



INWOC
INSTITUTE FOR NEW
WORK AND COACHING

New Work ist mehr als Homeoffice

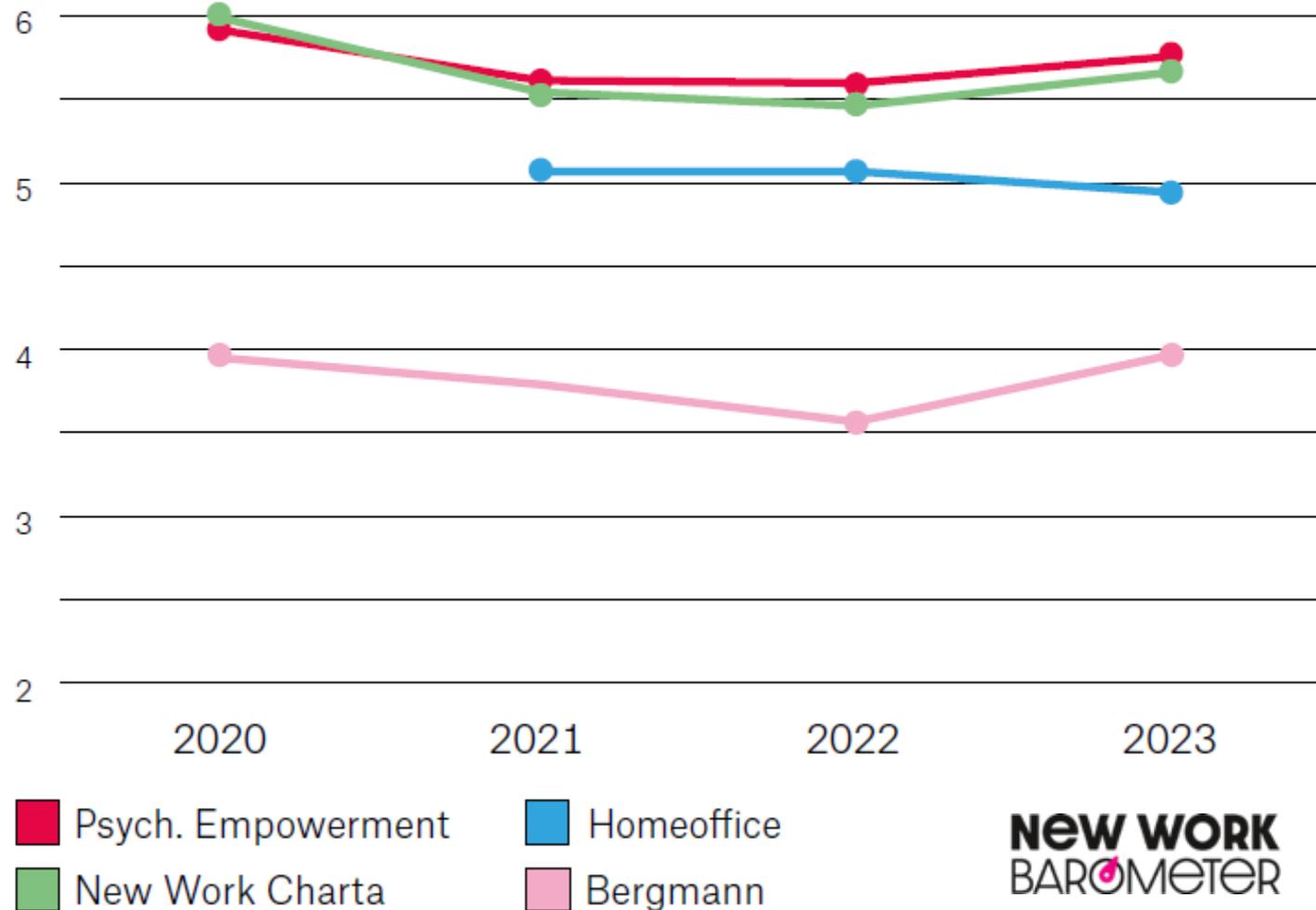
Prof. Dr. habil. Carsten C. Schermuly
(SRH Berlin University of Applied Sciences)



New Work-Barometer



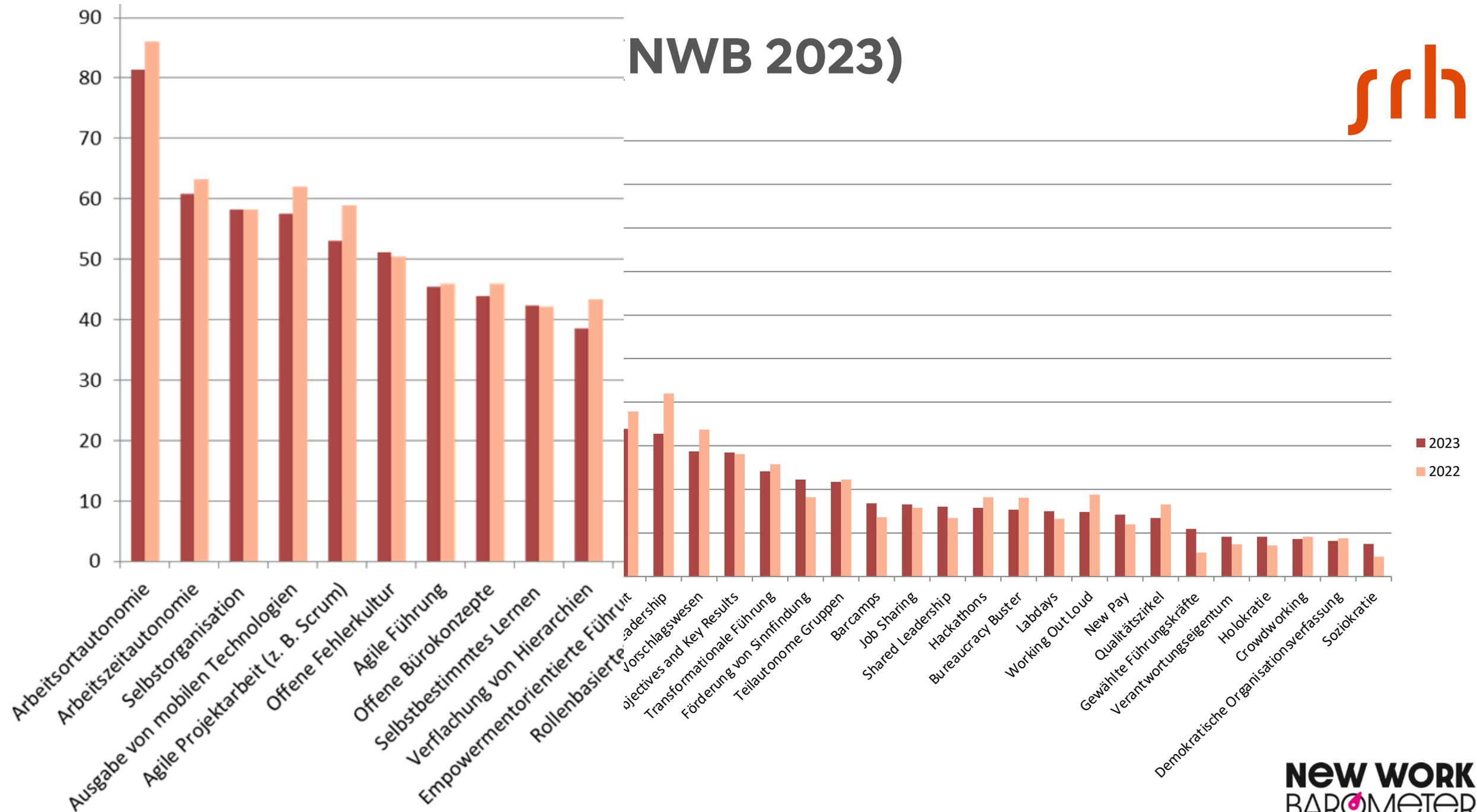
Abb. 1: Akzeptanz der verschiedenen Verständnisse von New Work über die Zeit



„New Work hat das Ziel, das gegenwärtige Lohnsystem zu überwinden. Menschen sollen der Arbeit nachgehen, die sie wirklich, wirklich wollen und mit technologischer Unterstützung Produkte selbst herstellen, die sie zum täglichen Leben brauchen“
(Bergmann)

„Jenseits isolierter Maßnahmen und Einzelmethoden konzentriert sich die Essenz von New Work in fünf Prinzipien, die sich im unternehmerischen Alltag widerspiegeln: Freiheit, Selbstverantwortung, Sinn, Entwicklung und soziale Verantwortung“
(Charta)

NWB 2023)



