JÖNKÖPING UNIVERSITY
School of Engineering

Improving the organisational and social work environment

A case study in Swedish construction industry

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Abstract

Our physical, social and mental health are all important for our wellbeing and no one should feel ill or mistreated because of their work situation. Despite this, an increasing number of people are suffering from unhealthy workload or victimization at work. Mental illness is an increasing problem and cost society around 70 billion SEK each year, 50 % of which can be related to loss in production caused by sick-leave. In addition to the immeasurable human costs, Sweden now faces one of its greatest challenges in modern time. In order to counteract this development, the Swedish Work Environmental Authority released new provisions regarding the organisational and social work environment called AFS 2015:4 which are aimed at all activities where an employee perform work on the employers account. The purpose of this thesis is to contribute to the understanding of difficulties and possibilities when revising current work practices to fulfil the provisions. The thesis uses a case study approach taking place in an organisation within Svevia, a Swedish construction company, using a literature review, a document analysis, interviews and a questionnaire. The findings indicate that even though the organisation had major efforts put into their work environment management, there were improvements to be made regarding the organisational and social work environment. Furthermore, what can be improved and how the organisation can support the improvements to fulfill the provisions and work towards a better work environment is concluded. The results are of great practical use not only to the case organisation but to all organisations similar in nature.

Keywords

Contents

1 Introduction

Introducing the concept of this thesis by a brief background and problem description, the purpose, research questions and set delimitations. The outline of the content is also presented in this chapter.

1.1 Background

Our physical, social and mental health are all important for our wellbeing and capability to work. No one should feel ill or mistreated because of their work situation.

The work environment tops the list of priorities when choosing work according to a survey of 1000 Swedes (GP/SIFO, 2008), trumping salary at second place. Despite these facts, an increasing number of people are suffering from unhealthy workload or victimization at work (AV, 2016b). Mental illness is rapidly increasing throughout Sweden (SR, 2013) and is now the leading cause for long term sick-leave (AFA försäkring, 2016). According to OECD (2013), the related costs for this illness reach around 70 billion SEK every year, corresponding for 3% of Swedish GDP. 50% of these costs can be related to loss in production caused by sick-leave. Summarized with the unmeasurable human cost, Sweden is now facing one of the greatest challenges in modern time.

In order to combat this development, the Swedish Work Environment Authority released new provisions about the employer and the employees' responsibility within the frames of today's working environment. The provisions are called: Organisational and social work environment (AFS 2015:4) and entered into force the 31st of March 2016. The organisational aspect involves management, coordination, communication and decision making of the company. The social aspect refers to the relations and connections amongst e.g. workers and managers. The provisions focus on systematic work environment management, knowledge of managers and supervisors, organisational and social objectives, workload, working hours and victimization.

Svevia is a specialist in building and maintaining roads and other infrastructure such as foundations and geo-construction for industry and residential areas. In total, they have around 2000 employees (Svevia, 2015). Their main market is Sweden with its headquarters located in Solna, Stockholm. They are active at over 100 locations and their customers are both public and private companies. The organisation is divided into 5 different segments: Building, Operations, Coating, Real estate and Machinery. Their vision is to be "number one at building and maintaining roads and infrastructure.". In this thesis, Svevia is used in a case study to understand what challenges an organisation in a construction industry work setting must manage to correspond to the provision AFS 2015:4 and what demands this put on managers and other employees.

1.2 Problem description

With new provisions being released, it is important to know where you are before advancing further.

An employee experiencing a poor work environment has on average a 38% loss of production (AV, 2016b). The average implications for employers is 15-hours of loss in production per employee every week. For most organisations, this is related to a lot of money. A good work environment should be in both the employees and the employers' best interest.

The construction industry is known for its hazardous work environment and high risk of accidents (AV, 2016c). Svevia also operates in traffic which accounts for approximately 20% of occupational deaths (AV, 2016c), making it one of Sweden's most dangerous work places. In addition to the risks of fatality and physical injury, people of this industry experience high workload, stress and high risk of burnouts (ILO, 1992; SCB, 2003; Francis & Lingard, 2004; Reese & Eidson, 2006). Not surprisingly, burnouts are more common among construction professionals and managers than other professions in international studies (Francis & Lingard, 2004) and construction workers have the third highest stress levels of all occupations (ILO, 1992). The construction industry is also dominated by men where only one of ten employees are women (SCB, 2013).

Victimization can have effects both for the individual employee and in the organisation as a whole (Salin, 2003). These effects can appear in the ways of high stress and difficulties in cooperating with others for the individual and decreased productivity and efficiency for the organisation (AFS 1993:17; Hoel et al., 2003). In addition, Salin (2003) also mentions that victimization inflict great costs on our society. Due to these negatives, preventing victimization and all forms of negative treatment is in the interest of both the individual, organisations and society.

It is important for organisations of the industry to work actively towards a good overall work environment where all its aspects are included and aligned. Organisational arrangements as well as social factors make up two important pillars of the overall work environment (Porras & Robertson, 1992). The importance of the interaction between the human, technical and organisational aspects of the work environment in a holistic perspective is emphasized in order to establish health and safety as well as increasing the overall performance of the system (Porras & Robertson, 1992; Eklund, 2003). In other words, the organisational, social, and physical work environment goes hand in hand with performance and economic result for organisations.

1.3 Purpose and research questions

This thesis investigates what improvements an organisation in the Swedish construction industry (Svevia) needs to undertake to meet the provisions and general recommendations on organisational and social work environment (AFS 2015:4) released in March 2016, in order to develop a better work environment for employees. The purpose of this thesis is to contribute to the understanding of difficulties and possibilities when revising current work practices to fulfil the provisions (AFS 2015:4). Two research questions are answered:

1. What needs to be improved in an organisation, as Svevia, who want to meet AFS 2015:4 and thereby achieve a good organisational and social work environment?

2. How can the organisation support managers and employees in fulfilling the AFS 2015:4 provision?

By undertaking this thesis, recommendations for future improvements of the company's methods and management in applying the provisions and general recommendations for the organisational and social work environment is aimed for.

1.4 Scope and Delimitations

This research emphasizes the organisational and social aspects of the case study company in line with the requests of AFS 2015:4. It focuses on the experienced work environment situation of managers, supervisors and workers related to the AFS 2015:4 requirements.

1.5 Outline

Chapter 2 – **Theoretical background**, will provide a framework of relevant theories connected to the subject. This will act as a foundation for the analysis and towards answering the research questions.

Chapter 3 – **Method and implementation** gives a thorough description of methods and execution. The research design, research process and the reliability and validity aspects are presented here.

Chapter 4 – **Empirical findings** presents the empirical data collected by applying the methods.

Chapter 5 – **Analysis and discussion** includes the empirical data collected by applying the methods. After a short summary, the related areas of the provisions and the collected data is presented and analyzed in relation to theory. The chapter is concluded by a method discussion.

Chapter 6 – **Recommendations and conclusion** presents recommendations for the case company aimed to answer the research questions. Following is the conclusion of the thesis.

References – all written references used in this thesis.

Appendices

2 Theoretical background

This chapter presents the theoretical background and framework used in this thesis. Figure 1 showcase the structure and relations of the theoretical framework.
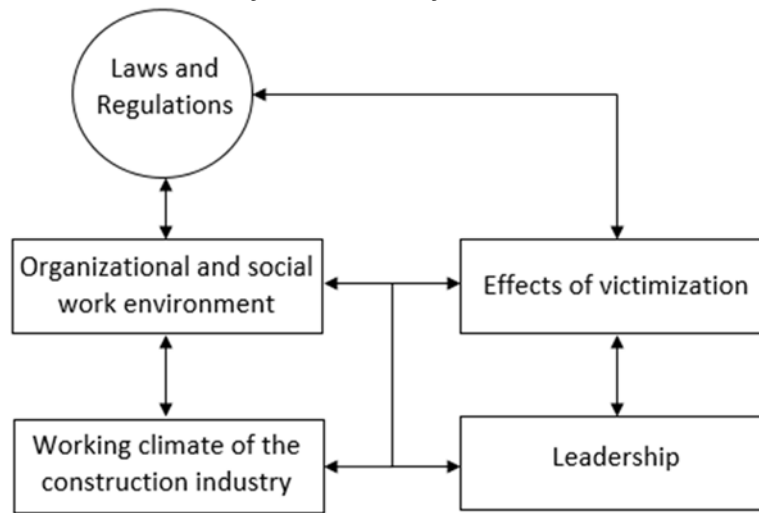
Figure 1: Structure of the theoretical background.

2.1 Laws and regulations

Different laws exist that regulate the Swedish work environment and should be followed by all businesses in Sweden. Legislation concerning the organisational and social work environment are as follows:

- The Work Environmental Act (WEA)/Arbetsmiljölagen (AML)
- The Work Environment Ordinance/Arbetsmiljöförordningen (AMF)
- The Working Hours Act (WHA)/Arbetstidslagen (ATL)
- Work Environment Provisions/Arbetsmiljöföreskrifter (AFS)
- The Discrimination Act/Diskrimineringslagen

2.1.1 The Work Environmental Act 1977:1166

The fundamental act for all work environment concerns in Sweden. In order to be applicable in all industries and operations it is very general.

The Work Environment Act (WEA) includes 9 chapters and is a set of rules describing the responsibility of the employer and other safety representatives (AV, 2015b) with the purpose to: "prevent occupational illness and to otherwise ensure a good work environment." (SR, 2014:659). Employers should take all necessary actions needed in order to prohibit the risk of illness and accidents by making changes or replacements in the operations of their organisation. The law was accepted by the Swedish government in 1977 and entered into force the 1st of July 1978.

2.1.2 The Work Environment Ordinance 1977:1166

As addition in order to compliment the Work Environment Act, the Work Environment Ordinance is used by the Swedish government to make adjustments for current issues. This is because it is faster to make changes in the Work Environment Ordinance than the Act (SR, 2015:16).

2.1.3 The Working hour act 1982:673

The Working Hours Act (WHA) regulates working hours including breaks, on-call employment, readiness etc. (SR, 2014:660).

2.1.4 The Discrimination Act 2008:567

Counteracts discrimination and promotes equal rights for everyone regardless of sex, transgender identity or expression, ethnicity, religious beliefs, disability, sexual orientation or age (SR, 2014:958).

2.1.5 Work Environment Provisions

There are approximately 80 provisions (AV, 2015a) containing rules coupled with common advices. The rules are binding and should be followed. The advices are not binding but contain certain recommendations on how to apply the rules in different situations. The provisions regarding the organisational and social work environment are presented in chapter 2.2.1 and 4.2.1-4.2.3.

2.2 Organisational and social work environment

The Work Environmental Act mention the physical work environment as important but also the psychosocial (AV, 2015b). By investing in a good work environment for everyone, benefits are acquired for the whole organisation, not just in terms of good employeeship and healthier workers but also in economic performance (OECD, 2013; AV, 2016a). According to Porras & Robertson (1992) the organisational and social aspects are two of four elements that make up the work setting for an individual. The balance and integration between these elements influence the performance of the system. The Swedish Work Environmental Authority also mention the physical, organisational and social factors of the work environment to be connected (AV, 2016a).

The organisational aspect involves the management, coordination, communication and decision making of the company. The social aspect refers to the relations and connections amongst people e.g. workers and managers (AV, 2016a). Accordingly, the organisational and social work environment can be considered as an intertwinement of these two aspects. A term that is frequently used in this area is "psychosocial work environment". This term puts emphasis on the individual and is hard for the employer to control due to its complicated and changing nature (Lennér-Axelsson & Thylefors, 1991). It is through our own personalities, needs and ambitions that we look differently on the same working situations. What one person perceives as stressful and tearing could be perceived as challenging and fun by another.

It is of importance for organisations to put focus on the organisational and social part of the work environment. Today, more and more people are suffering from e.g. unhealthy workload or victimization at work (AV, 2016b). Mental illness is becoming an increasing problem (SR, 2013) and the effects are not only seen in people but can also be seen in the bottom line of organisations. The risk for long term sick-leave is at an all-time high particularly affecting young adults (AFA försäkring, 2016). According to Krissa (2015), more tasks and potentiation, social acceptance and an increasing individualization are pointed out as contributing factors for this increasing problem.

Signs which could be indications of an inadequate organisational and social work environment could be (AV, 2016a):

- Sick-leave, absence, high turnover of staff

- Accidents, incidents, deviations

- Extended working hours – working is brought home, skipping of breaks and lunch

- Lacking and/or delayed result of work

- High work pace/intensity

- Difficulties to manage work tasks

- Conflicts, lacking cooperation

- Lacking motivation, frustration, depression

- Aches, loss of sleep, fatigue, digestive issues

- Lessened memory, ability to concentrate, ability to initiate tasks

2.2.1 Provisions

AFS 2015:4 are provisions concerning organisational and social work environment to be released in March 2016. The purpose of AFS 2015:4 is "to encourage a good work environment and prevent risks of illness caused by organisational and social relations." It is aimed for all work where an employee is employed by an employer. In the provisions, emphasis is put on systematic work environment management, knowledge of managers and supervisors, organisational and social objectives, workload, working hours and victimization. It also includes definitions of important terms used within the provision. These terms are: Demands in the work (job demands), Victimization, Unhealthy workload, Organisational work environment and resources for the work (work resources). Systematic work environment management which is also addressed by provision AFS 2001:1 indicates a concept distinguished by systematic investigating and conducting of activities by the employer to achieve a satisfactory work environment (Gunnarsson et. al., 2010). It was shown to benefit the work environment by improving risk assessment, constructing plans and policies. It is a continuous process which should allow employees to be involved to work towards preventing accidents and illness (AV,

2016a). The employer should make sure that the knowledge of managers and supervisors are satisfactory within the fields of preventing and managing unhealthy workload and victimization. In the new provisions, employers should now set specific objectives for their social and organisational work environment (AFS 2015:4). The goals should be in written form if 10 workers or more are employed and be in line with the work environment policy. The employer should also make sure that employees are not suffering from unhealthy workload following from their tasks and responsibilities.

The provisions connect the physical aspects of our work environment with the organisational and social. A physical injury or risk could have organisational or social factors leading to its cause (AV, 2016a). Workload includes the assignment of tasks, their amounts, difficulty and the resources acquired to perform the tasks given. Resources should be adapted to the demands of the work. Employers should make sure that workers know of their tasks, expected results, special methods, priorities and who they can turn to for help. Employers should also take action to prevent tasks and situations that put workers under high mental stress. Shift work, overtime and other time related work environment issues that could lead to illness should be countered by measures of the employer (AFS 2015:4). Victimization can have negative effects both for the individual and the organisation as a whole (Salin, 2003). These effects can appear in the form of high stress and difficulties in co-operating with others for the individual and decreased productivity and efficiency for the organisation (AFS 1993:17; Hoel et al., 2003; AV 2016a). ASF 2015:4 is elaborated further in chapter 4.2.1-4.2.3 and can be found in appendix 1.

With the release of the provision AFS 2015:4, three earlier provisions are repealed. The two relevant of these were called "Victimization at work" (AFS 1993:7), and "Mental and social aspects of the work environment" (AFS 1990:18). Other provisions closely related to AFS 2015:4 are those of Systematic Work Environment Management (AFS 2001:1), which puts emphasis on the systematic approach to work environment routines that organisations must apply. It involves knowledge requirements, distribution of responsibility, risk assessments and plans of action.

The new provision and general recommendations on organisational and social work environment serves as a more concrete version of the 2001:1 (Arbetsmiljöverket, personal communication, April 27th, 2016). While the AFS 2001:1 will still be in operation, the repealed provisions regarding victimization and the mental and social aspects of the work environment will now be replaced by the new AFS 2015:4. The main points of prohibitive routines and the knowledge requirements are now transferred into the new provisions but in a more concrete manner. Additionally, the detailed deceptions of potential causes and effects have been removed. Furthermore, the definition of "victimization" has been made more broad which is elaborated in chapter 2.4.

