

Schwerpunkte und Aktivitäten der Arbeitsgruppe für Kritische Arbeits- und Organisationspsychologie: Radikal-humanistische Forschung für soziale Veränderung



Innsbruck Group on *Critical Research* in Work- and Organizational Psychology (I-CROP)



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of the International Conference on Critical and Radical
Humanist Work and Organizational Psychology,
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(Prof. Dr. Thomas Kohls, Dr. Rainer Fuchs) and the Critical Division (CROP) of the "Future of Work and
Organizational Psychology" (FOWOP) movement. Financially supported by the Institute of Psychology, Research
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I-CROP
Innsbruck Group on Critical Research
in Work and Organizational Psychology

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STUDY CENTER
INTERNATIONAL PSYCHOANALYTICAL
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I-CROP's general mission is the promotion of critical reflections on the role of the economic and societal conditions for psychological aspects in the world of work and research on the world of work.



I-CROP is convinced that *uncritical* approaches to w/o-psychology, which neglect, downplay, or deny the fundamental importance of the economic and societal system (including societal values, norms and beliefs) in shaping psychological processes at work and their scientific investigation, are, by themselves, ideological, serving the particular interests that benefit from these unquestioned conditions.



I-CROP is convinced that a value-free w/o-psychology is not possible. However, researchers are asked to disclose the values and interests guiding their scientific work.

I-CROP

I-CROP's conceptualization of "critical" and "critique", much like the ideas it adopts regarding the character and effects of ideology in general, are strongly inspired by the Frankfurt School of Critical Theory (e.g., Adorno, Horkheimer, Fromm, Marcuse, Habermas).

I-CROPs values are radical-humanist. Our research is dedicated to improve prosociality, ethics, personal development, health, well-being, democracy and justice. I-CROP is dedicated to advancing humanistic values to counter the dominating logics of neoliberal ideology, such as fostering *individualization* instead of *individualization*, *solidarity* instead of competition, and *emancipation* instead of instrumentality.

I-CROP is explicitly dedicated to strengthening the links between critical social theory and empirical research in w/o-psychology.



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<https://www.uibk.ac.at/psychologie/tagung/icrop/>

www.uibk.ac.at/psychologie/mitarbeiter/hoege/criticalwop.html

Organisationale Demokratie

APPLIED PSYCHOLOGY
APPLIED PSYCHOLOGY: AN INTERNATIONAL REVIEW, 2019, 9 (0), 1–43
doi: 10.1111/apps.12205

Psychological Research on Organisational Democracy: A Meta-Analysis of Individual, Organisational, and Societal Outcomes

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Our meta-analytic review investigates how employee participation in democratic enterprises is related to psychological outcomes. We gathered 60 studies through a systematic literature search of quantitative field studies published between January 1970 and May 2017) and extracted 138 effect sizes related to three indicators of organisational democracy (OD) and 15 psychological outcomes. The overall findings suggest that employees' individually perceived participation in organisational decision making (IPD) had a stronger relation to job satisfaction ($p = .25$), job involvement/work motivation ($p = .36$), prosocial work behaviours ($p = .24$), civic and democratic behaviours ($p = .21$) and perceived survival/longevity ($p = .44$) than the other two OD indicators: structurally anchored employee participation (SAEP) and employee participation in collective ownership (EO). This was not the case for value-based commitment: the relations of SAEP ($p = .40$), EO ($p = .34$), and IPD ($p = .40$) with commitment were nearly equal. Mediation analyses indicated that IPD partially mediated most of the effects of SAEP and EO on the outcomes mentioned. The cross-sectional database and a small number of studies for some of the outcomes are the main limitations of this study.

(Weber, Unterrainer & Höge, 2020).

ODEM Modell

ORGANISATIONALE DEMOKRATIE
ODE: 1981, Heller et al. 1988; Weber, 2004

Wahrgenommene Beteiligung an demokratischen Entscheidungsprozessen in

- operativen
- taktischen und
- strategischen Angelegenheiten.

