



Developing Compassionate Workplaces in Europe for the digital and green work environment to protect employees' mental and physical health and wellbeing

Deliverable no. D5.1 Data analysis plan observational data

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Content

List of Figures	3
List of Tables	3
List of Abbreviations	3
1 Purpose of the Document	4
2 Introduction	4
2.1 Background and Rationale	4
2.2 Aims	5
3 Overall Process Overview: Data Collection and Analysis	5
3.1 Study Design	5
3.2 Project Phases: Overview	5
4 Data Collection and Analysis at Baseline	6
4.1 Overall Baseline Data Collection and Analysis Plan	7
4.2 Collection and Analysis of Quantitative Data	9
4.3 Collection and Analysis of Qualitative Data	13
4.3.1 Document Analysis (phase 0)	14
4.3.2 Intake Focus Groups/Group Discussions and Complementary Interviews (Phase 0)	15
4.3.3 Individual Interviews/Focus Groups with Employees/Management (Phase 1)	16
4.3.4 Complementary Qualitative Data (Phase 1)	17
4.4 Process Flow and Integration of Quantitative and Qualitative Analysis	17
4.4.1 Process Flow – Cross-Sectional Quantitative and Qualitative Analysis	18
4.4.2 Integration of Quantitative and Qualitative Analysis	21
4.4.3 Sub-Group Analyses	22
4.4.4 Suggested Comparative Method Using Dispositive Analysis as a Tool	23
4.4.5 Dispositive Analysis	25
References	28

List of Figures

Figure 1: Timeline of the different research phases within each participating workplace	6
Figure 2: An example of a direct acyclic graph (DAG) with possible associations of interest	13
Figure 3: Multi-level baseline analysis process	19
Figure 4: Multi-level baseline qualitative analysis process	20
Figure 5: Vertical comparison on the example of three organisations in the same country	23
Figure 6: Horizontal comparison on the example of two workplaces (same industry) in two different countries	24

List of Tables

Table 1: Overview of the baseline analysis elements across the two baseline phases.....	8
Table 2: Timepoints of the survey, their focus and included aspects	9
Table 3: Overview of the themes and concepts (variables) of the T0 questionnaire	10
Table 4: Frequency dummy table of employees' knowledge of policies or procedures for accessing care-related types of leaves across organisations in one country at baseline	12
Table 5: Dummy table on the correlation between gender and the knowledge of policies/procedures within an organisation.....	12
Table 6: Overview of topics that will be discussed with interview partners and participants of focus groups.....	16
Table 7: Levels of translation of analysis protocols in the qualitative process	20
Table 8: An example of a joint display integration of quantitative and qualitative findings on perceptions of workplace compassion by employees from organization X who reported EoL experiences	22

List of Abbreviations

Abbreviation	Description
CWP	Compassionate Workplace Programme
CMO	Context-Mechanism-Outcome
DAG	Direct Acyclic Graph
EoL	End of Life

1 Purpose of the Document

This document outlines planned cross-sectional qualitative and quantitative analysis of baseline (T0) observational data within the EU-CoWork research project. For this purpose, it specifies the background of the research project, its aims and methods, and the ways quantitative and qualitative data are collected and analysed at this first research stage.

The following will be explained step by step:

- how the cross-sectional qualitative and quantitative analysis of baseline observational data is embedded in the overall process,
- which data sources (quantitative and qualitative) are taken into account in the T0 – baseline analysis process and - outlined with examples - which contents and dimensions are analysed,
- how the temporal course of the evaluation process at the different levels (workplace, country-wide, consortium-wide) is coordinated,
- and finally, how the complementary potentials of quantitative and qualitative data are exploited in the analysis in the context of mixed-methods approach.

This data analysis plan provides process consistency for the research teams and ensures the integrity and quality of research.

The document does NOT address issues such as sampling, instrument development, core aspects of the development process and modes of communicating and collaborating with the workplaces throughout the development process. Additionally, the document does not cover detailed descriptions of data storage, encryption and data set registrations (however, it does offer a brief overview). These aspects are addressed in the Developmental Evaluation Protocol (D2.1) and the Data Management Plan (D1.3-4).

2 Introduction

2.1 Background and Rationale

A significant proportion of employees will experience serious illness, caregiving tasks, dying and loss during their professional life. These types of End-of-Life (EoL) experiences do not only impact affected employees but also their colleagues in terms of labour relations, communication and team culture, and the work environment in terms of productivity and safety. The twin transitions (digitization and the green transition) have influenced both job demands and resources such that employees may feel less supported or not supported when coping with EoL experiences. For instance, hybrid work increases schedule control and autonomy which might facilitate caregiving but may also impede contact with colleagues and social support from co-workers, thereby potentially leading to social isolation and lower organisational commitment. Compassionate Workplace Programmes (CWPs) aim to facilitate a work environment that protects and improves the mental and physical health and wellbeing of employees. Positive outcomes can be expected both for employees who have EoL experiences, but also for other employees in a compassionate work culture. Additionally, positive outcomes for organizations can also be expected (e.g., lower intention to leave, stronger organisational commitment, and a more open organisational culture of mutual care and attentiveness in everyday working life).

The aim of this research project is to build an evidence base for tailored Compassionate Workplace Programmes in Europe. Based on this foundation, the project will then develop, test, and evaluate these programmes. The goal is to maximize the positive effects and benefits that workplaces can offer while mitigating the challenges of new forms of work. This is

particularly important for the mental and physical health and well-being of employees facing end-of-life (EoL) experiences, as well as their colleagues.

While peer-reviewed and grey literature offer some limited descriptions about Compassionate Workplace Programmes, there is little guidance on their effectiveness, outcomes, and what the processes of development may look like. Building on the available descriptions, the experiences of the consortium in co-creating with workplaces, input from relevant international experts on CWPs, and critical discussions amongst the EU-CoWork consortium members about the philosophical underpinnings of our CWP development, we therefore identified a need to develop guidance for the development of CWPs in heterogeneous workplace settings. This guidance needs to be based on an international, adaptive, yet rigorous, scientific process and impact evaluation that remains sensitive to local workplace contexts, for which the protocol for data collection and analysis is outlined below.

2.2 Aims

The EU-CoWork project pursues both impact-oriented and research-driven objectives. The impact-oriented project objective is to create Compassionate Workplace cultures, practices and policies to improve health and wellbeing for employees dealing with EoL experiences in different national and work contexts in Europe. To this purpose a co-creative development approach is followed in the participating workplaces.

The research objectives are to:

- 1) describe and evaluate the process of co-creation and implementation of CWPs in different workplaces
- 2) describe (anticipated and unanticipated) outcomes of (or changes due to) CWPs in different workplaces
- 3) examine and understand how context and implementation aspects influence programme outcomes.
- 4) The objective of the current protocol is to support the procedures in data analysis in the baseline phase.

3 Overall Process Overview: Data Collection and Analysis

3.1 Study Design

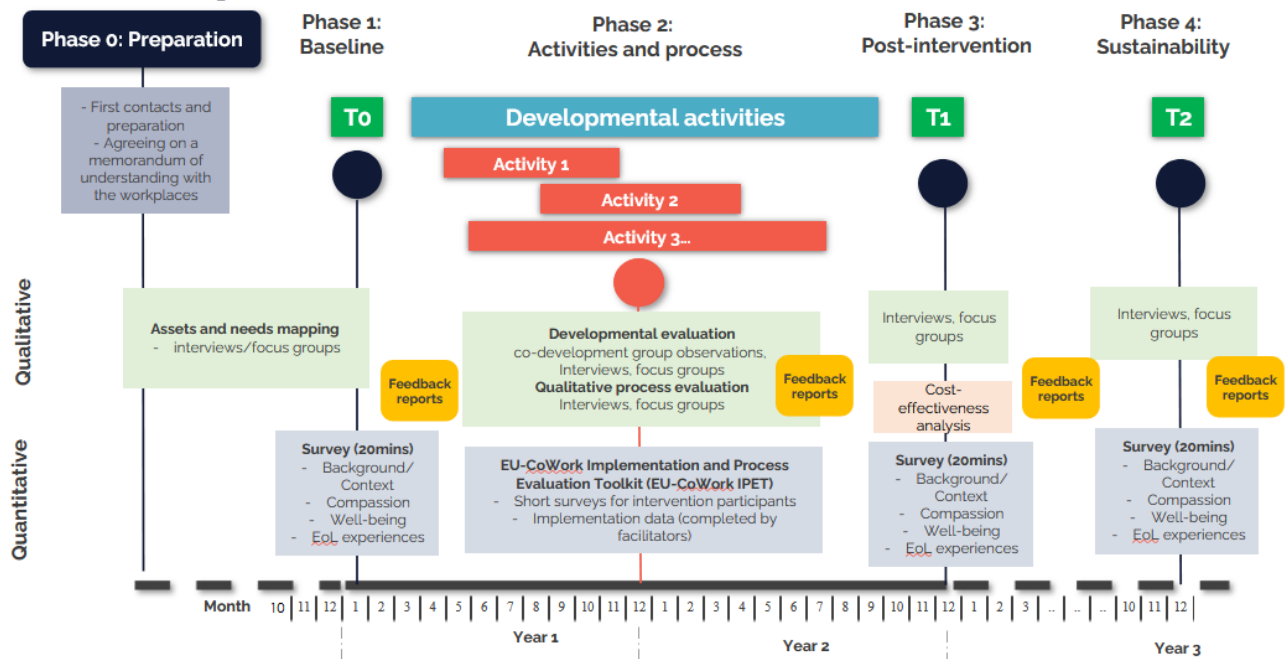
The core of the EU-CoWork project is a European cross-national mixed-methods intervention study with an embedded process and impact evaluation. It consists of 2 core pieces of work that feed into each other: (1) a European co-creative and developmental evaluation of tailored CWPs, and (2) a European mixed methods process and impact evaluation combining a timed series of quantitative cross-sectional panel surveys, qualitative interviews and fieldwork, and policy document analysis. The study will consist of 5 main research phases: (0) Preparation, (1) baseline, (2) developmental activities, (3) post-intervention, and (4) sustainability (based on Nielsen & Abildgaard 2013).