With the release of the new provisions, a guide for organisations has also been released by the Swedish Work Environment Authority called "Den organisatoriska och sociala arbetsmiljön – viktiga pusselbitar i en god arbetsmiljö" (AV, 2016a).

It focuses on what the organisational and social work environment is and how the systematical work environment management can be applied in practice. Furthermore, it contains advice, recommendations and examples on how to apply the provisions in organisations.

2.3 Working climate of the construction industry

The construction industry is by nature a tough and hazardous workplace that requires heavy lifting, awkward postures and other forceful exertions (Schneider & Susi, 1994). Reese & Eidson (2006) describe the features of the construction work environment to be of high workload, constant changing of site conditions and less formally defined processes. This environment is largely caused by the nature of the work, ignorance, poor work practices of the individual and pressure from budgets and time (Holmes et al., 1999). Ill health or musculoskeletal disorders are major problems that force workers to leave the industry early (Ardnt et al., 2005). Accounting for twice the amount of accidents and work related illness, it is one of the most dangerous industries to work in (AV, 2016c). In a study done in the UK, 27% of fatal injuries were accounted for by the construction industry (Hengel et al., 2012). Another study in Sweden showed that the construction industry accounted for 19% of work related deaths (Mihhailov & Nordström, 2014). 65% of men working in the industry report that their workload is high and heavy (LO, 2008). They also emphasize issues concerning: low ability to affect the daily work, continuous exposure to air pollution, high noise and repetitive work activities. In addition, roughly 30% of employees within the construction industry deem their work to be mentally tearing (SCB, 2003). Furthermore, Siu et. al (2004) found that psychological distress relates to accidents and injuries. The case company, Svevia, does not only operate in a construction environment but also in traffic. In 2014, 41 work related deaths were reported in Sweden (AV, 2016c). 8 of which were accidents occurring in a traffic related work setting as shown by figure 2.
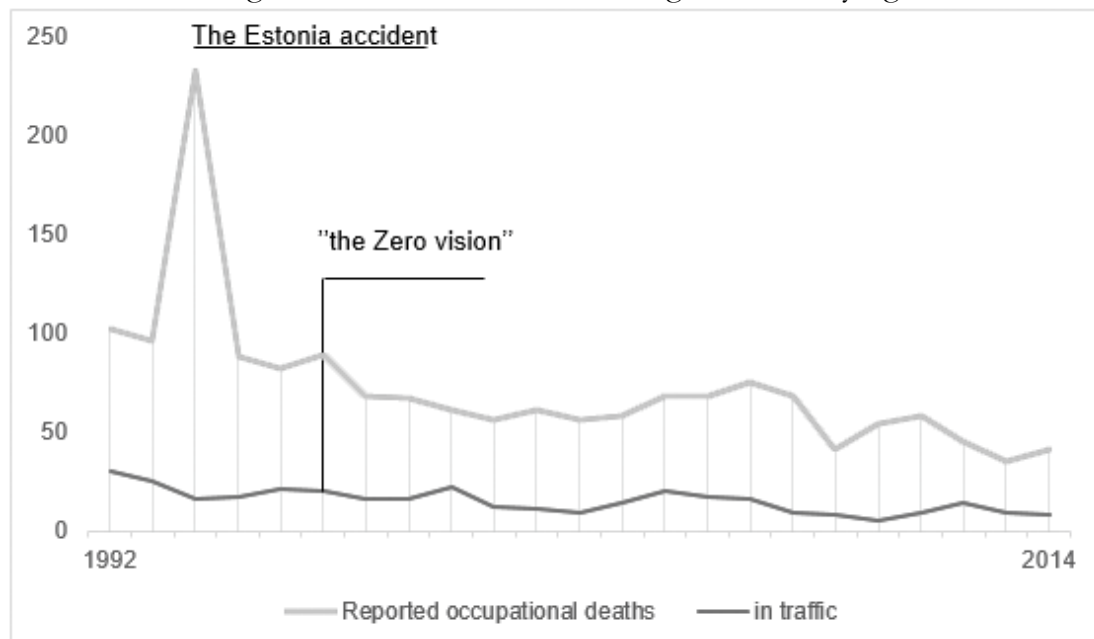
Figure 2: Reported occupational deaths in Sweden 1992-2014.

The Swedish Transport Administration developed a vision of zero deaths and serious injuries in the traffic which was implemented in 1997 (Trafikverket, 2014). The vision served as an ethical guideline for reducing traffic related incidents and improve the work towards the safety of workers and passengers on the roads. Svevia wanted no one to work in traffic with their life on the line as safety was one of their focus areas (Svevia, 2015).

Organisational resources such as rewards, fair treatment, appropriate equipment and training is essential for the safety of the workers within this industry (Tam et. al., 2004). Unfortunately, these resources can sometimes be overlooked by the organisation due to budget constraints.

Work family conflicts and burnouts have shown to be caused by stressors such as long, inflexible work-hours and heavy responsibility for project performance (Lingard & Francis, 2005). Furthermore, Haynes and Love (2004) also identified long hours as well as workload and insufficient family time as the most significant causes of stress amongst construction managers in an Australian study. Job demands have shown to have significant physiological and psychosocial costs (Crawford et al., 2010). Administrative hassles, role overload or emotional conflict are examples of demands in work that can cause these costs. Bakker & Demerouti (2007) also link job demands with employee burnout and performance. In order to approach the risks of the construction industry, organisational, psychological and social aspects must be considered (Törner & Pousette, 2009). Djebarni (1996) and Leung et. al (2008) link stress amongst managers in construction projects with lower levels of performance.

The construction industry is also a man dominated industry were men make up 90% of total employed within the business (SCB, 2013). Women only make up for 10% of the total employees which can be explained by different career choices but also, in some cases, due to a dominating male culture and victimization (Nandorf, 2015). Worth mentioning is that white-collar female workers are more common than blue-collar.

2.4 Effects of Victimization

The quality of relationships amongst employees at a workplace has a big impact on both job satisfaction and the level of stress perceived (Einarsen et al., 1994). Companies failing to prevent and handle bullying and offensive treatment are in fact breaking their legal obligations to ensure a safe and healthy workplace (Adams, 1992; AFS 1993:17; AFS 2001:1; AFS 2015:4). According to AFS (2015:4), victimization is defined as: "Actions directed against one or more employees in an abusive manner, which could lead to ill health or their being placed outside the community of the workplace.". This definition is the most recent one stated by the Swedish Work Environment Authority.

These effects of victimization can appear in the following ways (AFS 1993:17; Hoel & Cooper, 2003):

Individual:

- Difficulties in cooperating by irritability, resistance, deliberate breaking of rules, decreased performance.

- High stress, low stress tolerance, over reacting, experiencing trauma.

- Physical illness, sleep loss, anxiety, depression, substance abuse, aggression, exhaustion.

- Inability to look ahead, thoughts of suicide, self-harm.

Organisational:

- Decreased productivity and efficiency.

- Decreased commitment, dissatisfaction, high sickness absenteeism, loss in competencies.

- Increased friction, increased personnel turnover.

2.5 Leadership

Recent studies indicate that leadership plays an important role regarding the health of employees (Kelloway & Barling, 2010). The role of a leader can be a formal role as a manager or supervisor but also a social influence that could be exercised by anyone. Being in the formal role you possess a strong ability to affect occupational health. The leader is a model for other players in the organisation. By possessing certain amount of formal organisational power to assign tasks and punish or promote other employees, the leader-follower interaction is vital for the wellbeing of followers (Kelloway & Barling, 2010).

2.5.1 Ethical leadership

At work, leaders should function as a key source of ethical guidance for other employees (Kohlberg, 1969). Ethical leadership is defined as ''the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making'' (Brown et al, 2005, p. 120). Research indicates that the ethical leader has the ability to motivate ethical behavior by their followers. In workplace situations, ethical leadership can counteract a stressful work environment and prevent bullying and victimization amongst employees (Stouten et al, 2010). Ethical leadership is described as a stimulating, inspiring and visionary leadership approach closely related to the transformational and charismatic leadership domains (Bass & Avolio, 2000).

2.5.2 Healthy leadership and interventions

When promoting health for employees, leadership, management, teamwork and organized work are critical factors (Dellve et al., 2008). Acquiring managers with well-developed leadership skills would evidently benefit organisations in their work towards a healthier organisation and a good work environment. "Health-promoting leadership and employeeship" is an example of working material to be applied when promoting occupational health. The aim of the material is, among others, to promote the healthy perspectives in the systematic work towards a better work environment and clarify how roles, perspectives and responsibility amongst leaders and workers affects this systematic work. Emphasis is put on a holistic view on health when working with these issues.

Figure 3: the "Cross of Health".

The 'cross of health" is a way to illustrate the complexity when defining illness and health (**AMM Väst & Göteborgs stad**, 2008), showing that illness can be more than just being sick (see figure 3). According to Eriksson et al. (2013), material such as this can be used in interventions for groups or organisations attempting to promote their work place health. Assessments of previous interventions show that the health promoting leadership abilities of participating managers increase (Eriksson et al., 2013) with organisational support playing an important role for long term results.

Several companies in Sweden have adopted the ideas of "healthy leadership". Unfortunately, many fall short by putting the majority of their focus on reducing sick-leave (Eriksson et al., 2013). By relating this to the "Cross of Health" it suggests that health is more than not being sick and that even if a person is "healthy" they still may feel ill. According to the World Health Organisation (WHO, 1986), health promotion is defined as "*the process of enabling people to increase control over, and to improve, their health*". The process of promoting occupational health should cover the psychosocial working climate, the skills and practices of managers, and the organisational support for a healthy workplace (Eriksson, 2011).

3 Method and implementation

This chapter includes the methodology used in this thesis. The research design and process are presented including a description of the case organisation. The research instruments used are also presented here. The chapter is concluded by the expected reliability and validity of the thesis.

3.1 Research design

3.1.1 A case study approach

This thesis used a case study approach in order to understand the work environment of a company in its natural setting (Williamson, 2002). By using multiple locations (or sub-organisation), a holistic study of the organisation is strived for in order to fulfill the purpose and to answer the research questions. The literature review and document analysis are the foundations for the research. On these foundations, interviews and the questionnaire contribute towards answering the two research questions. These questions are:

1. What needs to be improved in an organisation, as Svevia, who want to meet AFS 2015:4 and thereby achieve a good organisational and social work environment?

2. How can the organisation support managers and employees in fulfilling the AFS 2015:4 provisions?

This thesis has a mixed study design where quantitative and qualitative data was gathered by using interviews and the questionnaire. By analyzing the new and previous provisions, a foundation was provided for the interviews. The use of explorative interviews served in turn as a foundation for the questionnaire design. Besides the need for exploration, interviews were appropriate due to the need to gather the personal viewpoints of respondents (Williamson, 2002). The ability to follow up interesting leads mid-process made it a good starting point to gather data.

The questionnaire following the interviews was selected to achieve a larger sample. Different qualitative and quantitative data collection techniques were used as they strengthen each other by method triangulation and the weaknesses of different methods are minimized (Holme & Solvang, 1997). An illustration of the use of research techniques is shown in figure 4.
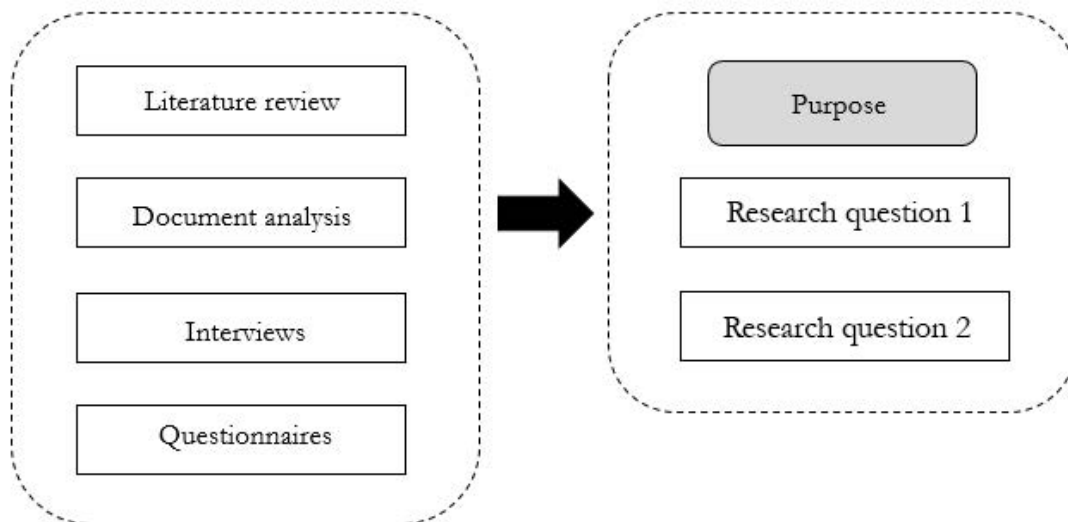
Figure 4: Research techniques chosen to answer the research questions.

3.1.2 Case organisation

In this thesis, the organisation in focus was called AC Drift Jönköping which was a sub-part of the operations segment in Svevia (Svevia, 2015). This organisation was run by a general manager who had several supportive functions such as: calculation, economics, construction engineering and quality. Beneath him were local managers that were in charge of the work performed at the location of their operations (see figure 5). At every location, a manager, one or more supervisors and several front-line workers were employed. In the organisation of Ac Drift Jönköping there were a total of 7 locations spread around the southern parts of Sweden. Svevia is further described in chapter 4.1.
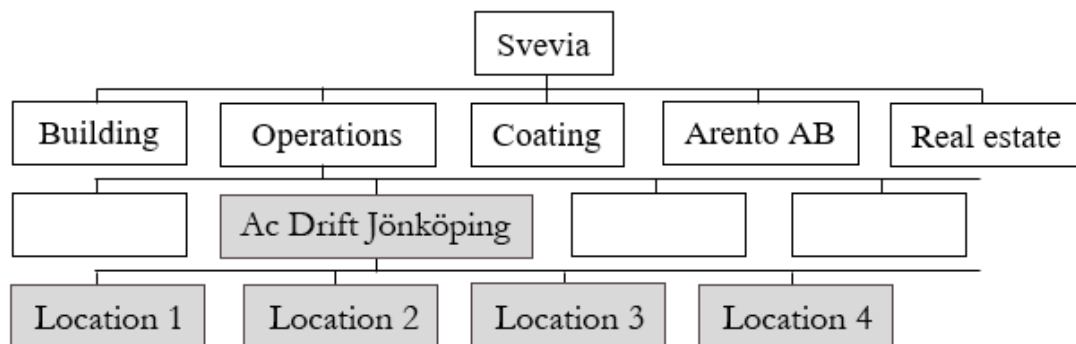
Figure 5: An illustration of the case organisation (grey).

3.1.3 Location selection

Based on the requirements for the interviews, 3 locations were selected to be used in the explorative study. The selection was made based on the availability and suitability within the context of organisational and social work. The selections had both similarities and differences in terms of processes, experience, number of employees etc. Managers at each location were contacted by phone in order to inform about the background and purpose of the thesis and to decide on dates for the interviews.

3.1.4 Selection of research instruments

Based on the research design, the research instruments (or techniques) were selected in order to best fulfil the purpose. According to Williamson (2002), case studies should involve multiple sources of data collection. These can be beneficially combined as they strengthen each other by method triangulation and the weaknesses of the different methods are minimized (Holme & Solvang, 1997). In this thesis, the research instruments used were: literature review, document analysis, interviews and a questionnaire.

