



Psychology for Work

Work-Life Balance and Workplace Design

The proper prioritising between 'work' and 'lifestyle'

Kalliath and Brough (2008): Work-life balance is the individual perception that work and non-work activities are compatible and promote growth in accordance with an individuals current life priorities

Conflict is an issue (Brady et al., 2008)

Work-life imbalance implicated in mental health problems, decreased motivation at and commitment to work, and marital problems

Work-life balance

Consider:

How can we define work-life balance?

Why is work-life balance important?

- To employees and to employers...

What does a 'healthy' work-life balance look like?

What factors can have an impact on sustaining a healthy work-life balance?

Sturges and Guest (2004): Graduates in early stages of their career..

Work increasingly long hours and experience unsatisfactory relationship between home and work.

Stated that achieving a healthy WLB was highly important – before they started work

Only 10% report working standard office hours. Those with 8+ years of service worked significantly longer hours than new starters

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The job itself (Demands, control and support, Johnson & Hall, 1988)

Workers attitudes

Job involvement
Commitment

Organisational culture

Factors at home; stress, caring responsibilities, lack of support

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Job Satisfaction

What do we mean by job satisfaction?

What are the causes and consequences of low levels of job satisfaction?

A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976)

Many definitions:

- Doing a job one enjoys, doing it well and being rewarded for efforts
 - Content
- Related to attitudes and feelings about work – positive and negative

JS extensively explored – important for two main reasons

1. Can be an indicator of a person's psychological well-being.
2. Often assumed that JS will lead to motivation and good work performance

Job Satisfaction

What do we mean by job satisfaction?

What are the causes and consequences of low levels of job satisfaction?

Three potential explanations/perspectives:

1. A function of a persons general personality or disposition.

2. The views and opinions of others

3. Features of the job

Job Satisfaction

What do we mean by job satisfaction?

What are the causes and consequences of low levels of job satisfaction?

Causes: Hackman and Oldham (1976)

- Skill variety
- Task identity
- Task significance
- Autonomy
- Feedback

Job Satisfaction

Re: job satisfaction and performance... Judge et al. (2001)

1

Job satisfaction causes job performance

2

Job performance causes job satisfaction

3

Both 1 and 2 apply – JS and JP cause each other in different situations

4

JS and JP are correlated, but only because of X that actually affects them both

5

JS and JP may be causally linked, but the strength of the link depends on Y

6

JS and JP are specific instances of more general constructs of positive feelings (JS) and personal effectiveness (JP), and it is these that have a causal impact on each other

What do we mean by job satisfaction?

What are the causes and consequences of low levels of job satisfaction?

How has technology evolved / allowed for more dispersed working?

What technological tools are available to workers nowadays?

What are the strengths and limitations of being constantly connected to work?

Strengths for employee:

- Fewer interruptions
- Less time commuting
- Control over environment
- Reports of better perception of WLB

Technology

How has technology evolved / allowed for more dispersed working?

What technological tools are available to workers nowadays?

What are the strengths and limitations of being constantly connected to work?

Strengths for employer:

- Retention
- Applicants
- Financial savings

Technology

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Problems for employee:

- Deterioration in skills
 - Cost
- Lack of self-discipline can lead to confusion
 - Decrease in morale
- Inability to separate work and home life

Technology

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What are the strengths and limitations of being constantly connected to work?

Problems for employer:

- Lower quality work
- Cost of providing equipment
- Health and safety standards
- Monitoring performance
 - Losing touch

Technology

How has technology evolved / allowed for more dispersed working?

What technological tools are available to workers nowadays?

What are the strengths and limitations of being constantly connected to work?

HSE management standards

DEMANDS no commuting, but home distractions

CONTROL higher level of discretion

SUPPORT Risk of isolation

RELATIONSHIPS less conflict – but harder to resolve

ROLE usually well defined / less clarification

Change May feel 'out of the loop'

Technology

Reddit Gives Remote Employees Until End Of Year To Relocate To San Francisco

2014

“Some of the best decisions and insights come from hallway and cafeteria discussions, meeting new people, and impromptu team meetings. Speed and quality are often sacrificed when we work from home. We need to be one Yahoo!, and that starts with physically being together.”