3.2 Project Phases: Overview

The figure below (Figure 1) provides an overview of all project phases and their corresponding data collection processes. Within each workplace, the research and development activities follow a specific timeline. This timeline outlines the scheduling of key data collection activities (both qualitative and quantitative), but it allows for flexibility to accommodate workplace-specific needs. For example, variations in the start date or the exact timing of data collection can be adjusted to account for factors such as busy periods or other operational demands.

Figure 1: Timeline of the different research phases within each participating workplace

Overall process



The timeline given in the overview is meant to serve as orientation and is not fixed. Depending on the recruitment of the organizations in one country, data collection will most probably start consecutively, enabling us to learn from the previous processes (also called “staggered approach”).

4 Data Collection and Analysis at Baseline

This data analysis plan provides a framework that takes into account the fact that ...

- the baseline analysis also includes data sources from the preparation phase (i.e. phase 0) in a process-orientated manner,
- the staggered data collection in the participating workplaces (12 data collection and analysis processes compatible with the organisation are to be established) places special demands on the timing of the workplace-related, country-specific and consortium-wide analysis process,
- the analysis process must be understood both in relation to the establishment of co-development (also known as the core development) groups and the start of the developmental activities at the workplaces as well as in its potential conceptually driven in-depth analyses along specific research interests (of local teams, PhD students, workplaces, publication working groups, etc.).

In general, both quantitative and qualitative data may be analysed according to different strands:

- Analysis by workplace:** The focus here is on workplace-specific results and characteristics. Given a reasonable sample size and composition, it can be examined, for example, in which organisational areas there is a particularly high level of compassion among colleagues, how many employees are affected by EoL experiences or to what extent the type of employment within an organization is related to psychological wellbeing at work.

- Cross-organisational analysis: Evaluations can also be carried out across organizations. Here, differences and similarities can be addressed in the context of organization-specific characteristics.
- Cross-national analysis: The aim here is to look at similarities and differences in the results of different countries and examine them in the context of country-specific conditions. For example, work-life balance and emotional exhaustion can be evaluated and brought into a broader national context. Another example is to assess the participants' knowledge of existing country-specific policies and procedures related to care leave and compare the results across participating countries.
- Cross-sector analysis: Here, the emphasis is on differences and similarities between different sectors. For example, it can be analysed how compassion differs between various types of industries.
- Intervention-oriented analysis: These evaluations focus on results that are important for the development and implementation of activities within the workplaces. Aspects such as telework or the extent to which employees are affected by EoL experiences could, for example, play a role here.
- Research-oriented analysis: exploratory analyses can also be carried out according to different research interests and foci. For example, the emphasis can be on specific theoretical concepts or on the behaviour and attitudes of managers.

Due to the small sample size and the heterogeneity of participating workplaces, comparisons across organisations or nations will mainly be based on qualitative data.

4.1 Overall Baseline Data Collection and Analysis Plan

The first two project phases are characterized by the establishment of collaborations with workplaces, preparatory understanding of local contexts, expectations, needs and resources (preparation - phase 0), as well as quantitative and qualitative data collection and cross-sectional baseline data analysis (baseline T0 - phase 1). The current organisational approach (practices and cultures) to care tasks, loss, dying, death and mourning, forms of support for employees and their experiences and needs in the 12 workplaces are surveyed and analysed. This provides a baseline measurement in terms of our variables of interest (including EoL experiences, employee health and wellbeing, perceptions of needs, context, mechanism and outcome variables etc.). In line with the process-oriented approach of the project, the T0 baseline (phase 1) data collection and analysis also include content and elements of the preparation phase 0 (contextual conditions at the organisational, regional and national level) to create a better understanding of the workplace structures, existing assets and needs.

The following overview table shows all data sources to be considered for the baseline data collection (phase 0 & phase 1 (T0)), the principal methods of analysis and some basic information on the analysis process. These elements will be explained in more detail in the following sections of the data analysis plan.

Table 1: Overview of the baseline analysis elements across the two baseline phases

Baseline phases	Types / sources of data	Analysis approach / method	Notes on the analysis process
Qualitative phase 0	Meetings with workplaces <i>minutes, memory protocols</i>	Team reflection on key issues - regarding context, process expectations and planning, particularly noteworthy / specific aspects	The number of meetings and the exact constellation depend very much on the specific workplace.
Qualitative phase 0	Group discussion / focus groups context, assets and needs <i>memory protocols, recordings (partially), transcripts (quotes)</i>	Team-reflection / thematic-analysis - key topics and concerns - EoL experiences - existing resources and their availability to employees; needs with respect to EoL experiences - actors and stakeholders - interlinkages with existing programmes/practices - infrastructural and spatial dimensions - digitalization & green transition etc.	The contextual information, needs and resources of the preparation phase (all elements) should each lead to analysis/reflection protocols (also translated into English) for each workplace, a.) as a basis for the Context-Mechanism-Outcome (CMO) configurations and b.) to have a basis for overarching contextual analyses/reflection across the consortium.
Qualitative phase 0	Complementary interviews (employees & management) – context, assets and needs <i>memory protocols, transcripts</i>	Team-reflection / thematic-analysis Optional: “in-depth” thematic analyses with NVivo	If complementary in-take interviews (phase 0) develop more in the direction of sharing personal experiences and needs, they could optionally also be used for an in-depth thematic analysis at T0.
Qualitative phase 0	Policies, programmes, reports on earlier surveys <i>documents</i>	Document analyses reflection guide & policy review toolkit	
Qualitative phase 0	Literature text / documents	Literature review complementary with national / regional focus	
T0 Quantitative phase 1	Questionnaire data sets	Uni-, bi- and multivariate analyses using statistical software (e.g. R, Stata or SPSS)	The quantitative and qualitative data analysis is carried out in several steps: 1) related to the respective workplace - with a focus on the specific developmental needs and opportunities of the organisation,
T0 Qualitative phase 1	Interviews and focus groups - employees and management <i>transcripts</i>	(Reflexive) thematic analysis , (drawing on Kuckartz & Raediker (2020) and Braun & Clarke (2021) with NVivo	2) country-specific - with a focus on the formative political, legal, cultural, etc. conditions,
T0 Qualitative phase 1	Complementary methods e.g. observations / <i>observation protocols, field notes</i>	(Reflexive) thematic analysis , (drawing on Kuckartz & Raediker (2020) and Braun & Clarke (2021) with NVivo	3.) across countries and sectors, working areas etc. in order to identify overarching relationships between core concepts of the compassionate workplace and contexts, needs and areas of work, differences and similarities, as well as factors that can promote or hinder CWP, etc. The CMO configurations also serve as a guide here. In all three steps of analyses, separate and integrating (quantitative and qualitative) methods and processes are required.

At the baseline, we will collect and analyse qualitative and quantitative data. For the qualitative data collection, we will include participants based on purposive sampling, i.e. include participants (employees and management) with potentially most relevant experiences or perspectives to obtain data with informative value. In the process of quantitative data collection, in which a survey will be distributed to employees and management, we will aim to include the full eligible population in each of the participating workplaces in the samples. Since employment practices and workforce structures may differ among workplaces, the final sampling strategy for each recruited workplace will be determined in negotiation with the workplace management. We strive for inclusivity, representativeness and proportionality in our inclusion and selection strategy of participants across the different data collection methods (more detailed information can be found in the data management plan: Deliverable D1.3).

4.2 Collection and Analysis of Quantitative Data

During the entire course of the project a repeated quantitative survey is conducted in the 12 participating workplaces at 3 time points (longitudinal study: baseline, post intervention, sustainability). At each time point the entire workplace population is surveyed. This means that the survey will both have a cross-sectional aspect at each of the time points as well as a longitudinal aspect across the 3 timepoints. The data analysis plan described here focuses on the baseline survey conducted in phase 1 (T0) (highlighted in table 2).

The survey standardly uses a self-administered computer-based (online) questionnaire (with a possibility for pen-and-paper self-administered questionnaire, where deemed necessary by the participating workplaces).

An overview of the timepoints is presented in Table 1 below. The starting point of T0 might be different for each participating workplace depending, among other things, on recruitment timeline and organisational aspects. T1 is scheduled to 24 months after T0, and T2 is scheduled to 36 months after T0.