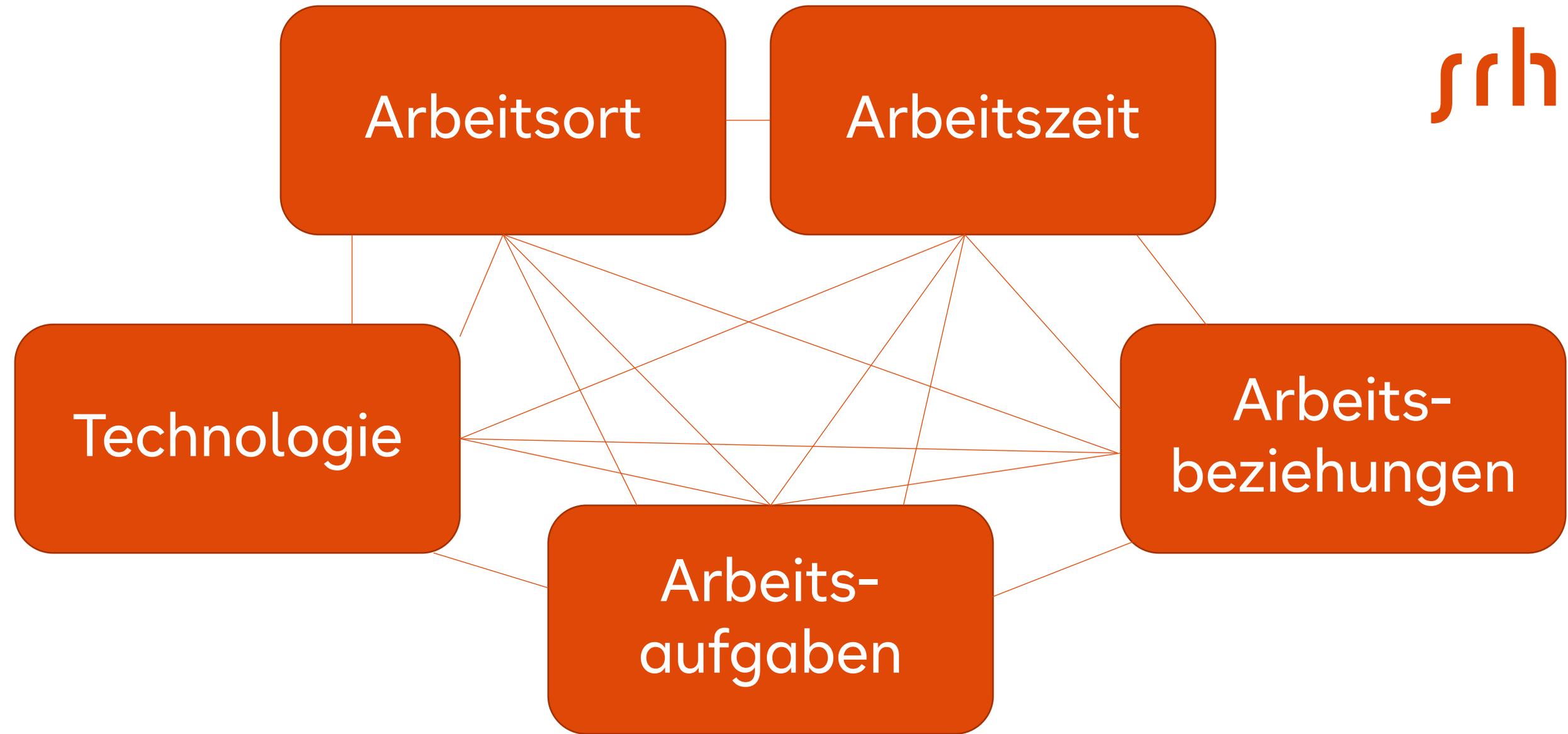
Die Homeofficedebatte wird historisch falsch eingeordnet

Homeoffice ist
eine Methode aus
dem Mittelalter





Die Homeofficedebatte wird zu isoliert betrachtet



Arbeitsort, Arbeitszeit, Arbeitsbeziehungen, Technologie und Arbeitsaufgaben müssen gemeinsam gedacht und koordiniert werden

Die negativen Nebenwirkungen von Homeoffice werden zu wenig beachtet

Bindung an das Unternehmen

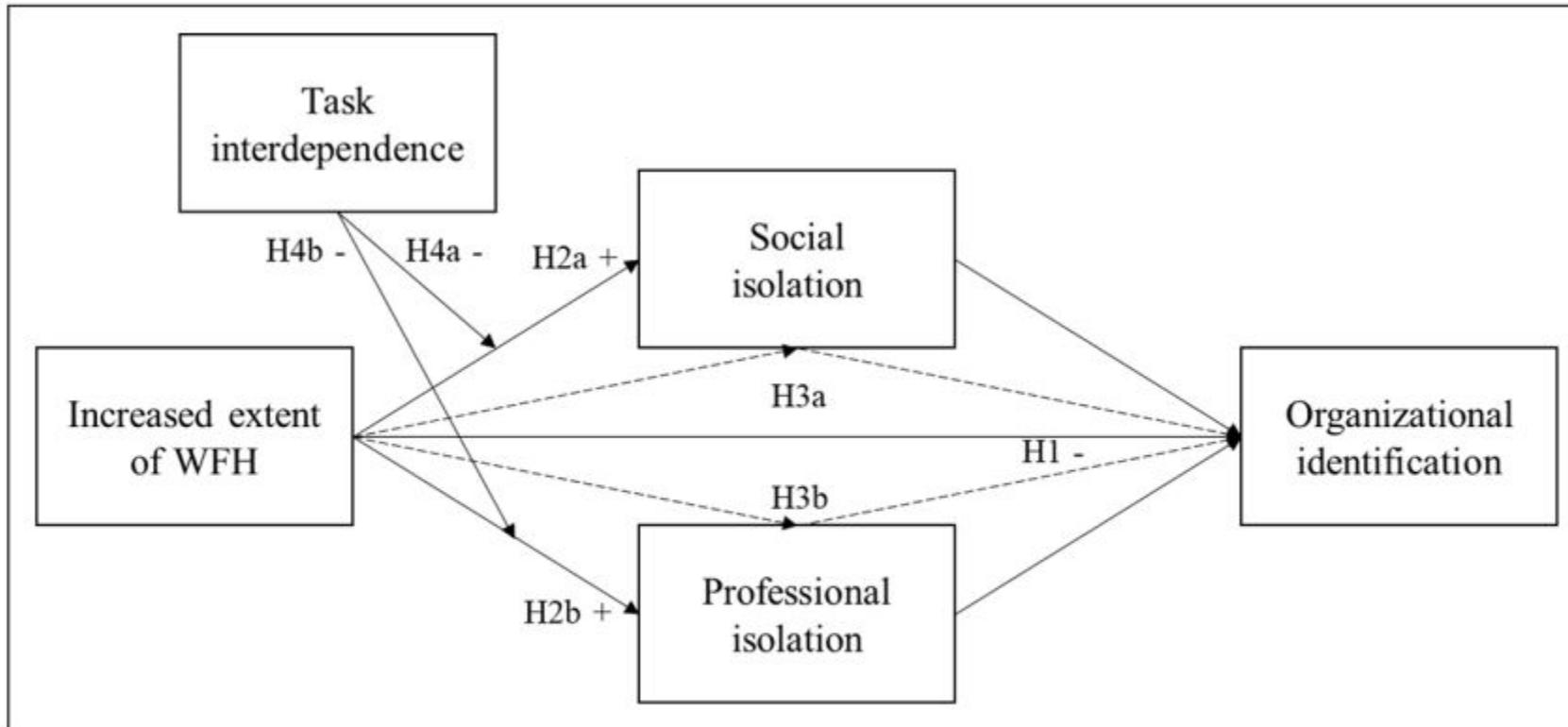


Figure 1. Conceptual research model.

Kossen, C., & van der Berg, A. M. (2022). When the exception becomes the norm: A quantitative analysis of the dark side of work from home. *German Journal of Human Resource Management*, 23970022221083695.

Psychische Gesundheit

Has the fever left a burn? A study of the impact of COVID-19 remote working arrangements on public accountants' burnout

Kathleen M. Bakarich, Amanda S. Marcy, Patrick E. O'Brien

Accounting Research Journal

ISSN: 1030-9616

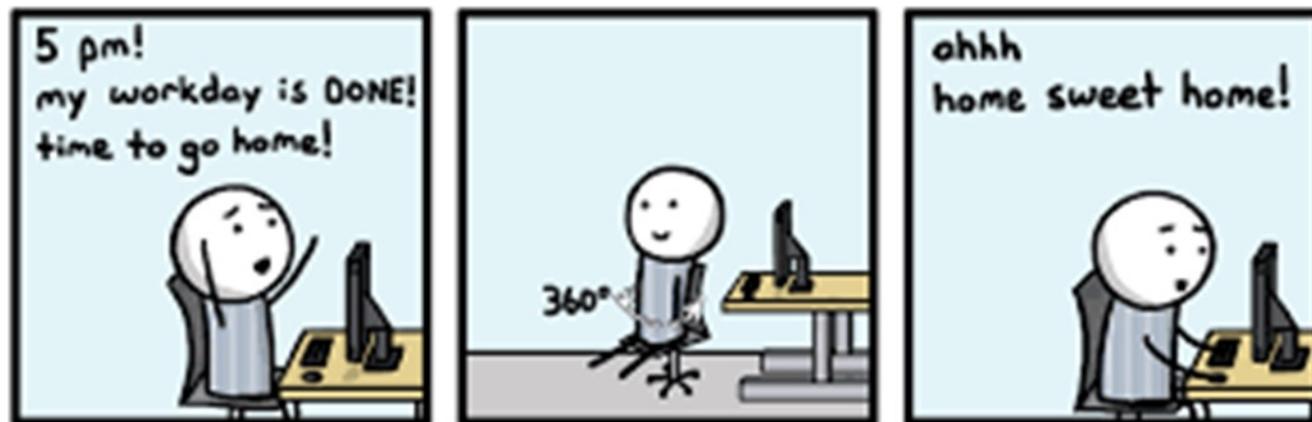
Article publication date: 30 September 2022

