



LUND UNIVERSITY

Do Swedish first-line eldercare managers feel reciprocated for their work efforts and are their feelings associated with self-reported workability and intentions to change employer within the next two years?

Persson, Roger; Johansson, Gerd; Jungert, Tomas; Widar, Linda; Rydenfält, Christofer

2026

[Link to publication](#)

Citation for published version (APA):

Persson, R., Johansson, G., Jungert, T., Widar, L., & Rydenfält, C. (2026). *Do Swedish first-line eldercare managers feel reciprocated for their work efforts and are their feelings associated with self-reported workability and intentions to change employer within the next two years?*. Abstract from Novo Symposium, Stockholm, Sweden.

Total number of authors:

5

Creative Commons License:

Unspecified

General rights

Unless other specific re-use rights are stated the following general rights apply:

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

Read more about Creative commons licenses: <https://creativecommons.org/licenses/>

Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

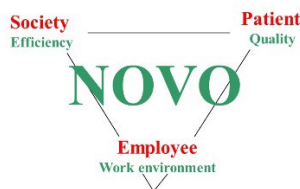
LUND UNIVERSITY

PO Box 117
221 00 Lund
+46 46-222 00 00

ABSTRACT BOOK

16th NOVO symposium

**“Leadership for Tomorrow’s Healthcare: Turning
Challenges with Digitalization into Sustainable Solutions”**



7.- 8. May 2026

KTH Royal Institute of Technology, Stockholm, Sweden

Contents

Session 1: Leadership Practices	4
Balancing core mission, decisiveness and warmth: Leadership practices for sustainable healthcare delivery (Sigrún Gunnarsdóttir and Kasper Edwards).....	4
Tough love – How Danish healthcare managers enact leadership to create wellbeing and high-quality outcomes (Kasper Edwards and Sigrún Gunnarsdóttir)	5
Leadership presence in public care organizations - meaning, mechanisms and strategies (Monica Andersson Bäck, Camilla Blomqvist, Lotta Dellve)	6
Session 2: Leadership, Voice and Managerial Conditions	7
Communicative leadership practice in community care. (Camilla Blomqvist Monica Andersson Bäck, Lotta Dellve).....	7
Supporting First-Line Managers' Recovery and their Leadership for Promoting Employees' Recovery – Content and Design of a Sleep and Recovery Intervention (Anna Dahlgren, Majken Epstein, Andrea Eriksson, Anette Harris, Marie Söderström).....	8
From Voice to Action: Development of a Grounded Theory of How Managers' Work Environment Problems Are Heard and Addressed (Andrea Eriksson, Mahwish Naseer & Lotta Dellve).....	9
Should I Speak or Remain Silent? Voice Climates Across System levels in Public Organization and Employee Wellbeing (Mahwish Naseer ¹ , Andrea Eriksson ² , Lotta Dellve ¹)	10
Session 3: Organizational Systems & Care Processes	11
Cost consequences analysis of occupational accident: Balancing fee-for-service models with cost containment strategies (Arie Arizandi Kurnianto ^{a,b*} , Woro Ariyandini ^b).....	11
An explorative study of the operationalization of patient flows at hospitals (Peter Almström, Philip Åhlin, Carl Wänström)	12
Step-down intermediate care (Rebecca B.F Gantriis, PhD student, Kasper Edwards, supervisor) ...	13
Session 4: Work Environment, Ethics and Professional Practice	14
Ethical encounters in the pediatric operating room – Operating Room Nurses lived experiences (I. Antoniadou ^{1,2} , S. Meijer ¹ , K. Pukk-Härenstam ³ , G. Björling ⁴ , J. Mattsson ⁵)	14
Stakeholders' perspectives on quality indicators in Norwegian nursing homes – Qualitative findings from a Delphi study (Kjerstin Tevik ^{1,2} , Sigrid Nakrem ^{1, 3}).....	15
Patient Safety and Triage in Primary Care: Insights for Leadership in Digital Health (Edith Karjalainen, Petra Svedberg, Elin Siira, Jens Nygren)	16
Session 5: Digital Leadership & Transformation.....	17
Leading digital work for sustainable healthcare: What matters for frontline professionals' wellbeing? (Lotta Virtanen ^{1,2} , Emma Kainiemi ¹ , Tarja Heponiemi ¹ , & Anu-Marja Kaihlanen ¹)	17
Health care practitioners' productivity in public digital clinic visits increases with experience (Vivi Mauno).....	18
Register-based process mining to discover and analyze health care trajectories of patients admitted to Danish municipal temporary stay facilities (Mahan Rajaeigolsefidi ¹ , Rebecca Futtrup Gantriis ¹ , Kasper Edwards ¹ , Kathrin Kirchner ¹).....	19
The digital work environment and the challenges of procurement in Swedish municipal care (Christofer Rydenfält ¹ , Roger Larsson ¹ & Elizabeth Bjarnason ²)	20
Session 6: Nursing Work & Work Environment.....	21