Table 2: Timepoints of the survey, their focus and included aspects

Time point	Time from T0	Focus on	Included aspects
T0	Month 0*	Providing a baseline description	Core concepts + background/context variables
T1	At month 24*	Evaluating change in outcomes and describing aspects of process/implementation	Core concepts + tailored process items
T2	At month 36*	Evaluating sustainability in change	Selection of core concepts**

*: these are approximations; the exact time will partly be determined by (convenience for) the workplace but we strive for the measurement to be around this timing in view of the aims of each timepoint

** : a selection of core concepts will be included depending on signals of change observed within different workplaces

Contents of the questionnaire administered in T0

The following table shows an overview of themes and concepts (variables) that will be covered by the questionnaire in T0. Concepts/constructs in green are considered as core outcome measures of interest; the concepts/constructs indicated in red serve as covariates.

Table 3: Overview of the themes and concepts (variables) of the T0 questionnaire

Theme	Concept (constructs or variables)
Current work	- Employment type - Employment status - Employment status, working hours - Work experience - Leadership experience - Living in vicinity - Telework - Relocation for work - Supervisor and colleague support - Workplace isolation - Autonomy/control - Subjective time pressure
Compassion at the workplace	- Compassionate to others - Compassion from others - Compassionate climate - Awareness compassionate policies - Know policies - Access policies - Readiness for change and belief in programme
Experiences with serious illness, caregiving, death, loss, or grief	- EoL experiences - EoL experiences felt support + took time off - Death literacy talking about - Sharing EoL stigma
Well-being	- Psychological well-being at work - Burnout emotional exhaustion - General mental and physical health - Work-life balance - Experience health problems - Working when experiencing health problems - Presenteeism - Absenteeism - Intention to quit
Background & qualification	- Gender - Age - Education - Subjective income - Household size - Children in household - Minority status - Ethnicity - Religious denomination - Religiosity

Setting

The surveys take place within the 12 participating workplaces. Completion of the self-administered questionnaire can happen within the workplace or anywhere convenient for the participant.

Participants

The full eligible population within each workplace is included in the survey sample at each timepoint. The justification is both statistical power and inclusion of the entire relevant population. Because employment practices and workforce structures may differ between workplaces, the final sampling strategy for each recruited workplace will be determined in negotiation with the workplace management. In each workplace, what constitutes the full relevant population will be determined based on considerations of e.g., how best to consider interim placements, short-term employment contracts, employment of volunteers and seasonal workers, precarious work conditions and language differences in the workplace. In

this sense, the sampling strategy will be to pursue full relevant population samples where feasible, but to tailor each workplace sample to the workplace.

Each participant will receive a pseudonymized ID number in order to allow follow-up at (pseudonymized) individual participant level across the time points. Because of staff turnover, however, new participants may be included at each time point.

Analysis

In the evaluation of quantitative data, we will conduct exploratory uni-, and multivariable analyses using statistical software such as R, SPSS or Stata. For the analysis of the quantitative data a different plan will be made for the intervention-oriented analyses and the research-oriented analysis.

Intervention oriented analyses

These are the rapid analyses of the quantitative data that will be fed back as a report for discussion in the co-development group of the CWP, in order to inspire development activities. The analysis will happen according to a template developed by the consortium and will consist of:

1. Basic information about response (number, response rate, evaluation of non-response bias by gender, occupational category)
2. Descriptive tables of all core outcome measures (indicated in green in Table 3)
3. Cross-tables of relevant differences in the core outcome measures by occupational category, gender, ethnicity, age, religiosity
4. A (color-coded) correlation matrix with all correlations between the quantitative variables (i.e. measured at interval level)
5. Appendix: univariable description of all variables

Research oriented analyses

The same analyses as for the intervention-oriented analyses are performed, i.e. descriptive tables, cross-tables and correlation tables. The difference with the intervention-oriented analyses is that data are integrated across the different workplaces (rather than focused on one workplace) and that workplace and country are used as covariates in the analysis.

The dummy tables below give an example of a frequency table describing knowledge of employees across different workplaces of particular policies or procedures for accessing care-related types of leave (Table 4) and a cross-table of that knowledge by gender within just one organisation (Table 5).

Table 4: Frequency dummy table of employees' knowledge of policies or procedures for accessing care-related types of leaves across organisations in one country at baseline

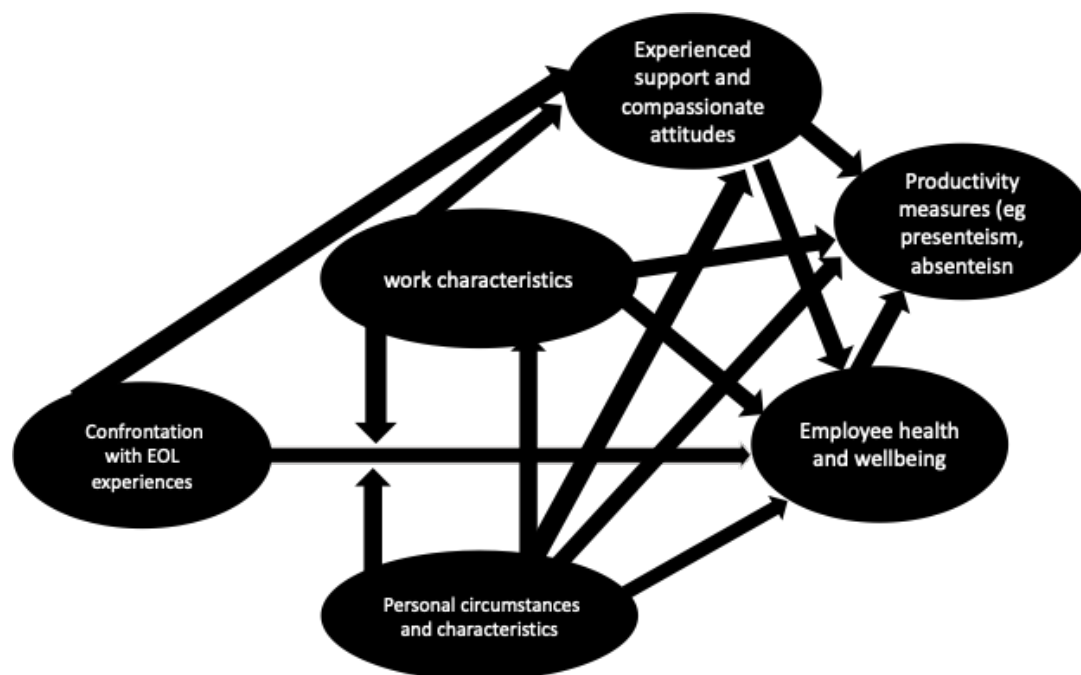
	Organisation A		Organisation B		Organisation C		p-value
	n	%	n	%	n	%	
Participants knowing of policies or procedures							
• Paid holiday							
• Paid sick leave							
• Paid maternity/paternity leave							
• Parental leave or care leave							
• Taking a day off unexpectedly							
• Bereavement leave							
• Palliative care leave							

Table 5: Dummy table on the correlation between gender and the knowledge of policies/procedures within an organisation

			Gender				Total	p-value
			Male	Female	Non-Binary	Other		
Knowledge of policies / procedures	Paid holiday	Number						
		%						
	Paid sick leave	Number						
		%						
	Paid maternity/paternity leave	Number						
		%						
	Parental leave or care leave	Number						
		%						
	Taking a day off unexpectedly	Number						
		%						
	Bereavement leave	Number						
		%						
	Palliative care leave	Number						
		%						

Additionally, a multivariable analysis is performed on the baseline data to explore important associations between core outcome constructs and possible predictor variables. For the different core outcome constructs (in green in Table 3) the appropriate multivariable analysis technique will be chosen (e.g. multi-way analysis of variance for interval-level outcomes and provided the model assumptions are met). For each association of interest an appropriate deconfounding is performed. This will be guided by the development of DAGs (directed acyclic graph) for the associations of interest, in which a clear (plausibility and evidence-informed) identification is made of what variables are to be considered as confounder (i.e. the association will be controlled for this variable), mediator (i.e. the association will NOT be controlled for this variable), or collider (i.e. the association will NOT be controlled for this variable). Figure 2 below provides an illustration of how a DAG could look like. As such, the question can be addressed of whether certain characteristics or experiences potentially influence the outcomes of interest (e.g. the question of whether experienced support/compassion influences wellbeing, is addressed - following the provisory DAG below- by controlling the association for personal circumstances and characteristics, work characteristics and for SILC experiences, but NOT for productivity measures). This strategy helps to avoid the so-called “Table 2 fallacy”.

Figure 2: An example of a direct acyclic graph (DAG) with possible associations of interest



[note: the DAG is only meant for illustration; more detailed and definitive DAGS will be built in the analysis stage]

4.3 Collection and Analysis of Qualitative Data

In this section we describe the collection and analysis of different types of qualitative data stemming from phases 0 and 1 (T0) of the baseline. Phase 0 consists of the collection of relevant documents (organisational and national level) and the collection of data based on intake group discussions and complementary interviews in the workplaces. Phase 1 (T0) consists of the collection of data based on individual interviews and focus groups with employees and management. These collection processes and their corresponding analysis approaches are described in detail below. Finally, some complementary methods of collection and analysis of qualitative data are discussed.