Marissa Mayer, Chief Executive of Yahoo!

Another one bites the dust

No more remote work: IBM implements “move or leave” program 2017

2013

Yahoo has banned its staff from “remote” working. After years of many predicting working from home as the future for everybody, why is it not the norm?



Technology

What are the strengths and limitations of being constantly connected to work?

Volkswagen turns off Blackberry email after work hours

🕒 8 March 2012 | Technology | 📰

WORK-LIFE BALANCE

Your Late-Night Emails Are Hurting Your Team

by Maura Thomas

MARCH 16, 2015

After-Hours Use Of Work Email May Finally See Some Labor Regulations

By Cole Stangler | [@colestangler](#) | c.stangler@ibtimes.com | on May 28 2015 1:14 PM EDT

Could work emails be banned after 6pm?

By Tom de Castella
BBC News Magazine

🕒 10 April 2014 | Magazine

August 2016

Checking Email After Work Leads to Stress and Anxiety, Study Finds

Technology

What are the strengths and limitations of being constantly connected to work?

Are smartphones making our working lives more stressful?

Some evidence suggests the encroachment of work on home life is creating more exhausted, cynical and burned out workers



📷 'It seems difficult, if not impossible, for mobile users to maintain a satisfactory balance between their work and personal life,' one researcher wrote. Photograph: EPA

French workers win legal right to avoid checking work email out-of-hours

From 1 January, workers have 'right to disconnect' as France seeks to establish agreements that afford work flexibility but avoid burnout

December 2016

Work-life balance [+ Add to myFT](#)

Resolve to kick the addiction to work email

It is hard for one employee to ignore office messages when others keep sending them

January 2017

Technology



Physical health: general well-being

Well-being: multi-faceted; physical, psychological and social health

Psychological well-being: used interchangeably with mental health; influenced by emotions, ability to work and relationships

Physical vs Psychological

Consider:

What is the difference between physical and psychological well-being / satisfaction?

Why is this distinction important?

How are these related to employee health?

Organisational Change

What impact can change have on employees?
What impact can constant change have on employees?

Change-related stress

Work-life balance

Job satisfaction

Organisational culture



Organisational Culture

Beliefs, assumptions, values,
ways of interacting that
contribute to the social and
psychological environment of an
organisation

Culture and Commitment

Consider:

What is organisational culture?

What is organisational commitment?

Why are these important?

Understanding of organisational culture can be
very important for leaders/managers

Multiples theories; Quinn and Cameron outline four types of organisational culture:

