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CANADIAN
ARMED FORCES

Leader Interventions for Psychological Health and Safety Solutions

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Introduction

- Psychological health (PH) is an integrative concept that is crucial to organizations.
 - It encompasses the complementary dimensions of *Well-Being* and *Distress*.
- Both *variable*- and *person*-centered approaches can be used to investigate PH.
 - Traditionally, PH research has taken a variable-centered approach, but
 - Person-centered strategies offer a more intuitive, complete picture of employees as whole persons.



Introduction (Cont.)

Our objectives were to:

- Pinpoint the optimal conceptual representation of PH in the Canadian Defence Team (DT) based on a mixture of positive and negative indicators of PH,
- Identify PH profiles, and
- Relate membership in these profiles to the workplace resilience and risk factors identified in the *National Standard for Psychological Health and Safety in the Workplace* in order to identify key levers for leader-driven actions for positive change.



Method

Study Design

- A stratified random sample of the target population (i.e., the DT) was selected from a sampling frame stratified into 67 organizations, resulting in a total sample of 41,387 personnel (i.e., Regular Force and Primary Reserve members and civilian personnel) with a small expected margin of error (< 1%) for DT estimates.
- The electronic survey was live from May and to August 2018.
- Overall, the response rate was approximately 32% (i.e., 13,112 respondents).
- Sampling weights were calculated and applied.



Method (Cont.)

Respondent Characteristics

- Eighty-two percent of the DT completed the DWWS in English (vs. in French).
- Fifty-five percent of the DT served in the Regular Force, 20% served in the Primary Reserve, and 25% were civilian employees.
- Seventy-six percent of the DT identified as male, and 74% reported English (vs. French) as their first official language.
- Thirty-seven percent of the DT were younger than 35, 50% were between 35 and 54 years of age, and 13% were older than 54.



Method (Cont.)

Measures

- The DWWS included 23 scales reflecting:
 - The workplace resilience and risk factors included in the Standard; and
 - Indicators of PH (i.e., Morale, Job Engagement, Burnout, Psychological Distress, and Turnover Intentions).
- The large majority of the scale score reliability estimates (i.e., Cronbach's alphas) were greater than .80.