4.3.1 Document Analysis (phase 0)

To map existing assets and gain a comprehensive understanding of the organisational, regional and national context, a review of relevant documents (policies, programmes, laws, agreements, etc.) will be conducted, complemented by a national literature search. The aim is to build a deeper understanding of the existing contextual preconditions on different levels, of stakeholders, needs and resources.

Overarching guiding questions (in the research and in direct conversation with the workplace) regarding the content of relevant documents could be the following:

- Which laws, programmes, agreements, documents, reports, etc. are addressing topics of serious illness, care, care tasks, reconciliation, mental stress/health, sick (care/hospice) leave, loss, dying, death and mourning of employees? In what way do these issues come up...at the various levels (organisational, national; optional: regional)?
- How does the content of the documents directly/indirectly shape the way companies and employees deal with these topics (options for action)?
- Which contents support employees in dealing with care responsibilities, serious illness, loss, dying, death and mourning (EoL experiences), and which ones limit their options for action?
- How binding or non-binding are the contents? At what level is the decision-making power for this?

Materials: *At national level*, documents such as laws, regulations and policies regarding sick leave, death and caregiving will be analysed to get an overview of the national context and care regime that the organizations work within. In addition to this, a national literature review of peer reviewed literature (especially those in local languages) will be conducted in each of the countries to map existing resources and initiatives that are already in place, that have not been studied in international literature reviews previously. The purpose of this is to get an understanding of issues that have been discussed within this field related to the current societal context and care regime.

At organisational level, key documents, such as organigrams, policy guidelines, charters, annual reports and protocols, findings from surveys within organisations etc. will be analysed to explore the existing framework surrounding caregiving, sick leave, bereavement leave, long-term leave, and workplace protocols for handling EoL experiences. Moreover, the documents will be evaluated in terms of how they relate to goals and objectives, leadership commitment, responsibilities, accessibility, procedures, tailoring, implementation, supportiveness, link to strategy, communication, developing understanding, complaints, strengths and weaknesses.

Data analysis: A policy review toolkit will be used to guide the data collection and analysis of relevant policy documents. Clarification questions about existing regulations and protocols can be asked in conversations with the internal project management and during the intake group discussions/focus groups and complementary interviews with HR/management. The documents at the organisational level can be followed up after the Eu-CoWork project to see if they are revised or in other ways affected by the co-creative activities.

The analysis of the documents will be done in combination with the intake interviews to be able to present initial Context-Mechanism-Outcome (CMO) configurations in a context-specific way. The aim of the analysis is also to identify issues that need further investigation, eventually with other complementary methods like interviews or observations.

Dimensions to consider in the analysis of documents will be in line with methodological and theoretical aspects where some are common for all partners within the consortium, and some will be decided and focused within different contexts/teams. This is to be aware of/mind

contextual specific differences as well as embracing the multidisciplinary aspects of this project's subject.

Examples of dimensions that can be focused on, in the document analysis, can be based on the Foucauldian concept *dispositive* such as discursive practices, power relations, what knowledge and norms the documents are based on as well as temporal and spatial dimensions.

4.3.2 Intake Focus Groups/Group Discussions and Complementary Interviews (Phase 0)

An important initial step of the data collection process is to meet with key stakeholders of the organization to start building trust and establish a relationship and begin to understand their unique perspectives. Initial meetings (the frequency and form of which depend very much on the local conditions of the workplace) are followed by an explicit step of structured collection of contextual conditions, central concerns, resources and needs *via group discussions/focus groups, supplemented by a few individual interviews, if necessary*. The exact design of the focus groups/group discussions, as well as the question of which perspectives will be revealed by individual interviews, depends on the local conditions. It is important that the core dimensions for collecting data on the context, resources and needs are covered by the different data collection settings.

The focus groups/group discussion and interviews aim to get a grasp of the context and underlying dynamics in each organization. These settings are also important to build trust between the researchers, facilitators and relevant stakeholders and form a good basis for a trusting co-development process on an equal footing. In addition, a common understanding of and commitment to the research and development process is created (e.g., aims, evaluation design, data collection and analysis process and methods, potential of co-development, etc.).

Participants: HR-personnel/management, key people for the implementation process at management and employee level (will be decided in each workplace).

Materials: The focus group/interview questions will explore existing resources, potential leverage points (e.g., areas with the greatest potential impact), as well as anticipated challenges, gaps, and obstacles. They will also probe organisational, social, commercial, and political barriers that may hinder the process. Additionally, the intake-interview will gauge what has already been attempted and what lessons can be drawn from previous well-being projects or efforts, and what the current needs are. It is important to understand how the project may be influenced by other system elements. Moreover, understanding stakeholders' motivation is crucial. Therefore, questions will also focus on how different stakeholders perceive their roles, responsibilities, and expectations regarding the project, as well as their underlying motivation for participation.

Data analysis: In-take group discussions/focus groups will be documented (via a memory protocol) and recorded. The group discussions/focus groups are thematically analysed primarily based on the documentation and memory protocol. A full transcription and software-supported analysis is not required for the intake group discussions. The recording serves as a backup, and also so that certain topics can be listened to again if needed. If there are any important quotes here, then these may be useful reference points that can be referred to later in the process.

Dependent on the local project process of the respective workplace 1-2 complementary (to focus group/group discussion) interviews with management and/or 1-3 complementary interviews or 1 focus group with employees will be carried out. These interviews will be recorded, transcribed and documented (memory protocol). Since these interviews could also

delve into a very personal level of experience, they could optionally also be used for an in-depth thematic analysis at T0. Therefore, they will be fed into NVivo.

The analysis will be done in conjunction with the document analysis to be able to present initial Context-Mechanism-Outcome (CMO) configurations in a differentiated way in preparation, to be able to adapt the project process (data collection, analysis and development process) in a context-specific way. The analysis will also be used to identify issues to observe, or which need further investigation.

4.3.3 Individual Interviews/Focus Groups with Employees/Management (Phase 1)

As part of the baseline assessment, interviews or focus groups with employees will be conducted to explore their experiences with EoL issues in the workplace. These interviews will also examine their specific support needs, providing a deeper understanding of how the workplace can address EoL challenges.

The ratio of individual interviews to group interviews/focus groups will vary depending on the workplace. The form and extent of complementary methods e.g. observational will also differ.

Participants: All employees (diverse roles, positions, departments). The recruitment strategy is determined in collaboration with the co-development group, utilizing channels such as the workplace newsletter and other internal communication methods. Specifically, people with direct or indirect (e.g. death in the family of a colleague) EoL experiences are to be interviewed. The sample size depends largely on the size of the organization. However, it is primarily determined by the achievement of theoretical saturation. This means that no new relevant insights or patterns emerge from additional samples, and the data begin to repeat. Once this point is reached, no further cases are added, as additional data collection would not yield any further insights.

Materials: An interview guide is developed to guide the process of conducting interviews and focus groups across participating countries and organisations to complement the quantitative baseline survey. We will explore existing strategies and resources by asking questions like, “Where do you seek help?” Additionally, we will assess the workplace culture surrounding these topics, such as, “Are you able to discuss serious illness, death, or bereavement openly with your colleagues?” We will also inquire about employees’ needs for support by asking questions such as “What specific needs do you as a supervisor identify among your employees/colleagues related to serious illness, care and end-of-life situations?”

Contents: The following table 6 shows a selection of topics to be covered in the qualitative interviews and/or focus groups in the baseline phase 1 (T0).

Table 6: Overview of topics that will be discussed with interview partners and participants of focus groups

Topics
Background information (function/roles, background experience, relation to the topic)
Motivation for participation
Experiences with care responsibilities, serious illness, dying, loss and mourning in the organization: challenges and needs & effects on work
Perceived needs (related to serious illness, care and end-of-life situations)
Resources, assets and cultures (related to serious illness, care and end-of-life situations) in the organization and in different fields of work
Challenges (regarding EoL experiences, illness and care work within the organization)

Data analysis:

The data analysis has three objectives. Accordingly, the analysis processes and methods will be adapted in each case.

- (1) The baseline analysis (qualitative and quantitative) should help to ensure that the thematic focus and design of the respective development processes are context-specific. The transcripts of the focus groups/individual interviews are analysed, summarized, and reported back to the co-development group to support decision-making for the local development processes. Therefore, this feedback loop should be as timely as possible on workplace level.
- (2) The baseline analysis is the basis for the longitudinal study and the evaluation of the development processes.
- (3) The baseline analysis opens up the possibility of additional in-depth analysis (country-specific, or team-related, or along deepening content-related interests of the doctoral students), which could also require the expansion/adaptation of analysis methods and processes.

Transcripts of both individual interviews and focus groups will be analysed using (or based on) an evaluation method that allows for both an inductive and a deductive approach. This could be, for example, the focused analysis of qualitative interviews by Udo Kuckartz and Stefan Rädiker (2020), which was particularly developed for the systematic analysis of interviews conducted with a guide. In this method, a category system is first developed based on the interview guide. Depending on the research focus, theoretical categories can also be defined in advance. However, categories are also developed inductively based on the data material. Therefore, interview segments can be coded according to predefined categories or according to categories that are created during the analysis process (Kuckartz/Rädiker 2020). In this particular case, a special focus is put on local organisational context, country-specific legal frameworks, organisational features, cultures and norms etc. A similar method of analysis that may be used is the reflexive thematic analysis of Virginia Braun and Victoria Clarke (2021). For qualitative data analysis we will use NVivo.