Organisational Culture

Clan culture

Adhocracy culture

Market culture

Hierarchy culture

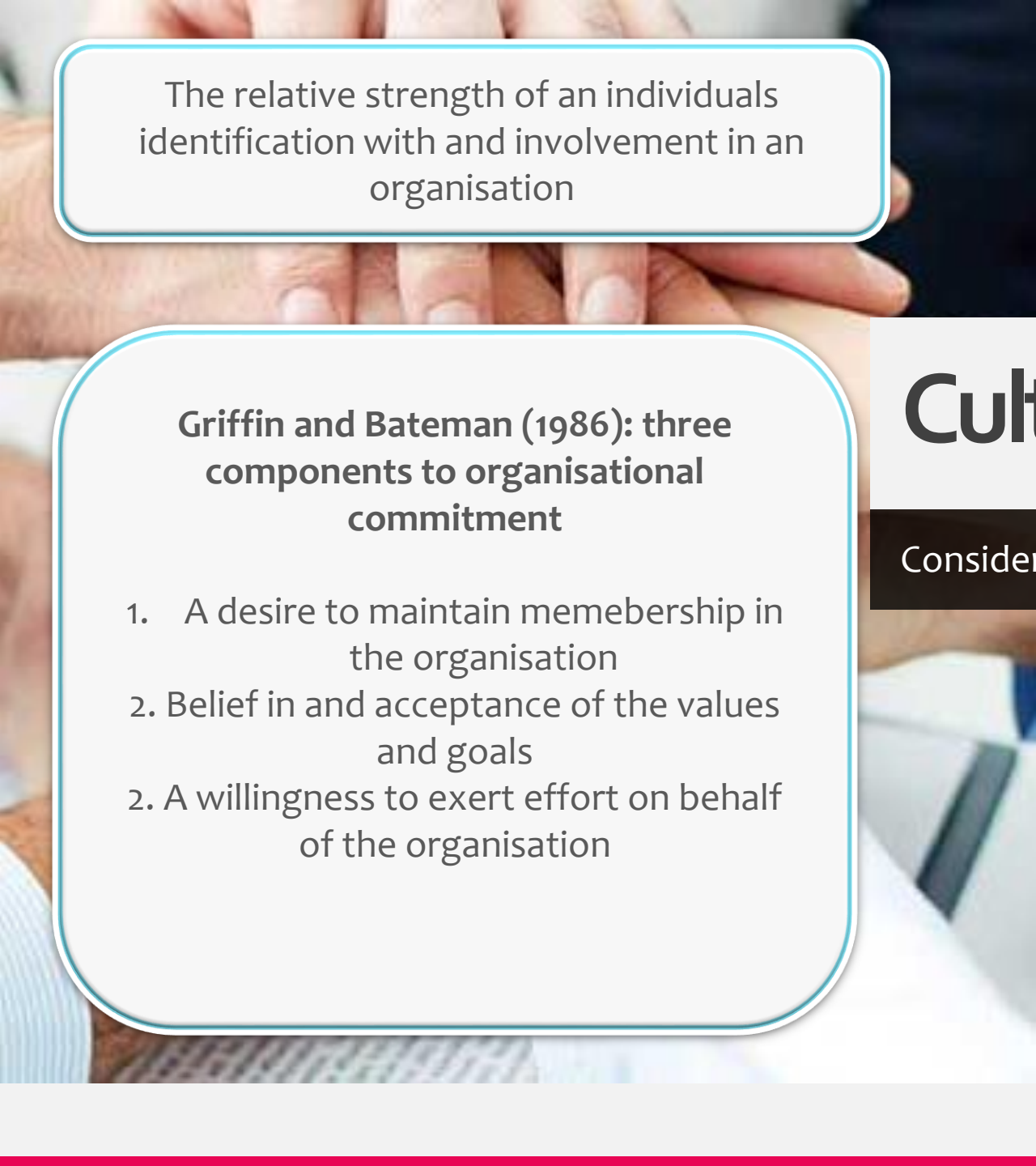
Culture and Commitment

Consider:

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What is organisational commitment?

Why are these important?



The relative strength of an individual's identification with and involvement in an organisation

Organisational Commitment

Griffin and Bateman (1986): three components to organisational commitment

1. A desire to maintain membership in the organisation
2. Belief in and acceptance of the values and goals
2. A willingness to exert effort on behalf of the organisation

Culture and Commitment

Consider:

What is organisational culture?

What is organisational commitment?

Why are these important?

Allen and Meyer (1990)

Organisational Commitment

Affective commitment

Continuance commitment

Normative commitment

Culture and Commitment

Consider:

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What is organisational commitment?

Why are these important?

Meyer, Stanley, Herscovitch and Topolnytsky
(2002)

Organisational Commitment

All types of commitment negatively related to intention to search for another job

AC and NC related to many organisation-relevant and employee-relevant factors (e.g., job performance, stress), while CC either negatively or unrelated.

AC = strongest and most beneficial relationship to absenteeism, job performance, stress and work-life conflict

Culture and Commitment

Consider:

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Why are these important?

Open plan working versus remote working:

Productivity?

Creativity?

