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**beyondwork  
2020**

Working conditions in interactive (service) work

Dr. Ulrike Pietrzyk

# Design of working conditions in interactive work

## Work demands of interactive work

### **monological work:**

psycho-physiological work demands

- with working conditions (e.g. volume level, temperature)
- and outputs (e.g. quality criteria)

### **interactive work – additionally:**

- client behaviour (e.g. arrogant vs. friendly/supporting behaviour)
- regulation of reactions to client behavior (e.g. suppressing rule-discrepant behavior and producing rule-compliant behavior/expression)



## Three core contradictions of interactive work

idea of the profession:  
„work with people“

a humane process  
with ethical principles

profit-oriented  
exchange “work for  
money”

work tasks without  
interaction require more  
and more time

time for  
situational adaptation  
and attention is  
required

pressure of for-  
malization, standardiza-  
tion, rationalization



## What has to be designed?

- work content and work task (e.g. scope of action, quality of information provision)
- work organization (e.g. work intensity, work breaks)
- social relationships (e.g. conflicts, social support)
- working environment (e.g. physical factors, work equipment)
- new forms of work (e.g. flexibilization, digitalization)

Adapted from GDA, 2017.



## Which basic requirements must be met?

<b>Evaluation levels</b>	<b>Optimum</b>	<b>Possible criteria</b>
4 Learning and personality development	development of skills and attitudes	learning activities, independent and creative activities
3 Freedom from impairment	no impairment caused by work	psychophysiological parameters
2 Harmlessness	health damages are not possible	occupational exposure limits, health and safety regulations
1 Feasibility	execution of the work is possible without restrictions	Sensory-physiological threshold values



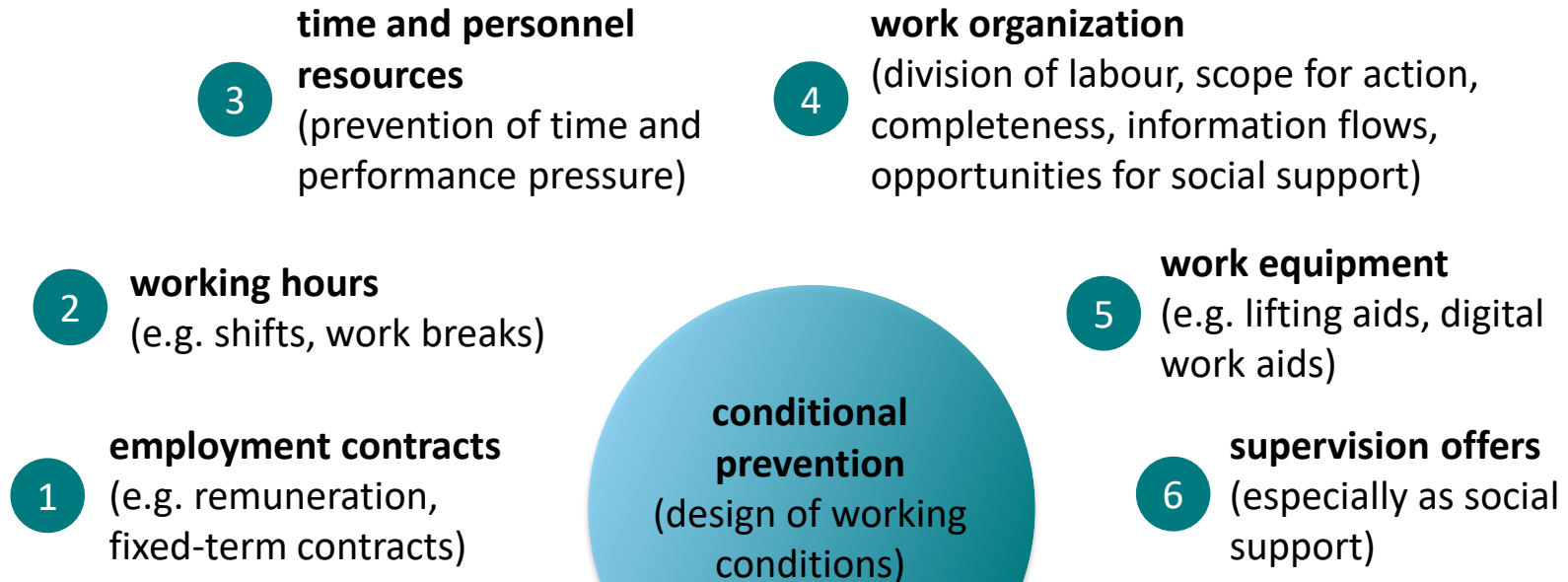
## Which specific requirements must be met?

e. g. DIN EN ISO 6385, DIN EN ISO 10075-3

- scope for action
- complete work tasks / task identity
- task diversity
- variety of work demands
- use of qualifications
- learning
- avoidance of over- and understraining
- feedback



## What are the parameters of work design?







## What are the parameters of work design?

7

**professional skills**  
(e.g. didactics/  
therapeutic skills)

8

**emotion management**  
(re-evaluation, attention shifting,  
suppression)

9

**detachment**  
(distanced, but committed  
attention to clients)

**behavioral  
prevention**  
(design of training and  
further education)



## Trends in interactive work

Two major developments require practice-oriented research on human-centered interactive work:

- increasing needs for interactive work as a result of demographic developments and the trend towards external care
- increasing possibilities of digitalization and technology application

These developments raise the question:

**How can interactive work be designed with digital support to ensure good work?**



## Project SO-SERVE

[Social Service Engineering – Using synergies of work science and service science to improve interactive work]

- analyze, name and consider the specific demands of interactive work
- design humane interactive work in an interdisciplinary and participatory manner
- create more time for human attention
- meet the demands of clients, the company and the employees' own professional expectations
- reasonable use of technology should
  - enable efficient task processing
  - support good relationships
  - facilitate formalization

[www.so-serve.de](http://www.so-serve.de)



## References

- GDA. (2017). *Empfehlungen zur Umsetzung der Gefährdungsbeurteilung psychischer Belastung*. Verfügbar unter [http://www.gda-psyche.de/SharedDocs/Publikationen/DE/broschuere-empfehlung-gefaehrdungsbeurteilung.pdf?\\_\\_blob=publicationFile&v=11](http://www.gda-psyche.de/SharedDocs/Publikationen/DE/broschuere-empfehlung-gefaehrdungsbeurteilung.pdf?__blob=publicationFile&v=11)
- Hacker, W. & Richter, P. (1980). *Spezielle Arbeits- und Ingenieurpsychologie. Psychologische Bewertung von Arbeitsgestaltungsmaßnahmen*. Berlin: VEB Deutscher Verlag der Wissenschaften.



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# Thank you.

Dr. Ulrike Pietrzyk

Technische Universität Dresden

Faculty of Psychology

Arbeitsgruppe Wissen-Denken-Handeln

Phone: +49 351 463-36890

E-Mail: [agwdh@tu-dresden.de](mailto:agwdh@tu-dresden.de)



**SO-SERVE**

Interaktionsarbeit  
gemeinsam gestalten