

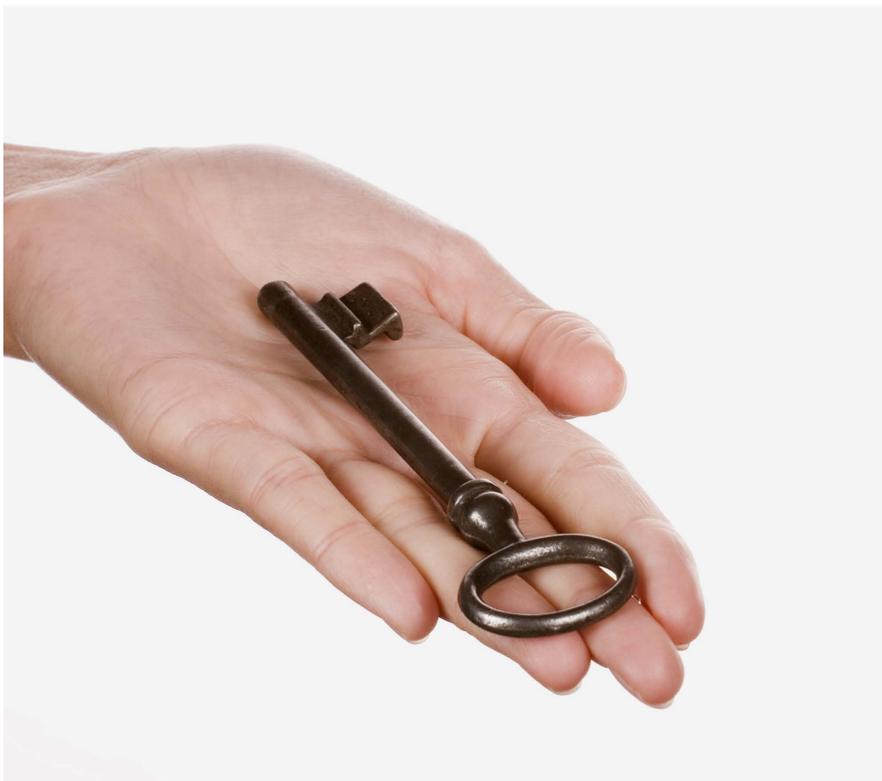
A key to success in workplace survey processes

Petra Nilsson, PhD & Kerstin Blomqvist, Ass. Prof. Kristianstad University, Sweden

Conclusions

It is important for a hospital management to understand that first-line managers in their organization have different approaches to a survey process and to work proactively from there. The hospital management needs to:

- 1. create conditions for all managers to see their own possibility in active participation**
- 2. set aside time for concrete actions in the preparation phase before the survey process starts. First-line managers' readiness for survey processes will predict employees' readiness for participation and commitment.**



Findings

The analysis of how first-line managers experienced workplace survey processes resulted in the following four main approaches.

Approach	Attitude and focus
1. As a possibility	Humble and calm Focus the survey process on quality improvements both holistically (the hospital) and specifically (the own ward).
2. As a competition	Self-confident and performance anxiety Focus on reaching own goals with the survey process, and every defeat was a driving force forward to be the best.
3. As a work task among others	Stable and contemplativ Focus on completing the task and wanted to evaluate whether the survey process was performed correctly from start to finish.
4. As an imposition	Lonely and stressed Focus on all survey process factors that did not work and how time consuming it was.

Background

Employee surveys are conducted annually in most organizations, with the purpose of investigating how employees experience work and what improvements need to be made. But many survey processes run out of steam and are not used to improve work situation, employee experience or health. Often the employees' participation in the survey and commitment to the results, are focused on improving survey outcomes. But possibly it is the first-line managers in the first place that should be prepared for a survey process. However, there seems to be little research that explore managers' attitudes and motivation regarding survey processes.

Aim

The aim of this study was to explore how first-line managers think about and act regarding workplace survey processes.

Method

- The interview study was performed at a Swedish hospital in 2013.
- First-line hospital managers (n=24) were included in the study. Managers were from different hospital wards, e.g. medicine, surgery, and administration.
- The focus of the interview was to let managers tell their own story about how they work with survey processes.
- In the analysis, a phenomenography approach was used, with the aim of describing the ways in which different people experience a phenomenon (here workplace surveys). The multi-faceted picture that people express from their experiences, understanding and perceptions related to a phenomenon is shown.

Reference

Nilsson, P. & Blomqvist, K. (2017). Survey process quality is a question of healthcare managers' approach. *International Journal of Health Care Quality Assurance*, 30(7).