Wolfgang G. Weber, Christine Unterrainer, Severin Hornung & Thomas Höge
Institut für Psychologie – Angewandte Psychologie I

universität innsbruck
Research Area EPoS
Economy, Politics & Society

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-*C*ROP)

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In cooperation with the Erich Fromm Study Center at the IPU International Psychoanalytic University Berlin (Prof. Dr. Thomas Kühn, Dr. Rainer Funk) and the Critical Division (CWOP) of the "Future of Work and Organizational Psychology" (FOWOP) movement. Financially supported by the Institute of Psychology, Research Area EPoS "Economy, Politics & Society", and the Vice Rectorate for Research of the University of Innsbruck.

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I-CROP Innsbruck Group on *Critical* Research in Work and Organizational Psychology
INTERNATIONALE PSYCHOANALYTISCHE UNIVERSITÄT BERLIN
ERICH FROMM STUDY CENTER BERLIN
[...]

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 *individuation* 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.

Univ.-Prof. i.R. Dr. Wolfgang G. Weber

Dr. Christine Unterrainer

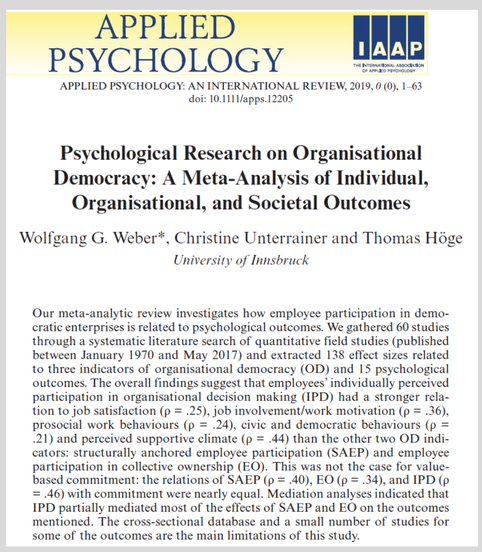
Priv.-Doz. Dr. Thomas Höge

Priv.-Doz. Dr. Severin Hornung

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

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

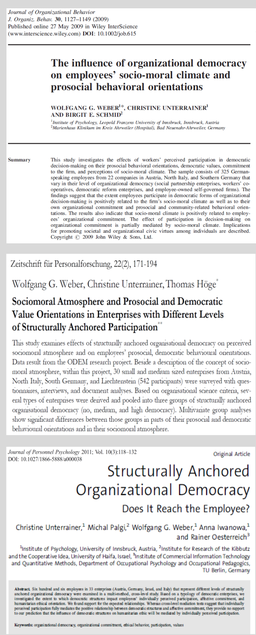
Organisationale Demokratie


APPLIED PSYCHOLOGY
APPLIED PSYCHOLOGY: AN INTERNATIONAL REVIEW, 2019, 0 (0), 1–63
doi: 10.1111/apps.12205

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

Wolfgang G. Weber*, Christine Unterrainer and Thomas Höge
University of Innsbruck

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 (ρ = .25), job involvement/work motivation (ρ = .36), prosocial work behaviours (ρ = .24), civic and democratic behaviours (ρ = .21) and perceived supportive climate (ρ = .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 (ρ = .40), EO (ρ = .34), and IPD (ρ = .46) 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.


Journal of Organizational Behavior
J. Organiz. Behav. 30, 1127–1149 (2009)
Published online 27 May 2009 in Wiley InterScience
(www.interscience.wiley.com) DOI: 10.1002/job.615

The influence of organizational democracy on employees' socio-moral climate and prosocial behavioral orientations

