

Enhancing workplace learning through job-design, leadership and organizational support

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Starting point

(Digital) innovations and global trends:

- the ongoing organizational transformations produce uncertainties for everyone involved

Changing world of work:

- new learning requirements (for an older workforce)

Learning at work and learning support:

- key factor for enhancing health and work-ability



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Research interest

Research questions:

- How do job characteristics that enhance workplace learning relate to relevant characteristics of workers in administration, banking and insurance work (i.e., vocational competencies, self-efficacy, health and work-ability)?
- Which role do supervisors and leadership behavior play in supporting workplace learning?
- What are beneficial organizational support features for learning and development (and what is hindering)?

Theory and operationalization:

- based on German psychological „Action Regulation Theory“ (Hacker, 2003)

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Methods

- online survey for employees (N = 538) and supervisors (N = 144)
- in 10 organizations from the public administration, banking and insurance sectors
- 25 exemplary workplace observations
- 33 qualitative interviews with experts from the organizations involved
- hierarchical regression analysis and qualitative content analysis (Mayring, 2014)



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Summary of key findings

- job characteristics enabling workplace learning (e.g., Hacker, 2003; Richter & Wardanjan, 2000) were positively related to vocational competencies, self-efficacy, health, and work-ability
- positive interaction effect with learning-oriented leadership (Sonntag et al., 2005) regarding competencies and self-efficacy
- the leaders' role for supporting employees' learning and development was often unclear within the organizations



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Conclusion and outlook

Learning matters:

- need for learning support to promote health, work-ability

Dual role for supervisors:

- supporting through learning-oriented job design and by learning-oriented leadership behavior
- they need organizational support in order to fulfil this dual role

“Learning contracts“:

- promising organizational concept?



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Thank you!

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