

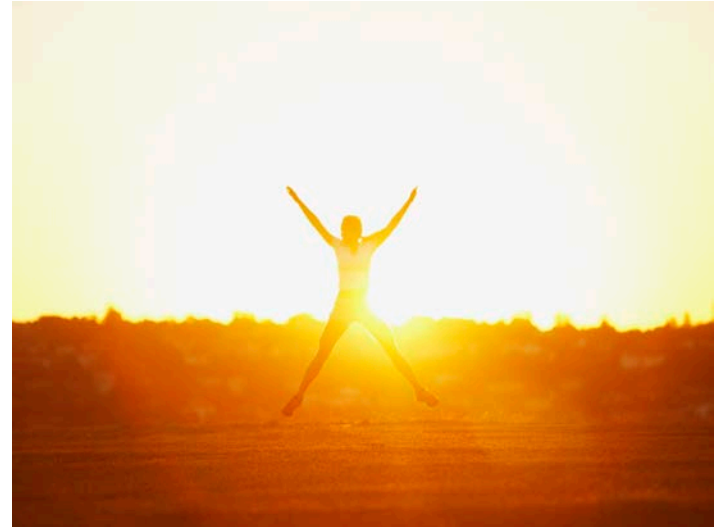
MGC1010: Introduction to Management

Week 11: Should Managers Care? Employee Wellbeing

Dr Mulyadi Robin, Department of Management

OVERVIEW OF TODAY'S LECTURE

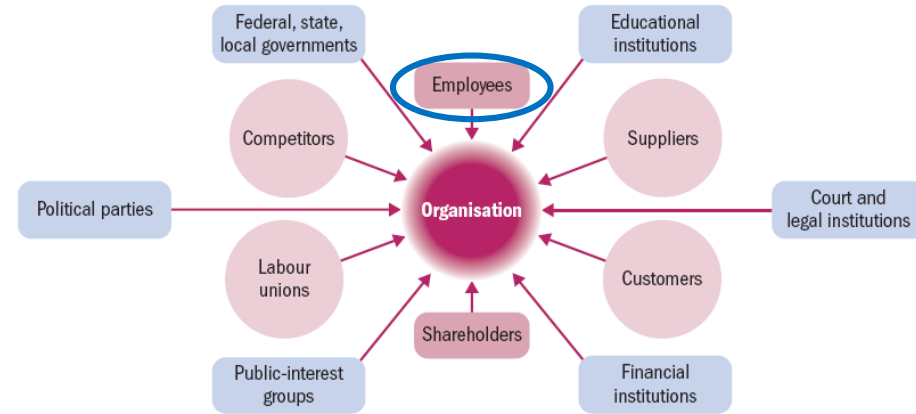
- Understanding the importance of work-life balance in the context of modern-day workplaces
- Exploring the concept of stress and its impact on employees
- Explore the roles and responsibilities of both employees and managers in ensuring and promoting employee well-being



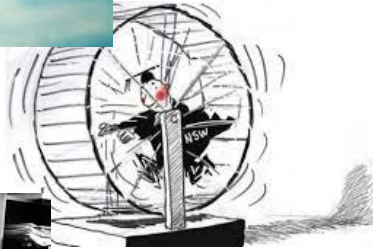
EMPLOYEES AND THE ORGANISATION

Why people make the difference

- People management has been, and continues to be, **a vital management skill** - an organisation needs capable and committed people to achieve its objectives



THE MEANING OF WORK



- On average, we spend **35%** of our total waking hours over a 50 year working-life period at **work** (Thompson, 2012)
- **A quarter (25%)** of people check into work hourly while on holidays, via e-mail or phone (Shontell, 2010)
- More than half (**59%**) of Americans check their work e-mails during major public holidays (i.e. Christmas) (Dickler, 2010)
- **Work life** is one of the biggest stressors (**34%**), compared to debt problems (30%) and health (17%) (ACAS, 2013)

QUALITY OF LIFE

- **Quality of work life:** overall quality of human experiences in the workplace. Most people spend so much time at work that 'quality of work' is an important component in 'quality of life'.
- The quality of work is an important component in the quality of life for most of us
- Poor management can lead to lower overall quality of life, whereas good management has the potential to enhance both
- Contemporary managers are expected to create positive work environments / work-life balance for employees
- Employers must consider the demands they are placing on their people if a better work-life balance is to be achieved.
- **Spillover-crossover model:** examining the impact of work on home, and consequently the transference of emotions from the employee to other members of the household
 - **Spillover:** process that happen at the intra-individual level (i.e. bringing work emotions back home)
 - **Crossover:** process that happens at the inter-individual level (i.e. transferring feelings of stress or fatigue to partner) (Demerouti et al., 2005; Bakker et al., 2009)