Permissions

Issue publication date: 29 November 2022

DOWNLOADS

617



working from home can mess with your head

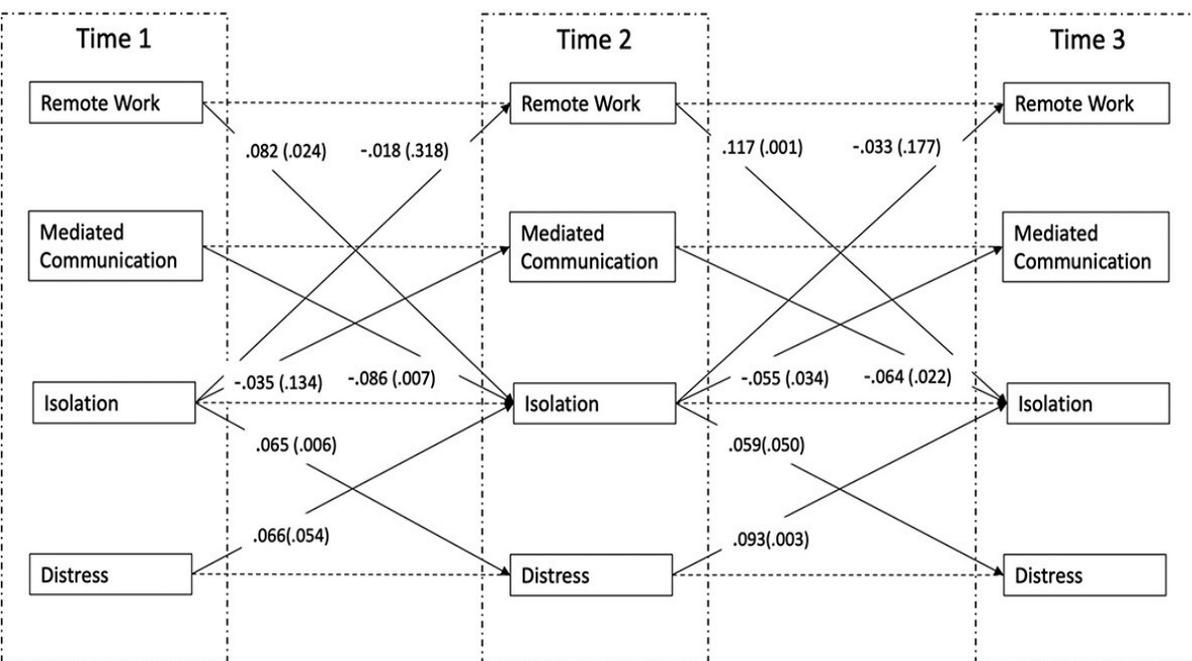
Academy of Management Annual Meeting *Proceedings* includes abstracts of all papers and symposia presented at the annual conference, plus 6-page abridged versions of the "Best Papers" accepted for inclusion in the program (approximately 10%). Papers published in the *Proceedings* are abridged because presenting papers at their full length could preclude subsequent journal publication. Please contact the author(s) directly for the full papers.

Remotely stressed: Investigating remote work stressors, employee burnout, and supervisor support

Kayla Lacey, Cheryl Gray and Paul E. Spector

Published Online: 26 Jul 2021 | <https://doi.org/10.5465/AMBPP.2021.15896abstract>

Van Zoonen, W., & Sivunen, A. E. (2022). The impact of remote work and mediated communication frequency on isolation and psychological distress. *European Journal of Work and Organizational Psychology*, 31(4), 610-621.



BDI-STUDIE

Table 1

Laborator

Laborator

Field: Por

Field: Isra

Field: Finl

Field: Hur

Field: Ind

Descriptive

ence in cre

pairs in the

105 pairs; l

Bruc
6050

Deutschland liegt bei der Innovationsfähigkeit hinter Belgien

Beamtenmentalität, Wissenschaft ohne Anschluss, alleingelassene Start-ups: Eine neue Studie des BDI belegt die technologische Stagnation Deutschlands. Dabei sind die Lösungen greifbar.



Thomas Jahn



Julian Olk

04.05.2023 - 14:18 Uhr • [3 x geteilt](#)



iffer-
iirs, 150
rtugal,

Die Homeofficedebatte wird zu wenig aus der Führungsperspektive betrachtet

Konstanzer Homeofficestudie (Kunze, 2020)



KONSTANZER HOME OFFICE STUDIE

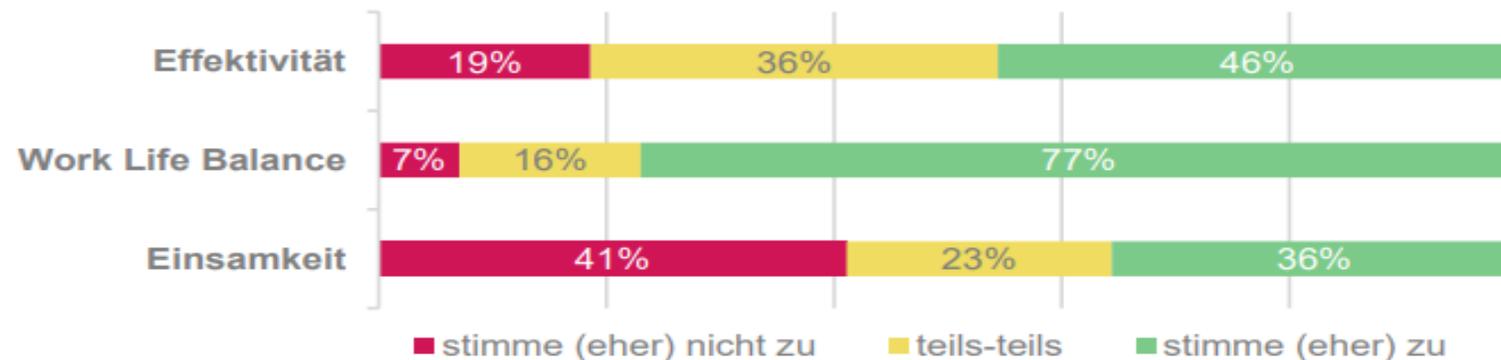
Repräsentative Stichprobe von Erwerbstätigen
in Deutschland am 30.03.2020

