



Rainbow
A u c k l a n d

**“I get by with a little help from
my friends...especially if they
have good work-life balance!**

**Professor Jarrod Haar
Ngati Maniapoto, Ngati Mahuta
Dept. of Management, AUT**

WELCOME TO
DOGBERT'S SEMINAR
ON WORK-LIFE
BALANCE.



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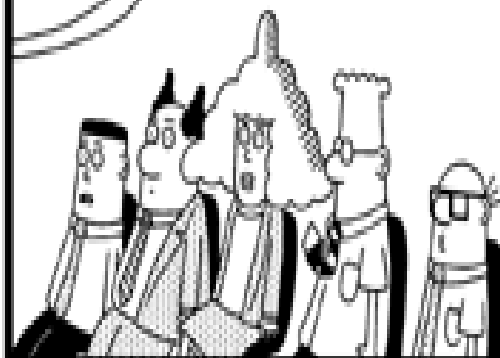
FIRST,
REVIEW
THIS LIST
OF YOUR
PRIORI-
TIES.



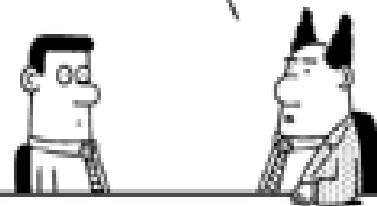
FAMILY
JOB
EXERCISE
VACATION
MUST-DOS
MEDICAL
EATING
HYGIENE
SLEEP
ROMANCE
HOLIDAYS

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YOU HAVE TIME
FOR THREE THINGS.
WORK AND HOLIDAYS
ARE TWO. YOU GET
TO PICK THE THIRD.



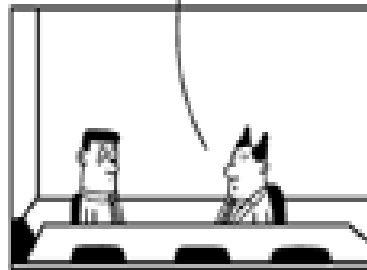
TED, I NEED YOU TO
WORK LATE EVERY
NIGHT UNTIL WE
CATCH UP.



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YOU'LL ALSO NEED
TO WORK EVERY
WEEKEND.



WHAT
ABOUT
MY
FAMILY?



THEY
HAD A
GOOD
RUN.



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TED, I KNOW YOU
SAID YOUR HEAD
WOULD EXPLODE IF
I ASK YOU TO DO ONE
MORE THING, BUT...

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CLEANUP ON
AISLE THREE.