Literature review/Document analysis

By using literature review, identification and analysis of relevant literature revolving the selected topic of interest can be achieved. According to Williamson (2002), it is typically used in the initial phases of research and it's highly important that the reviewed literature is approached with a critical and evaluating judgment. Ideas and findings from several sources will be compared for a broader understanding of the topic. As part of the research, the literature review provides the necessary background and context. It's applied in the beginning of the study, providing information needed to develop well-formulated research questions. The main goal of the literature review was to find out what has already been studied (Thomas, 2011).

Since this thesis revolves around an official document, an analysis of this document is required in order to understand its content and gain valuable insight (Williamson, 2002). The process of the literature review and document analysis is elaborated in chapter 3.2.1.

Interviews

The interviews conducted were of semi-structured nature. The interview questions were prepared beforehand to go in a specific order with the help of an interview guide. This guide was used to categorize questions in relation to the provisions of AFS 2015:4 and also included directions on what information to give the respondent beforehand. The main purpose of this information was to make sure the respondent had a correct understanding regarding the definitions of the different terms used throughout the provisions. The interview guide provided a frame for the interview process. However, respondents were encouraged to actively affect the direction of this process. After a question was discussed, motivations behind their opinions were requested. Follow up questions were asked where deemed useful in order to create an explorative setting. The main purpose of the interviews was to get a wide picture of the current conditions and find possible areas of interest for further elaboration in the study. These areas would be where potential improvements could be made and received more attention in the questionnaire.

Nine (9) people were selected as respondents for the interviews. This was considered suitable not only due to the achieved geographical spread but also the difference in experience amongst the respondents of the difference sub organisations. Since interviews consume a lot of resources (Williamson, 2002), the size was selected to be large enough to obtain a representative response for the

whole organisation within the given time and resource frame. The interviewees were selected based on different roles within the organisation. One manager from each of the three different sites was selected along with one supervisor and one front-line worker from each site, which makes in all nine interviews. A diversity of age, gender and background was strived for when selecting respondents. The interview guide can be found in appendix 2.

Questionnaire

The reason behind selecting a questionnaire was to identify further evidence to the interview findings and to elaborate topics in order to follow up on interesting leads. Since the organisation was too large for the sample selected for the interviews to be considered representative for the whole organisation, a questionnaire was a viable option in order to collect a larger amount of data in a relatively short amount of time (Williamson, 2002). By using the interviews as a foundation, the questionnaire could be built to assess the situation more specifically. The extent was a trade-off between how many questions that were sufficient to acquire the necessary information and how many questions were appropriate for respondents not to lose interest. The questions were a mix of open, closed and opinion questions. A cover sheet explaining the purpose and background for the questionnaire was attached. This sheet also provided a guide of the content and instructions on how to correctly answer the questions. The questionnaire in its entirety can be found in appendix 3.

3.2 Research process

The research process was conducted in 4 different stages: planning, interviews, questionnaire and analysis. The research process was initiated the 1st of February 2016 and ended the 23rd of May 2016.

3.2.1 Planning

When initiating this thesis, it was of the essence to find relevant literature in order to form the purpose and research questions. After these had been defined, the work of creating a theoretical framework was started. Literature was collected through searches in Google Scholar and through the use of the library at Jönköping University. The acquired literature was in the form of scientific articles, documents, digital information and text-books. The initial search consisted of a few keywords: *Organisational, social, work environment, construction.* Later on, due to the subject being wide, more combinations of keywords were added based on the terms used in the provisions and findings in the later stages. Some of these additions were: *leadership, victimization, working hours and workload.* After collecting and screening literature, the theoretical framework progressed. As mentioned, its construction was continued throughout the process of the research as findings from data collection provided a need for additional information and literature.

In order to locate improvement areas for Svevia, an analysis of the new provisions was conducted in order to understand its content and provide basis for the first research question. The information acquired was used to prepare for the upcoming interviews by creating an interview guide.

3.2.2 Interviews

After completing the guide, 9 exploratory interviews were conducted at Svevia (see table 1). The purpose of these interviews was to present the new provisions to employees, discuss their experiences and to identify potential areas of improvement.

Table 1: An overview of semi-structured interviews (n=9)

	Svevia					
Location:	A		B		C	
Role	Semi-structured Int.	Duration (approx.)	Semi-structured Int.	Duration (approx.)	Semi-structured Int.	Duration (approx.)
Manager	1	45 min	1	1h 5 min	1	40 min
Supervisor	1	35 min	1	45 min	1	30 min
Front-line worker	1	30 min	1	30 min	1	25 min
Total:	3	1h 50 min	3	2h 20 min	3	1h 35 min

The interviews were carried out at each of the work place locations. Initial contact was made with managers through phone in order to explain the background and process of the thesis. Managers were then instructed to select one supervisor and one front-line worker to join them as respondents. Managers were encouraged to select a mix of gender, age and background if possible. The procedure of interviewing respondents started by a brief introduction of the background and purpose of the thesis. Each separate topic was later explained in detail as suggested by the interview guide. Discussions around the topics resulted in interesting leads and aspects of further use. The results varied depending on the locations but gave a first picture of the situation in the organisation.

3.2.3 Questionnaire

In order to further assess the work environment in the organisation, the questionnaire was conducted based on the interview findings. The questionnaire was designed to balance the need for detailed information with the fact that respondents may have lost interest or been unwilling to respond if the content was too substantial. The finished questionnaire contained approximately 50 questions (depending on role of respondent) over 15 pages excluding the cover sheet. The outline of the contents reflected (with some additions) the interviews which in turn reflected the provisions. The following blocks were included: *General information, Work Experience, Systematic work environment management, Knowledge, Objectives, Work load, Working hours, Victimization, Leadership and Enployeeship* and an open *Finishing question.*

A test pilot was used to review the questions and measure the time taken to complete them (approximately 12 minutes). The questionnaire was thereafter handed out by hand or email at each location. The deadline was set to 15 days from

the initial hand out and after that period, 21 questionnaires had been received for analysis. Statistics about the questionnaire can be found in table 2.

Table 2: An overview of the questionnaire
(n = # of respondents, N = total # of receivers)

Questionnaire statistics			
Locations (#)	Respondents (#)	Response rate (%)	Duration (days)
5	n = 21 (N = 40)	52,5	15

3.2.4 Analysis

The data analysis was conducted in three phases: The first after finishing the exploratory interviews and preparing for the questionnaire. The second included the data gathered from the questionnaire. The third phase included all data gathered from used research techniques in order to answer the research questions

The data acquired from interviewing employees was mainly qualitative and transcribed in order to make it more accessible and easier to analyze (Williamson, 2002). The transcribed data was later combined and categorized according to table 3 in chapter 4.2.3. An analysis was made where general conclusions, patterns and relevant comments were identified. The results are presented in chapter 4.3. From the questionnaire, a majority of gathered data was quantitative. This data was coded and entered into Microsoft Excel for analysis. Questions with a scale of 1-7 generated a lowest rating, lower quartile, median, upper quartile and highest rating which was considered when analyzing the result and presented in tables 5-11. Relevant answers to the open questions were also included and presented in chapter 4.4. As mentioned, the third phase included the analysis of all acquired data. This data was combined and searched for reoccurring patterns. The result was related to theory and used to answer the research questions and ultimately contributing to the purpose of the thesis.

3.3 Reliability and validity

To ensure the trustworthiness of this thesis, reliability and validity was considered throughout the process. A well-developed plan of the process and implications ensure the right focus and that appropriate research instruments were used.

In order to achieve reliability, the methods and techniques were applied in practice by following the support of literature. Through the use of triangulation, the consistency of the results is ensured if the same results are acquired from different methods (Williamson, 2002; Holme & Solvang, 1997). In order to enable the study to be repeated under similar conditions, the methodological approach is thoroughly described in chapter 3 in order to improved reliability (Yin, 2009). Construct validity was enabled by triangulating the findings through the use of several sources of evidence (Yin, 2009) and a thoroughly developed planning stage before initiating any data collection. External validity is expected to be high since the thesis was conducted at multiple work places and also put in relation to existing research.

4 Empirical findings

This chapter presents the empirical findings collected from the document analysis, interviews and the questionnaire.

4.1 Case company: Svevia

Svevia was Sweden's leading company in building and maintaining roads and infrastructure, employing around 2000 people (Svevia, 2015). The company was owned by the Swedish government and was previously known as "Vägverket Produktion" up until 2008 when it was corporatized. Their main market was Sweden with its headquarters located in Solna, Stockholm. They were active at 129 locations throughout Sweden which made it one of the largest roads and infrastructure companies in Sweden. The customers of Svevia were both from the public and private sector with the biggest one being Trafikverket. Their vision was to be "number one at building and maintaining roads and infrastructure." (Svevia, 2015) and their core values were to be business-like, credible, new-thinking and caring.

 The company was divided into 5 different business segments:

- Building

- Operations

- Coating

- Real estate

- Machinery (Arento AB)

The case organisation was previously described in chapter 3.1.2.

4.2 Document analysis

The document analysis included the provisions AFS 2015:4 and the main messages promoted. To provide a frame of the current situation in Svevia, the existing policies and practices regarding their systematic work environment management are also described here.

4.2.1 AFS 2015:4

AFS 2015:4 are provisions concerning the organisational and social work environment which came into force the 31st of March, 2016. The main purpose of the provisions is: " to promote a good work environment and prevent risks of ill health due to organisational and social conditions in the work environment." (AFS 2015:4). It is applicable to all activities where employees work on the account of an employer. It is the responsibility of the employer to secure appliance of the provisions. The ASF 2015:4 provisions can be found in appendix 1.

4.2.2 AFS 2015:4 Definitions

There are several terms used in the provisions that have been clearly defined in §4. These terms and their definitions are (AFS 2015:4):

Demands in the work

Those parts of the work that demand repeated efforts. The demands could, for example, encompass amount of workload, degree of difficulty, time limits, and physical and social conditions. The demands could be of a cognitive, emotional and physical nature.

Victimization

Actions directed against one or more employees in an abusive manner, which could lead to ill health or their being placed outside the community of the workplace.

Unhealthy workload

When the demands in the work more than temporarily exceed the resources. This imbalance becomes unhealthy if it is prolonged and the opportunities for rest and recovery are insufficient.

Organisational work environment

Conditions and prerequisites for the work that include

1. Management and governance;

2. Communication;

3. Participation, room for action;

4. Allocation of work tasks; and

5. Demands, resources, and responsibilities.

Resources for the work

That in the work which contributes to:

1. Achieving the objectives of the work; or

2. Managing demands in the work.

Resources for the work can be: working methods and work equipment, competence and staffing, reasonable and clear objectives, feedback on effort, opportunities for control in the work, social support from managers and colleagues, and opportunities for rest and recovery.

Social work environment
Conditions and prerequisites for the work that include social interaction, collaboration, and social support from managers and colleagues.

4.2.3 AFS 2015:4 Content

Apart from purpose, scope and definitions, the contents of AFS 2015:4 is explored further in this section. For details, see table 3.

Table 3: the main headings and paragraphs of AFS 2015:4

	Paragraph	Heading
	1§	Purpose
	2§	Scope of provisions
	3§	Who the provisions are intended for
	4§	Definitions
Content	5§	Systematic work environment management
	6§	Knowledge
	7§, 8§	Objectives
	9§, 10§, 11§	Workload
	12§	Working hours
	13§, 14§	Victimization

Systematic work environment management

The provisions on systematic work environment management (AFS 2001:1) state rules regarding work environment policy, knowledge and directions on how employers should investigate and assess operational risks on a regular basis. The employers should in accordance take action in order to manage risks detected.

Knowledge

The employers have a responsibility to make sure managers and supervisors have the right knowledge to be able to:

1. Prevent and deal with unhealthy workload.

2. Prevent and handle victimization.

The employer shall implement prerequisites for putting the knowledge into practice.

Objectives

The employer shall have objectives for the organisational and social work environment. Employees should be able to take part in producing these objectives and it is the responsibility of the employer to give them the opportunity. If there are ten or more employees in the operations, the objectives should be in written form.

Workload

In order to make sure unhealthy workloads do not arise, the demands in the work should be met by appropriate and adapted resources. It is the responsibility of the employer to make sure employees have the knowledge of:

1. tasks they are to perform.

2. results to be achieved with the work.

3. particular methods with which the work is to be performed, and if so, how.

4. which work tasks are to be prioritized when available time is not enough for all work tasks to be performed.

5. whom they can turn to in order to receive help and support in carrying out the work.

To counteract work tasks and situations that are mentally stressful, the employer should take measures necessary to prevent illness caused by mental stress amongst employees.

Working hours

The employer shall take all steps necessary to counteract illness amongst employees caused by the scheduling of working hours. Some examples of scheduling of working hours that could result in illness are:

1. shift work.

2. night work.

3. split shifts.

4. large extent of overtime work.

5. long work shifts.

6. far-reaching probabilities of having to work at different times and places, with expectations of being constantly reachable.

Victimization

It shall be made clear by the employer that victimization is not acceptable. The employer shall take actions to counteract conditions that could give rise to victimization in the work environment.

The employer shall make sure that there are procedures for handling victimization. The procedures should indicate:

1. who receives information that victimization is occurring;

2. what happens with the information, what the recipient is to do; and

3. how and where those who are subjected to it can quickly find help.

It is the employers' responsibility that the procedures of handling victimization are known to all employees.

4.2.4 Svevia work environment management

Work environment policy

The core values of the company were to be: business-like, credible, new-thinking and caring. The workplaces should be characterized by respect, equality and efficiency.

 A safe and secure workplace should be achieved by the following principles:

- A systematic work environment management including traffic and electricity safety and working preventative, continuously improving the way of work.

- Following laws, regulations and provisions and by that promoting the safety of our own and others.

- A serious approach to all incidents and accidents to prevent reoccurrence.

An equal and including working climate should be achieved by the following principles:

- Promoting an active work for equality and diversity, preventing all forms of discrimination.

- Always being self-evident in operations planning and competencies development.

- Zero tolerance towards victimization and/or harassment.

A responsible employeeship should be achieved by the following principles:

- Professional and result-focused work contributing towards fulfilling the operational goals.

- Contributing to community and a good work environment through respectful treatment both internally and externally.

- Actively developing oneself and one's own competencies.

A business-like leadership should be achieved by the following principles:

- Profitable projects and satisfied customers

- Acting as an example in line with the company culture and values.

- Providing colleagues opportunity to grow and develop through challenging goals, clear monitoring and constructive feedback.

Systematic work environment management

The work environment management should be in line with current legislation, contracts and industry-specific demands. The work should be a process of continuous improvements based on the current needs of the work place. The work environment management was integrated into the overall management system and should consider the demands of planning, execution and monitoring by the 2001:1 provisions. Engaged employees was a necessity to achieve profitable operations which is why their health and safety was included in the overall management system.

At least once a year there should be an assessment of the work environment situation at a work place level. A plan of action should be formed and monitoring of the results should be performed. A risk/consequence analysis should be implemented not only in undertaken projects but also in all decision making regarding change in the organisation or working routines in order to promote the work environment perspectives. It was of importance to give employees the opportunity to participate in the work environment management and all regulations and rules applied in this process.