Quality of care in relation to work organization among Finnish home care employees: a sequential explanatory mixed-methods study (Salla Ruotsalainen ¹ , Henrika Karhulahti-Nordström ¹ , Visa Väisänen ^{1,2} , Timo Sinervo ¹).....	21
Organizational commitment, psychological stress, and quality of care in older people's assisted living with 24/7 assistance - The effect of job demands and resources (<i>Timo Sinervo, Salla Ruotsalainen, Visa Väisänen, Antero Olakivi</i>)	22
Work Environment, Well-Being, and Job Security among International and Icelandic Nurses in a University Hospital Setting (Eygló Ingadóttir, Sigrún Gunnarsdóttir, Haukur Freyr Gylfason, Helga Bragadóttir and Ólafur G. Skúlason)	23
The Impact of Early-Career Job Resources on Mid-Career Job Satisfaction in Registered Nurses (Julia Cederlund, Petter Gustavsson, Oili Dahl, Ann Rudman)	24
Session 7: Patient Safety, Care and Technology	25
Learning from practice: Expectations for AI implementation in wound care (Ellen Jaldestad ^{1*} , Ebba Lindberg ² , Hanna Stenhamre ² , Ingrid Larsson ¹).....	25
Computer vision-based markerless human pose estimation for measuring knee range of motion in walking (Thomas Hellstén ^{1,*} , Jonny Karlsson ^{1,*} , William Westerback ¹ , Leo Laine ¹).....	26
Remote patient monitoring in cardiovascular care: exploring tasks and responsibilities (Mariel Taxén ¹ , Filippa Anchér ² , Pamela Mazzocato ^{3,4} , Carolina Wannheden ³).....	27
Session 8: Sustainable leadership and Welfare Technology	28
Climate leadership? Managers' approaches to the task of reducing emissions (Linda Sturesson Stabell and Pamela Mazzocato ^{1,2})	28
Do Swedish first-line eldercare managers feel reciprocated for their work efforts and are their feelings associated with self-reported workability and intentions to change employer within the next two years? (¹ Roger Persson, ² Gerd Johansson, ¹ Tomas Jungert, ² Linda Widar & ² Christofer Rydenfält)	29
Upskilling is the exception: why welfare technology more often reskills or deskills care work (Susanne Frennert ^{1*} , Katrin Skagert ^{2, 3})	30
Welfare techniques in use among elderly care employees and possible influence on work environment and care (Katrin Skagert [*] ¹ , Susanne Frennert ² , Erica Nordlander ¹ , Mahwish Naader ¹ , Lotta Dellve ¹)	31

Do Swedish first-line eldercare managers feel reciprocated for their work efforts and are their feelings associated with self-reported workability and intentions to change employer within the next two years? (¹Roger Persson, ²Gerd Johansson, ¹Tomas Jungert, ²Linda Widar & ²Christofer Rydenfält)

¹Department of Psychology, Faculty of Social Sciences, Lund University, Sweden

²Department of Design Sciences, Faculty of Engineering, Lund University, Sweden

Introduction

The high turnover among Swedish eldercare managers may hamper continuity and the quality of eldercare services. The norm of reciprocity stipulates that individuals expect matching returns for their efforts (c.f. the effort-reward-imbalance model) and violations may cause negative emotions, bodily symptoms, disengagement from social relationships, including reduced work efforts and turnover.

Aim

To examine whether eldercare managers' feel reciprocated for their work efforts and if these feelings are associated with reports of workability and intentions to shift employer within the next two years.

Material and Methods

First-line eldercare managers (N=603, 88% women; mean=49 years, SD=10 years) who had completed a cross-sectional national survey were included. A validated statement "*Considering the effort you put in and what you achieve at work, you get the appreciation you deserve*" assessed feelings of reciprocity. Managers reporting that it applied very poorly or poorly were designated "non-reciprocated" (n=242) whereas those reporting that it applied well or very well were designated "reciprocated" (n=361). Item 1a from the Work Ability Index "*If you compare your current workability with your life time best, what score would you give your current workability; we assume that your workability at its best is valued as 10 points*" assessed workability on an 11-step scale with verbal anchors at the endpoints (0=completely unable to work and 10=workability at its best). The item "*Are you planning to change employer within the next two years?*" assessed turnover intentions on the scale: Yes, absolutely certain; Yes, fairly certain; No; I'm retiring.

Results

Circa 60% reported feeling reciprocated for their work efforts. Managers who felt reciprocated reported higher workability scores (Mean=8.0, SD 1.3) than non-reciprocated managers (Mean=6.9, SD 1.7), t-test ($\Delta=+1.1$, 95% CI= 0.9-1.4, $p<0.001$). 6% intended to retire. 38% reported intentions to shift employer. Managers reporting "absolutely certain" (11%) or "fairly certain" (27%) had a higher likelihood of not feeling reciprocated (19% Vs. 4% and 36% Vs. 21%, respectively; χ^2 , $p<0.001$).

Conclusions

Productivity and retention may benefit from employers being attentive to the eldercare managers feelings of being reciprocated, that is, ensuring that managers receive and perceive appropriate appreciation for their work efforts.