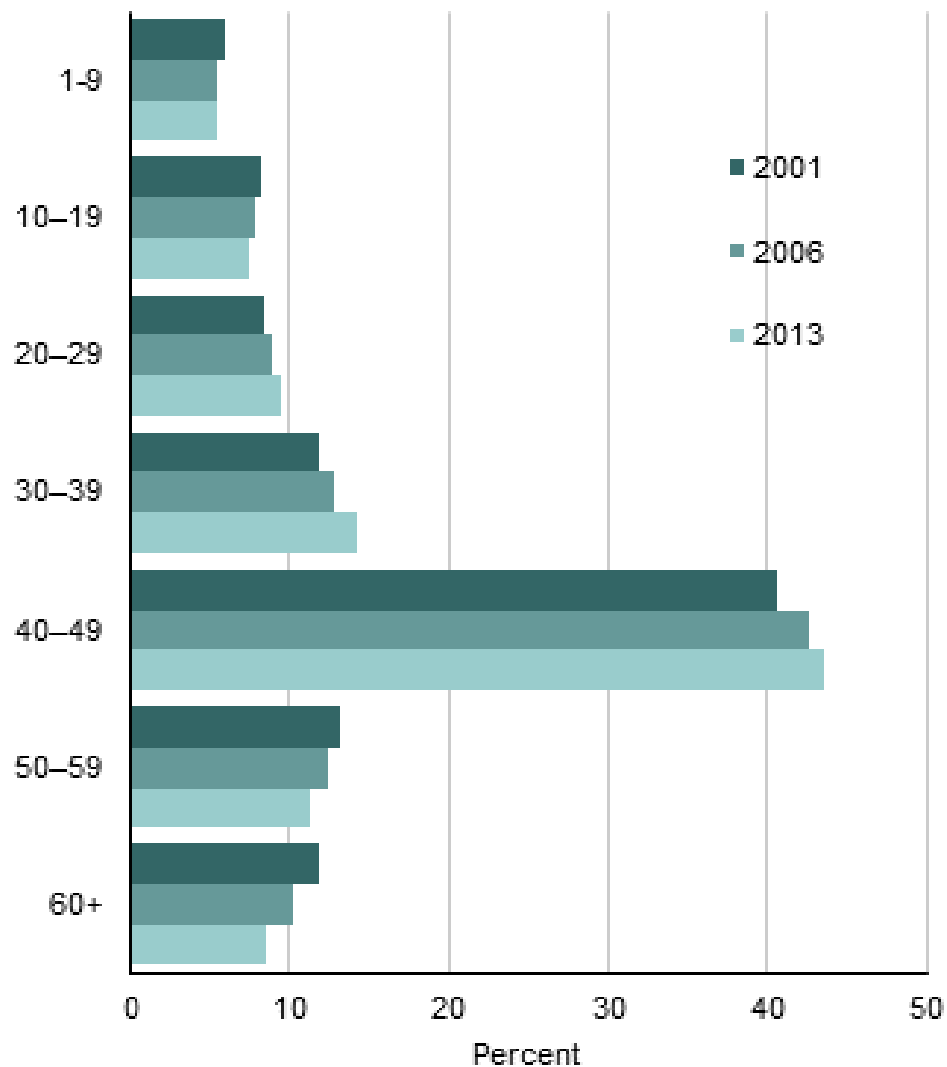


Global Issues

- Increased number of women (and mothers) working – including Asia
- Dual-career couples, single parents
- Eldercare issues
- Technology: 24/7 ('crackberry' / iFatigue / Nomophobia)
- Cost of living increasing – need for long hours (security) or multiple-jobs...
- Cost of childcare
- Working hours increasing (France?)

