Work-life balance, Job design, & Stress Reduction

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Is Burnout Static or Dynamic?

A Career Transition Perspective of Employee Burnout Trajectories

By: Benjamin B. Dunford, Abbie J. Shipp, Ingo Angermeier, and R. Wayne Boss

Key Terms

Burnout: Is a progressive psychological response to chronic work stress involving emotional exhaustion, depersonalization, and feelings of reduced personal accomplishment.

Depersonalization: A state in which one's thoughts and feelings seem unreal or not to belong to oneself, or in which one loses all sense of identity.

Emotional exhaustion: A chronic state of physical and emotional depletion that results from excessive job and/or personal demands and continuous stress. It describes a feeling of being emotionally overextended and exhausted by one's work.

Reduced personal accomplishment: An outcome of exhaustion and cynicism, employees feel much less effective in their job, and performance decreases.

# Purpose of the study

To understand:

- What is burnout?

- Is static or dynamic?

- Does career transitions play a role?

- Which Dimensions does it affect?

- How is it reduced?

Research

- Health Care employees
- 2089 employees surveyed from 5000
- 2 year length
- 6 month intervals
- Surveyed total of 5 times
- Department kept linear
- Surveyed positions varied

Outcome

- Burnout is stagnant

- Insider

- Some sort of stress everyday

- Burnout is dynamic

- Career transition increase burnout

- Effect on Emotional exhaustion & depersonalization

- Stagnant on reduced personal accomplishment
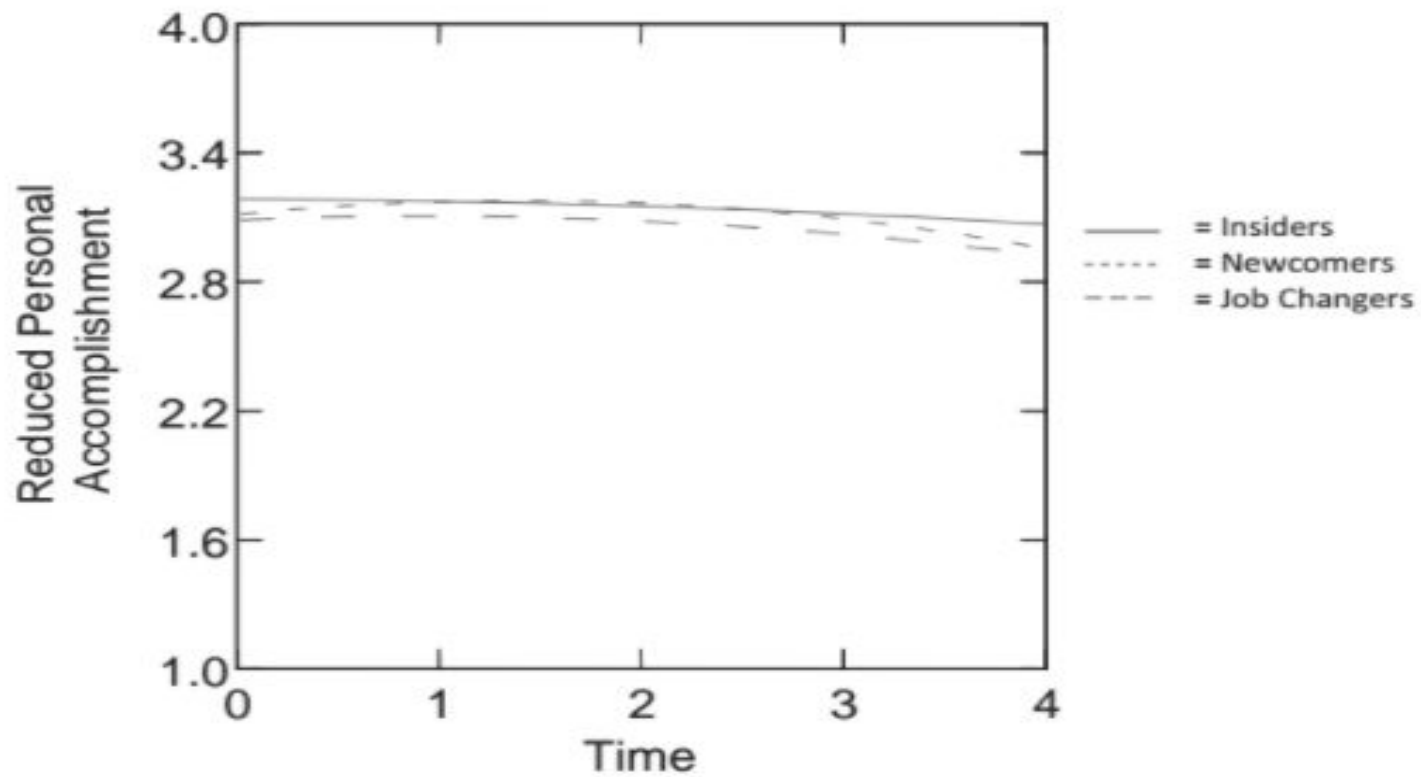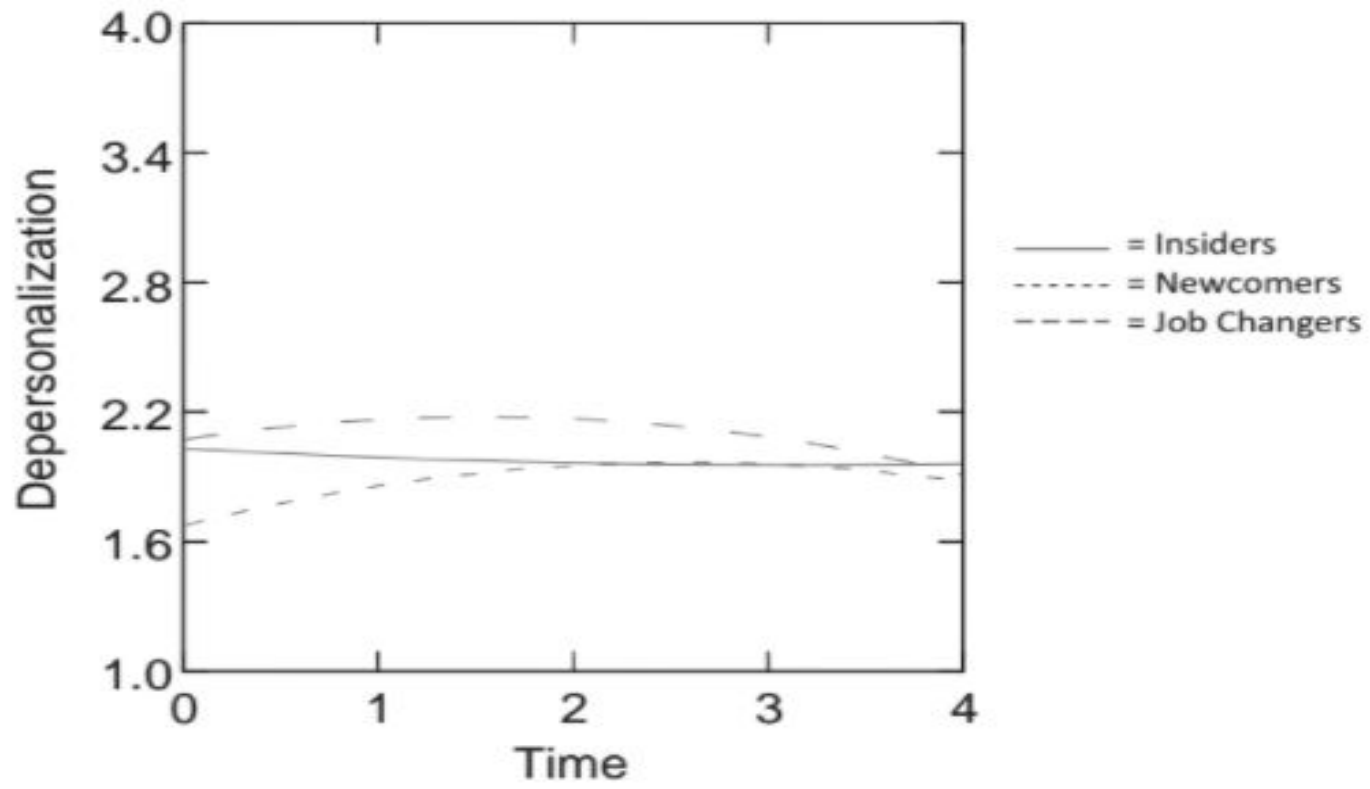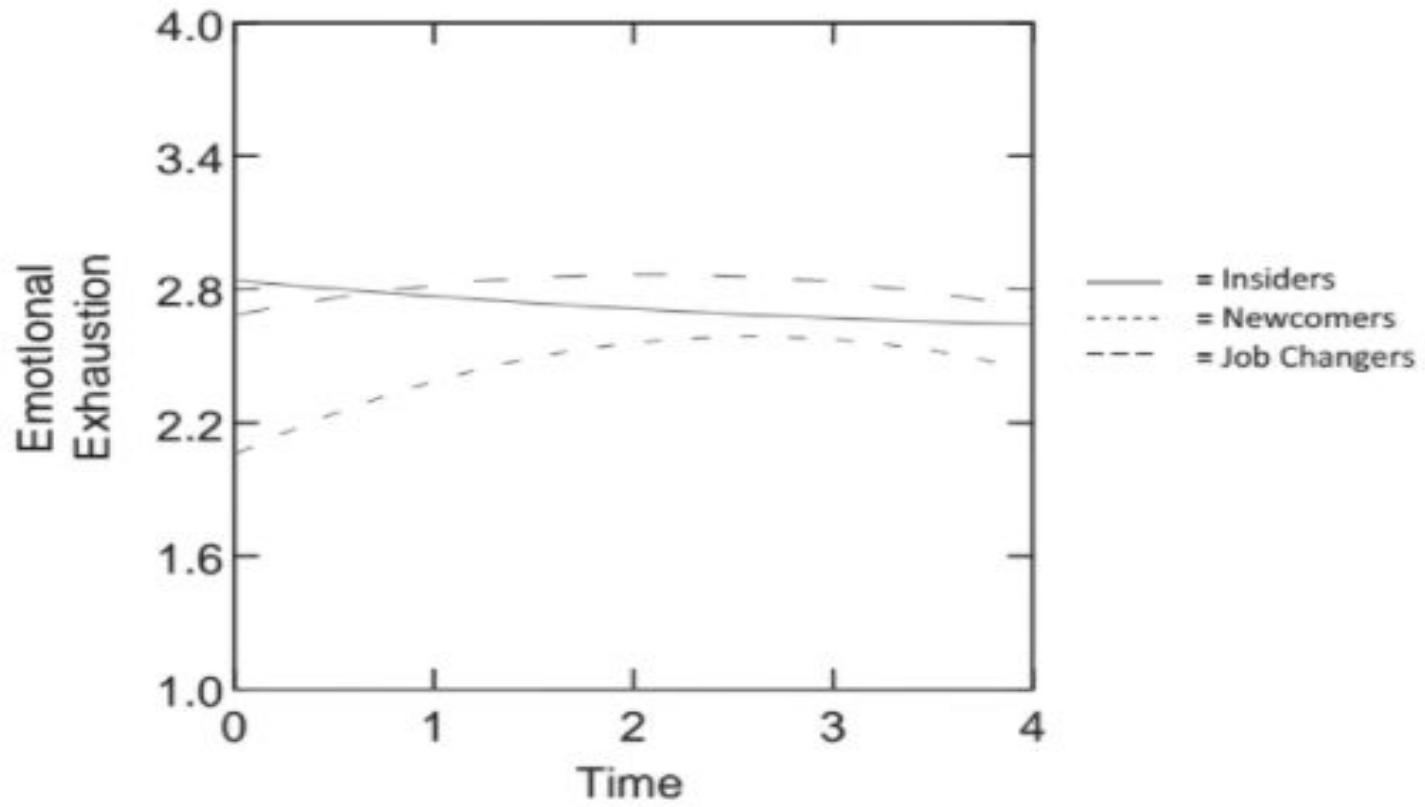
Take Home