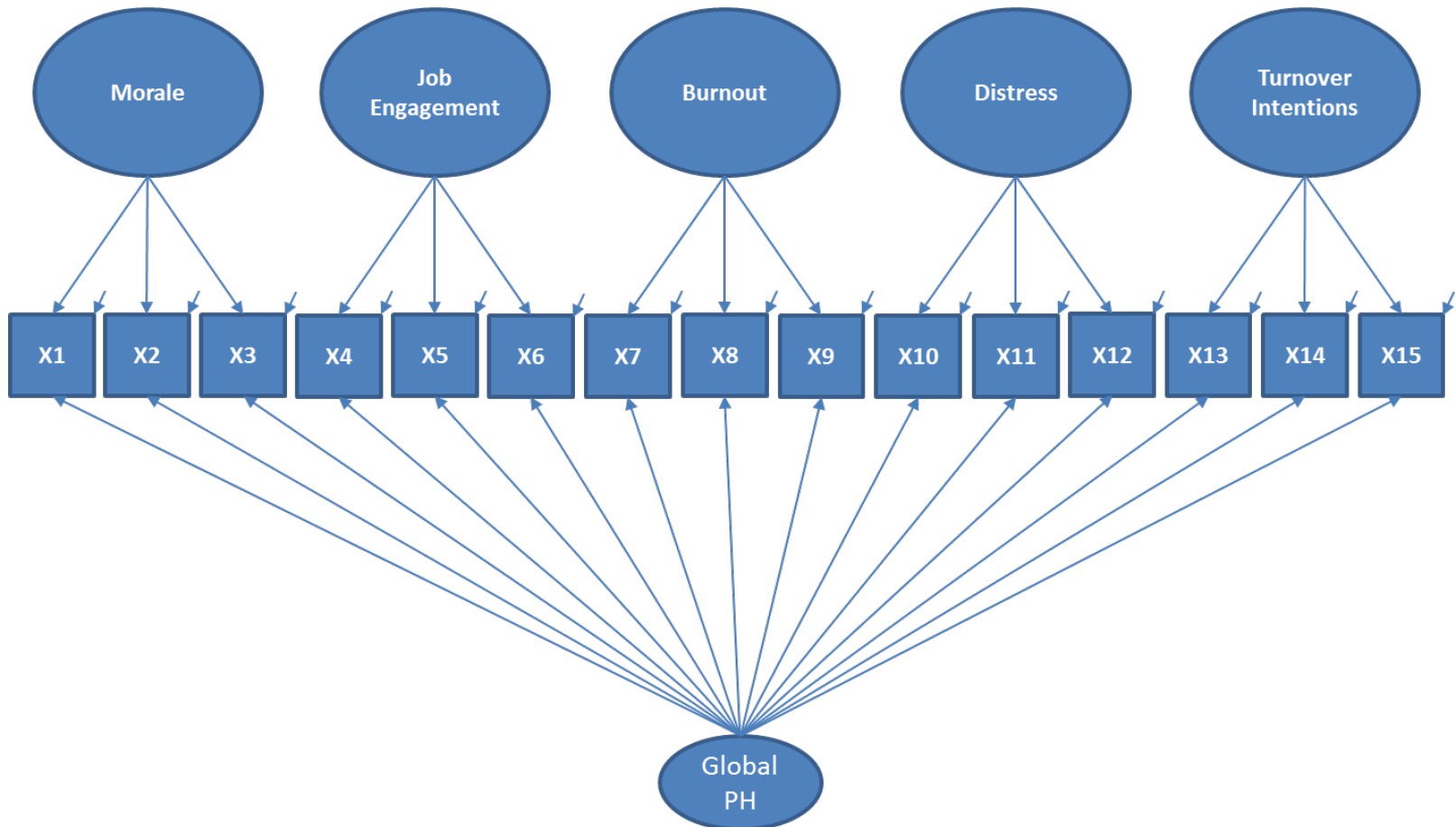
Analytical Strategy

- Dimensionality of PH
 - Confirmatory factor analysis
 - Exploratory Structural Equation Modeling (ESEM)
 - Bifactor ESEM
- Profiles of PH
 - Latent profile analysis
- Key levers for PH
 - Logistic regression analysis



Results

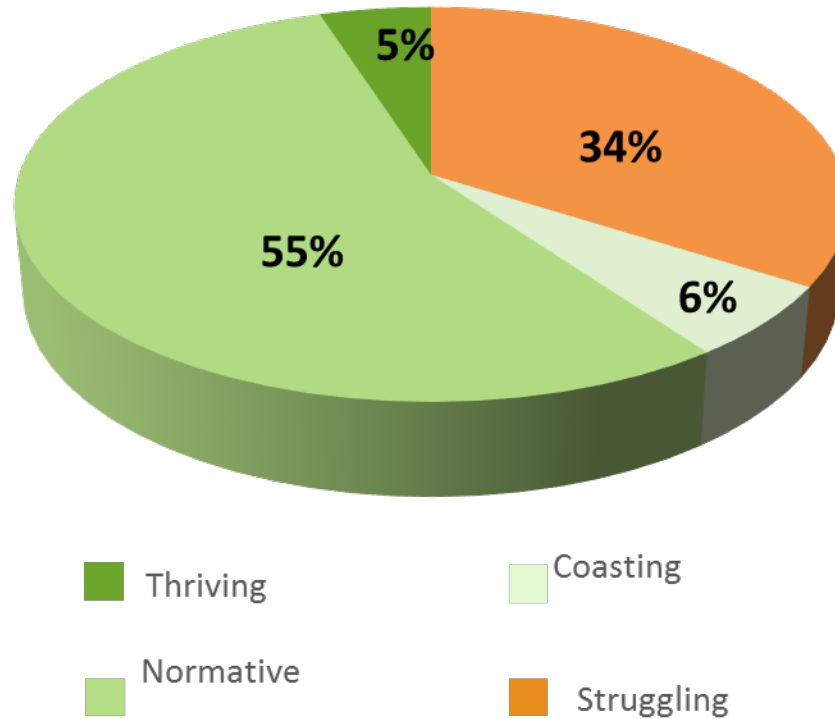
Dimensionality of PH





Results (Cont.)