Delegation of responsibilities

The main responsibilities of the work environment were, by Swedish law, put on The employer. However, the employee also possess responsibility. The Work Environment Act included collaboration between the employer and employee to achieve a good work environment. Safety representatives and committee also had important tasks in this work. Figure 6 presents how Svevia officially described their delegation of responsibilities.
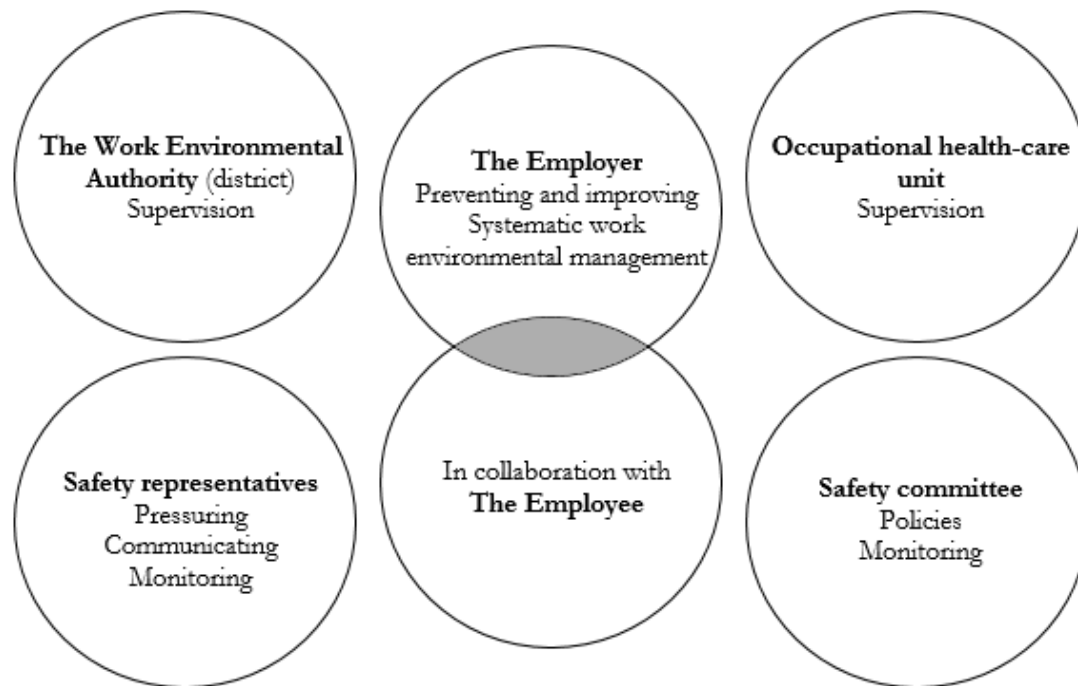
Figure 6: Svevia delegation of responsibilities

The Employer was accountable for the systematic work environment management and for the work being performed under safe conditions without risk of accidents or ill health. Proper instructions should be provided to all employees to be aware of risks and to be able to avoid them. Usually the employer was represented in the form of a local or regional manager within Svevia. Tasks related to the work environment should be delegated within the organisation from the management level and down. Sufficient resources should be provided to those assigned with tasks. The employer was also accountable for taking actions required to prevent risks and promoting a good work environment. Additionally, dialogue and communication to employees was an increasingly important task of the employer.

Responsibility was also put on *The Employee* to contribute in the work environment management and to take part in the actions required in order to achieve a good work environment. Employees should also follow laws, regulations and instructions given at the workplace. Required safety equipment should be used at all times. An employee witnessing risks in the work environment should report to the closest supervisor, manager or safety representative.

The *Safety representatives* were representing the employees in all matters regarding the work environment. The tasks of the safety representative included everything from technical details to motivating the work environment commitment of other employees. The development of the work environment within the assigned area should continuously be monitored for risks. Safety representatives were to be assigned by local unions at workplaces with 5 or more employees. It was within the jurisdiction of the safety representatives to stop the work if required from a work environment perspective. *The Work Environmental Authority* should then be contacted to assess the situation.

Both the employer and safety representatives were included in the *Safety committee.* The committee should process matters regarding the health-care unit, plans of action regarding the systematic work environment management, new or changing resources, use of dangerous substances, information, education and rehabilitation. I should actively promote the work environment as well as supporting both the employer and safety representatives. Furthermore, the safety committee should also have a monitoring and controlling function.

The *Occupational health-care unit* possessed wide competencies related to the work environment. Normally with specialists in the areas of medicine, technics and social science. Svevia procured the health-care unit once a year and the task could be considered a consultancy assignment.

Safety inspections

The employer should perform systematic controls to ensure the demands of a good work environment are fulfilled. A safety inspection was a way for the employer to assess the current work place status. It was split up to assess different factors and aspects of the work environment. Checklists were provided as a supportive tool to be used in the safety inspection. Other tools were provisions and work place instructions.

The work management should inspect the work environment in collaboration with safety representatives. The results should be documented and a plan of action should be prepared.

4.3 Interviews

Findings from the interviews are categorized according to table 3 which is based on AFS 2015:4. These categories are: *General information, Systematic work environment management, Knowledge, Objectives, Workload, Working hours, Victimization and Additional comments*. The findings are all based on respondents and their answers to the interview questions from the interview guide. For the sake of confidentiality, no personal information or specific roles are connected to respondents. The interview guide in its entirety can be found in appendix 2.

4.3.1 General information

3 managers, 3 supervisors and 3 front-line workers were interviewed. The age of respondents varied from mid-twenties to mid-fifties and respondents were of mixed gender with 7 men and 2 women. All but two respondents had been working in their current position for more than 3 years. Managers had 10 or more years' experience as managers either at their current location or other locations. As for their previous roles, all but one worked as supervisors before stepping up to managers. Out of the three supervisors, two were experienced as they had both been employed for over 9 years. The remaining one had been employed within 8 months' time. Two of the supervisors also had previous experience in the field. A similar situation was found amongst front-line workers were two had over 8 years and one 3 years' worth of experience. All of them had different backgrounds in other industries such as logistics and wood work. To showcase the data, the Lowest rating (Low), Lower Quartile (LQ), Median, Upper Quartile (UQ) and Highest rating (High) is used. For details, see table 4

Table 4: Distribution of age and role experience of interviewees.
(Respondents n = 9)

	Low	LQ	Median	UQ	High
Age	26-30	26-35	51-55	51-55	51-55
Experience (current placement)	1	3	8	11	12
Experience (total)	1	6	10	12	12

4.3.2 Systematic work environment management

The experienced work environment management varied depending on location. There was a lot of work done for safe projects through inspections and risk assessments which also included social aspects. The work environment was also discussed at manager meetings occurring once a month. It was mentioned that anonymous questionnaires had previously been used to assess the work environment situation with a high participation rate. There were also individual appraisals conducted where social aspects were observed.

All respondents were to some extent participating in the work environment management and the managers worked as coordinators for managing this process. Five respondents claimed to actively have taken part in the discussions while the rest had preferred to observe on the sidelines unless they felt a strong need to contribute. In weekly meetings employees had the opportunity to raise opinions on issues related to their work environment. It was mentioned that the work

environment management could be improved and made a standing item on the agenda every week. In general, employees felt that their voices were heard and organisational response was received in case they had an opinion or a suggestion.

4.3.3 Knowledge

There was an alignment in opinions about the knowledge of managers and supervisors throughout the interviews. Their knowledge of preventing and dealing with unhealthy workloads and victimization was considered sufficient but not exceptional by themselves and others. A manager pointed out that they had very few, if any, cases of victimization. This made it hard to tell if the reason was the preventative skill of leaders or if they never have been put to the test. The opinions on managers' ability to handle a real case of victimization varied slightly. It was mentioned by one manager that managers in general may need to improve and update their abilities to deal with social difficulties such as victimization and discrimination in order to tackle the new demands set by the provisions.

All managers and supervisors (and even some front-line workers) had received competencies development within this area through a course called "Better Work Environment" (BAM). BAM provided a holistic perspective on the work environment to develop a participant's ability and knowledge on occupational health and safety. This course was to be attended once every 4 years and made available online. BAM was appreciated by the ones who attended it, however, victimization was not mentioned much according to a manager who attended the course a few years ago. All managers and supervisors welcomed further training and competencies development within this area, proving that there was a general interest for organisational and social work environment issues:

"It should almost be an automatic response when new regulations are released that we get some form of training or at least detailed information about it."

4.3.4 Objectives

AFS 2015:4 put demands on objectives for the social and organisational work environment. If over 10 employees in the operations, these objectives should be documented in writing. Furthermore, all employees should have the opportunity to participate in the process to create these objectives. While it was mentioned by all managers that there were rules and regulations set by top management concerning these aspects, none of the respondents had the opportunity to directly participate in their creation. It was discussed how difficult it is to allow all employees to contribute to objectives set at the top management level. Three respondents suggested that objectives would have to be set at a location level if everyone is to participate in their creation.

Though no objectives have been set at the locations, all respondents felt that their voices were heard when discussing these questions. The interest to work with work environment issues was great amongst a majority of the respondents. These respondents also felt a need for improved knowledge in organisational and social matters. Despite that, two respondents claimed that these issues were very self-

evident compared to their physical safety and not very relevant for them. These persons also responded that they were satisfied with their current work situation, workloads and had not seen or experienced victimization. The managers were not surprised that front-line workers had a bigger interest in their physical work environment. One manager suggested that increased awareness through information could be a way to emphasize front-line workers' organisational and social work environment since their daily working situation emphasized solely their physical work environment. He elaborated that since it is an organisational task to staff and make sure workers have sufficient equipment and other resources to minimize risks and the stress perceived in traffic, workers should preferably have an interest in other work environment aspects apart from just the physical factors.

"When dealing with everyday risks battling high speed traffic you want to feel safe and your work environment becomes more important."

Additionally, a supervisor welcomed an increased focus on the organisational and social aspects of the work environment since it had been neglected in the past despite its important role in everyday well-being.

4.3.5 Workload

The level of physical and mental workload naturally differed between respondents in manager and supervisor roles and those who were front-line workers where the latter experienced more physical loads and vice versa. Supervisors and especially managers described their mental workload as being very high. The load also varied depending on special events and time of year. One of the most stressful moments for managers was mentioned to be procurements of important contracts:

''Major procurements have the ability to drastically change our entire operation. Employee errands and knowing that your employees work in traffic also cause a lot of mental pressure."

While managers admitted that a lot of pressure was put on them, they either felt comfortable with it or had a hard time to see what to do about it. It was considered a natural part of the manager's role to be responsible for both economics, personnel and the work environment which sometimes can take its toll. When there were a lot of jobs that required quick decisions it could be quite stressful. One supervisor claimed that sometimes it was hard to plan the work due to insecurities about the future.

Managers described the resources that they received to avoid unhealthy workload as decent. One manager mentioned that social support may sometimes be needed but he had never called for it when feeling pressured. Svevia had an occupational health unit but managers were not able to use this service without going through their superordinate and could not use it more than the superordinate allowed. When planning the work, one supervisor sometimes felt that it was needed to limit the use of safety equipment due to high costs. The safety equipment was accessible within the organisation but they needed to save money where they felt that they could. This was due to changing contracts from Trafikverket were old contracts did not demand a certain level of safety equipment, thus no payment was acquired for having the safety level of new contracts when still working with an old one. For

example: An old contract may only require one TMA (Truck Mounted Attenuator) while new contracts required two. If operating in an old contract, Svevia would only get paid for the one required TMA. Even if a supervisor felt that two would be the best for worker safety, the additional car would not be paid for by the customer and became a cost Svevia had to take themselves.

IT problems were pointed out repeatedly as a resource that had caused a lot of frustration in the past. It could take several hours to make an order of a simple tool and managers felt that to be a major hindrance in their daily work. When they had a high workload, the last thing they wanted was to get stuck in computer related issues. They would appreciate IT systems that are convenient and easy to use.

In terms of addressing issues with their superordinates, managers felt that they had no problems in bringing up requests and having discussions. As long as they were able to show an economic surplus, they did have the authority to allocate more resources in terms of machines, vehicles, people etc. Supervisors and front-line workers also felt that they had the ability to get support from their higher-ups when it was needed. *"Svevia has a lot of good supportive functions"* was quoted by a supervisor.

Front line workers claimed that they had a lot of physically heavy tasks but also acquired all the available tools to make the tasks easier. Being the ones out in traffic, they experienced the stress of always having to be aware of their surroundings. Even if they received a lot of organisational support it was still not enough to make them feel completely safe due to the nature of the work.

"Even when you use measures to slow traffic down, some people just won't drive slower. So there is always a risk of accidents"

There was a common opinion amongst all interviewed front-line workers that their workload was appropriate and that the organisation supported them well in performing the work. One of the few differences in their replies was that the more experienced workers had better knowledge of priorities and results to be achieved which could be considered natural.

4.3.6 Working hours

Respondents gave account about their working hours and managers claimed that extending regular working hours is quite common. One manager in particular claimed to almost have a 60-hour work week as a standard. In that particular case he was perfectly fine with it and did not see it as a potential cause for illness. Some overtime was to be expected each month and to be reachable on the phone until late at night was expected according to a manager. The supervisors also felt that they should be reachable on phone outside of their ordinary working hours. Front-line workers mentioned that they sometimes had on-call services every 5th night but no other scheduling of working hours that was a potential problem. Amongst all respondents, no one claimed that the scheduling of working hours had led to illness. Not enough time for personal activities was mentioned as an issue by the one of the busiest managers. Fortunately, he had extended tasks at that moment which were not permanent and he would be able to get more time off work in the future.

4.3.7 Victimization

It was claimed at one workplace that passive victimization had occurred. This was in the form of jokes and not meant to harm anyone. Still, it is possible for someone to perceive a "harmless joke" as a form of victimization.

"No one means anyone any harm but if someone is or is closely related to a person of deviating background or sexual preferences they might take offence."

Apart from this, all respondents felt that it was clear that victimization is not accepted in Svevia and at their workplace. Some respondents had seen heated arguments but not any victimization. Managers said that it was something that was brought up at manager meetings and claimed that it existed a general understanding of victimization as unacceptable. In previous assessments of their work environment, victimization had stood out as one of the points where the organisation was doing very well according to a manager.

The understanding of how the organisation deals with victimization was quite mixed. Managers claimed that routines existed which was confirmed by supervisors who also knew about the process. For front-line workers it was more unclear of what the process looked like since no one had experienced it first-hand. There was a plan for equal treatment and victimization which was pin-pointed in the coffee room at one of the locations.

4.3.8 Additional comments

The respondents felt that the interviews brought up some interesting perspectives and covered most aspects of social and organisational work environment. It was mentioned several times that how well an organisation performs in these issues are much related to the leadership qualities of managers. Leaders should always show the good example and direct the work towards a better work environment for everyone. As a suggestion to meet the new provisions, interventions where all employees can come together to discuss and set goals for their organisational and social work environment was brought up. The interventions could be done together with a representative from Human Recourses or Quality Development. It was also discussed how having an active lifestyle could benefit you in your professional life in terms of dealing with stress and anxiety. Overall, an optimistic picture was painted where most respondents felt that the provisions could be met by minor tweaks and actions by the organisation. A majority of the respondents gave the impression of the new provisions and the area of organisational and social work environment as highly important. However, as mentioned in 4.3.4, a few respondents did not give much for the new provisions or the area in general and considered it to be of minor importance for them.

4.4 Questionnaire

The questionnaire was named "A better organisational and social work environment" and contained 48 questions for managers, 47 questions for supervisors and 44 questions for front-line workers. It contained 10 blocks organized from letter A to J and included a combination of open, closed and opinion questions. This compilation sums up and interprets the questionnaire results for each question category. When measuring opinions, a scale of 1 to 7 was used where 1 indicates a very bad experience by the respondent and 7 indicates a very good experience (see appendix 3). To showcase the data, the Lowest rating (Low), Lower Quartile (LQ), Median, Upper Quartile (UQ) and Highest rating (High) is used through tables 5-11. The questionnaire in its entirety can be found in appendix 3.