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Summary: This study investigates the effects of workers' perceived participation in democratic decision-making on their prosocial behavioral orientations, democratic values, commitment to the firm, and perceptions of socio-moral climate. The sample consists of 325 German-speaking employees from 22 companies in Austria, North Italy, and Southern Germany that vary in their level of organizational democracy (social partnership enterprises, workers' co-operatives, democratic reform enterprises, and employee-owned self-governed firms). The findings suggest that the extent employees participate in democratic forms of organizational decision-making positively relates to their perceived socio-moral climate, their own organizational commitment and prosocial and community-related behavioral orientations. The results also indicate that socio-moral climate is positively related to employees' organizational commitment. The effect of participation in decision-making on organizational commitment is partially mediated by socio-moral climate. Implications for promoting societal and organizational civic virtues among individuals are described.
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Zeitschrift für Personalforschung, 22(2), 171-194
Wolfgang G. Weber, Christine Unterrainer, Thomas Höge
Sociomoral Atmosphere and Prosocial and Democratic Value Orientations in Enterprises with Different Levels of Structurally Anchored Participation

Journal of Personnel Psychology 2011; Vol. 10(3):118-132
Original Article
Structurally Anchored Organizational Democracy
Does It Reach the Employee?
Christine Unterrainer, Michal Palgi, Wolfgang G. Weber, Anna Iwanowa and Rainer Oesterreich

(Weber, Unterrainer & Höge, 2020).

ODEM ➲ Modell

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

Wahrgenommene Beteiligung an demokratischen Entscheidungsprozessen in
- **operativen**
- **taktischen** und
- **strategischen** Angelegenheiten.

SOZIOMORALISCHES ORGANISATIONSKLIMA
Nach Hoff, Lempert & Lappe, 1991; Kohlberg, 1984; Power, Higgins & Kohlberg, 1989

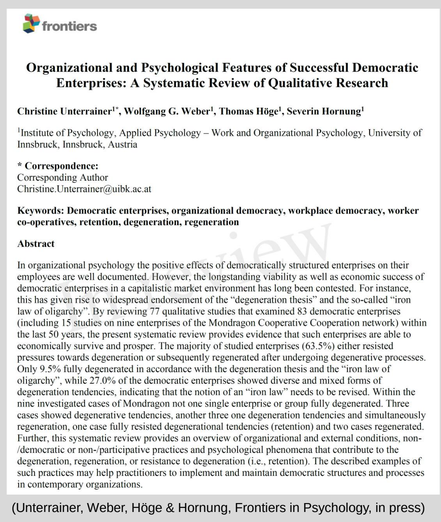
- **Offene Konfrontation** mit sozialen **Konflikten**
- zuverlässig gewährte **Wertschätzung**
- Gelegenheit zu **zwangloser Kommunikation und partizipativer Kooperation**
- angemessene **Zuweisung von Verantwortung**

SOZIALE, DEMOKRATIEFÖRDERLICHE HANDLUNGSBEREITSCHAFTEN

Prosoziale Handlungsbereitschaften
- Prosoziales Arbeitshandeln (OCB) *(Staufenbiel & Hartz, 2000 in Anlehnung an Konovsky & Organ, 1996; Podsakoff, Ahearne & MacKenzie, 1997)*
- Perspektivenübernahme / Empathie *(Holz-Ehrling & Steinmetz, 1995 in Anlehnung an Davis, 1980)*
- Solidarität am Arbeitsplatz *(Flodell, Strümpel & Pawlowsky, 2004)*

Gemeinwesenbezogene Handlungsorientierungen
- Humanistische Ethik *(Doll & Dick, 2000; Katz & Hass, 1988)*
- Demokratische Orientierungen *(Bibouche, 2003)*
- Selbstwirksamkeit (Gerechte Welt) *(Mohiyeddini & Montada, 1998)*

Organisationales Commitment
(Felfe et al., 2004 in Anlehnung an Allen & Meyer, 1990)
- Affektives Commitment
- Normatives Commitment


frontiers
Organizational and Psychological Features of Successful Democratic Enterprises: A Systematic Review of Qualitative Research
Christine Unterrainer[1*], Wolfgang G. Weber[1], Thomas Höge[1], Severin Hornung[1]
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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 capitalistic 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 Cooperation 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 studied enterprises (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 degeneration tendencies and simultaneously regeneration, one case fully resisted degenerational tendencies (retention) and two cases regenerated. Further, this systematic review provides an overview of organizational and external conditions, non-/democratic or non-/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 • Meritocracy & social Darwinism • Growth & progress	• Harmonious employment relationship • Social engineering

