

Work & Well-being

Well-being at Work - Definitions

.....“a state of complete physical, mental and social being ‘well’” (WHO)

“a **good** or satisfactory condition of existence with the workplace” (ILO*)

“a state of contentment which allows an employee to flourish and achieve their full potential for the benefit of themselves and their organization” (CIPD)

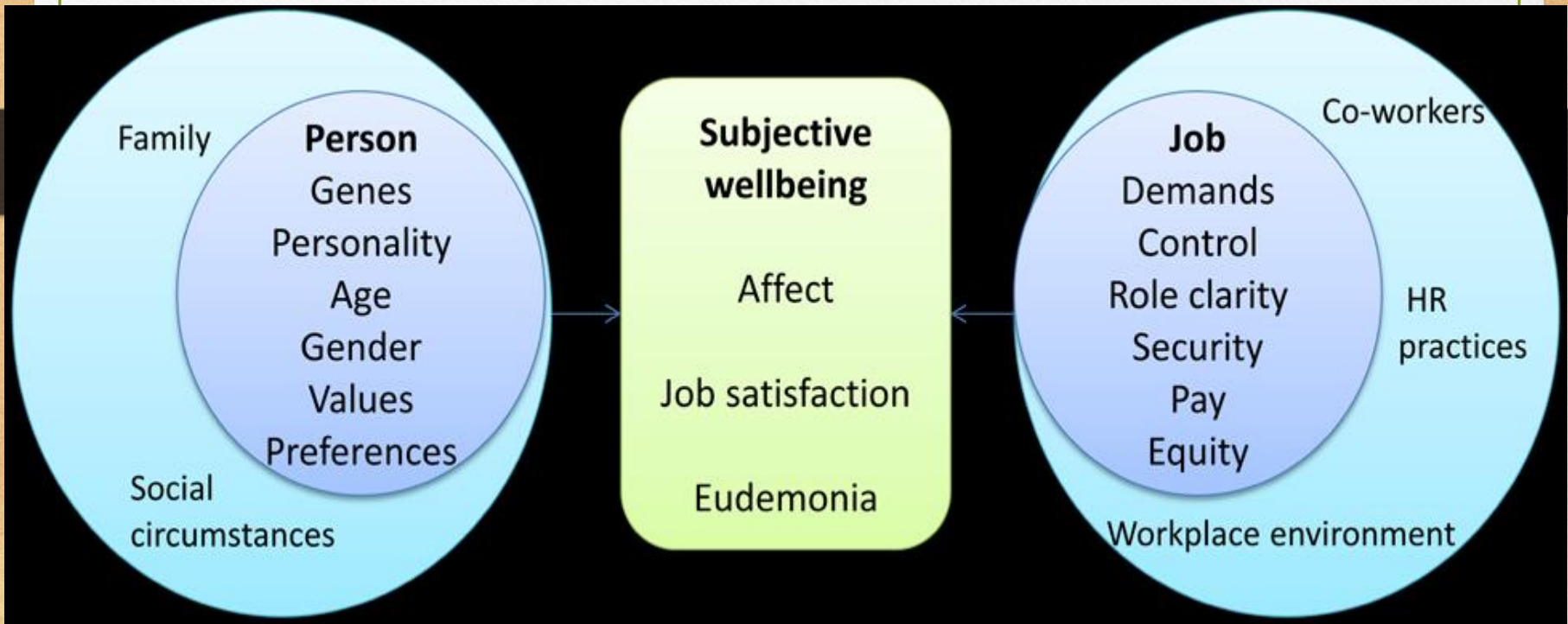
Activity

- Think of the key issues facing well-being in the 21st Century?

Factors affecting Well-Being

Individual

Organisation



Source: Does Worker Well-Being affect Worker Performance? (BIS, 2014)

Key Issues

- Why does employee well-being matter?
- How do you help employees, managers and organisations to consider this as important issue?
- Emotional engagement, what does this mean?
- How do you keep employees satisfied and engaged?
- Should employees be happy? Does happiness add value to employers?
- How does the 24/7 internationalised work culture affect employee well-being?
- Long hours, employee absence, mental health issues

Negative Impacts on Well-Being

“Well-Being tends to be lower when the demands of the job are particularly high. Job demands result not only from the amount or type of work, but also from any incompatibility with pressures from outside of work.”