4.4.1 General information

Table 5: Age and work experience
(Respondents n = 21)

	Low	LQ	Median	UQ	High
Age	21-25	31-40	46-50	51-55	51-55
Experience (current placement)	<1	1-5	5-10	5-15	25-30
Experience (total)	<1	1-5	5-10	25-30	>30

The gender representation was 19 male (90,5%) and 2 female (9,5%) respondents which was in line with the overall representation of the country (SCB, 2013). There was also an even distribution in roles of respondents with 5 managers, 6 supervisors, 6 front-line workers and 4 from calculations, economics or other support departments. Age wise, a majority of respondents were in their fifties. However, the lower quartile and the youngest respondents being 21-25 shows that younger employees also were represented in this questionnaire. In terms of experience, there was a wide mix from less than 1 year to over 30 years' worth of experience. The median experience was between 5 to 10 years. For details, see table 5.

4.4.2 Systematic work environment management

Table 6: Questionnaire compilation for Systematic work environment management.

Question:	Low	LQ	Median	UQ	High
Work environment management?	4	5	5,5	6	7
Opportunities to participate?	4	6	7	7	7

Many were very satisfied with the ways in which the work environment was managed and felt that they had the opportunity to participate in the process. However, two respondents rated both the management and opportunities to participate as 4's, implying that the organisation should make sure to not exclude anyone when addressing these questions. When asked what works particularly well; safety work, the individuals' ability to voice his/her opinions and managers practicing good leadership was mentioned. When asked the opposite; not enough focus on the psychosocial work environment and orderliness, no safety inspections at the office and money being the bottom line were mentioned as problems. For details, see table 6.

4.4.3 Knowledge

Table 7: Questionnaire compilation for Knowledge.

Question:	Low	LQ	Median	UQ	High
Manager knowledge of preventing and handling unhealthy workload?	4	5	6	6	7
Manager knowledge of preventing and handling victimization?	5	5	6	6	7
Manager prerequisites for attaining knowledge?	5	5	5,5	6	6
Supervisor knowledge of preventing and handling unhealthy workload?	4	5	5	6	7
Supervisor knowledge of preventing and handling victimization?	5	5	5,5	6	7
Supervisor prerequisites for attaining knowledge?	3	4	5	6	7

Both managers and supervisors were generally considered to have good knowledge of preventing both unhealthy workload and victimization. Three respondents rated the knowledge of managers of preventing unhealthy workload with 4's which could indicate that some people had experienced heavy workloads. One supervisor rated his or her prerequisite to attain knowledge as insufficient with a 3. The lower quartile rated this as a 4 which indicates a potential for improvements in this area. In the open questions it was also brought up that more education, especially within the psychosocial area, could be relevant. For details, see table 7.

4.4.4 Objectives

When questioned about how the process for setting objectives for the organisational and social work environment could be constructed, only 5 respondents voiced an opinion. The ideas brought up were:

- Cooperation within the local management

- Support by top management

- Organisational and social work environment as a standing item in weekly meetings.

4.4.5 Workload

Table 8: Questionnaire compilation for Workload.

Question:	Low	LQ	Median	UQ	High
How would you rate your…					
Physical workload?	2	4	6	7	7
Mental workload?	1	2	3	4	6
Attained resources to avoid unhealthy workload?	2	3	5	6	7
Demands and resources for the work?	3	4	4	5	6
Opportunity to inform employer of problems?	5	6	6	7	7
How good is your knowledge of…					
Tasks to perform?	5	6	6	7	7
Results to be achieved?	3	6	6,5	7	7
Particular methods?	4	6	6	7	7
Tasks to prioritize?	5	6	6	6	7
Whom to turn to for help and support?	4	6	6	7	7
Own authority?	5	6	6	7	7

Standing out was the Mental workload which was rated as very tearing with a median of 3 and the lowest rating of 1. Also the physical workload was considered heavy by three respondents. The attained resources to avoid unhealthy workload received a very wide-spread rating with a median of 5, implying that while some respondents felt that they acquired sufficient resources, some experienced their acquired resources to be lacking. Also when questioned about the resources attained to counter the demands in the work, the median of 4 implies that at some times, more resources could be appreciated. Even so, respondents rated their ability to bring up these issues with their employer as very good with a lower quartile of 6. When asked about how they dealt with variations in workload, respondents gave a variation in response:

- Work overtime

- Up the pace

- Skip breaks

- Leave it for tomorrow

- Ask for support

Moreover, when asked about their knowledge of their role, the lower quartile of 6 for all questions indicates good knowledge amongst respondents. Still, some respondents felt that the Results to be achieved, Particular methods with which to perform the work and Whom to turn to for help and support could be more clear. For details, see table 8.

4.4.6 Working hours

Table 9: Questionnaire compilation for Working hours.

Question:	Low	LQ	Median	UQ	High
Occurrence of…					
Overtime work?	2	2	3,5	4	6
Long work shifts?	2	3	3,5	4	7
Expectations of being constantly reachable?	1	1	2	3	6
Scheduling of working hours impact on physical health?	3	4	6	7	7
Scheduling of working hours impact on mental health?	3	4	6	7	7

Regarding the scheduling of working hours, the occurrence of extensions was very common. Especially expectations of being constantly reachable which got the lowest median rating of the entire questionnaire (2). However, in comparison with respondents experienced impact on health, the result shows that many did not experience a negative impact on neither physical nor mental health by the scheduling of working hours. However, the lower quartile of 4 show that some had felt consequences for both their physical and mental health which should be taken into consideration. For details, see table 9.

4.4.7 Victimization

Table 10: Questionnaire compilation for Victimization.

Question:	Low	LQ	Median	UQ	High
Occurrence of…					
Bullying?	5	7	7	7	7
Threats?	5	6	7	7	7
Insults?	4	6	7	7	7
Derogatory jokes?	2	6	6	7	7
Sexual harassment?	6	7	7	7	7
Exclusion?	5	7	7	7	7
Knowledge of procedures for handling victimization?	2	5	6	7	7
Practical function of procedures?	4	5	6	7	7

Looking at victimization, the lowest ratings become more interesting. In general, the median ratings were high for all questions and many respondents had not experienced any type of victimization. Despite this, when looking at the lowest ratings; 5s, 4s and even 2s, it shows that victimization to some extent occurred within the organisation. Most common was Derogatory jokes with a median of 6 and lowest rating of 2.

The Knowledge of procedures for handling victimization varied amongst respondents were some had very good and some not so good knowledge. For their practical function, it appeared that many considered the existing procedures as filling their function in a sufficient way. Even so, the lowest ratings of 2 and 4 suggest that some aspects of the procedures could have been improved or made even clearer. For details, see table 10.

4.4.8 Leadership and employeeship

Table 11: Questionnaire compilation for Leadership and Employeeship.

Question:	Low	LQ	Median	UQ	High
Leadership as contributor for a good work environment?	4	5,5	6	7	7
Leadership of managers?	4	5,5	6	6,5	7
Employeeship and team spirit amongst employees?	3	6	7	7	7

Leadership was in high regards viewed as a contributor for a good work environment with a median of 6. The Leadership of managers was also considered to be good with only one person rating it below 5. It was mentioned that a new manager with good leadership skills improved both the work environment and results at a workplace. Looking at the Employeeship and team spirit there was generally a positive view from almost all respondents. To be noted is that one person rated this with a 3 which could imply his or her placement outside of the work place community. For details, see table 11.

5 Analysis and discussion

In this chapter an analysis and discussion of the findings is conducted regarding fulfilment of the purpose of the thesis. A short summary is followed by an analysis and discussion of the findings from the used methods and their relation to theory and proposed framework. Thereafter, a discussion of chosen methodological approach concludes this chapter.

5.1 Summary

The purpose of this thesis was to contribute to the understanding of difficulties and possibilities when revising current work practices to fulfil the AFS 2015:4 provisions. By conducting a case study at Svevia and through the use of various methods, two research questions were aimed to be answered in order to fulfill the purpose. These questions are:

1. What needs to be improved in a construction firm, as Svevia, who want to meet AFS 2015:4 and thereby achieve a good social and organisational work environment?

2. How can the organisation support managers and employees in fulfilling the AFS 2015:4 provisions?

The new provisions with the organisational and social work environment in focus served as the basis for this thesis. The content includes systematic work environment management, knowledge requirements, social and organisational objectives, workload, working hours and victimization. Provision definitions and details were elaborated in chapter 4.2 together with details of the systematic work environment management of Svevia.

The data collected under empirical findings including the document analysis, interviews and the questionnaire are in the following chapters (5.2-5.8) analyzed for patterns and tendencies and also related to the theoretical framework conducted in chapter 2, contributing towards answering the two research questions in chapter 6. Lastly, the methodological approach is discussed.

The following analysis is structured according to the AFS 2015:4 content outlined in 4.2.3 and table 3. The area of the provisions related to each category is presented followed by the analysis.

5.2 Systematic work environment management

5 § (AFS 2015:4) The provisions on systematic work environment management (AFS 2001:1) state rules regarding work environment policy, knowledge and directions on how employers should investigate and assess operational risks on a regular basis. The employers should in accordance take action in order to manage risks detected.

According to the 2001:1 provisions; Systematic Work Environment Management states (AFS 2001:1):

- The employer should provide opportunity for employees and safety representatives to participate in the work environment management.

- A clear delegation of responsibilities should exist within the organisation

- There should exist knowledge of work environment management

- There should exist pre-determined routines describing how, when and by whom the work environment management activities should be performed by.

According to both interviews, the questionnaire and the document analysis, Svevia had a lot of work put into the way they manage the work environment and most employees appreciated the current protocols and processes which offered clear delegations of responsibilities, knowledge and routines. Findings from both interviews and the questionnaire also showed that employees had the ability to participate, voice their opinions and provide suggestions most of the time. However, one exception found was the setting of organisational and social objectives which is elaborated in 5.4. The organisational and social work environment had not received as much focus compared to the physical work environment in the past and should be aimed to have a higher priority in the future. According to theory, when approaching the work environment management, one must first understand that the work environment is ever-changing and complicated in nature (Lennér-Axelsson & Thylefors, 1991). Individual personalities, needs and ambitions result in different views on the same working situations. What one person perceives as stressful and tearing could be perceived as challenging and fun by another. This put requirements on regular and systematic assessments of the demands in the work, resources required and potential conflicts. Additionally, when addressing the organisational and social work environment, Organisations should follow the continuous process of learning and improving (see figure 7) and apply it on a regular basis.

Figure 7: The Continuous process of systematic work environment management

5.3 Knowledge

6 § (AFS 2015:4) The employers have a responsibility to make sure managers and supervisors have the right knowledge to be able to:

1. *Prevent and deal with unhealthy workload.*

2. *Prevent and handle victimization.*

The employer shall implement prerequisites for putting the knowledge into practice.

In Svevia, the knowledge of managers and supervisors within this area was considered good in general by respondents. In the formal role of a leader you possess a strong ability to affect occupational health of employees (Kelloway & Barling, 2010), hence the importance of manager and supervisor knowledge. Education had been provided though a course called BAM (Better Work Environment), which aimed to develop a participant's ability and knowledge of occupational health and safety by providing a holistic perspective on the work environment. This course was to be attended once every 4 years and made available online. Front-line workers who request it were also able to attend this course. However, BAM did not include any education of e.g. handling victimization. Organisations have the responsibility to provide the required education and prerequisites to apply this knowledge in practice. Prerequisites could be authority, reasonable workload and organisational support. It is also recommended that safety representatives have the corresponding knowledge (ASF 2015:4).

To prevent unhealthy workload, knowledge of demands and resources for the work is a necessity, requiring detailed information about the work place settings and conditions (AV, 2016a). To prevent victimization there is a need to understand the social work place setting in order to detect problems and indications early. Examples of what these indications could be were presented in chapter 2.4. Even though the work with preventing unhealthy work load and victimization is prioritized, they may yet occur in organisations. In order to handle these problems, knowledge of appropriate actions and prerequisites to take these actions are required.

AV (2016a) suggests that in order to both prevent and handle unhealthy workload and victimization, knowledge of assessing risks, actions to take and the work environment implications on employee health are required. Interviews and the questionnaire showed that it was in the interest of both managers and supervisors to increase their knowledge, especially within the psychosocial area and of victimization. The interviews also showed that respondents considered very few cases of victimization to have occurred and it was questioned whether the reason behind this was the preventative skills of managers and supervisors or if their skills had not properly been put to the test.

5.4 Objectives

6 § (AFS 2015:4) The employer shall have objectives for the organisational and social work environment. Employees should be able to take part in producing these objectives and it is the responsibility of the employer to give them the opportunity. If there are ten or more employees in the operations, the objectives should be in written form.

Even though Svevia had objectives set at a top management level, no one felt that they had opportunity to participate in their creation. It was discussed that setting objectives for the organisational and social work environment at a level closer to the managers, supervisors and front-line workers would be a way to allow more employees to participate. Respondents suggested that the organisational and social work environment could be lifted by introducing it as a standing item in weekly meetings and ultimately lead to local objectives which they could identify themselves with. This could also be a way to create interest in and lift the organisational and social work environment as an important part of the everyday work. If objectives are to be set at e.g. a location level, they should still be in line with the work environment policy and top management of the organisation (AFS 2015:4).

5.5 Workload

§ 9, 10 § (AFS 2015:4) In order to make sure unhealthy workloads do not arise, the demands in the work should be met by appropriate and adapted resources. It is the responsibility of the employer to make sure employees have the knowledge of:

1. tasks they are to perform.

2. results to be achieved with the work.

3. particular methods with which the work is to be performed, and if so, how.

4. which work tasks are to be prioritized when available time is not enough for all work tasks to be performed.

5. whom they can turn to in order to receive help and support in carrying out the work.

To counteract work tasks and situations that are mentally stressful, the employer should take measures necessary to prevent illness caused by mental stress amongst employees.

The data collected on workload indicated a high workload especially for managers but also supervisors and front-line workers. The findings were in line with theory which described the role of manager as coupled with a lot of responsibilities and high workload, which could cause stress and other mental health problems (Haynes and Love, 2004; Lingard & Francis, 2005). SCB (2016) showed that 30% of employees within the construction industry considered their work to be mentally tearing and 65 % of men described their workload as high and heavy (LO, 2008). The findings showed uncertainties of how to practically address these issues among the respondents at Svevia.

Employees experiencing unhealthy workloads should be able to address the issue with their employer to attain support and opportunity to recover (AV, 2016a). The employer shall see to it that resources are adapted to the demands in the work so that employees do not experience unhealthy workloads. It is important to balance the two aspects (see figure 8) and take actions if imbalance occurs (AFS 2015:4).

Figure 8: Demands vs. Resources

The demands in the work could include the amount of workload, time limitations, degree of difficulty and physical and social conditions (AV, 2016a). The demands could be cognitive, physical and emotional in nature. Crawford et al. (2010) showed that demands in the work can have significant physiological and psychosocial costs for an individual. Bakker & Demerouti (2007) could link demands in the work to employee performance and burnouts, which is more common among managers and professionals in the construction industry compared to other industries. Resources for the work are that which contributes to achieving the objectives of the work and managing demands in the work. Example of resources are: staffing, methods, equipment, competence, support abilities to control and feedback on performance. Unhealthy workloads need to be identified through continuous assessments and dialogue with employees. The issues should then be addressed by appropriate measures.

The resources attained at Svevia were generally considered good but in some cases they could have been better. Even with a high workload, many felt that it was manageable and also challenging. However, there should be routines to make sure no one suffers ill due to a high workload. One thing which worked very well was the employer to employee communication where an open dialogue was enabled.
A clear work content is also a way to avoid unhealthy workloads. At the Svevia the knowledge of tasks, results, methods etc. was very good, even amongst new employees with limited experience. Svevia had done well in providing job descriptions and necessary information and in the organisation it is clear whom to turn to for support if needed.