Bal & Dóci (2018)

Lightning talk session 4
Research on neoliberal ideology – research as neoliberal ideology: Assembling a reflexive perspective
Session organizers: Severin Hornung & Francesco Tommasi
2022 EAWOP/FOWOP Small Group Meeting

The Ideological Rift in Organizational Scholarship
Traditions – Two broader antagonistic undercurrents of economic vs. social paradigms
instrumental, profit-oriented, technocratic vs. developmental, people-oriented, democratic
Neoliberal Ideology
Dominating political-economic doctrine; utilitarian philosophy & economic theory; interests of financial & corporate elites
Self-interest, money & markets to coordinate all areas of society; blocking or dismantling regulation / redistribution for welfare & social justice (homo oeconomicus, laissez-faire, market radicalism)
Underlies approaches of scientific management, personnel assessment & selection, incentive schemes, high-performance organizations
Permeates organizations via socially corrosive logics of individualism, competition, instrumentality
Humanist Idea(l)s
Largely marginalized antithetical perspective; humanistic, critical & existential philosophy, psychology & social science
Inherent human value, agency & capacity for moral responsibility & actions; work as medium for personality development, self-actualization, growth, & social consciousness
Research on organizational democracy, sociotechnical systems, human relations, quality of working life, work redesign
Promising alternative ways of organizing, promoting individuation, solidarity, emancipation
Tensions – Humanistic values / ideals vs. legitimizing, prioritizing & promoting economic performance & profit imperatives; resulting conditions detrimental to health & wellbeing

Multi-Level Dialectic Matrix Model of Economism and Humanism in Society, Organizations, and Individuals

	Self (Identity / Person)	Others (Interactions / People)	Authorities (Institutions / Power)
Political Logics of Neoliberal Ideology	**Societal Level**	**Societal Level**	**Societal Level**
	Individualism	**Competition**	**Instrumentality**
	Naturalizing neoliberal self-interest and attribution of full responsibility for one's own life situation; shift of societal risk toward individuals	Markets as (over-)powerful engine of progress and optimal allocation of resources in all areas of society; competition and rivalry as inherent to human nature	Objectification of others and humans for particular interests according to cost-benefit calculations for maximizing performance and profits
Political Logics of Humanist Ideas	**Individuation**	**Solidarity**	**Emancipation**
	Emphasis on conditions for personally development and self-actualization, authenticity, and meaningful social contexts and relationships	Empathy, supportive social relationships, collaboration, and solidarity as means of living lives being adequately universally of human importance	Revealing, overcoming and transforming limiting power relationships and structures that lower, constrain, oppression and exploitation
	Organizational Level	**Organizational Level**	**Organizational Level**
Social Logics of Neoliberal Workplace	**Self-Reliance**	**Contests**	**Rationalization**
	Contingent employment with limited commitments; employees responsible for their health, learning, and careers	Competitive allocation of performance-based rewards based on (quasi-) market data at (type of) workplaces	Focus on increasing metrics of economic performance and productivity, commodification of employees as human resources
Social Logics of Humanistic Management	**Self-Actualization**	**Community**	**Transformation**
	Secure working conditions, individual and collective autonomy, self-determination, learning, socio-moral climate	Seeking common good in diversity and pluralism, consideration of personal needs, win-win situations, and shared interests	Alternative organizing beyond hierarchies, coercion, and manipulation; promoting participation and democratization
	Individual Level	**Individual Level**	**Individual Level**
Fantasmatic Logics of Neoliberal Social Consciousness	**Success**	**Superiority**	**Submission**
	Idealizing excellence, outstanding achievements, and performance exceptionality; overcoming odds and obstacles	Focus on outperforming and dominating others, winner-loser mentality; inequality as result of individual differences, talents, efforts	Responding adaptively to market forces; conforming with social roles, seeking status and recognition; accepting inequality
Fantasmatic Logics of Radical Humanist Consciousness	**Evolution**	**Equality**	**Empowerment**
	Attaining psychological growth and personality development, self-actualization, insight, higher-level consciousness	Universality of human experience, dignity, interconnectedness, and interdependence; equal rights and social justice	Active role in radical social reform, challenging and overcoming oppressive relationships, exploitation and inequality