(Schermerhorn et al., 2014)

EMOTIONAL LABOUR: MODERN CONTEXT OF WORK

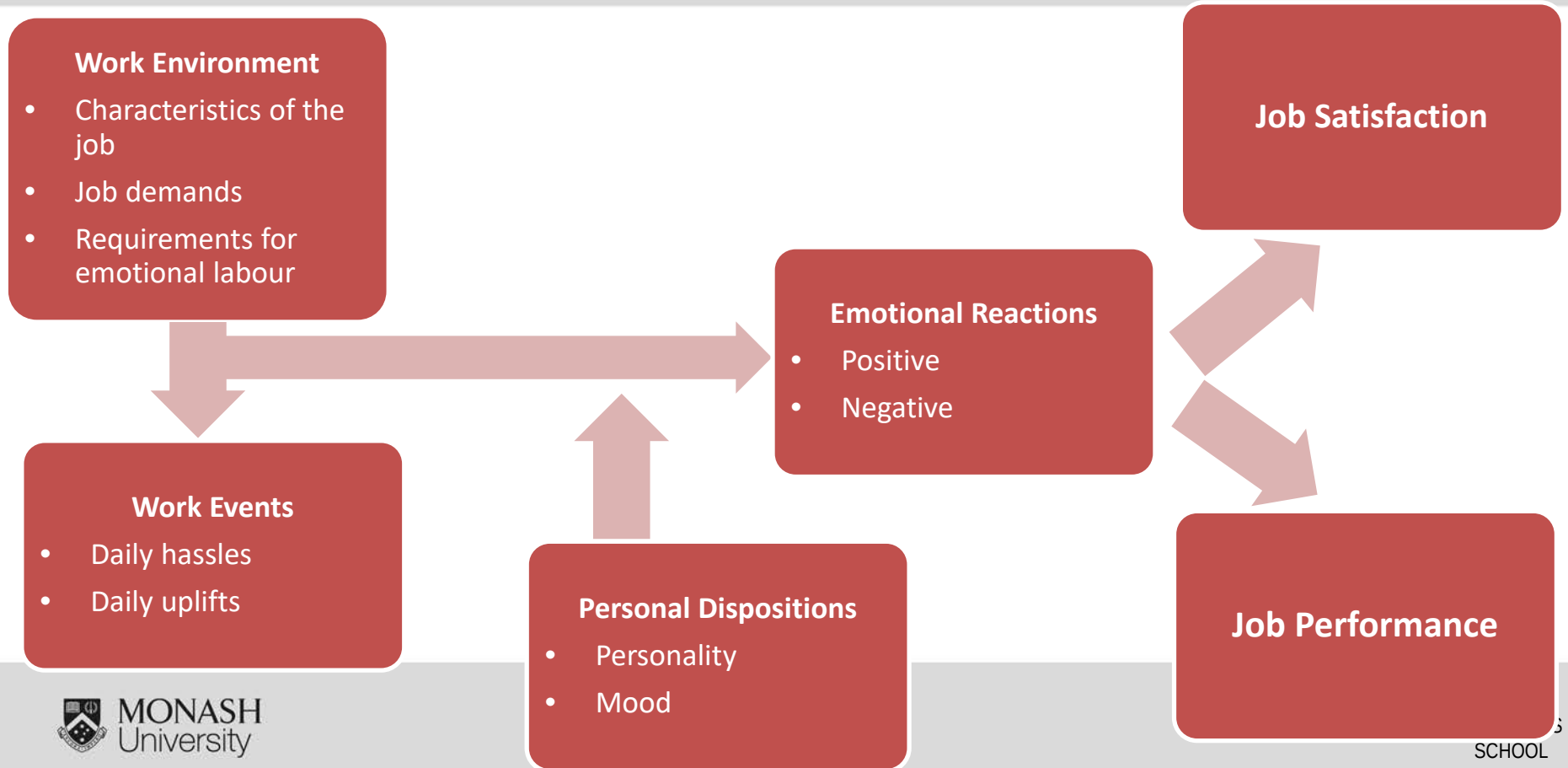
- Effort, planning and control needed to express organisationally desired emotions during interpersonal transactions (Referred to as display rules)
 - People expect us to behave in a certain way as “appropriate” to our jobs
 - Originally linked to service industry jobs:
 - Flight attendants
 - Debt collectors
 - Funeral parlour attendants
- Emotional labour likely in:
 - Face-to-face or voice-to-voice contact jobs
 - Roles that require workers to produce an emotional state in others
 - Enables employers a degree of control over staff
 - Higher when job requires:
 - Frequent and long duration display of emotions
 - Displaying a variety of emotions
 - Displaying more intense emotions