4.3.4 Complementary Qualitative Data (Phase 1)

One important complementary method could be that all 'key researchers' keep a research diary in which they record observations (the unspoken and the not obvious), contextual impressions, spatial and atmospheric conditions, dimensions of digitalization and (direct/indirect) implications of the green transition for the field of work, the company and working conditions. A research diary would entail the researcher's position in the field and the researcher's reflexion on this position and its potential implications.

4.4 Process Flow and Integration of Quantitative and Qualitative Analysis

The analysis process is characterised by the interaction of three intertwined levels of attention:

Level 1: **Compassionate workplaces - case-specific:** related to the individual **workplaces** - with a focus on the specific developmental needs of the organisation,

Level 2: **Country-wide**, with a focus on the formative political, legal, cultural, etc. conditions,

Level 3: **Consortium-wide**, across countries and sectors etc. in order to identify overarching relationships between CWP and contexts, needs and areas of work, differences and similarities, as well as factors that promote or hinder CWP, etc.

At all three levels of analyses, both separate and integrating quantitative and qualitative processes are required. The quantitative analysis, apart from the staggered surveys, can be conducted by a consortium-wide working group. However, organising the qualitative analysis is more complex, as not all raw data (such as transcripts) are translated and analysed collectively. Instead, the consortium-wide analysis process begins at an 'intermediate level', focusing on reflection protocols, code tree, core topics, anchor examples.

The chronological sequence of the analytical steps and the levels of integration (organisation, national, international/consortium) are largely determined by the following factors:

1. the temporal expansion of the data collection (and thus the analyses) due to the staggered approach
2. parallel - equivalent - research interests: a.) as a basis for the concrete development activities in the workplaces, b.) as a basis for the process evaluation and longitudinal study; c.) as a basis for specific in-depth/extended research interests (teams, doctoral projects, workplaces etc.).
3. the relationship between (especially with regard to qualitative thematic analysis) analytical steps in the national language and consortium-wide analytical steps, which require a partial translation of the raw material and/or translation of partial evaluations (e.g., code map/tree, reflexive protocols).

4.4.1 Process Flow – Cross-Sectional Quantitative and Qualitative Analysis

For the analysis process, it is crucial that there is a good alignment between the coordination of the overall strategy across the consortium and the local analysis processes in the workplaces and their synergies at the country team level. Given the heterogeneity of workplaces and the small sample of participating organizations (i.e., 12), the idea here is to collect and analyse both kinds of data in a complementary way, so that weaknesses of each used exclusively can be offset and their strengths can be combined to obtain a more comprehensive understanding of workplaces and the working contexts (also known as convergent triangulation (Turner et al. 2015)). Additionally, collecting and analysing one kind of data exclusively would bring about an incomplete picture of such complex phenomena such as EoL experiences and care practices, compassion at work, power dynamics, organisational and structural aspects affecting care practices and policies etc. Thus, through holistic triangulation both kinds of data are incorporated to aim for a more complete picture of these phenomena (Turner et al. 2015). We employ a convergent parallel design, in which research teams from each country in a first step collect quantitative and qualitative data simultaneously and then analyse them separately. In the next steps, results of each analysis are compared to each other and interpreted.

It should be noted that at least three parallel analysis processes are taking place in each country within the workplaces, in order to then relate these to each other across the country and finally enable cross-national analysis. Within each workplace, the quantitative and qualitative data are compared in a mixed-methods approach. The triangulation of quantitative data, qualitative data from interviews and observations, document analysis, and the organisational and legal contexts enables a differentiated description and analysis of each individual work context. At the country-wide level, as well as across the consortium, the potentials of different types of data can be used in the same way. The different, interdisciplinary perspectives of the researchers, as well as - in a transdisciplinary way - those of the moderators, can also be used in the triangulation.

In addition to analysing the organisational context and how care responsibilities, serious illness, bereavement, dying, death and mourning are dealt with from the perspective of employees and management, the central focus of the T0 questionnaire is the baseline

questionnaire for the longitudinal study and thus the process evaluation (D 4.1) of the Compassionate Workplace Programmes, for each workplace and across them.

Figure 3 provides an overview of the interrelationships between the three levels of analysis: workplace, country-wide and consortium-wide. From the perspective of each national partner team, these levels and processes (at the workplace level, there are three parallel analysis processes) are to be linked. The fundamental decisions regarding content, methods and processes are always made jointly at the consortium-wide level in working groups and/or consortia meetings. The data analysis plan is, in a sense, the starting point of this coordinated analysis process. In figure 3, the green arrows underline a possible, ideal-typical analysis process flow.

It will be important to ensure that the local/national and consortium-wide analytical processes are continuously linked through working groups and reflection settings. For the qualitative collective analytical steps, 'analysis protocols' are to be developed and translated into English. This is exemplified in Figure 3 highlighting the 'reflection protocol context' and the 'code map' and is explained in more detail in Table 7.

Figure 3: Multi-level baseline analysis process

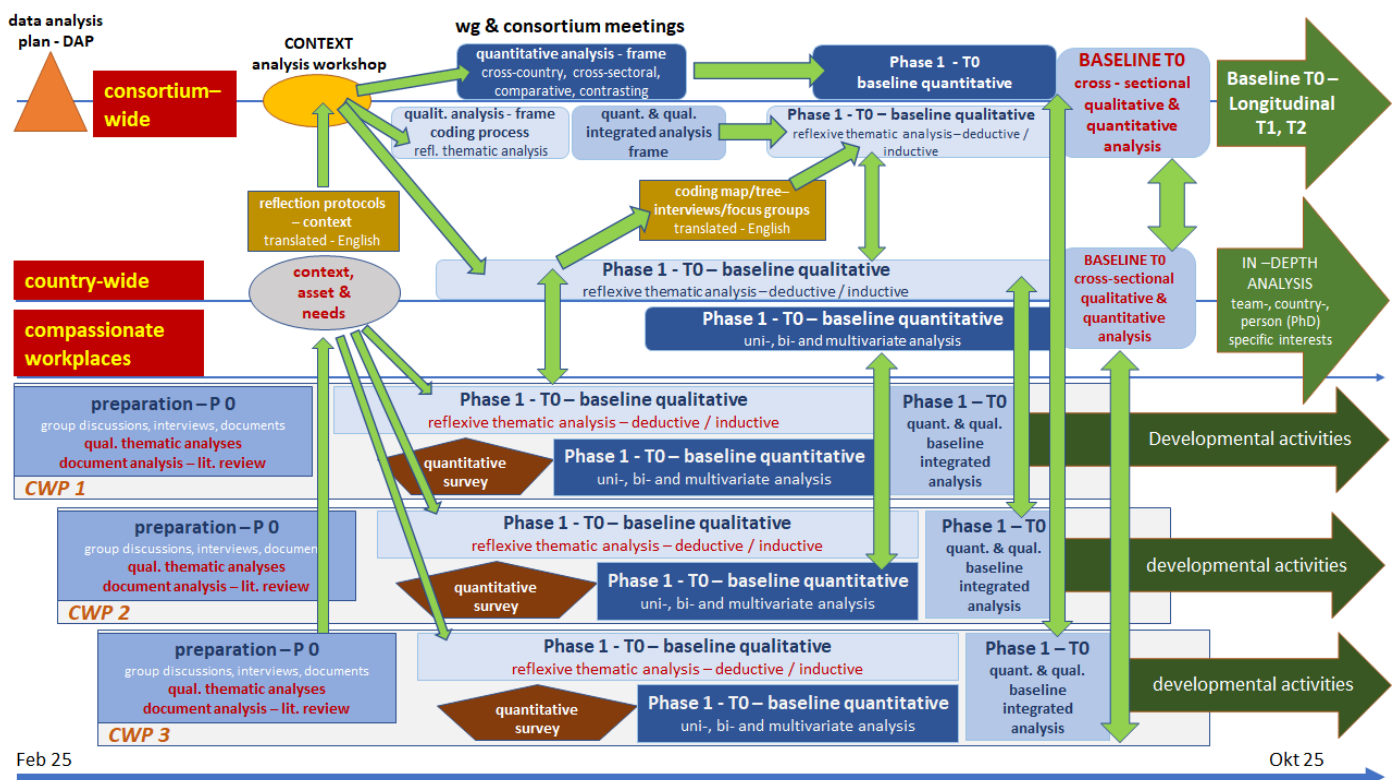
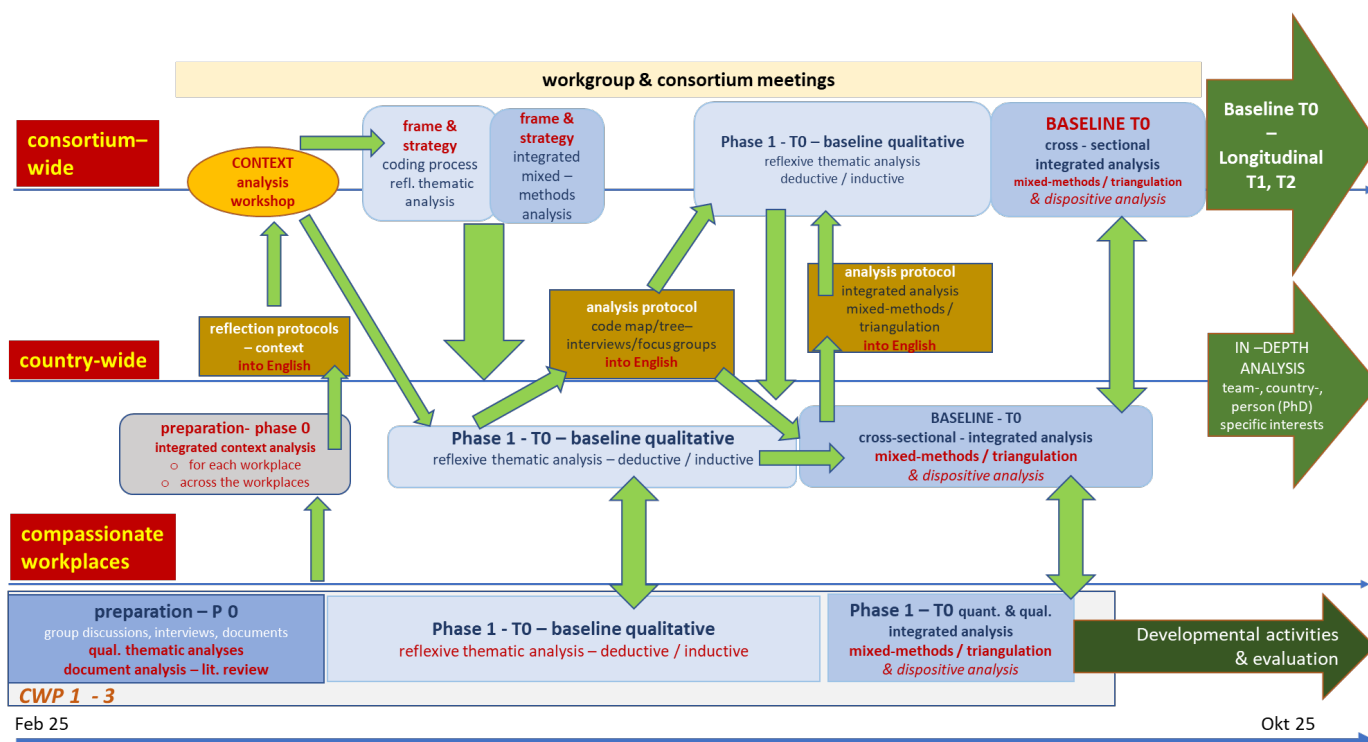