n = 699

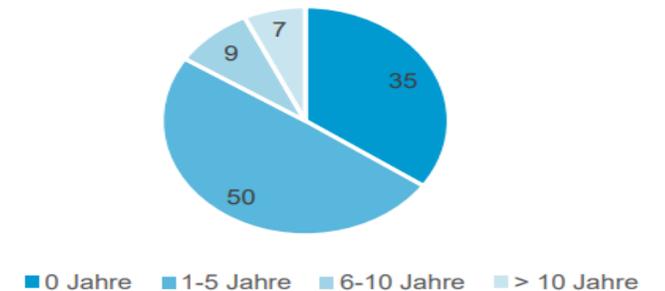
54 % Männer, 46 % Frauen

Ø 45 Jahre alt

Wahrnehmung zu Effektivität, Work Life Balance und Einsamkeit

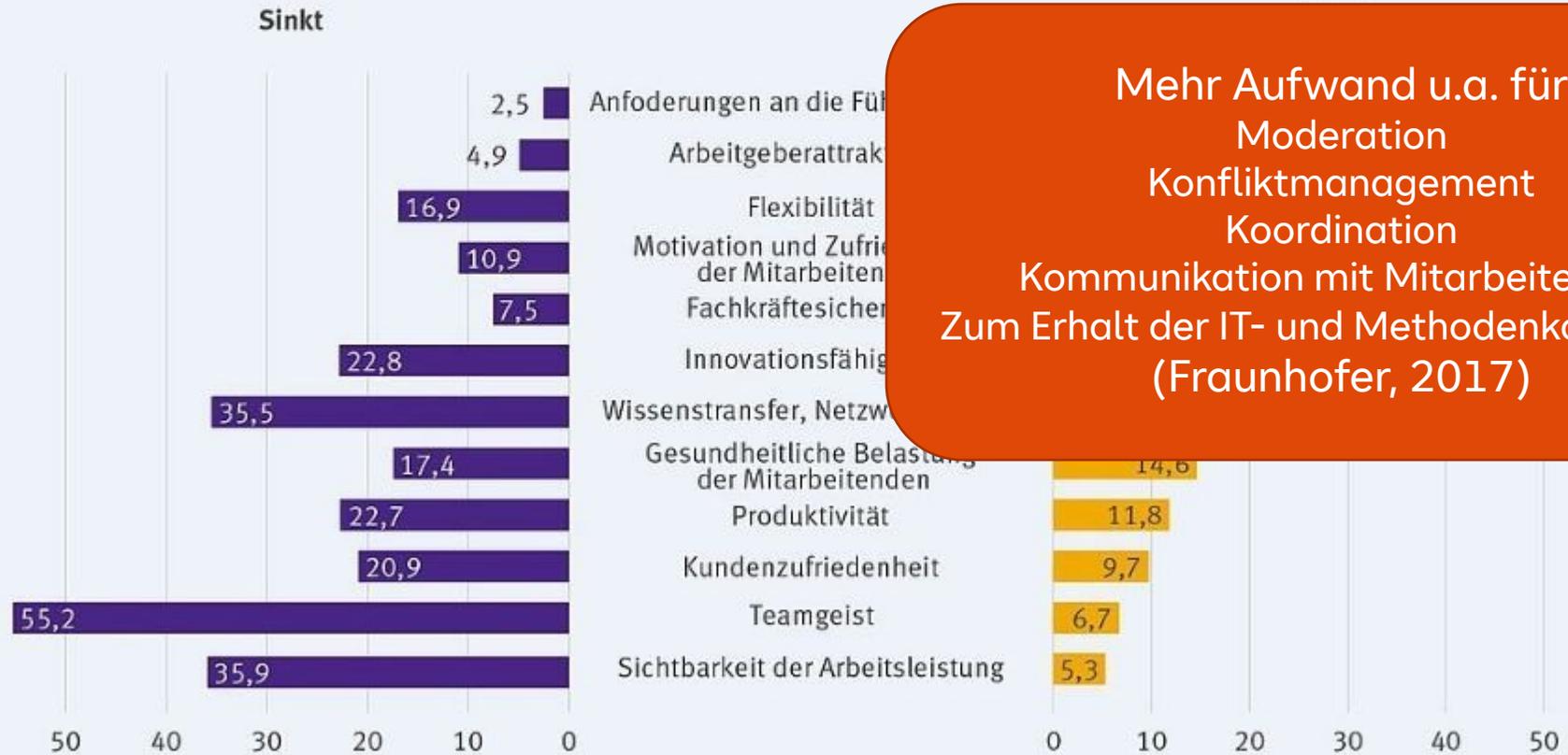


Vorerfahrung im Home Office



Auswirkungen hybrider Arbeit

Anteil der Unternehmen, in Prozent



Mehr Aufwand u.a. für
Moderation
Konfliktmanagement
Koordination
Kommunikation mit Mitarbeitenden
Zum Erhalt der IT- und Methodenkompetenz
(Fraunhofer, 2017)

Die Homeofficedebatte wird auf der falschen Ebene geführt

Elon Musk @elonmusk · 16 Std.

We are trying to accelerate sustainable energy, so what matters is how much someone can contribute to that goal.

Personal choices are your own and are respected.

4.119 3.337 48.490

From: Elon Musk [redacted]
Sent: Tuesday, May 31, 2022 1:19 PM
To: ExecStaff [redacted]
Subject: Remote work is no longer acceptable

Anyone who wishes to do remote work must be in the office for a minimum (and I mean *minimum*) of 40 hours per week or depart Tesla. This is less than we ask of factory workers.

MUSK STELLT KLAR

40 STUNDEN PRO WOCHE IM BÜRO ODER TSCHÜSS

Quelle: Twitter @elonmusk
 Bild: IMAGO/Political-Moments

rbb 24

GDP-CHEF KEVIN KOMOLKA FORDERT

Home-Office für Polizisten





Implikationen für die Praxis



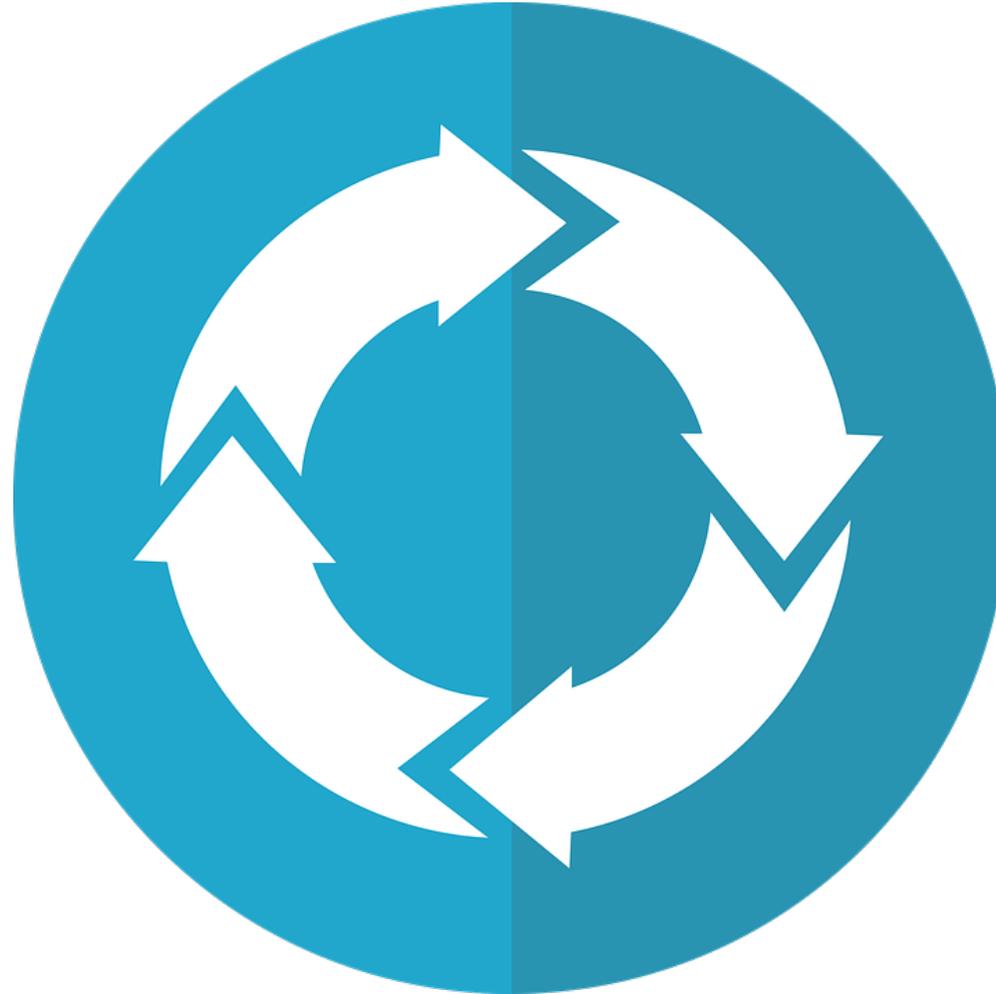
**Lasst die Teams
entscheiden!**

Fünf Fragen für Teams

Wissensarbeit geschieht heutzutage weniger auf Organisations- oder Individualebene, sondern vielmehr auf der Ebene von Teams. Trotzdem geht es in der Debatte um hybrides Arbeiten so selten darum, was den Bedürfnissen von Teams am besten gerecht wird. Diese Fragen – hier beispielhaft für „Team H“ beantwortet – können das ändern.

	Niedrig	Mittel	Hoch
Wissensaustausch Wie notwendig ist es, dass die Teammitglieder Wissen austauschen, um die Aufgaben lösen zu können?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Interdependenz Wie hoch ist die Abhängigkeit zwischen den Teammitgliedern, um die Aufgaben zu lösen? Wie notwendig sind Integration und Vernetzung der Aufgaben?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Komplexität Wie hoch ist die Komplexität der Aufgaben?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Kreativität Wie hoch ist die Notwendigkeit, Neues und Originelles zu produzieren?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Lernen am Modell Wie stark ist die Notwendigkeit, dass die Teammitglieder bei der Bearbeitung der Aufgaben voneinander lernen?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