5.6 Working hours

12 § (AFS 2015:4) The employer shall take all steps necessary to counteract illness amongst employees caused by the scheduling of working hours. Some examples of scheduling of working hours that could result in illness are:

1. *shift work.*

2. *night work.*

3. *split shifts.*

4. *large extent of overtime work.*

5. *long work shifts.*

6. *far-reaching probabilities of having to work at different times and places, with expectations of being constantly reachable.*

Findings indicated three main extensions of the regular working hours: Overtime work, long work shifts and expectations of being constantly reachable. The most occurring one was concluded to be expectations of being constantly reachable. In addition, some respondents had on-call services at times which then occurred every 5th night. The findings suggested that extending the regular working hours happened quite frequently in Svevia. Furthermore, one manager had been working almost 60 hours every week on a regular basis which may work for a limited time but is not sustainable in the long run.

In addition to unhealthy workloads, long and inflexible working hours have shown to cause stress and burnouts among construction managers (Haynes & Love, 2004; Lingard & Francis, 2005). Organisations have responsibility in preventing the scheduling of working hours from causing ill health among employees (AFS 2015:4). Employees should be allowed appropriate breaks and opportunities to rest and recover related to the scheduling of working hours. It should also be clear that the employees experiencing ill health caused by the scheduling for working hours should turn to their closest manager.

The experienced health implications of the occurring extensions were considered small and usually manageable by respondents and impacted both the physical and mental health in the same manner. It was a broad agreement that some extensions of the regular working hours were to be expected within this industry.

5.7 Victimization

13 §, 14 § (AFS 2015:4) It shall be made clear by the employer that victimization is not acceptable. The employer shall take actions to counteract conditions that could give rise to victimization in the work environment.

The employer shall make sure that there are procedures for handling victimization. The procedures should indicate:

1. who receives information that victimization is occurring;

2. what happens with the information, what the recipient is to do; and

3. how and where those who are subjected to it can quickly find help.

It is the employers' responsibility that the procedures of handling victimization are known to all employees.

The definition of victimization has modernized over the years and is now defined as (AFS 2015:4): "Actions directed against one or more employees in an abusive manner, which could lead to ill health or their being placed outside the community of the workplace.". Victimization could take form in the ways of: bullying, threats, insults, derogatory jokes, sexual harassment, isolation and more. Victimization gets worse if repeated during a long period of time (AV, 2016a) and if founded upon sex, transgender identity or expression, ethnicity, religious beliefs, disability, sexual orientation or age it could be classified as discrimination (SR, 2014:958).

Through the interviews some leads were acquired which were later confirmed in the questionnaire. Even though many employees felt that victimization was something that never occurred, indications from the findings suggested that it to some extent did (see table 10). Victimization was not a wide-spread problem in the organisation but it was enabled through the behavior at the individual workplace (see chapter 4.3.7). Derogatory jokes were pointed out as the main issue that could cause victimization.

The relationship quality among employees has a major impact on job satisfaction and levels of stress (Einarsen et al., 1994) and the effects of victimization can be seen both in the individual and the organisation (AFS 1993:17; Hoel & Cooper, 2003) which was elaborated in chapter 2.4. Victimization should preferably be prevented but also handled through appropriate actions if occurring in organisations. Knowledge of how to prevent and handle victimization was described in chapter 5.3.

The case organisation introduced new procedures a few months back which could explain the variating knowledge of the procedures among employees (see table 10). Their practical function was generally perceived as well functioning which most likely was related to the few perceived cases of victimization within the organisation.

5.8 Leadership and employeeship

Leadership was a feature which appeared in the interviews (see chapter 4.3.8) and was later explored in the questionnaire (see table 11). Kelloway & Barling (2010) argue that leadership plays an important role regarding the health of employees. Organisations acquiring managers which are good leaders are greatly benefited in their work towards a better work environment (Dellve et al., 2008). Leadership in regards to the organisational and social work environment was shown to both be considered an important success factor and something which was working well in Svevia. It was commented that when e.g. a new manager with well-developed leadership skills entered an operation, both the work environment and the result improved.

Theory describes the leader as a model for other people and someone who should serve as a key source of ethical guidance (Kohlberg, 1969; Kelloway & Barling, 2010). This is where "Ethical leadership" enters the frame as a way to counteract a stressful work environment and to prevent victimization among employees (Stouten et al, 2010).

The employeeship and team spirit within the organisation was found to be very high. However, it was detected that not all felt this way. Organisations should work towards everyone's inclusion into the work place community to ensure high team spirit and well-being.

5.9 Discussion of method

The approach chosen for this thesis naturally became a case study after Svevia expressed their interest in exploring the issues and possibilities following the release of the new provisions. One of the main benefits of the case study was to investigate practical events in a real-life environment at a Swedish production company, which provided practical knowledge of how the provisions may be integrated into the organisation and how the employees view them.

There existed a lot of literature assessing the construction environment though most focus on the aspects of physical accidents, problems and safety routines. Fortunately, there are researchers who have explored organisational and social consequences related to the studied problem which were of use in this thesis. The theoretical frame was formed based on the different theories' importance to the overall understanding of the topic and achieved results. For example, leadership theory was considered relevant since it appeared several times in the data gathering stage.

The research process consisted of four stages and four research techniques. The planning stage included the reviewing of literature and analysis of the provisions in order to create a foundation to build the interviews on. It was crucial for this stage to be performed thoroughly in order to ensure the right focus for the further research, which resulted in early delays of the data collection. The data collection stage started after the interview guide was established and included interviews and

a questionnaire, which were performed in that order. The interviews were the first contact with the employees of the organisation and the guide served well as a foundation for high-quality, explorative interviews. All interviews were performed in such a consistent manner as possible. The locations were all of privacy and the durations were majorly between 30 and 60 minutes. The number of interviews performed (9) was considered sufficient to get a picture of the situation and provided good leads for the questionnaire which followed after. Reaching the larger population, the questionnaire was considered a good choice to complement the interviews. However, the response rate would preferably have been higher to increase the validity of the results.

The used methods pointed at the same results in regards to the research questions, enabling triangulation and construct validity. This was also ensured by a detailed and well thought through planning stage, before initiating any data collection. External validity was achieved by relating the findings to the theory and previous research and also by conducting the study at several work places. The findings and result of this research could be related to other organisations within Svevia and to other companies in the construction industry with similar operations and conditions. The relatively low response rate in the questionnaire may be the biggest critique towards the external validity of this thesis. Moreover, the structured method and implementation chapter and systematic presentation of the collected data will allow for the study to be repeated under similar conditions and ensures the reliability of the results.

The case organisation of Svevia consisted of several local organisations which were different in terms of e.g. size, age, gender and experience. These facts may impact several aspects such as the knowledge within the psychosocial area or the relations between employees. A small organisation with employees of similar background, age and gender may not experience problems that a larger, more diverse organisation could. This may result in different needs and demands for the different local organisations. Neither interviews nor the questionnaire did cover this aspect of how the characteristics of local organisations affects the results. Throughout the data collection, safety representatives were not a targeted group even though they were mentioned to be of equal importance as managers and supervisors regarding knowledge requirements in the provisions. It would have been beneficial to also target this group due to their role in the provisions and their competencies within the work environment area. The general knowledge of organisational and social matters was briefly brought up in the interviews but were neglected in the questionnaire which only focused on managers and supervisors. These two groups were of focus in the provisions but it would be more practical for the organisation to have good knowledge amongst all of their employees. This aspect was only explored briefly. In addition to the used methods, it would also have been interesting to use focus groups consisting of participants from different roles and local organisations. It could have given rise to interesting discussions and information which may not have been received through interviews. The interviews also bore the risk of respondents not being representative for the bigger population. The number of participants were partially selected to counter this risk.

6 Recommendations and conclusion

In this chapter, the two research questions are answered through recommendations in accordance with the analyzed result. Thereafter, the thesis is concluded.

6.1 Research question 1

It was shown that Svevia could benefit from an increased focus on the organisational and social work environment which had not received as much focus compared to physical aspects in the past. In order to meet AFS 2015:4, employees requested further education within this area to improve their knowledge and learn how to put their knowledge into practice.

When setting objectives for the organisational and social work environment, Svevia should give all employees the opportunity to participate in their creation.

The findings indicated that high workloads (especially mental workloads) were occurring within the organisation. Svevia should properly address this issue. It should also be made even more clear that employees should turn to their closest manager if experiencing mental illness. In turn, managers should also be encouraged to turn to their closest manager if in the same situation.

Scheduling of working hours should be approached in the same manner as workload to discuss how to address possible negative health implication related to this area.

Victimization is unacceptable and should be aimed to not occur at all in the organisation. Svevia should take actions to counteract conditions that could give rise to victimization in the work environment. Furthermore, the procedures for handling victimization should be spread and made clear to everyone.

6.1.1 Recommendations research question 1

What needs to be improved in a construction firm, as Svevia who want to meet AFS 2015:4 and thereby achieve a good social and organisational work environment?

- Increase the focus on the organisational and social aspects of the work environment.

- Raise the knowledge of preventing and handling unhealthy workload and victimization.

- Set objectives for the organisational and social work environment which allows everyone to participate in the process.

- Address high workloads and the scheduling of working hours.

- Victimization should be counteracted and procedures for handling victimization should be clear to everyone in the organisation.

6.2 Research question 2

In order to increase the focus of the organisational and social work environment, Svevia could implement safety inspections at an office level to evaluate the organisational and social risks. They could also make the organisational and social work environment a standing item on the agenda of weekly meetings.

After several respondents requested further training within this area, it is a given recommendation for implementation. Everyone in need of improved knowledge should be able to acquire it. Education and training in the form of increased competencies and case-exercises are suggested to be paired together in order to learn how to put knowledge into practical use.

It is recommended that Svevia introduce objectives for the organisational and social work environment that are set at a workplace level. This would allow every employee to really be able to contribute to the process of creating the objectives and identify with them.

A plan on how to address high workloads (especially mental workloads) and its consequences could be mapped out through discussions involving the employer and employees. It should include where an employee experiencing ill health should turn. Scheduling of working hours could also be included in this plan.

Victimization should be part of the organisational and social objectives. It should also be part of the systematic work environment management. The procedures for handling victimization should be spread throughout the organisation until it is clear to everyone.

Svevia had a goal from the beginning to address the organisational and social work environment when education leaders which motivated this thesis. Svevia should also include a perspective on ethical leadership and emphasize the importance of good leadership for a good work environment. Leadership interventions are also a way in which they could promote health at a workplace (Eriksson et al., 2013).

6.2.1 Recommendations research question 2

How can the organisation support managers and employees in fulfilling the AFS 2015:4 provisions?

- Make the organisational and social aspects of the work environment a standing item on the agenda of weekly meetings.

- Implement safety inspections at an office level.

- Provide training to raise the competence and knowledge of managers, supervisors and safety representatives through e.g. education and case-exercises, preferably coupled together.

- Enabling and encouraging objectives for the organisational and social work environment to be set starting at a work place level.

- Create a plan to address high workloads and working hours through discussions involving both the employer and employees.

- Make clear where employees shall turn if experiencing ill health.

- Include victimization in the objectives for the organisational and social work environment and the systematic work environment management.

- Spread and make clear the procedures for handling victimization throughout the organisation.

- Include a perspective on organisational and social work environment and ethical leadership when educating leaders.

6.3 Conclusion

The purpose of this thesis was to contribute to the understanding of difficulties and possibilities when revising current work practices to fulfil the AFS 2015:4 provisions. The provisions put a focus on the organisational and social area which seems to have received too little attention in the past, pushing companies to now take these matters seriously by putting more of the responsibility on them. The pragmatic goal was to provide a basis for Svevia to use for the education of future managers in regards to organisational and social work environment issues. The findings conclude that even though the case organisation have done major efforts in their systematic work environment management, there are still improvements to be made in order to fulfill the provisions and achieve a better organisational and social work environment.

The answered research questions indicate what can be improved in the organisation and how Svevia can support the improvements to fulfill the provisions and work towards a better work environment. It was strived for to produce results that were of practical use not only to the case organisation but to other organisations similar in nature. Improvements in the organisation could be achieved by combining the recommendations provided through research question 2. For example, the organisation could combine education and the setting of objectives for the organisational and social work environment. Furthermore, the organisation could integrate several of the recommendations into their systematic work environment management practices.

For future research, this thesis can be used as an example for several industries on how to assess the organisational and social work environment in regards to the 2015:4 provisions. A follow-up study of how the situation develops after the implementation of recommended improvements would be of great interest. I also welcome other studies focusing on how we can counteract the increasing problems with occupational illness and mental health issues.

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8 Appendices

Appendix 1   AFS 2015:4 provisions
Appendix 2   Interview guide
Appendix 3   Questionnaire

Organisational and social work environment

The Swedish Work Environment Authority provisions on organisational and social work environment, with general recommendations on application thereof

THE SWEDISH WORK ENVIRONMENT AUTHORITY

112 79 Stockholm, Tel: 010-730 90 00 E-mail: arbetsmiljoverket@av.se

www.av.se

The Swedish Work Authority's Statute Book (AFS in Swedish) publishes the Authority's provisions and general recommendations.

The provisions are binding regulations . The general recommendations have a different legal status than provisions. They are not binding, but contain recommendations on the application of the provisions indicating how someone can or should act in a certain respect. They can, for example, inform you of suitable ways of meeting the requirements, and they demonstrate practical solutions.

Note that references to statutes always relate to the original number of the statute. Later amendments and reprints may exist.

As regards amendments and reprints of National Board of Safety and Health and Work Authority statutes, please see the latest Register of Provisions and General

AFS 2015:4

Contents

Swedish Work Environment Authority regulations and general recommendations on organisational and social work environment

The Swedish Work Environment Authority's Statute Book

Swedish Work Environment Authority provisions and general recommendations on organisational and social work environment;

Adopted 22nd September 2015.

The Swedish Work Environment Authority issued the following pursuant to Section 18 of the Work Environment Ordinance (SFS 1997:1166) and establishes the following general recommendations.

Purpose

1 § The purpose of these provisions is to promote a good work environment and prevent risks of ill health due to organisational and social conditions in the work environment.

Scope of provisions

2 § The regulations apply to all activities in which employees perform work on the employer's account.

> *General recommendations:* The concepts 'employer' and 'employee' have the same meaning in these provisions as in the Work Environment Act (SFS 1977:1160), with the exceptions indicated in 3 § of these provisions.

Who the provisions are intended for

3 § The employer has the responsibility for these provisions being followed. Those who hire a workforce are placed on an equal footing with employers.

Those who are undergoing education or are in custody in an institution are not placed on an equal footing with employees in connection with the application of these provisions.

General recommendations: In Chap. 1, Section 3 of the Work Environment Act, people such as those undergoing education or in custody in an institution are placed on an equal footing with employees in the application of chapters 2–4 and 7–9 of the Work Environment Act. Through this paragraph, they are exempted from coverage by the regulations on organisational and social work environment.

Definitions

4 § In these provisions, the following terms have these meanings.

Demands in the work   Those parts of the work that demand repeated efforts. The demands could, for example, encompass amount of workload, degree of difficulty, time limits, and physical and social conditions. The demands could be of a cognitive, emotional and physical nature.

Victimization   Actions directed against one or more employees in an abusive manner, which could lead to ill health or their being placed outside the community of the workplace.

Unhealthy workload   When the demands in the work temporarily exceed the resources. This imbalance becomes unhealthy if it is prolonged and the opportunities for rest and recovery are insufficient.

