

## About PF8: Involvement & Influence

### What are Psychosocial Factors?

Psychosocial factors are elements that impact employees' psychological responses to work and work conditions, potentially causing psychological health problems. Psychosocial factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and coworkers, and clients or customers).

### What is PF8: Involvement & Influence?

GM@W defines PF8: Involvement & Influence as present in a work environment where employees are included in discussions about how their work is done and how important decisions are made. Opportunities for involvement can relate to an employee's specific job, the activities of a team or department, or issues involving the organization as a whole.

### Why is Involvement & Influence important?

When employees feel they have meaningful input into their work they are more likely to be engaged, to have higher morale, and to take pride in their organization. This, in turn, increases their willingness to make extra effort when required. Job involvement is, thus, associated with increased psychological well-being, enhanced innovation, and organizational commitment.

### What happens when employees lack involvement or influence?

If employees do not believe they have a voice in the affairs of the organization, they are likely to feel a sense of indifference or helplessness. Job alienation, or non-involvement, is associated with cynicism and distress, greater turnover, and burnout.

### How can Involvement & Influence be improved?

Start by conducting the GM@W Organizational Review and/or the GM@W Survey and reviewing the results. If **Involvement & Influence** is identified as an area of concern or relative strength, refer to the GM@W Action Resources for a practical strategy and evidence-based and effective suggested actions that can improve **Involvement & Influence**. It is also important to discuss the findings with employees to gain a further understanding of the results and to obtain input into possible interventions. Furthermore, it is important to evaluate the undertaken interventions over time to ensure they are effective and to take corrective action where needed. Consider reviewing the resources below. Finally, refer back to the GM@W website on occasion for new ideas about how **Involvement & Influence** can be enhanced.

**Further information about Involvement & Influence:**

- Canadian Mental Health Association, Ontario. (2012). *Mental health works*. Retrieved from <http://www.mentalhealthworks.ca>
- Elloy, D., Everett, J., & Flynn, W. (1991). An examination of the correlates of job involvement. *Group & Organization Studies*, 16(2), 160-177. doi: 10.1177/105960119101600204
- Gilbert, M. & Bilsker, D. (2012). *Psychological Health and Safety: An Action Guide for Employers*. Retrieved from [http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce\\_Employers\\_Guide\\_ENG.pdf](http://www.mentalhealthcommission.ca/SiteCollectionDocuments/Workforce/Workforce_Employers_Guide_ENG.pdf)
- Misra, S., Kanungo, R., von Rosenstiel, L., & Stuhler, E. (1985). The motivational formulation of job and work involvement: A cross-national study. *Human Relations*, 38(6), 501-518. doi: 10.1177/001872678503800601
- The Great-West Life Assurance Company. (2012). PF8: Involvement and Influence. In *Centre Resources by GM@W Factor and On the Agenda*. Retrieved from <http://www.workplacestrategiesformentalhealth.com>

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