SOZIO-MORALISCHES ORGANISATIONSKLIMA
Nach Hoff, Lempert & Laage, 1991; Kohlberg, 1984; Power, Higgins & Kohlberg, 1989

- Offene Konfrontation mit sozialen Konflikten
- zuverlässig gewährte Wertschätzung
- Gelegenheit zu zwangloser Kommunikation und partizipativer Kooperation
- angemessene Zuweisung von Verantwortung

SOZIALE, DEMOKRATIEFÖRDERLICHE HANDLUNGSBEREITSCHAFTEN

Prosoziale Handlungsbereitschaften

- **Prosoziales Arbeitshandeln** (OCB) (Cropanzano & Rensvold, 2000 in Anlehnung an Kohnsvoigt & Orgun, 1996; Podsakoff, Alesandri & MacKenzie, 1997)
- **Perspektivenübernahme / Empathie** (Podsakoff & Spector, 1995 in Anlehnung an Davis, 1980)
- **Solidarität am Arbeitsplatz** (Follett, Stimpert & Pavlovsky, 2004)

Gemeinwesenbezogene Handlungsorientierungen

- **Humanistische Ethik** (Doh & Dick, 2000; Katz & Hass, 1988)
- **Demokratische Orientierungen** (Bibace, 2003)
- **Selbstwirksamkeit (Gerechte Welt)** (Meyers-Rice & Morone, 1998)

Organisationales Commitment (Follett et al., 2004 in Anlehnung an Allen & Meyer, 1990)

- **Affektives Commitment**
- **Normatives Commitment**

Organizational and Psychological Features of Successful Democratic Enterprises: A Systematic Review of Qualitative Research

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Keywords: democratic enterprises, organizational democracy, workplace democracy, worker co-operatives, retention, degeneration, regeneration

Abstract

In organizational psychology the positive effects of democratically structured enterprises on their employees are well documented. However, the longstanding viability as well as economic success of democratic enterprises in a capitalist market environment has long been contested. For instance, this has given rise to widespread endorsement of the "degeneration thesis" and the so-called "iron law of oligarchy". By reviewing 77 qualitative studies that examined 83 democratic enterprises (including 15 studies on nine enterprises of the Mondragon Cooperative Corporation network) within the last 50 years, the present systematic review provides evidence that such enterprises are able to economically survive and prosper. The majority of studies evidenced (63.5%) either resisted pressures towards degeneration or subsequently regenerated after undergoing degenerative processes. Only 9.5% fully degenerated in accordance with the degeneration thesis and the "iron law of oligarchy", while 27.0% of the democratic enterprises showed diverse and mixed forms of degeneration tendencies, indicating that the notion of an "iron law" needs to be revised. Within the nine investigated cases of Mondragon not one single enterprise or group fully degenerated. Three cases showed degenerative tendencies, another three one degenerative tendency and simultaneously regeneration, one case fully resisted degenerative tendencies (retention) and two cases regenerated. Further, this systematic review provides an overview of organizational and external conditions, neo-democratic or neo-participative practices and psychological phenomena that contribute to the degeneration, regeneration, or resistance to degeneration (i.e., retention). The described examples of such practices may help practitioners to implement and maintain democratic structures and processes in contemporary organizations.

(Unterrainer, Weber, Höge & Hornung, Frontiers in Psychology, in press)

Neoliberale Ideologie am Arbeitsplatz und in der A&O-Psychologie

Dezidiert nicht-neutrale, *kritische* Konzeption von **Ideologie**:

"Die Gedanken der herrschenden Klasse sind in jeder Epoche die herrschenden Gedanken, d.h. die Klasse, welche die herrschende materielle Macht der Gesellschaft ist, ist zugleich ihre herrschende geistige Macht."
Marx/Engels: Die deutsche Ideologie, 1846. MEW 3

„Ideology is meaning in the service of power.“ (Thompson, 1990)

“...ideology [is] a body of meaning and values encoding certain interests relevant to social power [...] Ideologies are often thought, more specifically, to be unifying, action-oriented, rationalizing, legitimating, universalizing and naturalizing.“ (Eagleton, 1991)