Organisational work environment

Conditions and prerequisites for the work that include
1. management and governance;
2. communication;
3. participation, room for action;
4. allocation of work tasks; and
5. demands, resources, and responsibilities.

Resources for the work   That in the work which contributes to
1. achieving the objectives of the work; or
2. managing demands in the work.

Resources can be: working methods and work equipment, competence and staffing, reasonable and clear objectives, feedback on effort, opportunities for control in the work, social support from managers and colleagues, and opportunities for rest and recovery.

Social work environment Conditions and prerequisites for the work that include social interaction, collaboration, and social support from managers and colleagues.

Systematic work environment management

5 § In the Swedish Work Authority's provisions on systematic work environment management, there are rules about work environment policy, knowledge and how the employer shall regularly investigate and assess what risks could occur in the operations. There are also regulations that the employer must take actions to manage the risks.

In 6 § below, there are particular requirements for knowledge, and in 7–8 §§ there are requirements for objectives. 9–14 §§ regulate particular organisational and social factors covered by the systematic work environment management.

Knowledge

6 § The employer shall see to it that managers and supervisors have the knowledge below:

1. How to prevent and deal with unhealthy workloads.

2. How to prevent and handle victimization.

The employer shall see to it that there are prerequisites for putting this knowledge into practice.

> *General recommendations:* A way for the employer to supply knowledge is to provide training, preferably for managers, supervisors and safety representatives together. It makes it easier for managers and supervisors when the safety representatives also have the corresponding knowledge. Training can be provided by occupational health services or other resource with competence in the field.
>
> Prerequisites means things such as sufficient authority, a reasonable workload, and support in the role as manager or supervisor.

Objectives

7 § Beyond what applies in accordance with 6 § and 9–14 §§ in these provisions, the employer shall have objectives for the organisational and social work environment. The objectives shall be aimed at promoting health

and increasing the organisation's ability to counteract ill health.

The employer shall give employees the opportunity to take part in the work on producing these objectives, and shall see to it that the employees know about this opportunity.

General recommendations:

Fundamental for successful work with these objectives is that they are firmly entrenched at top management level and other parts of the organisation.

The objectives can be aimed, for example, at strengthening and improving communication, learning, leadership, collaboration, influence and participation.

There must be a work environment policy, according to the Work Authority's provisions on systematic work environment management. The objectives should be founded on and consistent with these.

8 § The objectives shall be documented in writing, if there are at least ten employees in the operations.

Workload

9 § The employer shall see to it that the work tasks and authority assigned to the employees do not give rise to unhealthy workloads.

This means that the resources shall be adapted to the demands in the work.

General recommendations: Assigning work tasks entails demands in the form of a certain amount of work and degree of difficulty that needs to be counterbalanced by resources. The employer should take the signs and signals of unhealthy workloads into consideration during allocation of work tasks.

Reducing the amount of workload, changing the order of priority, varying work tasks, providing opportunities for rest and recovery, applying other work methods, increasing staffing or supplying knowledge are examples of measures for preventing unhealthy workloads. The employer should also make sure that the technology used is designed for and adapted to the work to be carried out.

The employer's obligations to prevent unhealthy workloads covers both managers and supervisors, as well as other employees. It is important that the employer create prerequisites for employees to notify the employer about greater demands and inadequate resources.

By practicing leadership that makes regular dialogue with employees

possible, the signs and signals of unhealthy workloads can be noted, and imbalances corrected.

It is important that the employer, as part of work environment management, investigates and fixes risks linked to workloads. The employer needs to counteract workloads leading to illnesses and accidents. Identifying the causes behind the workload is essential in order for the measures to have effect. Questions concerning measures may also need to be dealt with at another level, or in another part of the organisation. Apart from the organisational and social work environment, physical, cognitive, and ergonomic conditions may contribute to the workload.

10 § The employer shall see to it that the employees know:

1. which work tasks they are to perform;
2. which results are to be achieved with the work,
3. whether there are particular methods with which the work is to be performed, and if so, how;
4. which work tasks are to be prioritized when available time is not enough for all work tasks to be performed; and
5. to whom they can turn in order to receive help and support in carrying out the work.

The employer shall, in addition, ensure that the employees know what authority they have according to Points 1–5.

> *General recommendations:* Through continually reviewing Points 1–5, it will be possible to prevent unnecessary demands and burdens on the employees. It may be suitable to communicate the points collectively to employees who share responsibilities and work tasks, in order to facilitate collaboration. The employer should create opportunities for the employees to inform the employer of any ambiguities concerning the points. It is important that the employer take into account the employees' differing prerequisites as regards communicating.
>
> In work where support and help from colleagues cannot be arranged, the employer should make sure that managers, supervisors or other designated person are available for help and support.

11 § The employer shall take measures in order to counteract work tasks and situations that are severely mentally stressful leading to ill health among the employees.

> *General recommendations:* Examples of work tasks and work

situations that could be severely mentally stressful are treating people in difficult situations, being subjected to trauma, solving conflicts, and making difficult decisions that include ethical dilemmas under pressure.

Examples of measures that should be considered in connection with severely mentally stressful work, apart from those indicated in the recommendations for Section 9, are:

1. regular support from counselors or access to other experts in the field;

2. special informational and training efforts;

3. help and support from other employees; and

4. procedures for dealing with demanding situations in contact with customers, clients, and others.

It is important that the employer create prerequisites for employees to notify the employer about particularly stressful working conditions.

Which measures should be selected depends on what conditions make the work severely mentally stressful.

Working hours

12 § The employer shall take any steps necessary in order to counteract scheduling of working hours leading to ill health among the employees.

General recommendations: During planning of the work the employer should already be taking into account how the scheduling of working hours could have an effect on employees' health. Examples of scheduling of working hours that could result in risks for ill health are:

1. shift work;

2. night work;

3. split shifts;

4. large extent of overtime work;

5. long work shifts; and

6. far-reaching possibilities of having to work at different times and places, with expectations of being constantly reachable.

The employer should take particular notice of opportunities for rest and recovery. The employer should also take into account that scheduling of working hours influences the risk of accidents.

The Working Hours Act (SFS 1982:673) indicates limits for how many hours, at most, an employee may work, and what rest periods they must have at the very least. The Working Hours Act thereby indicates the maximum limits for working hours, but contains no rules

on how the employer is to take the scheduling of working hours into account in work environment management.

Victimization

13 § The employer shall clarify that victimization will not be accepted in the operations. The employer shall take actions to counteract conditions in the work environment that could give rise to victimization.

General recommendations: This clarification is best done in a written policy. Managers and supervisory staff have a particular responsibility as regards preventing, noticing and dealing with victimization. It is therefore important that they fulfill the knowledge requirements in Section 6.

Collective work around treatment and conduct can contribute to counteracting victimization.

Examples of conditions in operations that are important to pay attention to are conflicts, workloads, allocation of work, conditions for collaboration, and consequences of changes.

14 § The employer shall see to it that there are procedures for how victimization is to be handled. The procedures should indicate
1. who receives information that victimization is occurring;
2. what happens with the information, what the recipient is to do; and
3. how and where those who are subjected to it can quickly
find help. The employer shall make the procedures known
to all employees.

General recommendations: Normally, victimization is reported to a manager when the person affected has not succeeded in the situation on their own. If the employee cannot turn to their immediate manager, they can turn to a manager further up. In addition, the employee can turn to a safety representative.

There may be a need to intervene quickly and assess the situation in order to prevent it from deteriorating, and to ensure that Point 3 is dealt with. The employer can give occupational health services or another specialist the task of providing support and help.

In Swedish Work Authority provisions on systematic work environment management, there are regulations that if any employee meets with ill health or an accident at work, and if any serious incident occurs at work, the employer must investigate the causes so that the

risks of ill health or accident can be prevented in the future.

A deficient investigation process as regards victimization may be harmful from a work environment and a health viewpoint. The person conducting an investigation should therefore have sufficient competence, have the opportunity to act impartially, and have the trust of those involved.

The purpose of work environment legislation is to prevent ill health and accidents, and does not regulate issues of compensation and guilt.

An employee organisation or legal representative can provide legal help.

_____

1. This statute enters into force on 31st March, 2016.

2. Through this statute the following are repealed:

a) National Board of Safety and Health general recommendations (AFS 1980:14) on mental and social aspects of the work environment;

b) National Board of Safety and Health provisions (AFS 1990:18) on nursing care work in individual homes; and

c) National Board of Safety and Health provisions (AFS 1993:17) on victimization in working life.

ERNA ZELMIN-EKENHEM

                  Christina Jonsson   Anna Middelman

Intervjuguide

- Informera om ämnet och hur processen kommer att gå till
- Klarlägg anonymitet för den intervjuade

1 Allmänna uppgifter

1.1	Arbetstitel	• Platschef • Arbetsledare • Yrkesarbetare	
1.2	Ungefärlig ålder	16-20 21-25 26-30 31-35 36-40	41-45 46-50 51-55 56-60 61-65
1.3	Kön	M	K

2 Arbetserfarenhet

2.1	Som anställd på detta kontor?	
2.2	Som anställd på andra kontor?	
2.3	I andra befattningar inom branschen?	
2.4	I andra branscher?	

3 Systematiskt arbetsmiljöarbete (5§)

- Definiera systematiskt arbetsmiljöarbete med hänvisning till ASF 2015:4 (§5)

3.1	Hur har ni arbetat med arbetsmiljöfrågor?	
3.2	Vilka har deltagit?	
3.3	Vilken är din roll mer konkret?	

4 Kunskaper (6§)

- Beskriv de nya kunskapskraven med hänvisning till ASF 2015:4 (§6)
- Definiera ohälsosam arbetsbelastning med hänvisning till ASF 2015:4 (§4)
- Definiera kränkande särbehandling med hänvisning till ASF 2015:4 (§4)
- Klargör inkluderandet av både fysisk och mental arbetsbelastning

På en skala av 1-5, hur tycker du att dina kunskaper är inom:			
4.1	Hur man förebygger och hanterar ohälsosam arbetsbelastning (fysisk/mental)?	1. Dålig 2. 3. 4. 5. Mycket god	
4.2	Hur man förebygger och hanterar kränkande särbehandling?	1. Dålig 2. 3. 4. 5. Mycket god	
4.3	Har du erhållit förutsättningar att uppnå dessa kunskaper? (genom t.ex. utbildning)	Ja	Nej
4.4	Om Ja på fråga 4.3: Utveckla vad?		
4.5	I och med införandet av ASF 2015:4, känner du ett behov av ytterligare utveckling av dina kunskaper inom organisatorisk och social arbetsmiljö?		
På en skala av 1-5, hur bedömer du att din arbetsgivares kunskaper är inom:			
4.5	Hur man förebygger och hanterar ohälsosam arbetsbelastning (fysisk/mental)?	1. Dålig 2. 3. 4. 5. Mycket god	
4.6	Hur man förebygger och hanterar kränkande särbehandling?	1. Dålig 2. 3. 4. 5. Mycket god	
Kommentar:			

5 Mål (7§ & 8§)

- Definiera mål och syfte med hänvisning till ASF 2015:4 (§7)
- Definiera organisatorisk & social arbetsmiljö
- Kontrollera antalet anställda på arbetsplatsen

5.1	Hur bedömer du dina kunskaper inom organisatorisk och social arbetsmiljö?	1. Dålig 2. 3. 4. 5. Mycket god	
5.2	Om 1-3 på fråga 5.1: Vad anser du bör förbättras?		
5.3	Känner du till din arbetsgivares mål för organisatorisk och social arbetsmiljö?	Ja	Nej
5.4	Har du getts möjligheten att delta i arbetet med att ta fram dessa mål?	Ja	Nej
5.5	Om Ja på fråga 5.2: På vilket sätt?		
5.6	Hur bedömer du ditt intresse för arbetsmiljöarbetet?	1. Obefintligt 2. 3. 4. 5. Mycket stort	
5.7	Om 1-3 på fråga 4.5: Vad hindrar ditt intresse?		
Kommentar:			

6 Arbetsbelastning (9§ & 10§ (11§))

- Definiera ohälsosam arbetsbelastning med hänvisning till ASF 2015:4 (§4)
- Klargör inkluderandet av både fysisk och mental arbetsbelastning
- Definiera krav i arbetet med hänvisning till ASF 2015:4 (§4)
- Definiera resurser för arbetet med hänvisning till ASF 2015:4 (§4)

<table>
<tr><td colspan="3">På en skala av 1-5:</td></tr>
<tr>
<td>6.1</td>
<td>Hur skulle du beskriva dina arbetsuppgifters fysiska/mentala belastning?</td>
<td>1. Mycket belastande
2.
3.
4.
5. Ej belastande</td>
</tr>
<tr>
<td>6.2</td>
<td colspan="2">Vad är mest belastande? (fysiskt?/mentalt?)</td>
</tr>
<tr>
<td>6.3</td>
<td>Hur skulle du beskriva de resurserna (arbetsmetoder, redskap, kompetens, bemanning) du erhåller för att undvika ohälsosam arbetsbelastning?</td>
<td>1. Otillräckliga
2.
3.
4.
5. Mycket god</td>
</tr>
<tr>
<td>6.4</td>
<td>Hur ofta känner du att du har höga krav och bristande resurser?</td>
<td>1. Mycket ofta
2.
3.
4.
5. Aldrig</td>
</tr>
<tr>
<td>6.5</td>
<td colspan="2">Om 1-3 på fråga 6.4: Exemplifiera?</td>
</tr>
<tr>
<td>6.6</td>
<td>Hur är dina förutsättningar och möjligheter att uppmärksamma din arbetsgivare på detta?</td>
<td>1. Dåliga
2.
3.
4.
5. Mycket goda</td>
</tr>
<tr><td colspan="3">På en skala av 1-5, hur god kännedom har du om:</td></tr>
<tr>
<td>6.7</td>
<td>Vilka arbetsuppgifter du ska utföra?</td>
<td>1. Dåliga
2.
3.
4.
5. Mycket goda</td>
</tr>
<tr>
<td>6.8</td>
<td>Vilket resultat som ska uppnås?</td>
<td>1. Dåliga
2.
3.
4.
5. Mycket goda</td>
</tr>
<tr>
<td>6.9</td>
<td>Speciella sätt som arbetet skall utföras på och hur?</td>
<td>1. Dåliga
2.
3.</td>
</tr>
</table>

		4.	
		5.	Mycket goda
6.10	Vilka arbetsuppgifter som ska prioriteras vid tidsbrist?	1.	Dåliga
		2.	
		3.	
		4.	
		5.	Mycket goda
6.11	Vem du kan vända dig till för hjälp och stöd att utföra ditt arbete?	1.	Dåliga
		2.	
		3.	
		4.	
		5.	Mycket goda
6.12	Dina befogenheter vid punkterna 6.6 - 6.10?	1.	Dåliga
		2.	
		3.	
		4.	
		5.	Mycket goda
Kommentar:			

7 Arbetstid (12§)

- Definiera arbetstidens förlängning med hänvisning till ASF 2015:4 (§12)

På en skala av 1-5:			
7.1	Hur vanligt är förlängning av arbetstid (skiftarbete, nattetid, delade pass, övertidsarbete, långa arbetspass och förväntning att vara ständigt nåbar) för dig?	1.	Mycket vanligt
		2.	
		3.	
		4.	
		5.	Mycket ovanligt
7.2	Om 1-3 på fråga 7.1: I vilken form och hur ofta?		
7.3	Har du känt att förlängd arbetstid leder till fysisk eller mental ohälsa?	1.	Mycket ofta
		2.	
		3.	
		4.	
		5.	Mycket sällan
Kommentar:			

8 Kränkande särbehandling (13§ & 14§)

- Definiera kränkande särbehandling med hänvisning till ASF 2015:4 (§4)

8.1	Är det klargjort att kränkande särbehandling inte accepteras i verksamheten?	Ja	Nej
8.2	Om Ja på 8.1: På vilket sätt?		
8.3	Har du under arbetstid någon gång utsatts själv eller sett andra utsättas för kränkande särbehandling?	Ja	Nej
8.4	Känner du till hur kränkande särbehandling hanteras inom din organisation?	Ja	Nej
Kommentar:			

9 Öppna frågor

9.1	Vad tror du det finns för förbättringsområden inom arbetsmiljön för er organisation?
Kommentar:	

9.2	Finns det något du vill tillägga?
Kommentar:	

Enkät

om en bättre organisatorik och social arbetsmiljö

I och med nya föreskrifter från arbetsmiljöverket gör Svevia Ac Drift Jönköping en sattsning tillsammans med *Jönköping University* för att undersöka förhållandena på våra arbetsplatser för att möta nya krav och arbeta mot en bättre arbetsmiljö.