- Educate employees about burnout
- Understand its expected to occur
- Have meetings for first month weekly
- Provide easement on training
- Promote Friendship

The role of career competencies in the Job Demands- Resources model

By: J.Akkermans, W.B. Schaufeli, V. Brenninkmeijer, and R.W.B. Blonk

Key Terms

Career competencies: knowledge, skills, and abilities central to career development, which can be influenced by the individual

Job resources: physical, psychosocial, social, or organizational aspects of the job that are either functional in achieving work goals, reducing job demands, or stimulating personal growth, learning, and development

Job demands: physical, psychological, social, and organizational aspects of the job that require sustained physical and/or psychological effort or skills and are therefore associated with certain physical and/or psychological costs

Work engagement: positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption

Purpose of the study

The purpose of this study is to understand the potential role of career competencies in stimulating employee well being and to find out whether career competencies are associated with job resources and work engagement.

Method

- Participants aged 16-30

- Avg. Age of participant was 22

- 305 employees total
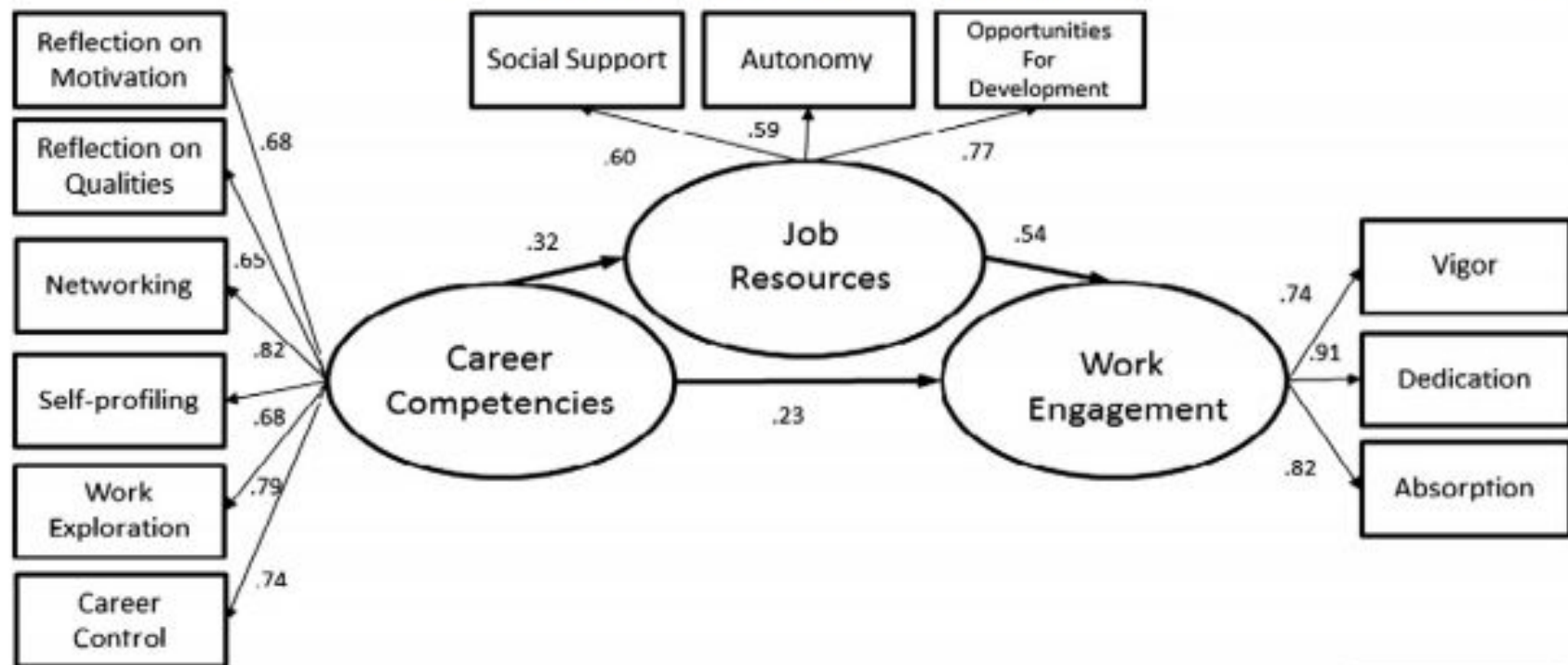
- Questionnaire (100% response rate)

Measures

- Career competencies

- Job resources

- Work engagement

Model

Take home message

- HRM should offer career counseling or coaching sessions

- Team based work-design (social support), Self-Management training (autonomy)

- Masters program or cross-training (opportunities for development)

How Important Are Work–Family Support Policies? A Meta-Analytic Investigation of Their Effects on Employee Outcomes