"Neoliberalism is in the first instance a theory of political economic practices that proposes that human well-being can best be advanced by liberating individual entrepreneurial freedoms and skills within an institutional framework characterized by strong private property rights, free markets and free trade."
(Harvey, 2005)

Neoliberal Ideology

Workplace	Work and organizational psychology (WOP)
Political logic - Instrumentality - Individualism - Competition	- Instrumentality - Individualism - Competition
Social logic - Business case - Individualization - Decline of labour agreements - Contracts - Quantitative assessment - Control and monitoring	- Instrumentality of employees - goals in scientific models, and topics of research - Growing interest in individualized topics - Practical recommendations to improve organizational performance - Use of theory, models and concepts to explain contribution of individual employees to organizational performance
Fantasmatic logic - Freedom - Mentocracy & social Darwinism - Growth & progress	- Harmonious employment - Social engineering

Bal & Dóci (2018)

Past, Present, and Future of Critical Perspectives in Work and Organizational Psychology – A Commentary on Bal (2020)

Wolfgang G. Weber, Thomas Höge, and Severin Hornung

Weber, Höge & Hornung (ZAO, 2020)

Aktuelles empirisches I-CROP-Projekt: Fragebogenentwicklung zur Erfassung von neoliberalen ideologischen Überzeugungen (3 Dimensionen)

Internalized Affirmative Beliefs on Neoliberal Individualism, Competition and Instrumentality

Individualism	Competition	Instrumentality
Belief that self-interest is core to human nature and necessary for the functioning of organizations, economy and society	Belief that competition is inherent to human nature and the best principle to efficiently allocate resources, and advance organizations, economy and society	Belief that using other living beings as means to achieve own ends is inevitable and in line with human nature
Self-reliance of individuals, who are solely responsible for their success, health and happiness, rather than organizations, economy or society	In analogy to Darwinist theory, "competition" seen as necessary for provision of goods & services, quality, innovation, performance	Role of employees as instruments (resources) to achieve profitable performance necessary for the functioning of organizations, economy and society
Egalitarian collectivistic orientations and practices interpreted as coercion, stagnation, conformism, and in-effectiveness	Cooperation and prosocial behavior judged positive and reasonable only in the context of performance and competitiveness	Humanistic notions of wellbeing and development as "ends in themselves" as unrealistic, utopic, wishful thinking

Study 1: $\alpha = .88$, $\beta = .88$, $\gamma = .88$, $\delta = .88$, $\epsilon = .88$, $\zeta = .88$, $\eta = .88$, $\theta = .88$, $\iota = .88$, $\kappa = .88$, $\lambda = .88$, $\mu = .88$, $\nu = .88$, $\xi = .88$, $\omicron = .88$, $\pi = .88$, $\rho = .88$, $\sigma = .88$, $\tau = .88$, $\upsilon = .88$, $\phi = .88$, $\chi = .88$, $\psi = .88$, $\omega = .88$, $\delta = .88$, $\epsilon = .88$, $\zeta = .88$, $\eta = .88$, $\theta = .88$, $\iota = .88$, $\kappa = .88$, $\lambda = .88$, $\mu = .88$, $\nu = .88$, $\xi = .88$, $\omicron = .88$, $\pi = .88$, $\rho = .88$, $\sigma = .88$, $\tau = .88$, $\upsilon = .88$, $\phi = .88$, $\chi = .88$, $\psi = .88$, $\omega = .88$, $\delta = .88$, $\epsilon = .88$, $\zeta = .88$, $\eta = .88$, $\theta = .88$, $\iota = .88$, $\kappa = .88$, $\lambda = .88$, $\mu = .88$, $\nu = .88$, $\xi = .88$, $\omicron = .88$, $\pi = .88$, $\rho = .88$, $\sigma = .88$, $\tau = .88$, $\upsilon = .88$, $\phi = .88$, $\chi = .88$, $\psi = .88$, $\omega = 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