Frågeformuläret tar ungefär *12 minuter* att fylla i och innehåller följande avsnitt:

Några allmänna frågor	sidan 1
Arbetserfarenhet	sidan 2
Systematiskt arbetsmiljöarbete	sidan 3
Kunskaper	sidan 4
Mål	sidan 9
Arbetsbelastning	sidan 10
Arbetstid	sidan 12
Kränkande särbehandling	sidan 13
Ledarskap & arbetsgemenskap	sidan 14
Avslutande fråga	sidan 15

Det är mycket viktigt att Du fyller i samtliga frågor som är tillämpliga i Ditt fall. För att enkäten ska vara till nytta för kommande åtgärdsarbete hoppas vi på Din fulla medverkan.

Använd helst kulspetspenna eller tuschpenna när Du fyller i formuläret. Markera Ditt svar på varje fråga med kryss i lämpligt svarsalternativ.

Med vänliga hälsningar

Martin Rydell
Jonas Andersson
Mathilda Scott

Maj 2016

SVEVIA

JÖNKÖPING UNIVERSITY
School of Engineering

Syftet med denna enkät är att främja en god arbetsmiljö och förebygga
risk för ohälsa på grund av organisatoriska och sociala förhållanden i
arbetsmiljön.

Markera Ditt svar på varje fråga med kryss i lämpligt svarsalternativ.

Vid detta utformandet markeras ett svarsalternativ vid den rangordning på den 7-gradiga skalan som passar in bäst.

1	2	3	4	5	6	7
❏	❏	❏	❏	❏	❏	❏

Vid (**motivera**) så finns det utrymme att skriva en egen motivering.

A   NÅGRA ALLMÄNNA FRÅGOR

A1   **Är Du ...**
   ❏ Man
   ❏ Kvinna

A2   **Ungefärlig ålder?**
   ❏ -20
   ❏ 21-25
   ❏ 26-30
   ❏ 31-35
   ❏ 36-40
   ❏ 41-45
   ❏ 46-50
   ❏ 51-55
   ❏ 56-60
   ❏ 61-65
   ❏ 65-

A3   **Arbetstitel?**
   ❏ Platschef
   ❏ Arbetsledare
   ❏ Yrkesarbetare

   ❏ Annat (vad?) _____

B   ARBETSERFARENHET

B1   **Hur många år har Du arbetat inom Din nuvarade position?**

	a) På denna arbets-platsen	*b) Totalt*
Mindre än 1 år	❑	❑
1-5 år	❑	❑
5-10 år	❑	❑
10-15 år	❑	❑
15-20 år	❑	❑
20-25 år	❑	❑
25-30 år	❑	❑
Mer än 30 år	❑	❑

C SYSTEMATISKT ARBETSMILJÖARBETE

C1 **Hur anser Du att arbetsmiljöarbetet fungerar på Din arbetsplats?**

Mycket dåligt ❏ ❏ ❏ ❏ ❏ ❏ ❏ *Mycket bra*

C2 **Hur goda anser Du att Dina förutsättningar att delta i och påverka arbetsmiljöarbetet är på Din arbetsplats?**

Mycket dåliga ❏ ❏ ❏ ❏ ❏ ❏ ❏ *Mycket goda*

C3 **Är det något Du anser fungerar speciellt bra? (motivera)**

C4 **Är det något Du anser fungerar mindre bra? (motivera)**

Da KUNSKAPER – *OBS! Detta avsnitt besvaras <u>endast</u> av platschefer*

Da1 **Hur goda anser Du att <u>Dina</u> kunskaper är om att förebygga och hantera situationer där kraven i arbetet överskrider tillgängliga resurser?**

Mycket dåliga ❏ ❏ ❏ ❏ ❏ ❏ ❏ *Mycket goda*

Da2 **Hur goda anser Du att <u>Dina</u> kunskaper är om att förebygga och hantera handlingar riktade mot en eller flera arbetstagare på ett kränkande sätt som kan leda till ohälsa och att dessa ställs utanför arbetplatsen?**

Mycket dåliga ❏ ❏ ❏ ❏ ❏ ❏ ❏ *Mycket goda*

Da3 **Hur goda förutsättningar har <u>Du</u> erhållit från Din arbetsgivare för att uppnå dessa kunskaper?**

Mycket dåliga ❏ ❏ ❏ ❏ ❏ ❏ ❏ *Mycket goda*

Da4 **Hur goda anser Du att <u>Dina arbetsledares</u> kunskaper är om att förebygga och hantera situationer där kraven i arbetet överskrider tillgängliga resurser?**

Mycket dåliga ❏ ❏ ❏ ❏ ❏ ❏ ❏ *Mycket goda*

Da5 **Hur goda anser Du att <u>Dina arbetsledares</u> kunskaper är om att förebygga och hantera handlingar riktade mot en eller flera arbetstagare på ett kränkande sätt som kan leda till ohälsa och att dessa ställs utanför arbetplatsen?**

Mycket dåliga ❏ ❏ ❏ ❏ ❏ ❏ ❏ *Mycket goda*

Da6 **Hur goda förutsättningar har <u>Dina arbetsledare </u>erhållit för att uppnå dessa kunskaper?**

*Mycket
dåliga*
❏   ❏   ❏   ❏   ❏   ❏   ❏

*Mycket
goda*

Da7 **Inom vilket arbetsmiljöområde anser Du att det finns behov av ytterligare kunskap? (motivera)**

Db   KUNSKAPER – *OBS! Detta avsnitt besvaras <u>endast</u> av arbetsledare*

Db1   **Hur goda anser Du att <u>Din platchefs</u> kunskaper är om att förebygga och hantera situationer där kraven i arbetet överskrider tillgängliga resurser?**

*Mycket
dåliga*   *Mycket
goda*

❏   ❏   ❏   ❏   ❏   ❏   ❏

Db2   **Hur goda anser Du att <u>Din platchefs</u> kunskaper är om att förebygga och hantera handlingar riktade mot en eller flera arbetstagare på ett kränkande sätt som kan leda till ohälsa och att dessa ställs utanför arbetplatsen?**

*Mycket
dåliga*   *Mycket
goda*

❏   ❏   ❏   ❏   ❏   ❏   ❏

Db3   **Hur goda anser Du att <u>Dina</u> kunskaper är om att förebygga och hantera situationer där kraven i arbetet överskrider tillgängliga resurser?**

*Mycket
dåliga*   *Mycket
goda*

❏   ❏   ❏   ❏   ❏   ❏   ❏

Db4   **Hur goda anser Du att <u>Dina</u> kunskaper är om att förebygga och hantera handlingar riktade mot en eller flera arbetstagare på ett kränkande sätt som kan leda till ohälsa och att dessa ställs utanför arbetplatsen?**

*Mycket
dåliga*   *Mycket
goda*

❏   ❏   ❏   ❏   ❏   ❏   ❏

Db5 **Hur goda förutsättningar har <u>Du</u> erhållit från Din arbetsgivare för att uppnå dessa kunskaper?**

Mycket dåliga						*Mycket goda*
❏	❏	❏	❏	❏	❏	❏

Db6 **Inom vilket arbetsmiljöområde anser Du att det finns behov av ytterligare kunskap? (motivera)**

Dc   KUNSKAPER – *OBS! Detta avsnitt besvaras <u>endast</u> av yrkesarbetare*

Dc1   **Hur goda anser Du att <u>Din platchefs</u> kunskaper är om att förebygga och hantera situationer där kraven i arbetet överskrider tillgängliga resurser?**

Mycket
dåliga

❏   ❏   ❏   ❏   ❏   ❏   ❏

Mycket
goda

Dc2   **Hur goda anser Du att <u>Din platchefs</u> kunskaper är om att förebygga och hantera handlingar riktade mot en eller flera arbetstagare på ett kränkande sätt som kan leda till ohälsa och att dessa ställs utanför arbetplatsen?**

Mycket
dåliga

❏   ❏   ❏   ❏   ❏   ❏   ❏

Mycket
goda

Dc3   **Inom vilket arbetsmiljöområde anser Du att det finns behov av ytterligare kunskap? (motivera)**

E   Mål

*Arbetsgivaren ska ha mål för den organisatoriska och sociala arbetsmiljön. Målen
ska syfta till att främja hälsa och öka organisationens förmåga att motverka
ohälsa. Arbetsgivaren ska ge arbetstagarna möjlighet att medverka i arbetet med
att ta fram målen och se till att arbetstagarna känner till dem.*

E1   **Hur anser Du att en utformning av dessa mål på bästa sätt skulle kunna utarbetas på Din
arbetsplats? Beskriv Din syn på hur detta lämpligen skulle kunna göras:**

F ARBETSBELASTNING

Arbetsgivaren ska se till att de arbetsuppgifter och befogenheter som tilldelas arbetstagarna inte ger upphov till ohälsosam arbetsbelastning. Det innebär att resurserna ska anpassas till kraven i arbetet.

Här nedan finns några påståenden om <u>Ditt arbete </u>som går från den ena ytterligheten till den andra. *Markera det alternativ som vanligen stämmer bäst för Dig på den 7-gradiga skalan.*

F1	Fysiskt påfrestande arbete	❑	❑	❑	❑	❑	❑	❑	Fysiskt lätt arbete
F2	Mentalt påfrestande arbete	❑	❑	❑	❑	❑	❑	❑	Lugnt och behagligt arbete
F3	Jag erhåller otillräckliga resurser för att undvika ohälsosam arbetsbelastning	❑	❑	❑	❑	❑	❑	❑	Jag erhåller mycket goda resurser för att undvika ohälsosam arbetsbelastning
F4	Alldeles för krävande arbete med bristande resurser	❑	❑	❑	❑	❑	❑	❑	Inte alls krävande ar med mycket goda bete resurser
F5	Jag har mycket dåliga förutsättningar och möjligheter att uppmärksamma min arbetsgivare på brister	❑	❑	❑	❑	❑	❑	❑	Jag har mycket god a förutsättningar och möjligheter att uppmärksamma min arbetsgivare på brister

F6 **Hur hanterar Du själv variationerna i arbetsmängd?** *Markera de påståenden som passar in på Dig själv.*
- ❑ Arbetar övertid
- ❑ Ökar arbetstakten
- ❑ Hoppas över raster
- ❑ Låter arbetet vänta till nästa dag
- ❑ Ber om extra hjälp
- ❑ På annat sätt **(motivera gärna)** ....

F7   **Hur god kännedom har Du inom följande områden i Din arbetsroll?**

	Mycket dålig						*Mycket god*
a. **Arbetsuppgifter?**	❏	❏	❏	❏	❏	❏	❏
b. **Resultat att uppnå?**	❏	❏	❏	❏	❏	❏	❏
c. **Särskilda sätt arbetet ska utföras på och hur?**	❏	❏	❏	❏	❏	❏	❏
d. **Arbetsuppgifter att prioritera vid tidsbrist?**	❏	❏	❏	❏	❏	❏	❏
e. **Vem du kan vända dig till för hjälp och stöd i ditt arbete?**	❏	❏	❏	❏	❏	❏	❏
f. **Dina befogenheter inom ovanstående områden?**	❏	❏	❏	❏	❏	❏	❏

F8   **Har Du någon synpunkt på eventuella förbättringsområden relaterat till fråga F7? (motivera)**

G ARBETSTID

*Arbetsgivaren ska vidta de åtgärder som behövs för att motverka att
arbetstidens förläggning leder till ohälsa hos arbetstagarna.*

G1 **Hur vanligt bedömer Du att följande typer av förlägning av arbetstid är, dvs arbetstid som
inte är planerad inom den ordinarie arbetstiden?**

	Mycket vanligt			*Varken eller*			*Mycket ovanligt*
a. **Övertidsarbete?**	❑	❑	❑	❑	❑	❑	❑
b. **Långa arbetspass?**	❑	❑	❑	❑	❑	❑	❑
c. **Förväntning att vara ständigt nåbar?**	❑	❑	❑	❑	❑	❑	❑
d. **Annat?**	❑	❑	❑	❑	❑	❑	❑

Vad? ....

**Hur bedömer Du att Din hälsa påverkas av förlägning av arbetstider i Ditt fall enligt nedanstående
påståenden?**

G2	Leder ofta till fysisk ohälsa	❑	❑	❑	❑	❑	❑	❑	Leder sällan till fysisk ohälsa
G3	Leder ofta till mental ohälsa	❑	❑	❑	❑	❑	❑	❑	Leder sällan till mental ohälsa

H   KRÄNKANDE SÄRBEHANDLING

*Arbetsgivaren ska klargöra att kränkande särbehandling inte accepteras
i verksamheten. Arbetsgivaren ska vidta åtgärder för att motverka förhållanden
i arbetsmiljön som kan ge upphov till kränkande särbehandling.*

H1   Hur vanligt förekommande upplever Du att följande beteende är på Din arbetsplats?

		Förekommer ofta						*Förekommer aldrig*
a.	**Mobbning?**	❑	❑	❑	❑	❑	❑	❑
b.	**Hot?**	❑	❑	❑	❑	❑	❑	❑
c.	**Förolämpningar?**	❑	❑	❑	❑	❑	❑	❑
d.	**Nedsättande skämt?**	❑	❑	❑	❑	❑	❑	❑
e.	**Sexuella trakaserier?**	❑	❑	❑	❑	❑	❑	❑
f.	**Utfrysning?**	❑	❑	❑	❑	❑	❑	❑
g.	**Annat?**	❑	❑	❑	❑	❑	❑	❑

(Motivera gärna) _____

_____

_____

*Arbetsgivaren ska se till att det finns rutiner för hur kränkande särbehandling
ska hanteras.*

**H2   Hur god kännedom har Du om hur kränkande särbehandling ska hanteras inom Din
organisation?**

Mycket dålig						*Mycket god*
❑	❑	❑	❑	❑	❑	❑

H3   Hur upplever Du att nuvarande rutiner fungerar?

Mycket dåligt						*Mycket bra*
❑	❑	❑	❑	❑	❑	❑

I LEDARSKAP & ARBETSGEMENSKAP

	Mycket dåligt						*Mycket bra*
Hur upplever Du ledarskapet							
I1... **från Din(a) närmaste chef(er)?**	❑	❑	❑	❑	❑	❑	❑

	Irrelevant						*Mycket viktigt*
I2... **som bidragande faktor för en god arbetsmiljö?**	❑	❑	❑	❑	❑	❑	❑

	Mycket dålig						*Mycket bra*
I3 **Hur tycker Du att arbetsgemenskapen och kamratandan är bland personalen?**	❑	❑	❑	❑	❑	❑	❑

J AVSLUTANDE FRÅGA

J1 **Tycker Du det är något som borde ha tagits upp i den här enkäten som inte har berörts, så skriv gärna ner det med några korta rader här:**

Ett hjärtligt tack för Din medverkan!