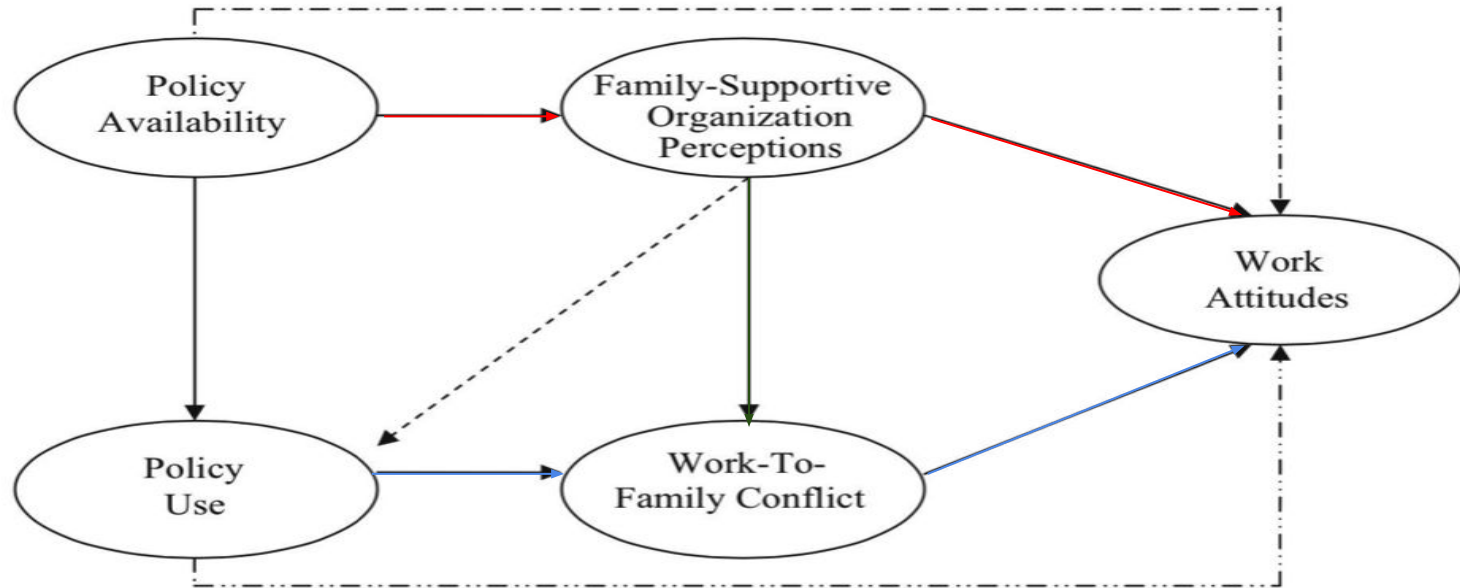By: Marcus M. Butts, Wendy J. Caspar, and Tae Seok Yang

Key Terms

1. *Work-family Support Policies:* support of time, service or financial benefits that ease the burden of dependent care

2. *Dependent Care:* benefits provided by an employer to an employee for use in caring for dependents such as newborns, children, elderly, and disabled individuals

3. *Family Supportive Organization Perception (FSOP):*
The extent to which an employee views their organization to be family supportive

Purpose of Study

The purpose in the current study is to examine the degree to which availability and use of work–family support policies relate to employee attitudes

Method

- Type: Meta-Analysis

- literature search and inclusion criteria

- 57 studies used (41 published and 16 unpublished)

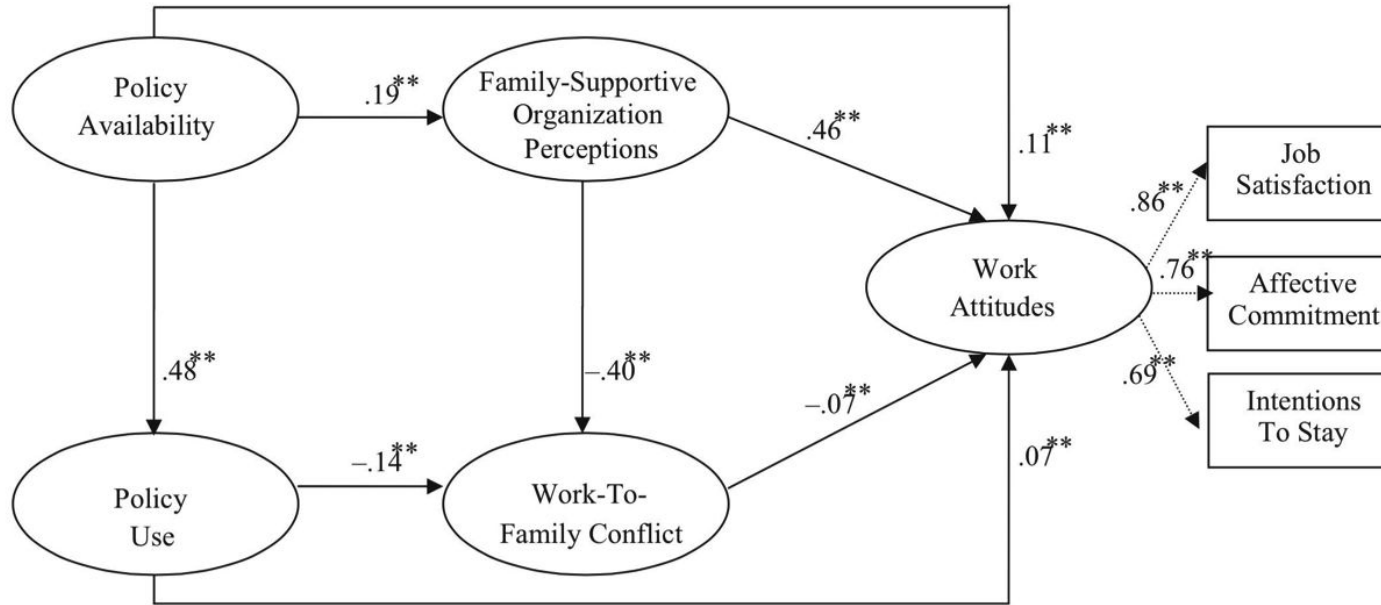*Figure 1.* Models linking work–family support policies with employee outcomes.