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: Fragebogenentwickung zur Erfassung von neoliberalen ideologischen Überzeugungen (3 Dimensionen)

Internalized Affirmative Beliefs on Neoliberal Individualism, Competition and Instrumentality

Individualism
Belief that self-interest is core to human nature and necessary for the functioning of organizations, economy and society

Self-reliance of individuals, who are solely responsible for their success, health and happiness, rather than organizations, economy or society

Egalitarian collectivistic orientations and practices interpreted as coercion, stagnation, conformism, and in-effectiveness

Competition
Belief that competition is inherent to human nature and the best principle to efficiently allocate resources, and advance organizations, economy and society

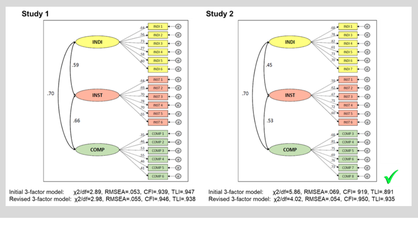
In analogy to Darwinist theory, "competition" seen as necessary for provision of goods & services, quality, innovation, performance

Cooperation and prosocial behavior judged positive and reasonable only in the context of performance and competitiveness

Instrumentality
Belief that using other living beings as means to achieve own ends is inevitable and in line with human nature

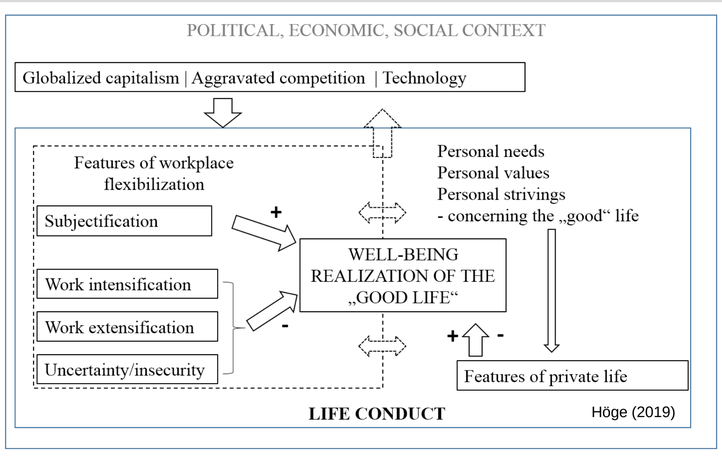
Role of employees as instruments (resources) to achieve profitable performance necessary for the functioning of organizations, economy and society

Humanistic notions of wellbeing and development as "ends in themselves" as unrealistic, utopic, wishful thinking

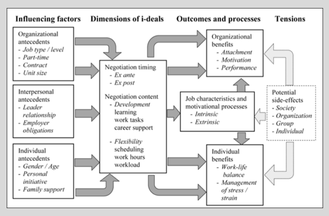


Höge, Unterrainer & Hornung: Following up on neoliberal ideology II–measurement development, preliminary results and critical outlook. EAWOP/FOWOP SGM, Brussels, 22/09/2022

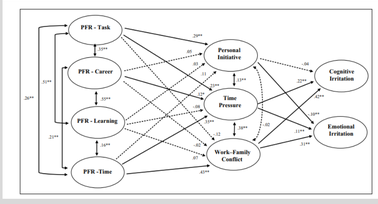
Kritische Forschung zu Ambivalenzen *flexibler* Arbeit



Höge (2019)

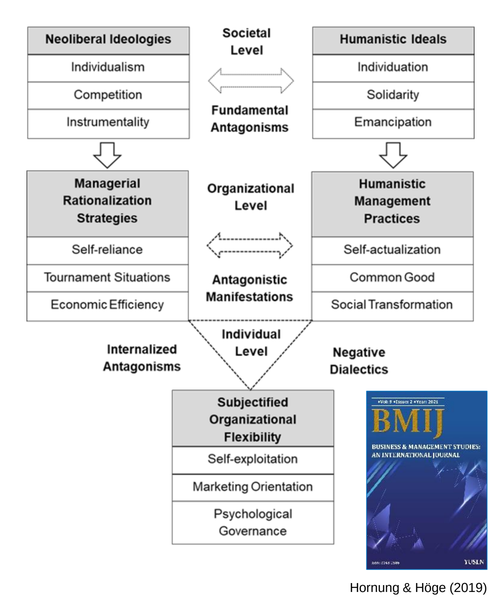


Hornung, Glaser, & Rousseau (2018)