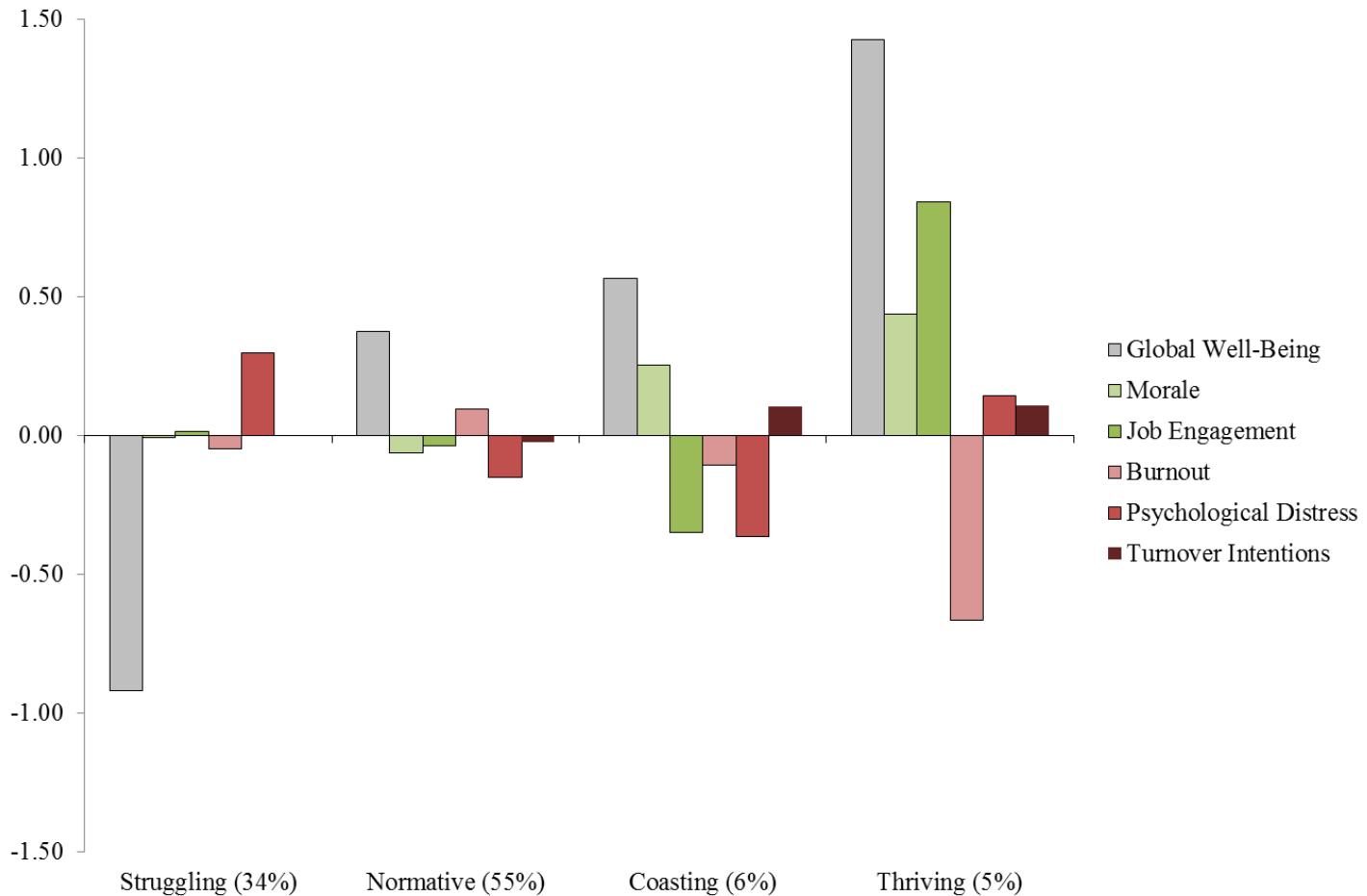
Profiles of PH





Results (Cont.)