2

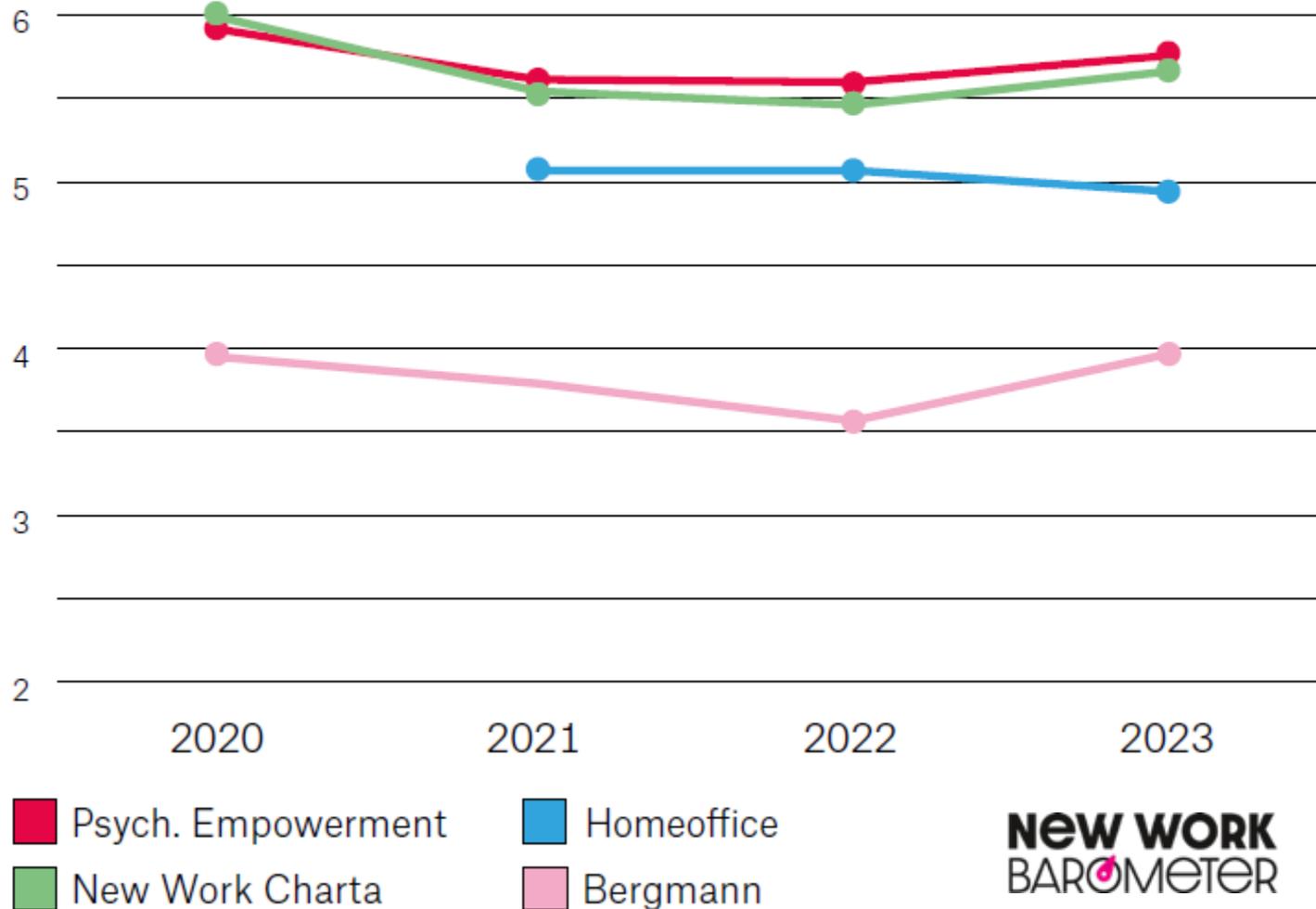


flexibles Vorgehen ist notwendig

3



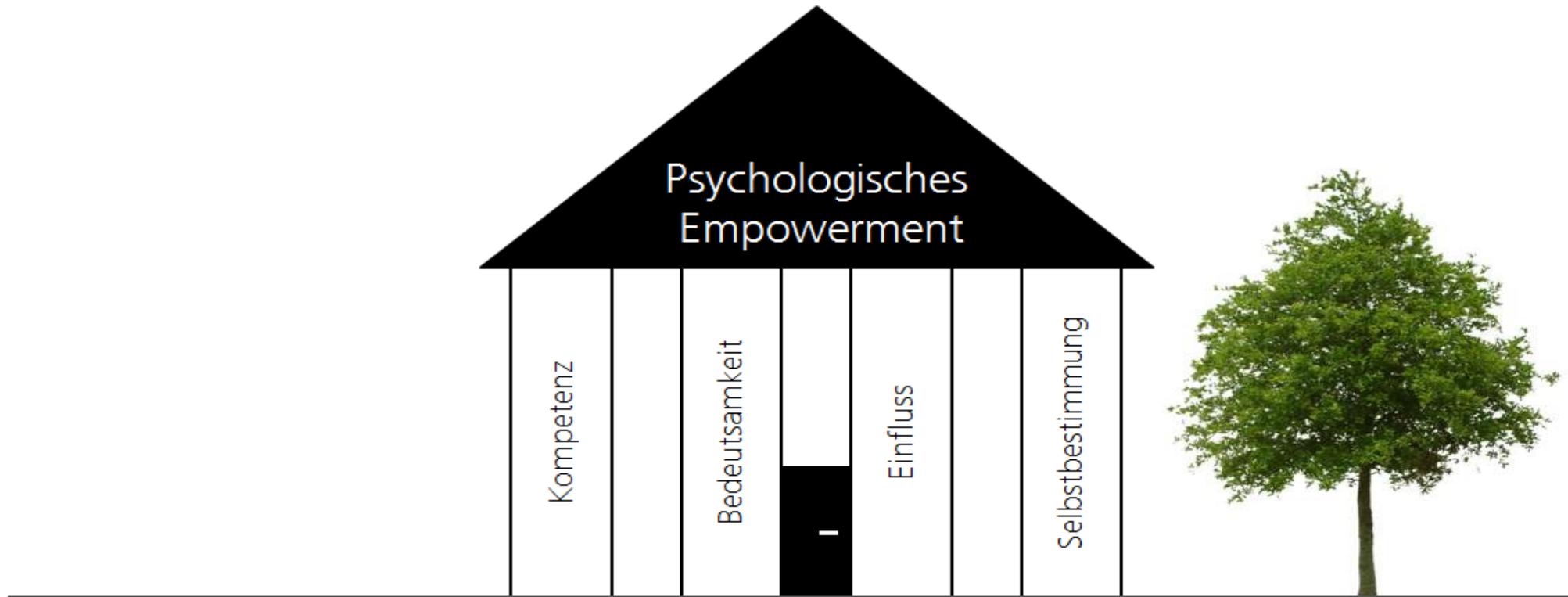
Abb. 1: Akzeptanz der verschiedenen Verständnisse von New Work über die Zeit

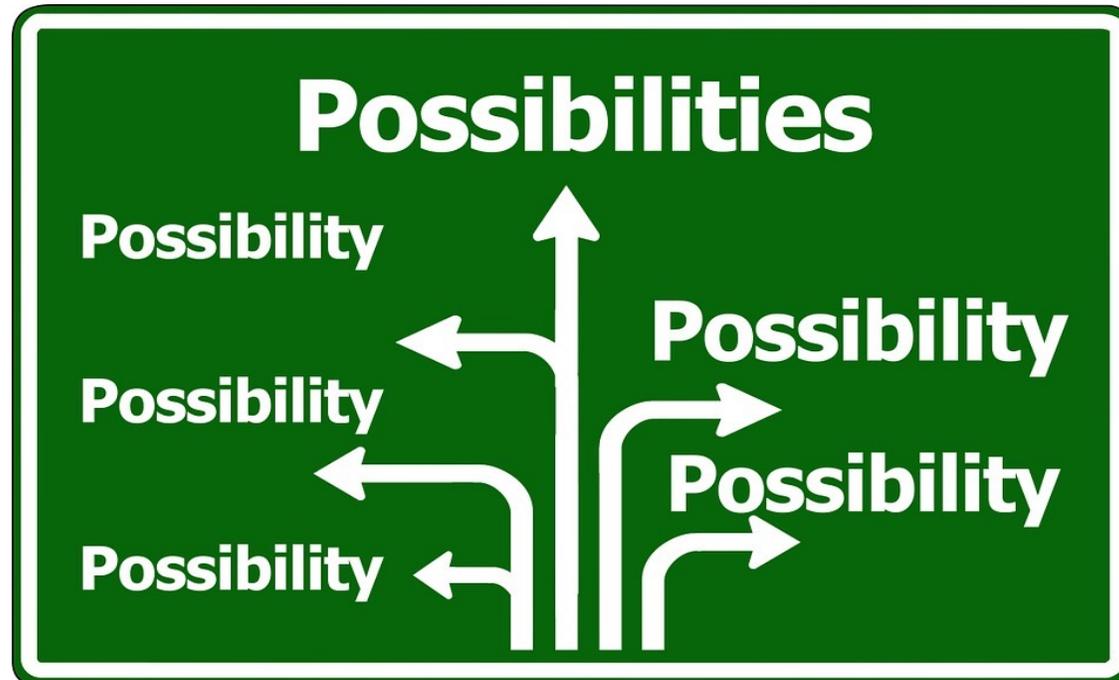


„New Work hat das Ziel, das gegenwärtige Lohnsystem zu überwinden. Menschen sollen der Arbeit nachgehen, die sie wirklich, wirklich wollen und mit technologischer Unterstützung Produkte selbst herstellen, die sie zum täglichen Leben brauchen“
(Bergmann)

„Jenseits isolierter Maßnahmen und Einzelmethoden konzentriert sich die Essenz von New Work in fünf Prinzipien, die sich im unternehmerischen Alltag widerspiegeln: Freiheit, Selbstverantwortung, Sinn, Entwicklung und soziale Verantwortung“
(Charta)

Psychologisches Empowerment



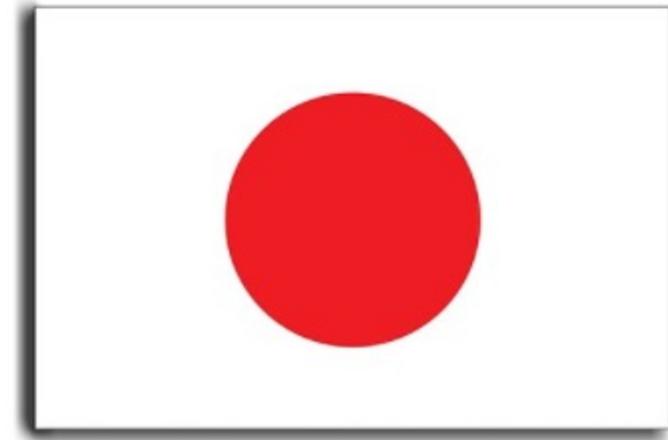


- › „Ich kann selbst entscheiden, wie ich bei meiner Arbeit vorgehe.“
- › „Ich habe beachtliche Möglichkeiten meine Arbeit frei und unabhängig auszuführen.“

„What is the meaning of life?“

“The meaning of life is meaning”

Ikigai (japanisch 生き甲斐 Lebenssinn)
„das, wofür es sich zu leben lohnt“,
„das Gefühl, etwas zu haben, für das es sich lohnt,
morgens aufzustehen“.



