torrente et al., 2011), (2) engagement increases the intra and extra-role performance when it is evaluated by the supervisors themselves (Torrente et al., 2012) as well as the quality of service (performance, commitment, perceived quality) in healthcare professionals (Hernández et al., 2014), (3) it is determined by the presence of collective social resources (e.g., climate of social support, coordination, teamwork) (Torrente et al., 2011), personal resources (efficacy beliefs) and positive affect (Hernández et al., 2014; Salanova, Llorens & Schaufeli, 2011), transformational leadership and positive affect (Cruz et al, 2013; Llorens, Salanova, Losilla, 2009), empowerment (Salanova & Llorens, 2013), organizational practices (work - family reconciliation, anti-bullying, psychosocial health, organizational communication) and organizational trust (Acosta et al., 2011, 2012).

Finally, WoNT addresses not only the evaluation and development of HEROs, but also the development of positive interventions, referring to strategies implemented in teams and organizations to improve the performance and satisfaction of the teams and organizations with the ultimate aim of promoting health, quality of working life and organizational excellence. In this regard, we have recently published several studies (Llorens, Salanova, Torrente & Acosta, 2013; Salanova, Llorens, Acosta & Torrente, 2013; Salanova, Llorens, Torrente & Acosta, 2013; Schaufeli & Salanova, 2010) in which we highlight the importance of opting for positive interventions, the main intervention strategies and best practices for positive interventions in HEROs based on R2P, Research to Practice, and under the scientist-practitioner model.

Broadly speaking, if the promotion of positive change in organizations and teams is pursued, the most important strategies are (1) HERO evaluation, attracting and retaining talent highlighting the strengths of workers, or performing HERO audits, (2) organizational (re) design and job (re) design through investment in work resources –giving the work teams autonomy and coordination -or in healthy organizational practices promoting the work-family balance and health, (3) the development of a positive and transformational leader that inspires, stimulates creativity and spreads optimism, hope and resilience among his or her team members, and (4) practical training in efficacy beliefs that facilitate successful professional experiences and create positive emotional states through, for example, mindfulness. Moreover, practicing the virtues seeking meaning in life, being kind to others, expressing gratitude, learning to forgive, sharing good news, taking care of social relationships, savoring the experiences of life, cultivating optimism, pursuing personal goals and being strong in the face of adversity are also good practices to develop individually both within and outside the organizational context.

CONCLUSIONS

In this article we have discussed the main practical contributions based on scientific evidence that the WoNT team of the Universitat Jaume I has produced in the field of Occupational Health Psychology and Positive Organizational Psychology.

We can indicate four main conclusions regarding the RED methodology:

1. The model allows the evaluation of psychosocial factors, and an application that provides options for correcting damage and preventing risks, and for promoting and optimizing health.
2. The studies provide evidence for the robustness of the methodology and the stability of the RED model across different sectors and cultures, as well as the adaptation and validation of measurement scales to specific contexts and sectors.
3. As for psychosocial risk assessment, the RED methodology has enabled us to establish relationships between situations

of risk and psychosocial damage such as burnout, technostress or workaholism, to identify groups at risk for such damage (education, government, telecommuters, etc.), as well as to propose specific interventions for the damage assessed/diagnosed that are of great value in practical application, especially for practitioners.

4. The RED methodology enables us to address the positive aspects of the experience of work, especially engagement and flow. The analysis of their structure, the validation of measuring instruments, their antecedents and positive consequences, as well as the development of optimization strategies to promote these positive aspects have all been possible thanks to this methodological framework.

Finally we have presented the HERO model and our main conclusions are as follows:

1. The emerging concept of the HEalthy and Resilient Organization (HERO) is a model of a positive organization that flourishes in times of crisis and change such as the current situation. In this sense, we have introduced the concept and assessment of HEROs.

2. The HERO model and methodology have been validated and are a reliable option for developing the well-being of the teams and the financial health of the organization.

3. This methodology involves different actors, with different methodologies for collecting data, with collective and multilevel health analyses of the organization, and integrating the health outcomes of the organization using subjective indicators (collectively) and objective ones.

4. Scientific research has shown that not only can HEROs be measured but they can also be enhanced through practical strategies arising from the basis of POHP. These strategies involve the organization through the implementation of organizational strategies that promote positivity levels of employees and teams, as well as through individual type measures that employees can develop both inside and outside the organization.

These are the main contributions of the WoNT team in developing healthy organizations and people especially in contexts of crisis like the one we are currently experiencing. We will continue our efforts, aiming to make the employment context one of meaningful enjoyment for people and organizations.

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