Hayes and Kleiner, 2001

EMOTIONAL LABOUR

- Thought to lead to dysfunctional behaviour in employees (low job satisfaction)
- Difficult to display expected emotions accurately, and to hide true emotions
- Emotional Dissonance:
 - Employees have to project one emotion while simultaneously feeling another
 - Can be very damaging and lead to burnout
- Neutral emotional demeanor
 - Minimal emotional expression, monotonic voices
 - South Korea, Japan, Austria
- Active emotional expression
 - Emotions revealed through voice and gestures
 - Kuwait, Egypt, Spain, Russia

AFFECTIVE EVENTS THEORY (Ashanasy & Daus, 2002)



GENERATING POSITIVE EMOTIONS AT WORK



- The emotions-attitudes-behaviour model illustrates that attitudes are shaped by ongoing emotional experiences
- Thus, successful companies **actively** create more positive than negative emotional episodes.



WHY SHOULD MANAGERS CARE?

- The management, or mismanagement of employee wellbeing often impacts on the levels of stress among employees.
- Stress is a response to stimuli that is perceived by a person to be of either a threatening or challenging nature
- Physical stress – involves environmental pollution, noise, inadequate supply of oxygen etc.
- Psychological stress – stems from the way we react to anything; whether the threat is real or imagined
- Psychosocial stress – stressors from interpersonal relationships – conflict or isolation and loneliness

CONSEQUENCES OF STRESS

Karoshi – death from overwork

- Defined as “a condition in which psychologically unsound work processes...continue in a way that disrupts...normal life rhythms, leading to a build-up of fatigue in the body and accompanied by...high blood pressure and a hardening of the arteries, finally resulting in a fatal breakdown”

(Ueneyanagi, 1988:2)

Karojisatsu– suicide from overwork

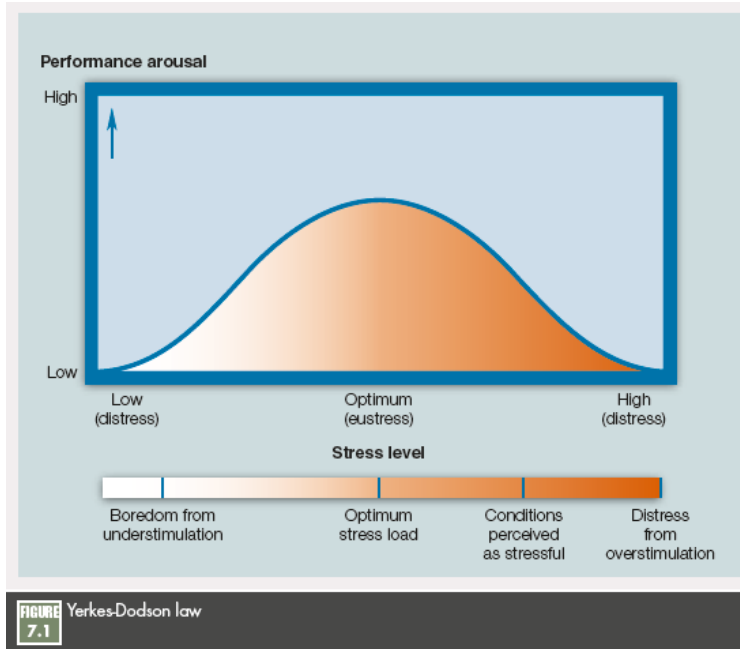
- has also become a social issue in Japan since the latter half of the 1980s. Long work hours, heavy workloads, lack of job control, routine and repetitive tasks, interpersonal conflicts, inadequate rewards, employment insecurity, and organizational problems could become psychosocial hazards at work.