Figure 2. Final model linking work–family support policies with employee outcomes. Values represent standardized coefficients. Variance explained in endogenous variables (R^2): policy use = 23%, family-supportive organization perceptions = 4%, work-to-family conflict = 19%, work attitudes = 30%. ** $p < .01$.

Take Home Message

- HR professional and managers shows commitment, loyalty and <u>stay that comes from the employees</u> (Policies)
- Strong support from HR managers may strengthen the empolyees positive attitude in the team. (its a win-win)

FLEXING WORK BOUNDARIES: THE SPILLOVER AND CROSSOVER OF WORKPLACE SUPPORT

By: Merideth Ferguson, Dawn Carlson, & K. Michele Kacmar

Michelle Tran

Key Terms

- **Work Boundary Flexibility:** cognitive appraisal by an employee of the situational or personal constraints on their ability to use the gateways to leave one domain to enter another.

- **Supervisor Instrumental Support:** employees perceptions that the supervisor assists employees in successful management of their dual responsibilities in work and family roles.

- **Organizational Segmentation Support:** employees perception that the organization supports segmentation and provides employees with the ability to keep work matters at work.

Michelle Tran

Focus

- To examine how relative supervisor instrumental support and organizational segmentation support is work boundary flexibility
- To understand how work boundary flexibility is a mediator to incumbent boundary management ability and how it relates to a spouse's commitment to an incumbent's organization and family function

Michelle Tran

Method

- Surveys from SSI (Survey Sampling International)

- Matched set of 503 subordinates and their spouses (1,006)

- Qualifications: married, both spouses working min. 30 hr/wk

Michelle Tran

Measures

- From the Incumbent: Supervisor Instrumental Support, organizational Segmentation Support, Work Boundary Flexibility, Family Functioning, Affective Commitment

- From the Spouse: Incumbent Boundary Management Ability, Marital Satisfaction, Commitment to Incumbents Organization