Bedeutsamkeit



„Die Arbeit, der ich nachgehe, bedeutet mir etwas.“

„Meine Arbeit ist mir sehr wichtig.“

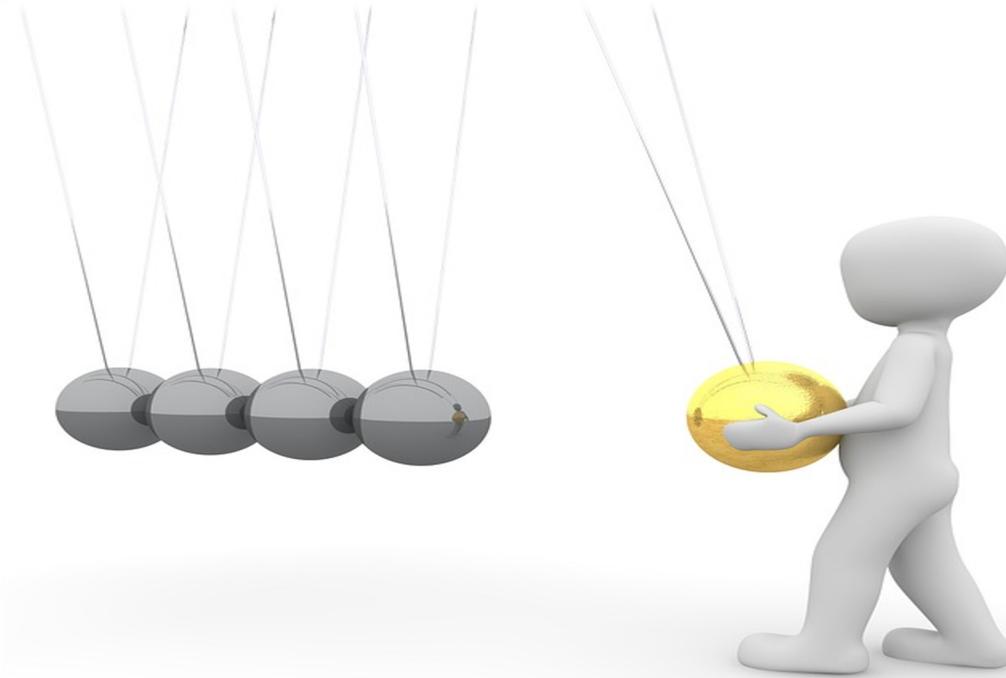
Kompetenz

„Ich bin davon überzeugt, dass ich in der Lage bin, die Anforderungen meiner Arbeit zu erfüllen.“

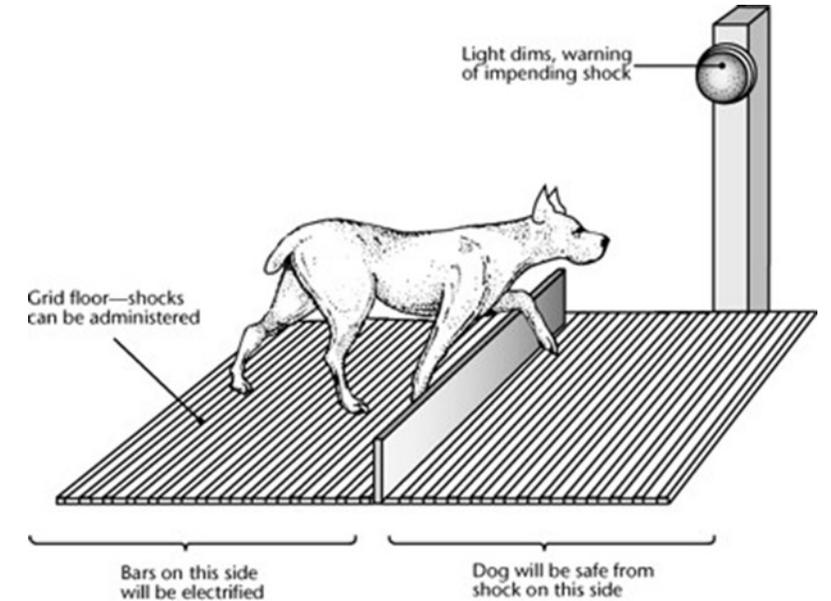
„Ich vertraue auf meine Fähigkeit, meine Arbeit bewältigen zu können.“



Einfluss



srh



„Ich nehme erheblichen Einfluss auf die Vorgänge in meinem Arbeitsbereich.“

„Ich habe weitgehende Kontrolle darüber, was in meinem Arbeitsfeld passiert.“



!!!! psychologisches Empowerment ist messbar !!!!

Wirkung von psychologischem Empowerment

(Seibert et al., 2011; Lorente-Alonso, García-Ael, & Topa, 2023)



Konsequenz	Zusammenhänge (2011)	Zusammenhänge (2023)
Arbeitszufriedenheit	.52	.50
Bindung an die Organisation	.49	.51
Extraproduktives Verhalten	.36	.18
Leistung	.33	.24
Fluktuationsabsichten	-.30	-.36
Stress	-.28	-.30
Intrinsische Motivation	-	.36

Besonders starke Effekte im Gesundheitssektor und im Servicebereich

Good relationships at work: The effects of Leader–Member Exchange and Team–Member Exchange on psychological empowerment, emotional exhaustion, and depression

CARSTEN C. SCHERMULY^{1*} AND BERTOLT MEYER²

¹SRH University Berlin, Berlin, Germany

²Chemnitz University of Technology, Chemnitz, Germany

Summary Emotional exhaustion and depression pose a threat to employees' psychological health. Social relationships at work are important potential buffers against these threats, but the corresponding psychological processes are still unclear. We propose that the subjective experience of high-quality relationships with supervisors (i.e., Leader–Member Exchange [LMX]) is one of the protective factors against psychological health issues at work and that this effect is mediated by psychological empowerment. We tested these assumptions with two studies (one cross-sectional and one time lagged) on diverse samples of employees from different organizations. The first study employed emotional exhaustion as the outcome measure; the second used depression. Results from both studies support the proposed process by showing that LMX positively affects empowerment, which negatively affects emotional exhaustion (Study 1) and depression (Study 2). Additionally, Study 2 also showed that Team–Member Exchange is as important as LMX for preventing psychological health issues among employees. Copyright © 2015 John Wiley & Sons, Ltd.

Keywords: Leader–Member Exchange; Team–Member Exchange; psychological empowerment; emotional exhaustion; depression

Psychological health issues at work are on the rise: In any given year, 9 percent of the US labor force suffers from Major Depression (Doshi, Cen, & Polsky, 2008). Mood disorders account for more than \$50 billion in US productivity losses and result in 321.2 million lost workdays per year (APA, 2010). The consequences of psychological health issues at work are manifold and include early retirement (Doshi, Cen, & Polsky, 2008) and elevated risks of suicide (Hawton, Csanás, & Comabella, Haw, & Saunders, 2013). Thus, mental health issues constitute an enormous personal and financial burden for employees, organizations, and societies as a whole. It is therefore important to identify causes and potential remedies for such issues (Maslach & Leiter, 2008).

Prior research on psychological health issues in the workplace primarily investigated emotional exhaustion (Maslach & Leiter, 2008), the basic individual strain dimension of the burnout construct (Halbesleben & Bowler, 2007). Emotional exhaustion “refers to feelings of being overextended and depleted of one’s emotional and physical resources” (Maslach & Leiter, 2008, p. 498). In contrast, workplace antecedents of depression (continuous feelings of gloom, despair, and a general lack of enthusiasm and optimism; Spell & Arnold, 2007) are investigated less frequently. Although burnout and depression are related, they differ (Maslach & Leiter, 2008), especially with regard to their contextual specificity: Burnout and emotional exhaustion focus on the individual’s social and organizational work context, whereas depression reflects general personal beliefs and feelings and is more global in nature (Leiter & Dump, 1994).

Prior research has advanced the notion that social relationships at work affect employee health (e.g., Viswesvaran, Sanchez, & Fisher, 1999) and found that positive social interactions at work even affect employees’ immune,

*Correspondence to: Carsten C. Schermuly, SRH University Berlin, Ernst-Reuter-Platz 10, 10587 Berlin, Germany. E-mail: carsten.schermuly@srh-sohschule-berlin.de

Leader-Member Exchange and Innovative Behavior

The Mediating Role of Psychological Empowerment

Carsten Christoph Schermuly,¹ Bertolt Meyer,² and Lando Dämmér³

¹Business Psychology, SRH University Berlin, Germany, ²Social and Business Psychology, University of Zurich, Switzerland, ³University of Maastricht, The Netherlands

Abstract. This study investigates the process underlying the relationship between leadership and employees' innovative workplace behavior. By combining findings from leader-member exchange (LMX) theory and from research on psychological empowerment, we propose that empowerment mediates the effects of LMX on innovative behavior. We tested the proposed process model with a structural equation model based on a time-lagged questionnaire study with a sample of 225 employees. This design allowed us to investigate the proposed effects under control of the temporal stability of innovative behavior. In partial support of the hypotheses, the model revealed a full mediation of LMX on subsequent innovation behavior via psychological empowerment. The indirect effect was significant even when controlling for the stability of innovative behavior over time.