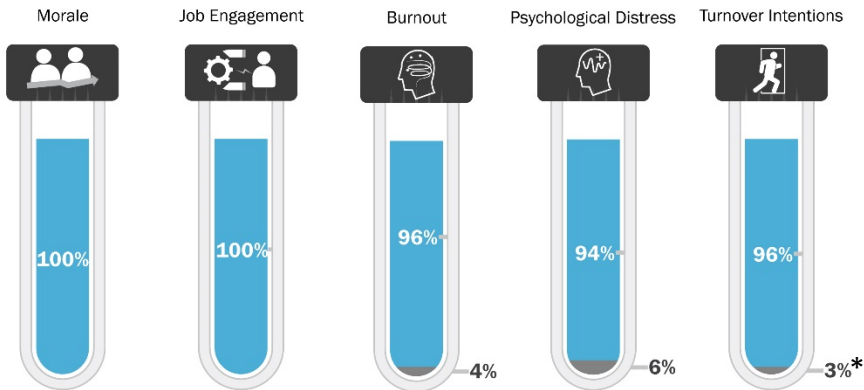
Profiles of PH (cont.)



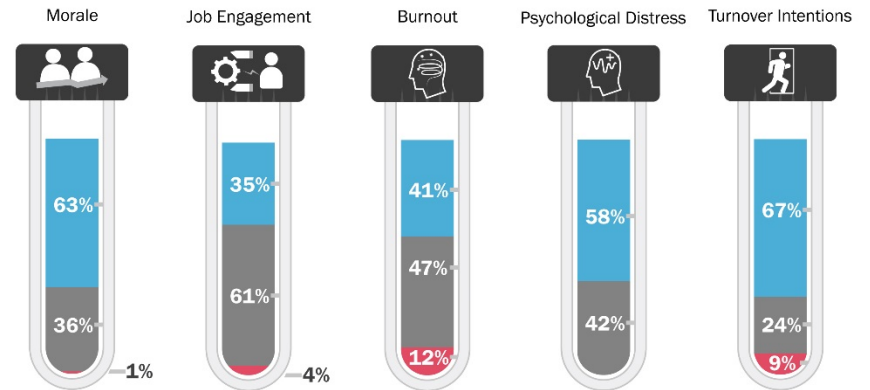


Results (Cont.)

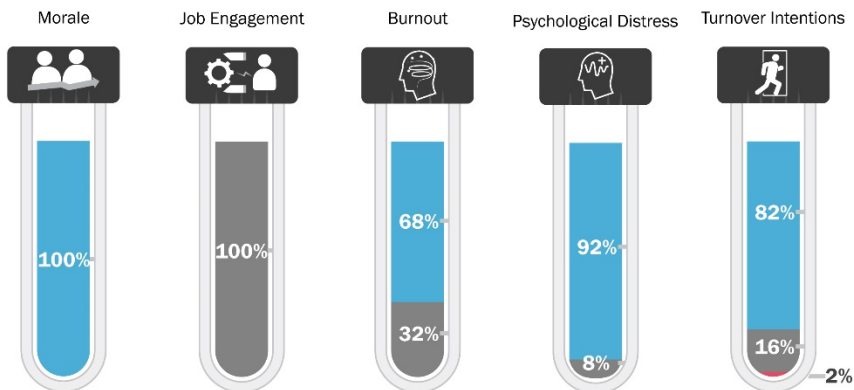
Thriving (5% of DT)