Figure 4 focuses explicitly on the qualitative analysis process for better comprehensibility and readability. Zooming into the process, it also highlights elements of the process of integrating quantitative and qualitative data. Here, too, it will be important that a basis for a consortium-wide evaluation is created in the sense of emerging analysis protocol that is translated into English, exemplified by the 'analysis protocol - integrated analysis'.

Figure 4: Multi-level baseline qualitative analysis process



The following table 7 describes how the relationship between qualitative analysis in the local language and translated English analysis protocols could be designed at the workplace, national and consortium-wide levels.

Table 7: Levels of translation of analysis protocols in the qualitative process

Phase	Types of data	Analysis	Within workplaces	Country - wide	Consortium - wide
Phase 0	Policies, programmes, surveys etc.	Document analysis using a reflection guide & policy review toolkit	For each workplace, an integrated context analysis protocol is created that contains the central contextual conditions from meetings, document analysis and the in-take group discussions and interviews (national language).	On the basis of a reflection workshop, an analysis protocol is created – across the workplaces, integrating the national context analysis – that serves as a knowledge base for the consortium-wide exchange (will be translated into English).	This analysis protocol serves the overarching understanding and analysis of the contextual conditions (Context Analysis Workshop) with regard to heterogeneity, sector and work area (e.g. at the workplace level) similarities and differences, implications for process design, implications for analysis, CMO configurations and potential expansion/adaptation of qualitative survey dimensions and/or methods.
Phase 0	National literature texts / documents	Literature review complementary with national / regional focus			
Phase 0	group discussion / focus groups – context, asset and needs protocols, (partially) transcripts	Team-reflection / thematic-analysis			
Phase 0	Complementary interviews (employees & management) – context, asset and needs protocols, transcripts	Team-reflection / thematic-analysis			

			In a consortium meeting , the framework strategy of the qualitative and integrated analysis (mixed-methods & triangulation) process is coordinated before the evaluations start in the respective countries.	
T0 phase 1	Interviews and focus groups - employees and management transcripts	(Reflexive) thematic analysis , (oriented towards Kukartz & Raediker (2020) and Braun & Clarke (2021) with NVivo	The reflexive thematic analysis (deductive and inductive development of the code tree) is conducted per workplace and across the country based on the transcripts in the national language . Depending on the context and potential implications from the quantitative survey, new analytical points of interest may be added. This goes hand in hand with the mixed-methods integration of the data analysis (triangulation) . From this, initial conclusions are also integrated into the analysis protocol.	The 'basic framework' (code tree, key topics and anchor examples: quotations, mini-narratives, vignettes) of the first evaluation loop is used to create an analysis protocol , which is also translated into English . This forms the basis for a joint consortium-wide analysis step . Conclusions are drawn from this for the further analysis strategy (qualitative and integrated qual. & quant.) and process planning.
T0 phase 1	Complementary methods observation protocols, field notes, research diaries	(Reflexive) thematic analysis , with NVivo		

4.4.2 Integration of Quantitative and Qualitative Analysis

The mixed-methods integration of qualitative and quantitative data is mainly carried out in the light of two methodological-conceptual approaches: 1.) The focus is on a comparative analytical approach based on Bartlett and Vavrus (2017) (including vertical, horizontal and transversal comparisons), and complementary 2.) the dispositive analysis (Foucault), based on Bührmann and Schneider (2008), which is particularly compatible with vertical comparative approaches (legal framework, organisational environment, communication and decision-making structures, etc.). In addition, it enables greater consideration of analytical dimensions such as spatial conditions, power relations, internalised patterns of action and self-conceptions. Above all, however, the fabric of various conditions that shape a compassionate workplace (socially shaped discourses on dealing with loss, care regimes - legal frameworks, implicit expectations, internalised images of a 'good worker' and an organisationally 'appropriate' approach to dying, etc.) are reflected in their mutual conditionality and placed in a socio-theoretical framework.

The disciplinary competences, interdisciplinary reference discourses and specific research and publication interests of the entire consortium team will of course shape the further theories and concepts of the analysis process and the integration of the data. Ultimately, the respective conceptual priorities of the analysis will crystallise in the course of the process, especially in the light of the available data. This data analysis plan represents the starting point of the collective analysis process.

We would therefore like to illustrate the potential of the mixed-methods approach using specific topics as examples, in order to then sharpen our understanding of the comparative research approach using examples and finally to reflect on the potential of the dispositive analysis.

At the interpretation and presentation level we can employ different methods of integration such as Integration through narrative, Integration through data transformation or Joint display integration (Fetters et al. 2013). Given the heterogeneity of workplaces, the complexity of phenomena, and different research foci of each research team, the methods of integration will be combined and applied accordingly. Table 8 below presents an example of a Joint display integration of quantitative and qualitative findings on perceptions of workplace compassion in an example organization X (adapted from Fetters et al. 2013, p. 2150).

Table 8: An example of a joint display integration of quantitative and qualitative findings on perceptions of workplace compassion by employees from organization X who reported EoL experiences

Perceptions of workplace compassion		
EoL experience(s)	Quantitative data (compassion rating – ranging from 0 to 5, with 5 meaning high compassion)	Qualitative data
Serious illness of respondent	3/5	“Since I was seriously ill, my colleagues ask more often about my health and offer help.” “My colleague asks me often to play tennis after work, but I am just so exhausted. I am still happy that he asks.”
Death of a family member	1/5	“None of my colleagues or supervisors came to my mother’s funeral. No one talked about it at work.” “Since I work remotely, I did not have anyone to talk to, after my partner died.”
Death of a close colleague	5/5	“We talk very often about her. She was such a funny and optimistic person. Everyone here loved her.”
Ongoing mourning process of respondent	4/5	“My coworkers are very supportive at this difficult time. But I know they have their own problems as well.”

4.4.3 Sub-Group Analyses

Support and compassion at work seen through relational and interpersonal perspectives highlights power relations for example, across gender, different working groups and minorities (Hensing et al., 2015; Way and Tracy, 2012). Therefore, it could be fruitful to study different perspectives and make comparisons between different subgroups in the development of interventions that are aiming to support people going through experiences such as serious illness, caregiving or bereavement.

Gender could be studied especially in relation to caregiving since it is described as a traditionally gendered task where women, traditionally have been taking a bigger responsibility for this task than men (Williams et al., 2011). Experiences across gender in relation to illness can also differ depending on structural and situational factors (Hensing et al., 2015).

Differences between working groups could be raised because their work conditions and work tasks can differ both between organizations and within organizations (Hensing et al., 2015). This can be the case in many industries which are important sectors to focus on when it comes to social sustainability since they often are a part of the digitalization and green transition (Bednorz et al., 2022). Comparisons within these categories could include people with different working conditions such as people at different positions, within different sectors, working full time/part time, subcontractors etc.