Source: Does Worker Well-Being affect Worker Performance? (BIS, 2014)

Positive Impacts on Well-Being

- Autonomy over how they do their job
- Participation in decision-making;
- Variety in their work;
- Clarity over what is expected of them, including feedback on performance, e.g. via appraisals;
- Opportunities to use and develop their skills, e.g. via the provision of training;
- Supportive supervision;
- Positive interpersonal contact; with both managers and co-workers, customers;
- A perception of fairness in the workplace, pay, diversity, equality

Source: Does Worker Well-Being affect Worker Performance? (BIS, 2014)

Emotions at the Workplace



Emotion controls behaviour?

- *Fear* leads us to escape from a bad situation
- *Anger* to assert our rights
- *Joy* leads us to reach out to others
- *Embarrassment* to want to hide

Emotions

- Engagement
- Attitudes
- Job satisfaction
- Career satisfaction
- Retaining employees
- Measuring Emotions



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Emotional Intelligence

'The capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships.'

Emotional Intelligence



Mental Health & Wellbeing Context

- 61% employees generally felt happy at work but over half have felt anxious on several occasions
- 66% of employees have experienced a mental health problem
- 73% have experienced poor mental health at their current job, but only half have disclosed
- 60% said they would go to work when experiencing poor mental health (27% with poor physical health)

Source: Mind Workplace Wellbeing index 2017/18 (43,000 employees took part)

Is Mental Health important in the
workplace?



What is Resilience?

- Resilience is the process of adapting well in the face of adversity, trauma, tragedy, threats or significant sources of stress — such as family and relationship problems, serious health problems or workplace and financial stressors. It means "bouncing back" from difficult experiences.
- Research has shown that resilience is ordinary, not extraordinary. People commonly demonstrate resilience. One example is the response of many Americans to the September 11, 2001 terrorist attacks and individuals' efforts to rebuild their lives.
- **Resilience is not a trait that people either have or do not have. It involves behaviours, thoughts and actions that can be learned and developed in anyone.**

Characteristics of Resilience

Resilient individuals can be recognised by their confidence (self efficacy), coordination (planning), control, composure (low anxiety), commitment (persistence), and ability to make adversity meaningful. A high level of resilience can be recognised in the following characteristics:

- Ability to engage with and utilise others for own support and development
- Manages negative emotions
- Asserts influence but accepts external controls
- Learns from past experience
- Seeks and uses supportive environmental factors
- Practises the use of protective factors

(Source: NHS England, 2016)

Hints and Tips to maintain Resilience

- Be open, ask 'how are you?' Do not walk away listen and look
- When you have worked through a tough time, share
- Be authentic, do not pretend when something is going wrong
- Be healthy, know when to switch off from technology
- Consider personal boundaries between work and non-work
- Be present and in the moment

Definition of work-related stress

“has so many different meanings that it is confusing, elusive, and heard so often its meaning is frequently distorted, and its implications taken for granted”