(ILO, 2013)

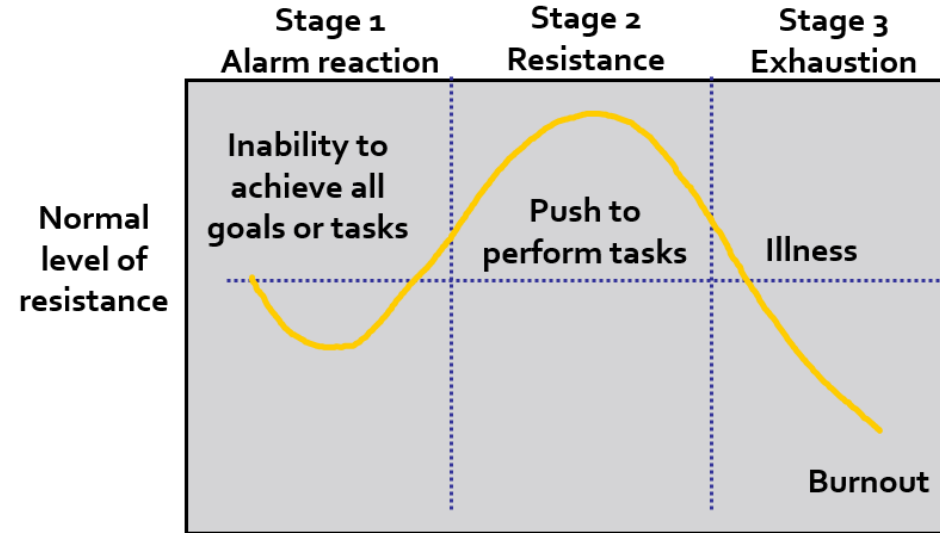
- Costs Australian businesses more than \$10 billion per year
- Mental stress claims most expensive form of workers' compensation
- Claimed by professionals due to work pressure
- Women more likely to claim as a result of work-related harassment or bullying

