Employee Health, Wellness, and Welfare

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How Workplace Emotional Labor Harms Employee Home Life

Sarah Yamazaki
Key Terms:

- Emotional Labor
- Surface Acting 😞
- Emotional Exhaustion
- Work-to-Family Conflict
Grandey’s Model of Emotional Labor:

**Interaction Expectations:**
- Frequency
- Duration
- Variety
- Display Rules

**Emotional Event:**
- Positive event
- Negative Event

**Individual Factors:**
- Gender
- Emotional Stability
- Emotional Intelligence
- Affectivity

**Emotional Labor:**
- Deep Acting — Modify Feelings
- Surface Acting — Modify Expression

**Organizational Factors:**
- Job Autonomy
- Supervisor support
- Coworker support

**Individual Well-Being:**
- Burnout
- Job Satisfaction

**Organizational Well-Being:**
- Performance
- Withdrawal Behavior
Sample, Method, Measures:

- Sample: 78 bus drivers
  3 surveys per day (over span of 2 weeks)
- Measured: Surface acting, anxiety, work-to-family conflict, emotional exhaustion

*Also measured emotional stability prior to study*
### Results:

<table>
<thead>
<tr>
<th>Predictor</th>
<th>Emotional Exhaustion (β)</th>
<th>Work-to-Family Conflict (β)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emotional Stability</td>
<td>-.39</td>
<td>-.27</td>
</tr>
<tr>
<td>Daily Surface Acting</td>
<td>.25</td>
<td>.27</td>
</tr>
<tr>
<td>Afternoon Anxiety</td>
<td>.77</td>
<td>.84</td>
</tr>
</tbody>
</table>
Take Home Message:

- Job Autonomy
- Task Management
- C&B Package
Effects of Family-Supportive Supervisor Behaviors

Tiffany Nguyen
Key Terms

Family-supportive supervisor behaviors (FSSB) - consists of the dimensions of:

- emotional support
- instrumental support
- role modeling behaviors
- creative work family management
Key Terms

- Work-Family Intervention - refers to the training and application of FSSB
- WFC - Work-to-Family Conflict
Purpose

Supervisor training and supervisor self-monitoring and how it can increase the supervisor's use of FSSB with the employees.
How study was conducted

● Train supervisor
  ○ learned behaviors and how to apply them to all employees
  ○ Supervisors implement FSSB following training
  ○ behavioral self-monitoring

● Surveyed employees pre-supervisor training and post-supervisor training (9 month period)
Sample Questions

- Emotional support (FSSB)
- Work-family Conflict
- Job satisfaction and turnover intent
- Physical health
Results

![Bar chart showing physical health scores for trained and not trained individuals with different FWC levels.](chart.png)
Improvement to Study

- Supervisors perceived negatively
- Work group is low income
- Specific Population
Take Home Message

- Focuses on those with higher family work conflict.
- Work it into company culture
  - Onboarding
Supportive Work Family Environments: Implications for Work-Family Conflict and Well-Being

Renee Manke
Key Terms

- Work-family Conflict
- Work-family Culture
- Work Engagement
- Vigor
- Dedication
- Absorption
Research

- Sample of 112 employees
- A survey was assembled
- Participants completed online study
Model

Relationship between family programs, work family culture, and work family conflict
Model
Take Home Message

- Invest and offer family-friendly programs
- Provide guidance on how to be supportive
Doing Good At Work Feels Good At Home, But Not Right Away: When and Why Perceived Prosocial Impact Predicts Positive Affect

Ramon Perez
Key Terms

- Perceived prosocial impact
- Positive affect
- Activated Positive affect
- Deactivated Positive affect
Research

● Study was conducted by collecting diaries from:
● 68 firefighters and rescue workers twice a day for one week.

● Focus on within-person level

● Influence on-the-job behavior
Research (continued)

- The experience of helping others at work has spillover effects in predicting positive affect at home, and vice versa.

- Positive affect = positive mood = happiness = empathic (warmhearted) joy
Take Home Message

- Supervisors-employees interaction (aware of their contribution to team)
- Relates to high stress jobs (e.g., Police officers = burnout)
- Teach/Train to build daily routines of deliberately thinking about how we make a difference daily (Appreciate)
- Positive culture = happy employee = + Org value (No quitters)
Employee Adaptation to Feelings of Job Insecurity

Amaka Chukwujekwu
Job Insecurity and Adaptive Behaviors

Employees that experience job insecurity are likely to engage in adaptive work behavior including less use of work-nonwork support program.
Procedure and Sample

- Data collected from sample of 2,835 employees
- An online survey was assembled to assess their job insecurity.
- Participants were surveyed at two separate points.
- Purpose of the study was to better understand attitude toward work life balance and work-life.
Key Terms

- Work-Nonwork Support Program
- Work-to-Nonwork Boundary permeance
- Work-Nonwork Conflict
- Emotional Exhaustion
Results

Figure 1: Results of SEM Model With Latent Constructs.
Results

- Job insecurity is negatively related to organization’s work-nonwork support programs. Job insecurity is positively related to work-to-nonwork boundary permeance.
- Organization’s work-nonwork programs and work-to-nonwork boundary permeability mediate the positive relationship between job insecurity and work-nonwork conflict.
- Organization’s work-non-work support programs and work-to-family boundary permeability partially mediate the positive relationship between job insecurity and emotional exhaustion.
Take Home Message

- Organization that wish to facilitate employee use of the support programs should clearly address their concerns relative to job insecurity.
- Human resources department should come up with a contract, which allows employees to use the work-nonwork program without any retaliation from the employers.
- Managers should also support employees that uses the program in other to minimize argument that will raise the issue of job insecurity.
Overall Take Home Message

Consider the stressors of the job

Understand needs of the company and the affect employee emotion has on themselves, and people that interact with them, whether it be a family-to-work conflict or work-to-family conflict.

Reduce employee absenteeism, turnover, stress, & improve employee relations