Keywords: leader-member-exchange, psychological empowerment, innovative work behavior

Organizations must continuously develop innovative products and services to remain competitive in a globalized business environment (Miron, Erez, & Naveh, 2004). Therefore, innovations are an existential resource for the success of organizations (Nonaka & Takeuchi, 1995). At the same time, employees' newly created knowledge and ideas form the foundations of organizational innovations (Scott & Bruce, 1994). To remain competitive in a globalized business environment, organizations have to rely on the innovativeness of their employees. It is thus important to understand the antecedents and complex mechanisms driving innovative work behaviors in organizations (Sanders, Moorkamp, Torka, Groeneveld, & Groeneveld, 2010).

As one important antecedent of innovative behavior, the quality of employees' relationship with their supervisors has been identified in the context of leader-member exchange theory (LMX theory) (e.g., Basu & Green, 1997; Sanders et al., 2010; Scott & Bruce, 1994). This finding elicits the considerable research attention that LMX theory (Graen & Uhl-Bien, 1995) has received in organizational research (Dulebohn, Bommer, Liden, Brouer, & Ferris, 2012). LMX theory focuses on dyadic relationships between supervisors and employees, stating that supervisors vary the quality of these relationships across employees (Graen & Uhl-Bien, 1995). The theory has “substantially contributed to deepening our understanding of fundamental leadership phenomena” (Schriesheim, Castro, & Cogliner, 1999, p. 102).

Nevertheless, little is known about the psychological processes that underlie the association between LMX and innovative work behavior. An understanding of the mechanism that relates LMX and innovative behavior could be used in leadership and organizational development programs to minimize barriers to the innovation processes in organizations. In this study, we therefore propose a possible mediator of the relationship between LMX and innovative behavior. Supervisors are key interaction partners for their employees, and “the supervisor-subordinate relationship has a major impact on employees' work experiences” (Liden, Wayne, & Sparrowe, 2000, p. 409). We propose that one such central work experience is the perception of psychological empowerment. Psychological empowerment is a motivational construct manifested in four individual evaluations of the work role of an employee. The cognitions of meaning, competence, self-determination, and impact should combine to an overall construct of psychological empowerment (Spreitzer, 1995). Meta-analytic results (Dulebohn et al., 2012) showed that there is a positive relationship between LMX and psychological empowerment. Further, a recent study revealed that empowerment can be an important mediator for the relationship between LMX and outcome variables like job performance and job satisfaction (Zhou, Wang, Chen, & Shi, 2012). Building on these arguments, we propose that psychological empowerment can also be an important mediator for the relationship between LMX and innovative work behavior.

Our study is the first to examine LMX, psychological empowerment, and innovative workplace behavior simultaneously and does so with a time-lagged design. We propose that LMX impacts subsequent innovative workplace behavior directly as well as indirectly through psychological empowerment. By proposing this process model, we con-

firmly associated with service quality (Kuo & Ho, 2010), learning performance (Vollmeyer & Rheinberg, 1998), creativity (Zubair & Kamal, 2015) and organizational citizenship behaviour (Kasa & Hassan, 2015). Experiencing flow increases feelings of self-efficacy (Salanova et al., 2006) and has “positive effects for employee well-being and innovation at work” (Nielsen & Cleal, 2010, p. 180). As flow correlates with physiological markers signalling an active reward system (De Manzano et al., 2010), people seek out and try to repeat flow experiences (Shernoff et al., 2003). In sum, flow is a central motivational and affective cognition towards a situational work experience, and is thus instrumental for many important work- and health-related outcomes. We thus construe frequent flow experiences among employees as an important aspect of creating favourable working conditions that maintain employees' psychological well-being in the long-run. Especially in times of rising psychological health issues among employees (Doshi et al., 2008), creating a work environment where flow occurs frequently is thus an important organizational aim in its own right.

Given the importance of flow, knowledge on how to facilitate it is vital for research and practice. Evidently, leadership is the central way in which organizations can change employee cognition and affect. Leaders have the power to shape work environments (Liden et al., 1997), affecting their own and their employees' job characteristics and resources, which are an important antecedent of flow (Demerouti, 2006; Fong et al., 2015; Salanova et al., 2006).

While the general link between leadership and employee affect is relatively well-established (e.g. George, 2000; Schermuly & Meyer, 2016), the scope of research on the relationship between leadership styles and flow is relatively limited.

Flow is not just an enjoyable experience; experiencing flow is associated with numerous positive individual and organizational outcomes: Flow enhances performance because employees are motivated to learn and to set challenging goals when experiencing flow (Engesser & Rheinberg, 2008). Accordingly, flow is

positively associated with service quality (Kuo & Ho, 2010), learning performance (Vollmeyer & Rheinberg, 1998), creativity (Zubair & Kamal, 2015) and organizational citizenship behaviour (Kasa & Hassan, 2015). Experiencing flow increases feelings of self-efficacy (Salanova et al., 2006) and has “positive effects for employee well-being and innovation at work” (Nielsen & Cleal, 2010, p. 180). As flow correlates with physiological markers signalling an active reward system (De Manzano et al., 2010), people seek out and try to repeat flow experiences (Shernoff et al., 2003). In sum, flow is a central motivational and affective cognition towards a situational work experience, and is thus instrumental for many important work- and health-related outcomes. We thus construe frequent flow experiences among employees as an important aspect of creating favourable working conditions that maintain employees' psychological well-being in the long-run. Especially in times of rising psychological health issues among employees (Doshi et al., 2008), creating a work environment where flow occurs frequently is thus an important organizational aim in its own right.

Given the importance of flow, knowledge on how to facilitate it is vital for research and practice. Evidently, leadership is the central way in which organizations can change employee cognition and affect. Leaders have the power to shape work environments (Liden et al., 1997), affecting their own and their employees' job characteristics and resources, which are an important antecedent of flow (Demerouti, 2006; Fong et al., 2015; Salanova et al., 2006).

While the general link between leadership and employee affect is relatively well-established (e.g. George, 2000; Schermuly & Meyer, 2016), the scope of research on the relationship between leadership styles and flow is relatively limited.

Psychological empowerment, psychological and physical strain and the desired retirement age

Carsten Christoph Schermuly

Department of Business Psychology, SRH University of Applied Sciences Berlin, Berlin, Germany, and

Victoria Büsch and Carolin Graßmann

SRH University of Applied Sciences Berlin, Berlin, Germany



Transformational leadership, psychological empowerment, and flow at work

Carsten C. Schermuly* and Bertolt Meyer†

*Berlin School of Management, SRH Berlin University of Applied Sciences, Berlin; †Institute for Psychology, Technische Universität Chemnitz, Chemnitz

ABSTRACT

Frequent experiences of flow – an enjoyable state of optimal challenge – at work are associated with many positive individual and organizational outcomes. In our research, we examine how leaders affect subordinates' flow experiences through subordinates' work-related self-concept. Specifically, on the basis of self-concept theory, we propose that transformational leaders affect followers' work-related self-concept, which we construe as followers' psychological empowerment, consisting of the four sub-factors of meaning, competence, self-determination and impact. We further propose that psychological empowerment is positively related to flow experiences at work. In sum, we thus hypothesize that the effect of transformational leadership on employees' flow experiences is mediated by psychological empowerment. Additionally, we propose that this indirect effect is moderated such that it is stronger for employees holding a formal leadership position. We tested the model with two two-wave questionnaire studies with employees (Study 1: $N = 307$ at time 1; $N = 60$ at time 2; Study 2: $N = 611$ at time 1; $N = 271$ at time 2) from different organizations. Path models reveal support for the mediation hypotheses in both samples but not for the moderated mediation hypothesis.

ARTICLE HISTORY

Received 14 June 2018
Accepted 25 March 2020

KEYWORDS

Flow; transformational leadership; psychological empowerment; self-concept

Abstract

Purpose – The desired retirement age (DRA) becomes more important because some countries adapt their strict retirement regulations to it. A process is tested for how psychological empowerment influences the DRA mediated by psychological and physical strain and how the DRA is connected to the expected retirement age (ERA). The paper aims to discuss these issues.

Design/methodology/approach – Structured interviews with 1,485 German employees (65 years and older) were conducted via telephone.

Findings – Psychological and physical strain mediated both the relationship between psychological empowerment and the DRA. DRA and ERA were positively associated. The control variables – age, net income, and organizational size – also significantly affected the DRA.

Research limitations/implications – The results are only valid for the German job market. All variables were collected at one measurement point.

Practical implications – The strengthening of psychological empowerment can be one measure to motivate older employees to delay their retirement and finally keep them longer in the labor force.

Originality/value – A large sample was collected and interviewed via telephone, which helps to overcome some limitations of questionnaire research. The process model helps to understand how job characteristics are connected with the DRA and the ERA.