Höge & Hornung (2015)

Workplace Flexibility: Ideological Antagonisms, Management Approaches, and Subjectification



Hornung & Höge (2019)

EID
Perceived flexibility requirements: Exploring mediating mechanisms in positive and negative effects on worker well-being
Thomas Höge
Severin Hornung

Beiträge zur Arbeitspsychologie
13
Mitarbeiterorientierte Flexibilisierung von Arbeit durch individuelle Aushandlungen
Ein Forschungsprogramm der Angewandten Psychologie

JOURNAL
2 Vol. 12
Psychologie des Alltagshandelns
Psychology of Everyday Activity

Editorial
Flexibility at Work – Implications for Individuals, Organizations, and Society
Severin Hornung & Pierre Sachse
University of Innsbruck, Institute of Psychology
Special Issue: 2019, 12(2)
Journal Psychologie des Alltagshandelns / Psychology of Everyday Activity

Ausgewählte I-CROP-Literatur:
Weber, W. G., Unterrainer, C., & Höge, T. (2020). Psychological research on organizational democracy: A meta-analysis of individual, organizational, and societal outcomes. *Applied Psychology: An International Review,* 69 (3), 1009-1071.
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Bal, P. M., & Hornung, S. (2019). Individualization of work: From psychological contracts to ideological deals. In Y. Griep & C. L. Cooper (Eds.), *Handbook of research on the psychological contract at work* (pp. 143-163). Edward Elgar, Cheltenham UK.
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Ausgewählte I-CROP-Kooperationen:

GEMEINWOHL ÖKONOMIE – Ein Wirtschaftsmodell mit Zukunft
Organizational Participation in Europe Network OPEN
INTERNATIONALE PSYCHOANALYTISCHE UNIVERSITÄT BERLIN
ERICH FROMM STUDY CENTER BERLIN – INTERNATIONAL PSYCHOANALYTIC UNIVERSITY BERLIN
universität innsbruck – Research Area EPoS Economy, Politics & Society
THE FUTURE OF WORK AND ORGANIZATIONAL PSYCHOLOGY – www.futureofwop.com
fowop

I-CROP-Veranstaltungen:
- **21.-23. September 2022:** EAWOP / FOWOP Small Group Meeting "Building the future of work & organizational psychology: Developing a practical toolkit" (Organizing Committee / Special Session)
- **11.–13. Juli 2022:** International Conference on Critical and Radical Humanist Work and Organizational Psychology, University of Innsbruck
- **13. Mai 2022 und 3. Dezember 2021:** Pre-Conference Online Workshops – Int Conf C&RH WOP
- **16. Dezember 2021:** International dialogue: Critical work psychology from Latin America and the Global South and North. Virtual substitute for postponed EAWOP/FOWOP SGM.
- **21. September 2021:** Pre-Conference Online Workshop – 12. AOW-Fachgruppentagung der DGPs "Die Probleme an der Wurzel packen–Integration kritischer Theorien und Methoden in die eigene Forschungspraxis" (Röllmann, Hornung & Höge), Chemnitz / Online
- **29. Mai 2019**: EAWOP Preconference-Workshop, Turin, Italien: FOWOP-Day
- **31. May 2019**: EAWOP 2019 in Turin, Italy: Podiumsdiskussion: Exploring the Space for Critical Work and Organizational Psychology; Veranstalter: Prof. Matthijs Bal; PodiumsteilnehmerInnen: Prof. Wolfgang G. Weber, Prof. Gazi Islam, Dr. Severin Hornung, Dr. Edina Dóci, Dr. Nathan Gerard.