Safework Australia, 2013

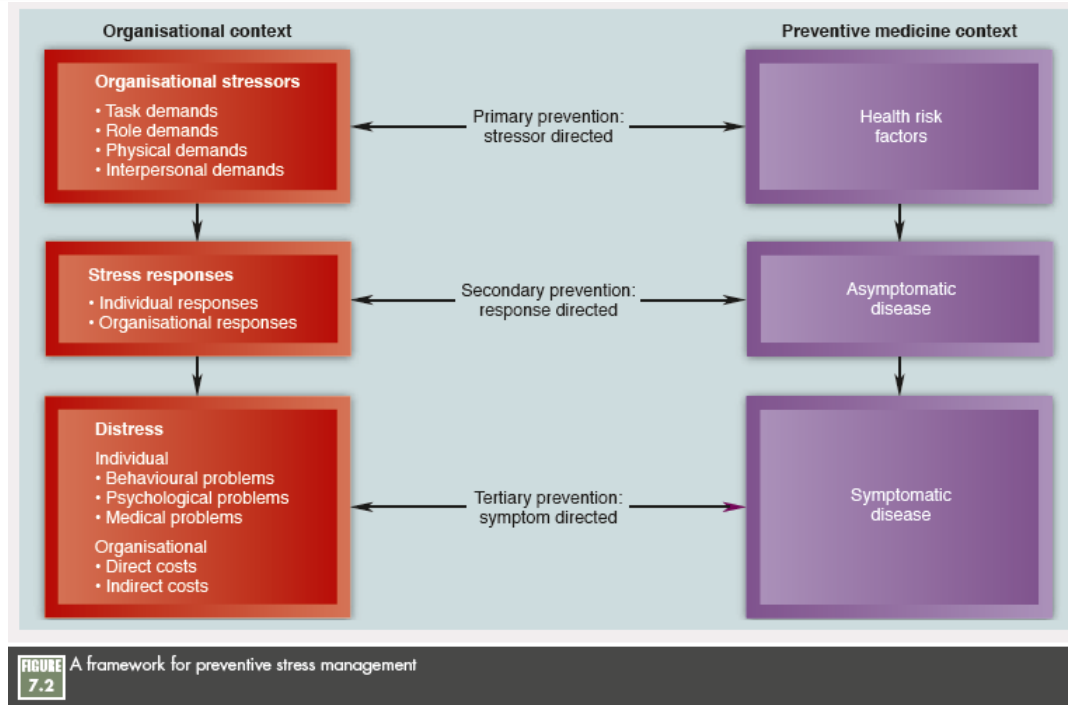
CONSEQUENCES OF STRESS



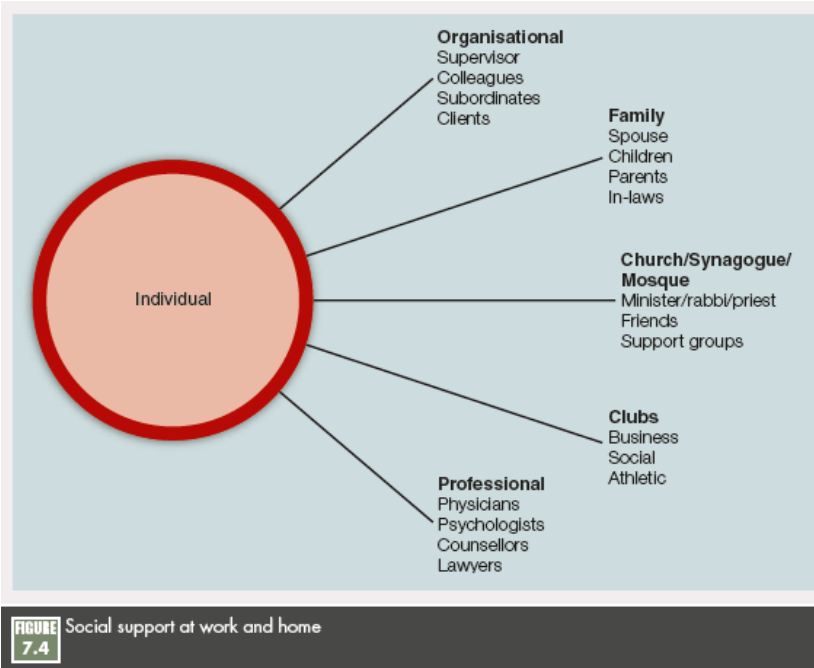
■ General Adaptation Syndrome



PREVENTATIVE STRESS MAINTENANCE



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Source: From J. C. Quick, D. D. Quick, D. L. Nelson and J. J. Hurrell, Jr., in *Preventive Stress Management in Organizations*, 1997, 198. Copyright © 1997 by The American Psychological Association. Reprinted with permission.

WHAT CAN MANAGERS DO?

- Learn how to create healthy stress without distress
- Help employees adjust to new technologies
- Be sensitive to early signs of distress
- Be aware of gender, personality and behavioural differences
- Use principles and methods of preventive stress management

POSITIVE ORGANISATIONAL BEHAVIOUR (Luthans, 2002)

- Traditionally, management scholars and practitioners focus on a negative approach to the workplace
 - Fixing problems around employees and managers
 - Concentrating on weaknesses
- POB proposes a focus on the strengths and psychological capabilities
- Five concepts of POB:
 - **Self-efficacy:** One's belief (confidence) in being able to successfully execute a specific task in a given context.
 - **Hope:** the belief of one's own ability to set, plan, and self-motivate to achieve goals.
 - **Optimism:** internal attribution for positive events, and external attributions for negative events.
 - **Happiness / Subjective Well-being:** how people cognitively process and evaluate their lives, the satisfaction with their lives
 - **Emotional Intelligence:** ability to monitor and discriminate feelings and emotions, and use the information to guide thinking and action

WHY ARE ABUSIVE SUPERVISORS ABUSIVE? (Liang et al., 2016)

- Earlier work on abusive supervision tend to equate abusive supervision with subordinate provocation
- Authors developed a self-control framework to outline when and why supervisors abuse poor-performing subordinates
- Poor performing subordinates instil a sense of hostility in supervisors toward the subordinate
- Abusive supervision more likely:
 - Magnitude of hostility experienced is higher
 - Supervisors have low mindfulness and self-control, and as such cannot restrain hostility

SUMMARY

- Explore the concept of employee well-being, its antecedents and outcomes.
- Understanding the importance of work-life balance in the context of modern-day workplaces
- Explore the roles and responsibilities of both employees and managers in ensuring and promoting employee well-being



NEXT WEEK:

Employee Voice & Overview