Keywords Quantitative, Psychological empowerment, Ageing workforce, Desired retirement age, Pre-retirement job factors, Psychological strain, Physical strain

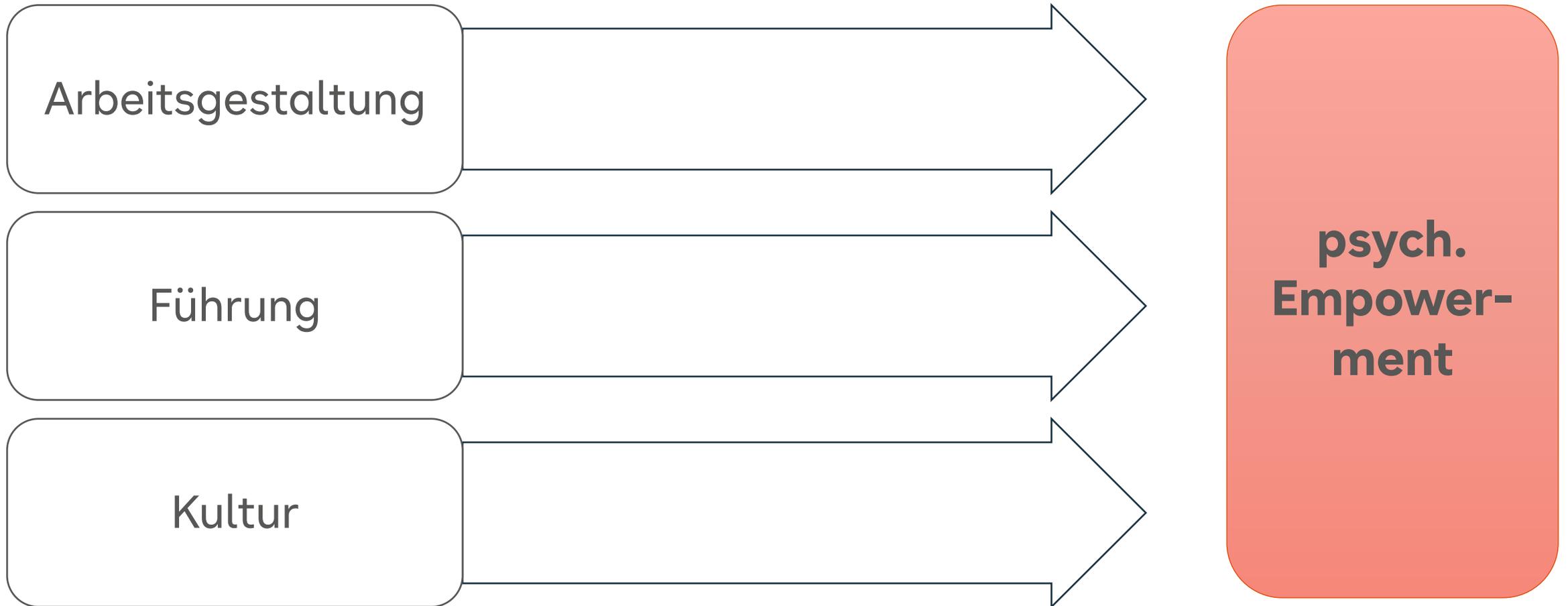
Paper type Research paper

Introduction

“Across the developed world, governments and employers are seeking ways to encourage older people to delay retirement” (Flynn, 2010, p. 308). The Baby Boom generation is reaching retirement age and the available number of younger employees in the labor market is decreasing in many countries (Loi & Shultz, 2007). For example, the amount of people of working age (20–64 years old) in the European Union is projected to decrease by almost 10 percent, from 61.3 percent in 2010 to 51.1 percent in 2050 (European Commission, 2011). To prevent a skill shortage, many organizations will need to motivate their older employees to work longer. At the same time, older individuals in many countries can look forward to the longest retirement phase ever (Zhan et al., 2015). And a significant part of this phase can be lived in good health. A 65-year-old man from Germany can expect to have 6.6 years in retirement (7.2 years for women) without activity limitation. In other countries of the EU, the number of years is even higher, such as in the UK (men = 11.0; women = 11.9) and in France (men = 9.7; women = 9.9) (EHEIS, 2014). Thus, employees can work longer today than in previous generations. Questions arise around if they want to, and which factors influence their motivation to retire.

The Federal Government of Germany provided research funding through the German Federal Institute for Population Research for the execution of the telephone interviews.

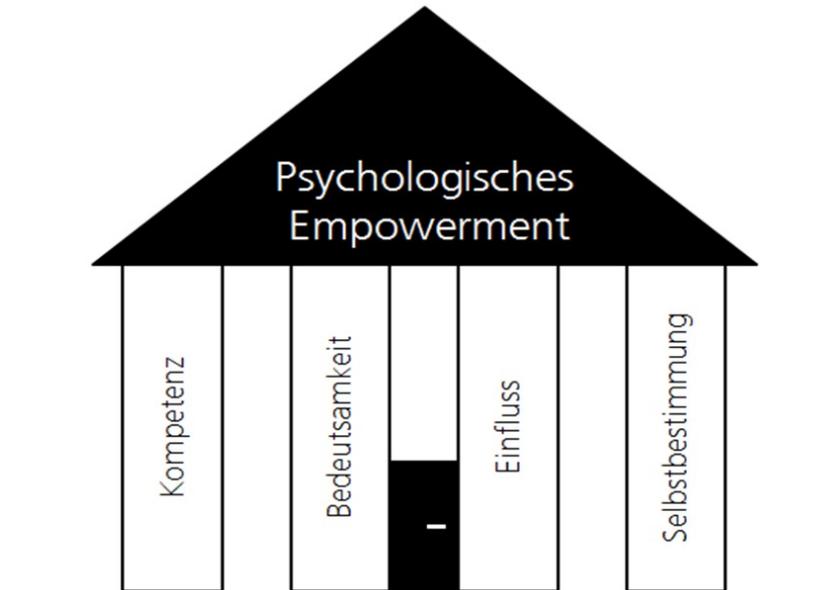
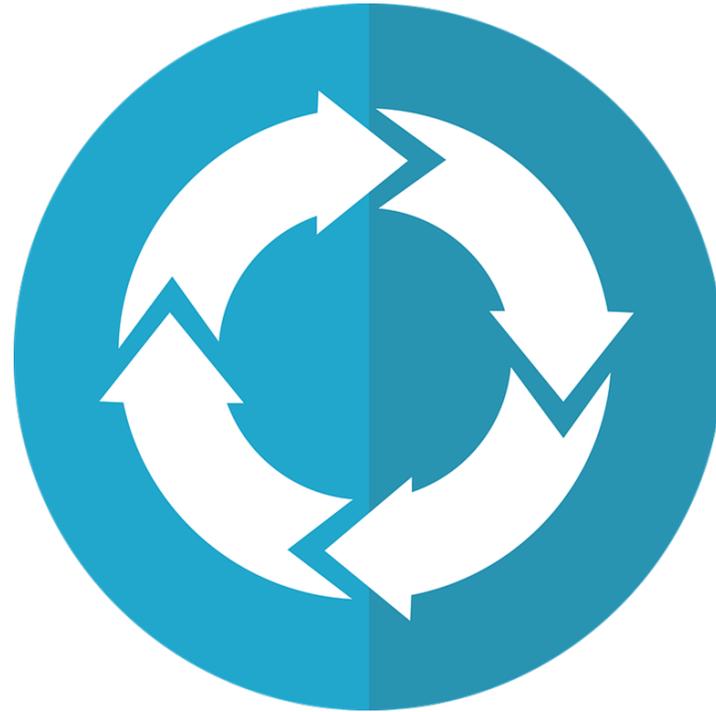
Wie kann psychologisches Empowerment gefördert werden?



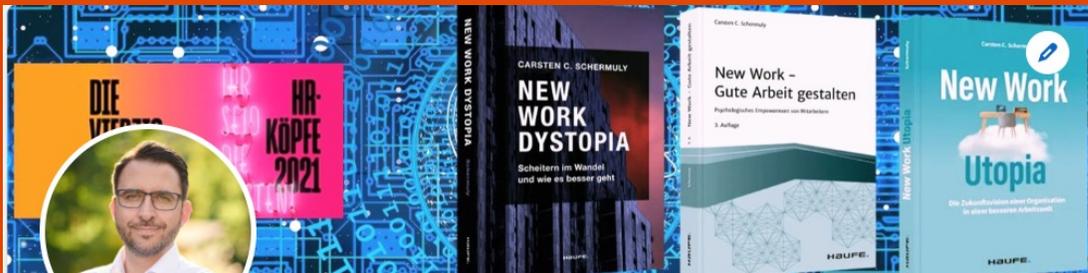
Fazit



**Lasst die Teams
entscheiden!**



Vielen Dank für Ihre Aufmerksamkeit!



Prof. Dr. Carsten C. Schermuly
 40 führende Köpfe HR 21/ Vice President Research and Transfer bei SRH Hochschule Berlin

Themen: #newwork, #coaching und #newworldofwork
 Metropolregion Berlin/Brandenburg · [Kontaktinfo](#)
 10.355 Follower:innen · 500+ Kontakte

srh SRH Hochschule Berlin
 Helmut Schmidt Universität -
 Universität der Bundeswehr
 Hamburg