Michelle Tran

Incumbent

Spouse

Supervisor Instrumental Support	.36**	
Organizational Segmentation Support	.17*	

Work Boundary Flexibility

.11* → Family Functioning

.39** → Affective Commitment

.34**

.31**

Incumbent Boundary Management Ability

.30** → Marital Satisfaction

.33** → Commitment to Incumbent's Organization

.20**

Michelle Tran
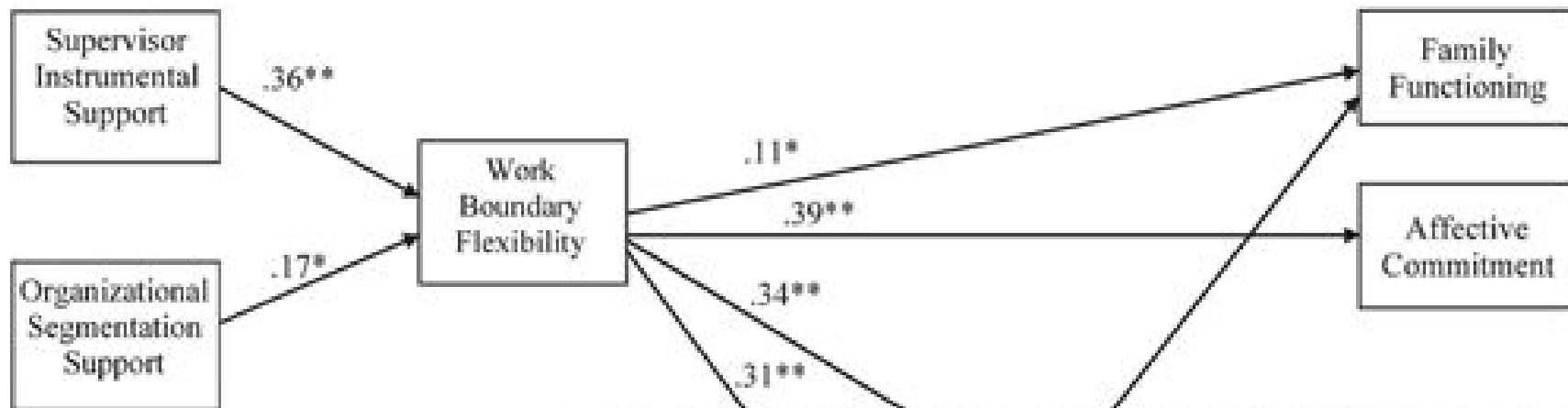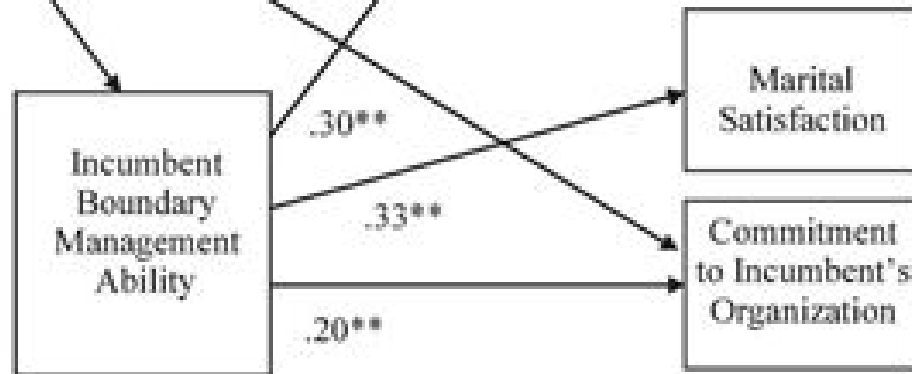
Take Home Message

- HR needs to understand that an employee's commitment to the organization is strengthened when an its spouse supports the organization he/she works for
- Organizations can encourage employees to only do work during work hours and in office, stressing the importance of having a life outside of work
- In the HR department, we can hire more managers and supervisors with skill sets or experience specifically in SIS
- HR can setup annual mandatory employee and manager/supervisor training on employee engagement
- Supervisors/Managers can do anonymous surveys within their department every 6 months about employee relations and report back to HR

Michelle Tran

Friends and Family: The Role of Relationships in Community and Workplace Attachment

By: Jorge A. Gonzalez Belle Rose Ragins, Kyle Ehrhardt, & Romila Singh

KEY TERMS

- **Work Life Programs-** programs designed to create a flexible and supportive environment to engage employees & increase the organization's performance. ex. child care, employee assistance programmes (EAP), gym memberships and access to counseling services.
- **Community-**the town, city and people that is their primary place of residence.
- **Community Fit-** Feeling that you "fit" into the community you live in by your involvement, friendships and activities you enjoy in your community.
- **Community Sacrifice-** The attachment to your community and sadness you will experience if you were to leave
- **Nuclear Family-** Spouse/Partner, younger children
- **Extended Family**- Cousins, Grandparents, older children

Purpose

- To take into consideration how extended family members, friendships, and the community can affect employees organizational attachment when creating work life programs.

- Understand how community fit and community sacrifice affect an employee's moving intentions and therefore predicts an organization's turnover rates.