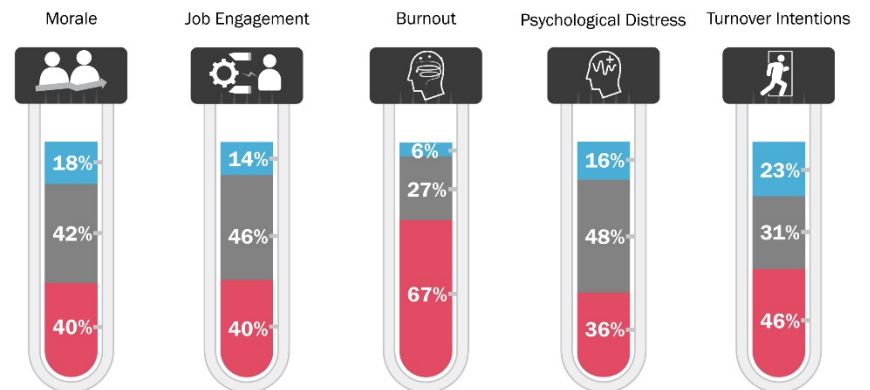
Positive Well-being – Benchmark (55% of DT)



Positive Well-being – Less Engaged (6% of DT)



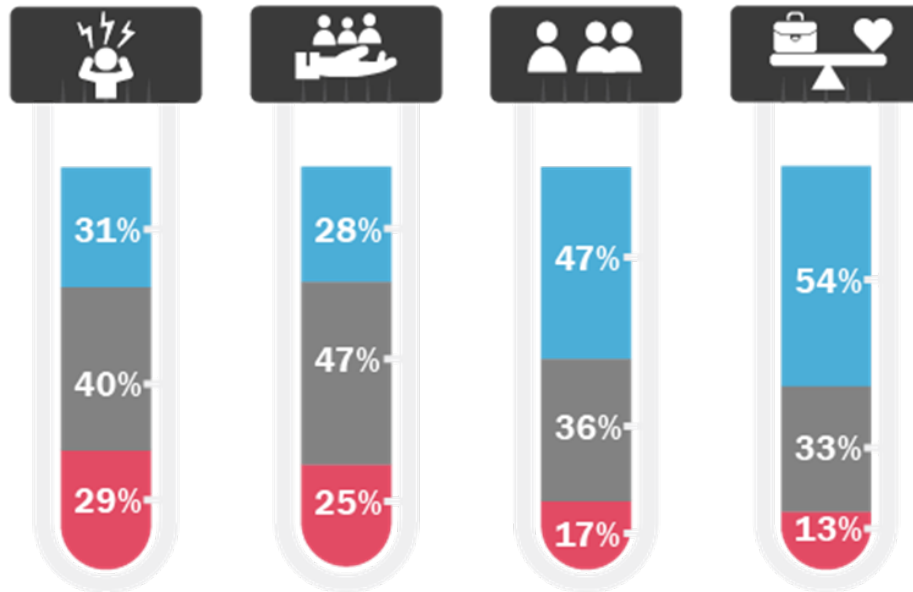
Lower Well-being (34% of DT)





Results (Cont.)

Key levers for PH



- Job Stress
- Organizational Support
- Relatedness
- Meaningful Work



Discussion

Summary

- Morale, Job Engagement, Burnout, Psychological Distress, and Turnover Intentions were conceptually related constructs subsumed under a Global PH concept.
- Four distinct profiles emerged from the data that revealed both different levels of Global PH and patterns of results on the specific PH dimensions.
- Meaningful Work, Relatedness, Job Stress, and Organizational Support were amongst the key predictors of membership in the Struggling profile.



Discussion (Cont.)

The Way Ahead

- We are now getting ready for leadership re-engagement for action planning and implementation.
- In order to promote an evolution from the *Struggling* profile to the *Normative* profile, leaders could focus their efforts on those key levers for PH that are also areas of concern in their workplace.
- Leaders can help shape an environment in which employees can experience PH through, for example:
 - *Transformational* leadership behaviours; and
 - Their engagement with and support of PH interventions.



Discussion (Cont.)

Future research could:

- Rely on objective data (e.g., outcomes of PH, including turnover) and a longitudinal design;
- Include additional predictors of PH (e.g., the Big Five personality traits);
- Investigate the equivalence of the entire DWWS (e.g., across survey languages, sexes, components); and
- Broaden this work to other organizations, military or non, both nationally and internationally.