Arthur, 2005

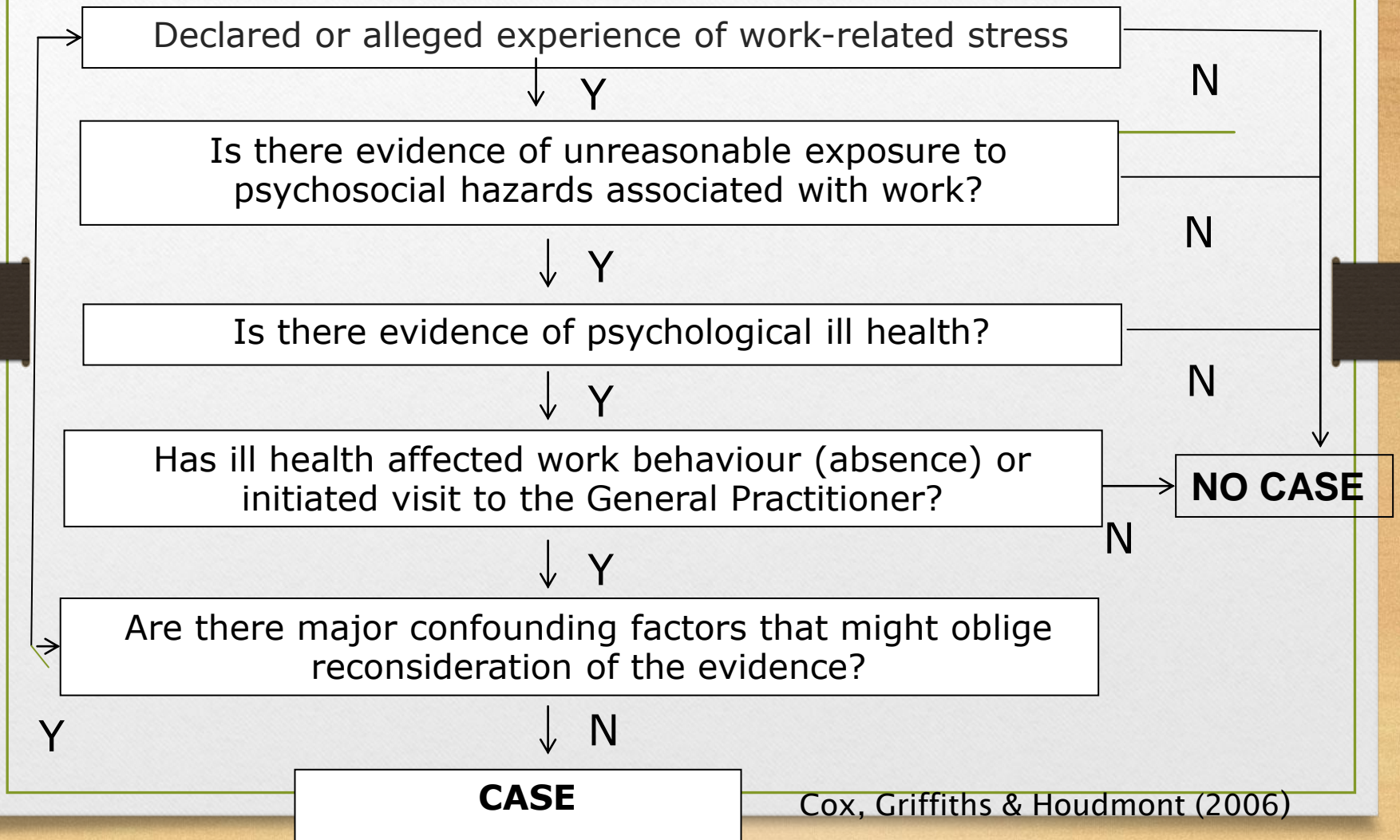
“The adverse reaction people have to excessive pressure or other types of demand placed on them.”

HSE

“Emotional and psycho-physiological reaction to aversive and noxious aspects of work, work environments and work organisations. It is a state characterised by high levels of arousal and distress and often by feelings of not coping”