Method

- Accounting Professionals
- Data collected in 2 cycles: 1). e-mail was sent to 8,266 members of color whose ethnicity was known 2) they e-mailed 112,899 members which they had no information on ethnicity
- Only 2336 completed the survey and 311 cases were not valid
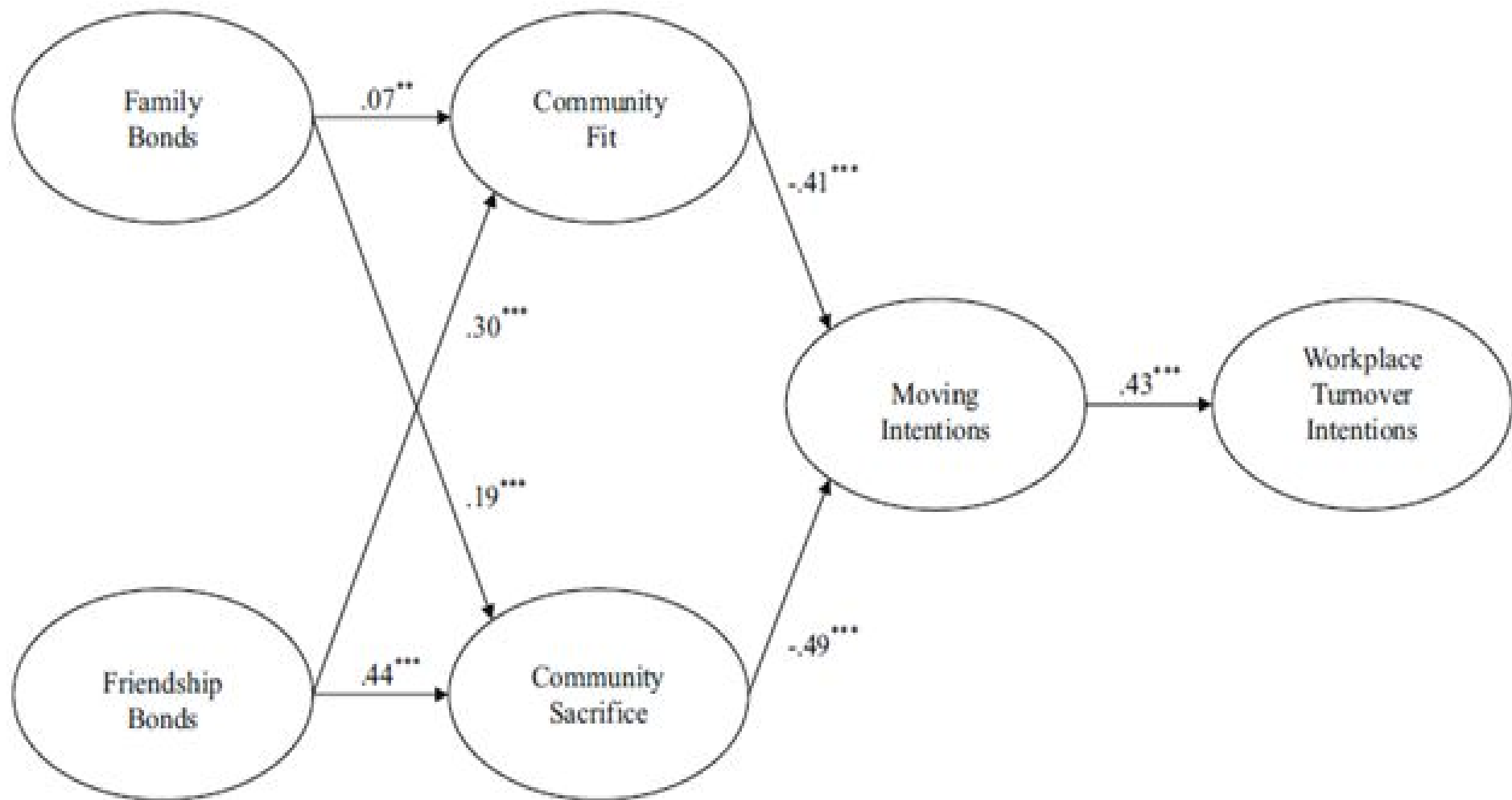- Final sample=2025 respondents from all 50 states in the USA

Measures

Community Fit

Moving Intentions= Turnover Rates

Community Sacrifice

Take Home Message

Friends have a higher impact than family when considering moving intentions.

Create work life programs that encourage interactions among employees to build relationships.

Create work life programs that encourage involvement in the community to create a high community sacrifice for employees.

Consider friendships when relocating employees to minimize turnover.

Groups Take Home Message

- Change culture of the company

- Increase internal communication

- Engage employees with each other

- Involve their friends and family to understand stress

Action steps for: Work-life balance, Job design, & Stress Reduction

- Communicate understanding of stress

- Job Easement

- Bring your dog to work

- Nap time for relaxation

- Shorten work days on Fridays to have an outing with all employees

  (bowling, dinner,drinks,etc)

- Meet and greet for new employees