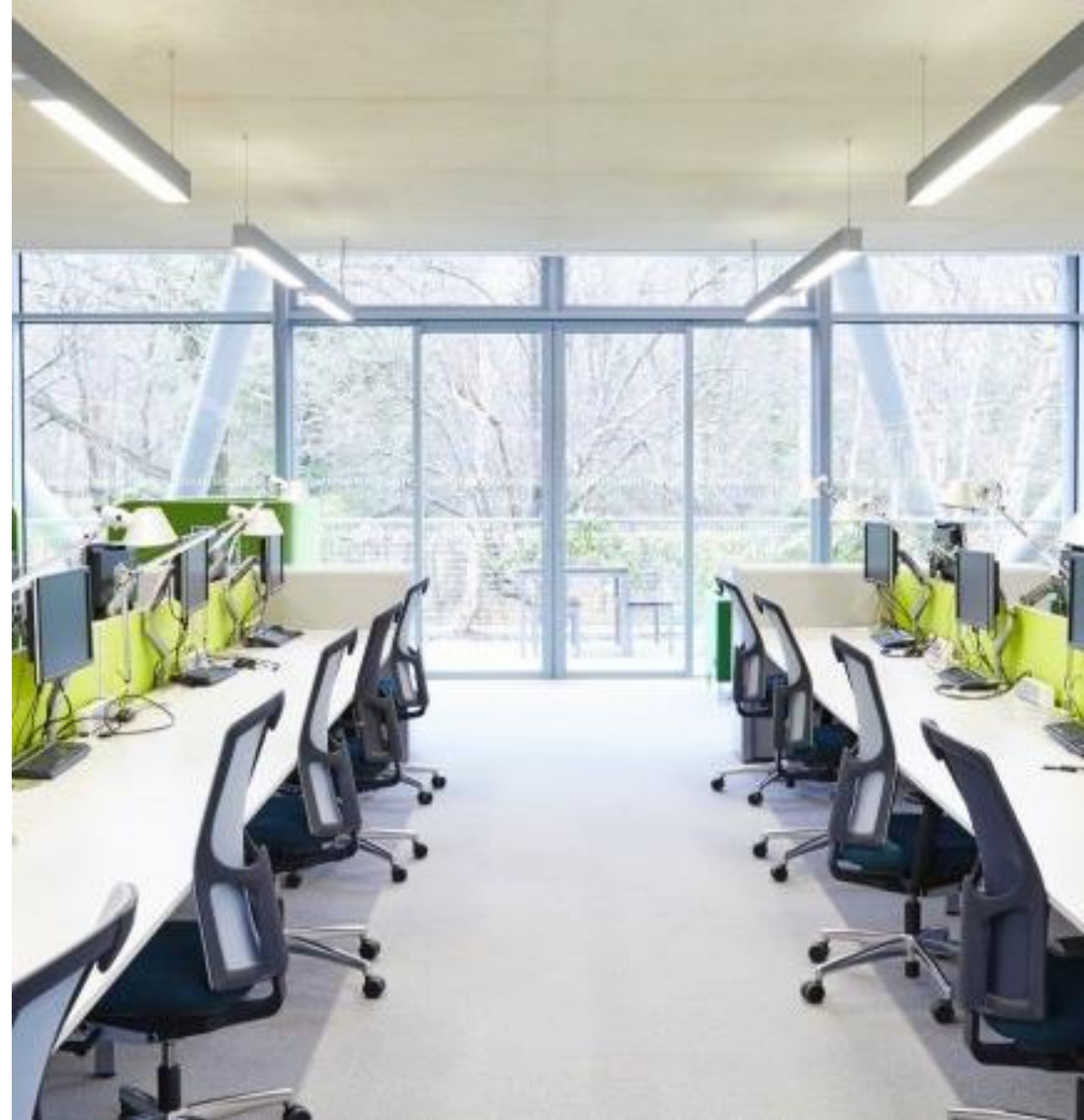
Collaboration?

Team collegiality?

Health and well-being?

Work-life balance?

Concentration and privacy?



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