Hours worked per week⁽¹⁾

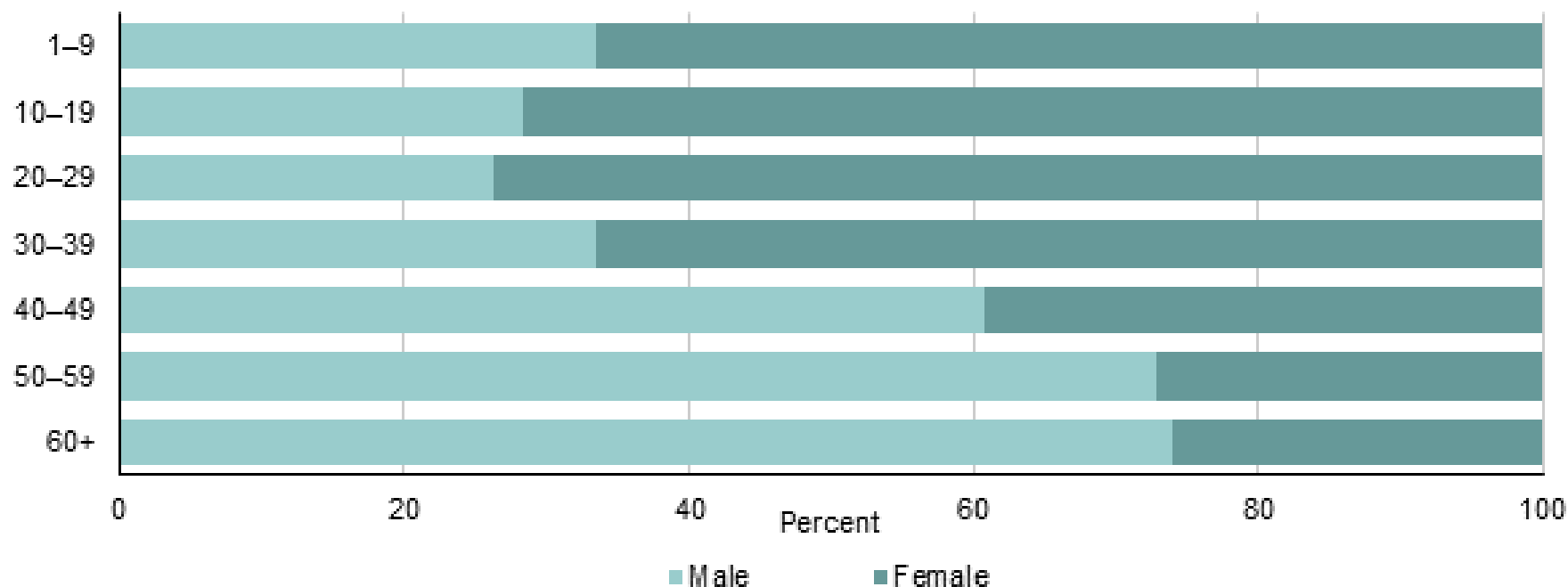
2001, 2006, and 2013 Censuses



1. For employed people aged 15 years and over.

Source: Statistics New Zealand

Hours worked per week⁽¹⁾ 2013 Census



1. For employed people aged 15 years and over.

Source: Statistics New Zealand

Managers work longer hours

Of the occupations that work 50 hours or more a week, managers made up the highest proportion, at 36.0 percent. This was followed by machinery operators and drivers, at 32.4 percent.

Managing Work-Life Issues

- An international study of almost 10,000 employees by accounting firm *Ernst & Young* in 2015 found:
- Managing work-life balance has gotten harder

Most important flexibility issues

	Parents	Non-parents
A boss that doesn't allow you to work flexibly	72%	65%
Flexibility stigma (perception that people who work flex hours or take leave are penalized with lack of pay/promotion opportunities)	72%	62%
Lack of workplace flexibility, including no option to telecommute (meaning working from another location other than the office or a client site, such as working from home)	70%	59%
Few senior colleagues who are working parents or in dual-career families	60%	43%

Managing Work-Life Issues

- Hay Group's global employee opinion database, comprised of data from more than 5 million employees worldwide, indicates that over 40 percent report that their organizations do not provide sufficient work-life balance support.
- A Hay Group survey of senior executives in companies eligible to participate in *Fortune* magazine's annual rankings of the World's Most Admired Companies, fully 49 percent of respondents from organizations ranked in the top three in their industries in corporate reputation reported that addressing work-life balance issues is a "top priority" or "very important" as a human capital challenge over the next two years.

Managing Work-Life Issues

- Employee stress and fatigue from job burnout can actually lead to brains that look exactly like ones that are **sound asleep**. Poor work-life balance = poor performance!
- Corporate Executive Board (represent 80% of Fortune 500 firms) study of 50,000 employees, found that employees who believe that they have good work-life balance work 21% harder than those who don't!
- Interestingly, boosting workforce productivity does not hinge on employees actually **using** work-life services - just need to be reassured that the service is there and that they have the option to participate if they want to.



Work-life balance is not a fad!

Important for employees.

Important for organisations.

People make organisations successful!

Measuring Work-Life Balance

- Previously studies:
- Work-family balance - allocation model. This strict model of pre-determining 50/50 balance! But found no links to wellbeing! 😞
- Work-family balance but not life. Balance only important for people with families?! 😞
- Expansion theory help us to understand how employees with multiple roles are able to achieve enhanced outcomes through feeling greater balance.

Work-Life Balance

- While attention towards work-life balance has grown, fewer empirical studies that you might expect! Limited towards mental health!
- In response to common criticism of work-family research, around homogenous groups e.g. parents, Haar (2013) found work-life balance was **equally** beneficial towards job & life sat and mental health outcomes for **both** parents and non-parents. Similarly **equally** beneficial for single and married employees
- Perceptions of work-life balance counted!

What is Work-Life Balance?

- The extent to which an individual is able to actively engage in and manage the multiple roles in their life, including work, family, and other major responsibilities
- Turn to your neighbour. Answer the following:

Overall, I manage to balance the demands of my work and personal/family life well



Perception is Reality!

If you think you are struggling – you
ARE struggling! If you think you can
juggle it like a Cirque du Soleil juggler
then *Voila!*

Outcomes

Wellbeing of employees is important for both organizations and employees

Becoming increasingly prevalent due to **anxiety** and **depression** being amongst the most widespread forms of mental health issues experienced globally

Within high-income countries, depression will be the number one cause of the burden of disease by 2030

Consequences of Balance

- Enhanced work outcomes! Employees with higher work-life balance report greater commitment, job satisfaction, engagement performance, and less turnover. Win-win for the organisation too!
- Also, enhanced wellbeing! Employees with higher work-life balance report lower anxiety, depression, job burnout, higher life satisfaction and happiness. 😊

Antecedents of Balance

- So, what can we do to enhance work-life balance in employees?
- More positive leadership styles (ethical, servant, authentic);
- Greater support (organisation, supervisor, co-workers – and family too!);
- More control and autonomy over our work/job;
- Is hours worked detrimental? Yes, but the effect is VERY small!