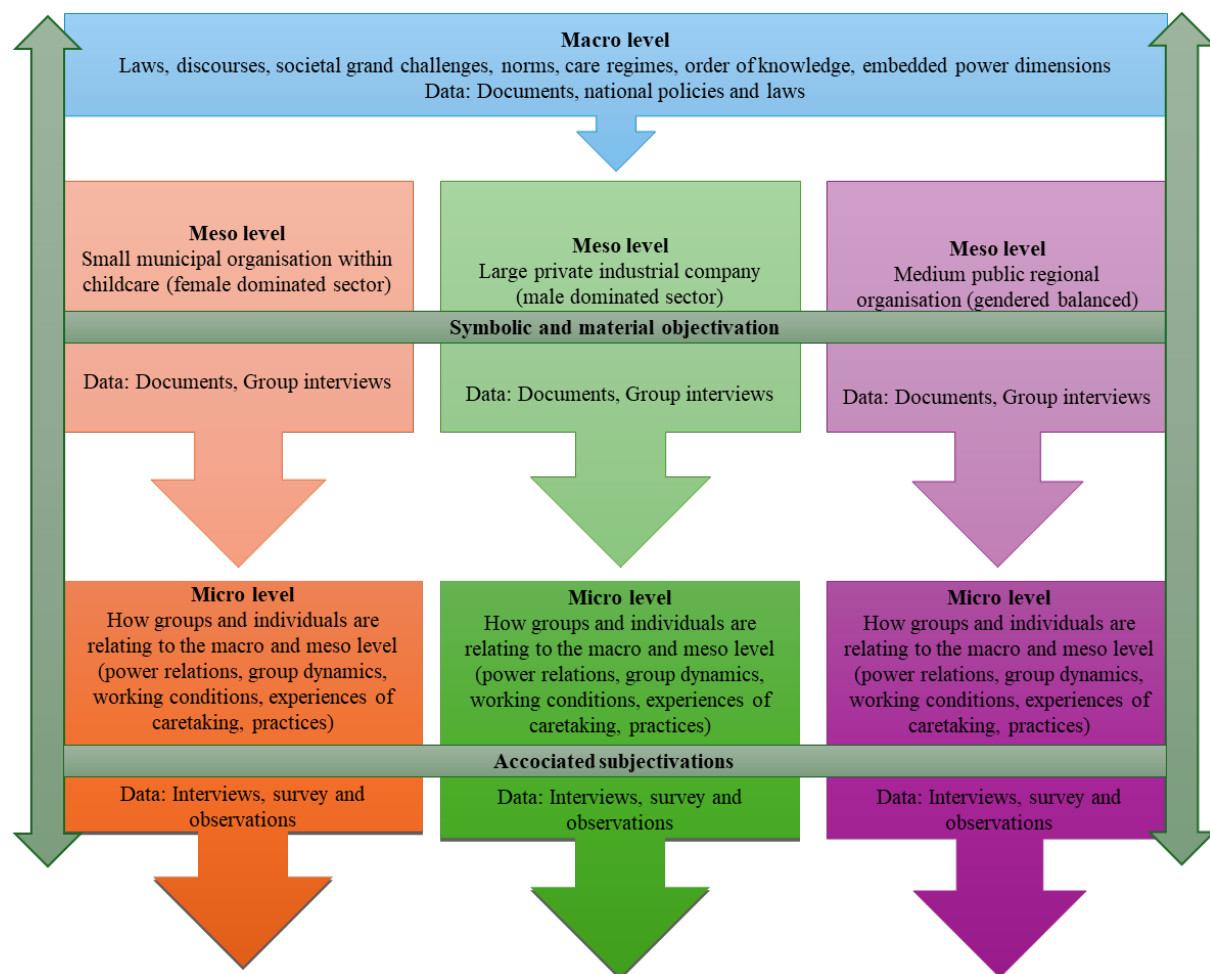
Migrating workforce/ethnicity as well as commuting workforce can also be relevant subgroups to study and compare between organizations and countries. This partly because experiences of difficult life events, although they have some common concerns among all human beings, can differ between people depending on their individual backgrounds, culture and context (Tietfort et al., 2023). At the same time green transition and digitalization present new risks and opportunities for mental and physical health, related to people's working life and societies labor market. The green transition has for example led to an increase in migrating workforces, particularly in rural areas, which can further diminish social support during challenging times when living far away from close relatives, family and/or friends.

4.4.4 Suggested Comparative Method Using Dispositive Analysis as a Tool

As a comparative method of analysis, we aim to use Bartlett and Vavrus's (2017) strategies for organizing comparative case study research. These strategies include vertical, horizontal, and transversal comparisons, and we will assess which type of comparative strategy best applies to our cases during the data collection phase. Here we give two examples using a vertical and a horizontal type of comparison.

- *Vertical comparison - the example of three organizations in the same country*

Figure 5: Vertical comparison on the example of three organisations in the same country



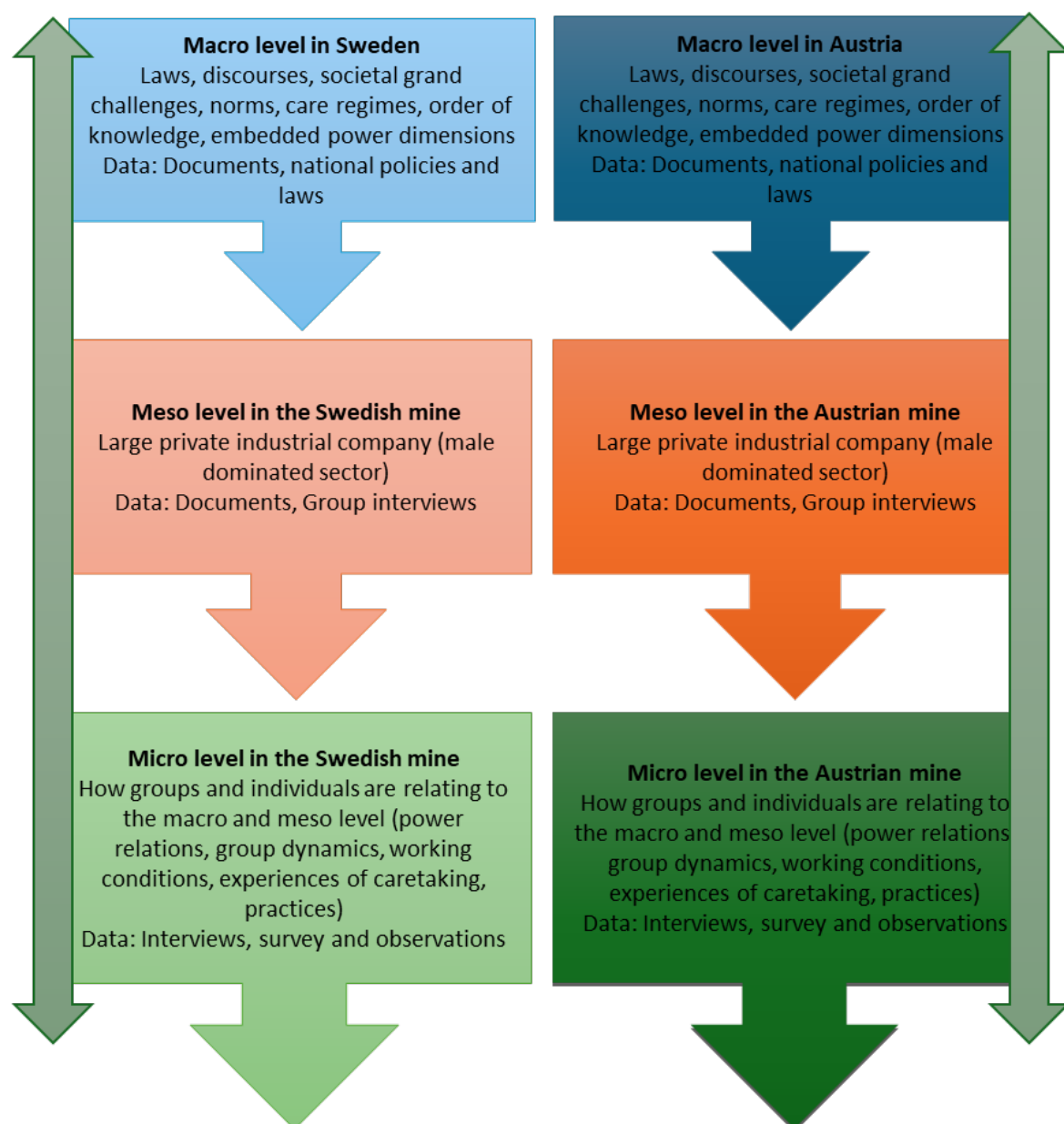
Vertical comparisons involve analysing cases within a single hierarchical level, such as different organizations within the same country in order to understand how processes and practices are interconnected and influenced by these levels. For instance, we can explore how a particular care regime influences compassionate practices toward employees facing severe illness or loss in organizations in Northern Sweden, a region defined by the green transition and digitalization.