European Commission

Definition of work-related stress



Internal & External Sources

Internal Sources

- Personality
- Work relationships
- Career development
- Family

External Sources

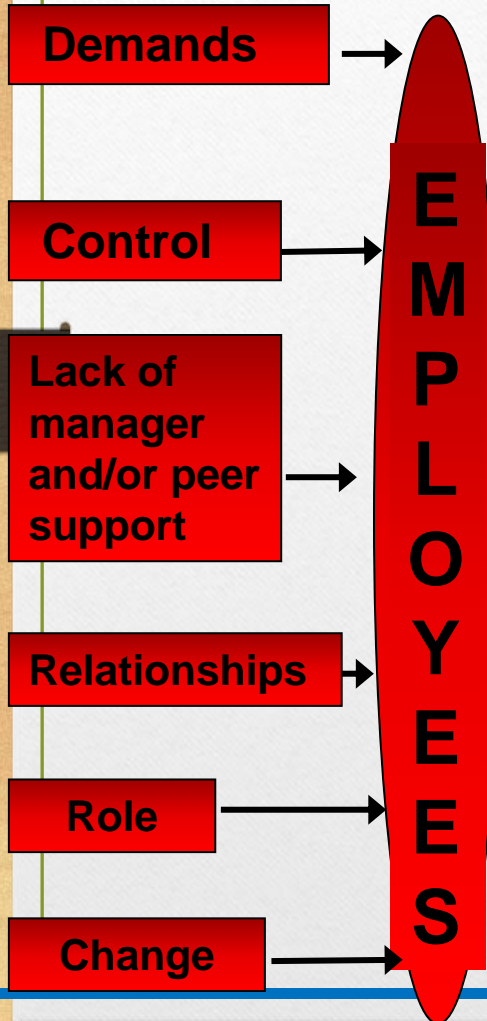
- Role overload/underload
- Role conflict
- Redundancy
- Shift work
- New technology
- Bullying

Effects of stress on Health

- Evidence that stress leads to:
 - Physical Health:
 - Heart disease
 - Greater risk of strokes
 - Musculoskeletal problems
 - Mental Health:
 - Burn out
 - Tiredness
 - Depression
 - Low self esteem

Model of Work Stress © Adapted Palmer & Cooper 2001

Potential Hazards



Symptoms of Stress

Individual symptoms

- Raised blood pressure
- Sleep & gastrointestinal disturbances
- Increased alcohol and/or caffeine and/or nicotine intake
- Increased irritability & negative emotions
- Back pains; tension
- Palpitations; headaches

Organisational symptoms

- Increased sickness absence
- Long hours culture
- Increased staff turnover
- Reduced staff performance
- Reduced staff morale & loyalty
- Increased hostility

Negative Outcomes

- **Coronary heart disease**
- **RSI**
- **Clinical anxiety and depression**
- **Burnout**

- **Increased overheads e.g. recruiting, training**
- **Reduced profits**
- **Increased accidents**
- **Increased litigation**

Costs (2013-14)

10.4m working days lost

Coping Strategies (Individual)

- Reward substitution
- Positive comparison
- Optimistic action
- Selective ignoring

Coping Strategies (Organisational)

- Improve the person-job fit
- Improve employee training and orientation programs
- Increase employees sense of control
- Eliminate punitive management
- Remove hazardous or dangerous work conditions
- Provide a supportive team-orientated work environment
- Improve communication

Workplace Interventions

Employee Assistance Programmes (EAPs)

Berridge and Cooper 1993 definition:

“a programmatic intervention at the workplace usually at the level of the individual employee, using behavioural science knowledge and methods for the control of certain work related problems (notably alcoholism, drug abuse and mental health) that adversely affect job performance, with the objective of enabling the individual to return to making her or his full contribution and to attaining full functioning in personal life”

Stress Management Training

The Healthy Organisation

‘Financial success and a physically and psychologically healthy workforce’

Cartwright & Cooper, 1994

- Levels of stress are low
- Employee organisational commitment and job satisfaction are high
- Sickness, absenteeism and labour turnover rates are below the national average
- Safety and accident records are good
- Fear of litigation is absent
- Profitability and/or efficiency of resource use are good
- Impact on the physical environment is positive or neutral



Learning Outcomes

- An understanding of how work links with an individual's personal and organisational well-being.
- The structure of work (work and non-work) the negative aspects of work including stress, work-place bullying and the roles of emotions.
- Mental and physical health will be considered including symptoms and disorders as well as potential interventions to increase well-being.

*Thank
you*



See you next week

for

Lecture 9

Leadership

(Part 1)