By using dispositive analysis (Foucault 2002) we can understand how national policies (e.g., welfare regulations, labour laws) function as a *dispositive*—a network of discursive and material elements that regulate compassionate practices. The interplay between hierarchical levels (national, regional, organisational) demonstrates how power is exercised not just through coercion but through normalization, shaping what is seen as 'appropriate' compassionate care. The dominant narratives on compassionate care serve as instruments of power that define what is legitimate care and who deserves it. Employees and managers are not just passive recipients of policies, but subjects shaped by these regulatory frameworks.

Their interpretations of compassionate care are filtered through institutional discourses that privilege certain moral, economic, or efficiency-driven rationalities. Gender and power dynamics shape how individuals *experience* and *perform* compassion, reinforcing or challenging dominant norms within organisational cultures. Digitalization and green technologies function as both enablers and constraints, shaping how care is operationalized within new industrial landscapes. The *dispositive* analysis further allows us to see where resistance occurs—where local actors reinterpret, modify, or reject dominant policies. Instead of a one-way implementation of national policies, we observe a negotiation process in which local actors engage with, adapt, or push back against dominant discourses.

- *Horizontal comparison: The example of two mines in two different countries*

Figure 6: Horizontal comparison on the example of two workplaces (same industry) in two different countries



Horizontal comparisons examine cases at the same hierarchical level across different countries or cultural contexts, investigating how similar phenomena are influenced by national regimes or cultural settings.

For example, we can investigate the implementation of compassionate workplace routines in mining companies in two different institutional contexts: Sweden and Austria. By conducting interviews with managers and HR in the two countries, we can explore how societal values, institutional structures, and resource availability function as elements of a *dispositive* (Foucault 1980) that governs compassionate care in the workplace.

In Sweden, where societal values embrace a type of egalitarian philosophy, compassionate practices could for example derive from collaborative decision-making processes and give rise to distributed responsibility. In Austria, with its more hierarchical system, they might involve structured mentoring programmes or formalized support systems. A *dispositive* analysis allows us to see how power operates through multiple interlinked components—policy frameworks, cultural narratives, material infrastructures, and organisational practices—that regulate the enactment of compassion at work. In Sweden, where societal values embrace egalitarianism, compassionate practices may be shaped by discourses of collective responsibility and participatory decision-making, reinforcing a distributed form of workplace care. In Austria, with its more hierarchical system, compassionate routines may instead be structured through formalized mentoring programmes or institutionalized support mechanisms, reflecting a different mode of governance.

Summarizing

By combining comparative analysis with *dispositive* theory, we move beyond static institutional comparisons and instead trace the relational configurations of power, discourse, and practice that shape compassionate workplaces in different contexts. This approach enables us to uncover both shared challenges and unique adaptations, highlighting how workplace compassion is not a fixed practice but a historically and socially contingent assemblage shaped by political, cultural, and material conditions.

4.4.5 Dispositive Analysis

As has already been made clear, we can use dispositive analysis on the one hand as an analytical tool in the context of comparative studies. On the other hand, dispositive analysis offers the possibility of a theoretical and methodological analytical framework to capture the ‘complex web of relationships’ of legal frameworks, the latent shaping developments of digitalisation and green transition, the prevailing discourses on dealing with care, loss and dying, the observed practises in the workplace, the structural organisational context conditions, the experiences, needs and assessments of employees and management, which make up a Compassionate Workplace in its entirety.

This also means that the different data sources (quantitative and qualitative) are integrated. This can be done within the comparative studies, but also at the level of an individual workplace or in the consortium-wide meta-analysis, which includes, for example, the general ‘ingredients’ of a compassionate workplace or the factors that promote or hinder its strengthening.

The concept of a *dispositive*, as introduced by Foucault (1980) and operationalized for empirical research by Andrea Bührmann and Werner Schneider (2008), refers to a Dispositive as “a thoroughly heterogeneous ensemble consisting of discourses, institutions, architectural forms, regulatory decisions, laws, administrative measures, scientific statements, philosophical, moral and philanthropic propositions – in short, the said as much as the unsaid. Such are the elements of the [dispositive]. The [dispositive] itself is the system of relations that can be established between these elements.” (Foucault, 1980, p. 194)

Therefore, Dispositive Analysis captures the "interactions between prevailing orders of knowledge, discursive and non-discursive practices (in everyday life), their symbolic and

material objectivations and the associated subjectivations." (Bührmann/Schneider 2008: 111).

Subjectivation in the workplace refers to how employees are shaped by institutional norms, expectations, and discourses when dealing with caregiving, serious illness, loss, dying, death, and bereavement. This process can create tensions between personal grief and professional responsibilities, influencing how individuals navigate emotional labour and develop coping strategies within organisational frameworks. As a pointed, simplified example, this could mean: In the mining industry, subjectivation shapes how male workers deal with loss, death, and grief within a culture that values resilience, toughness, and camaraderie. While emotional suppression is often expected, collective rituals—such as moments of silence or shared storytelling—provide alternative ways to process grief. At the same time, structural pressures to 'keep working' can create tensions between personal mourning and professional expectations, leaving workers to navigate their emotions within rigid workplace norms.

A dispositive analysis would methodologically integrate multiple perspectives to examine how 'compassionate workplaces' are constructed through discourse, power structures, and institutional practices. Quantitative and qualitative employee and management surveys would reveal dominant and competing narratives about workplace compassion, while document analysis (e.g., policies, guidelines, and organisational reports) would uncover formalized norms and regulatory frameworks. By mapping these elements, the analysis would identify how certain subject positions (e.g., the 'empathetic leader' or the 'resilient employee') are shaped, reinforced, or contested within the organisational structure, providing insight into both enabling and constraining factors of workplace compassion.

Specifically, the data collection and analysis could be based on "dispositive-oriented" key questions (very differentiated below in order **to gain an understanding of the potential dimensions** to be captured), which either *provide a framework for the observation protocols/field notes* on site in the organisations *or serve in an adapted form for the integrative meta-analysis* (e.g., in the context of consortium-wide analysis workshops).

"Exemplary Guide: Dispositive Analysis of a Compassionate Workplace"

1. Relevant Discourses and Power Dynamics

- What explicit and implicit narratives about compassion, care, grief, and loss exist in workplace communication (e.g., meetings, policies, training materials)?
- Who are the key actors shaping these discourses (management, HR, employees, unions, external stakeholders)?
- Which perspectives dominate the discourse on workplace compassion, and which are silenced or devalued?
- How do power structures determine who can speak about grief, care, and emotional well-being in the workplace?
- Are there tensions between different narratives (e.g., managerial efficiency vs. emotional support)?

2. Legal Frameworks and Workplace Policies

- What labor laws and regulations shape workplace responses to care, grief, and loss (e.g., leave policies, job protection for caregivers, anti-discrimination laws)?
- How do organisational policies translate or reinforce legal provisions (e.g., internal bereavement leave policies, employee assistance programmes)?
- Are there legal gaps or contradictions between formal regulations and lived workplace practices?
- How do different employment contracts (e.g., permanent vs. temporary workers, full-time vs. part-time) impact access to care-related rights?

- How are employees made aware of their legal rights regarding care work, bereavement, and emotional well-being?

3. *Silenced or Marginalized Knowledge and Experiences*

- Which employee groups (e.g., shift workers, precarious workers, women, migrants) have less access to institutionalized care structures?
- Are emotional burdens and care responsibilities recognized as legitimate workplace concerns or treated as private matters?
- Where do alternative narratives on grief and care emerge (e.g., informal support groups, private conversations)?

4. *Social Practices in Care, Loss, and Grief*

- How do legal frameworks and company policies influence actual workplace practices (e.g., the duration of leave, expectations for returning to work, access to psychological support)?
- Are there collective coping mechanisms (e.g., shared rituals, team-based support structures) or is grieving primarily an individual responsibility?
- How do social hierarchies (e.g., leadership vs. employees) affect who has more flexibility in handling grief and care responsibilities?

5. *Norms and Standards for Emotional Expression*

- What behaviours are considered "appropriate" when dealing with grief and vulnerability?
- Do official or unofficial rules regulate emotional expression at work (e.g., unwritten expectations for "professionalism")?
- Are there formal mechanisms to prevent discrimination against grieving employees or caregivers?

6. *Artefacts: Spatial Arrangements, Digital Infrastructure, and Objects*

- Are there physical spaces for emotional support (e.g., quiet rooms, chaplain services, social counselling)?
- What digital tools or platforms support communication around grief and care needs (e.g., workplace grief forums, internal memorial pages)?
- Are material symbols (e.g., condolence books, memorial plaques, corporate announcements) used to acknowledge loss?

7. *Forms of Subjectivation: Normative Expectations and Self-Governance*

- What implicit and explicit expectations shape employees' behaviour regarding care, grief, and emotional support?
- Are employees encouraged to seek psychological or social support, or is coping framed as a personal responsibility?
- What tensions arise between legal rights and organisational expectations (e.g., pressure to return to work despite legally protected leave)?
- What narratives do employees construct about their role in managing care, loss, and grief at work?
- How do professional identities (e.g., leader, caregiver, worker) shape emotional expectations and coping strategies?
- What forms of self-governance (Foucault) are visible in employees' emotional management—do they regulate, suppress, or resist dominant norms?

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