Teams and Contagion

- Team level analysis **rare** in work-family field, especially work-life balance
- *Contagion definition: communication of disease from one person or organism to another by close contact; the spreading of a harmful idea or theory*
- Recently contagion has become a focus on research especially leaders to followers – especially mood and typically bad moods...



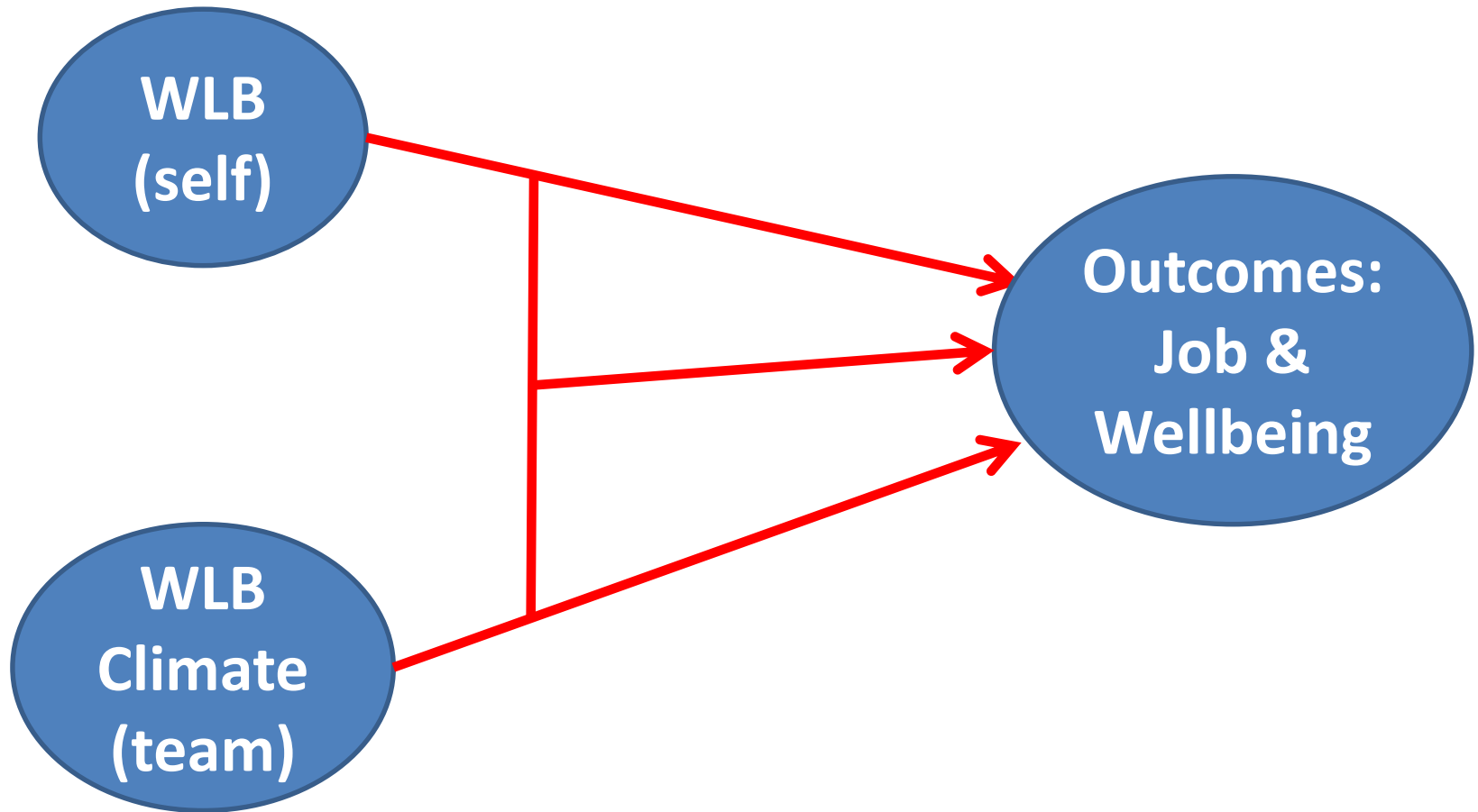
Teams and Balance

- The present ground breaking study uses a **social contagion** framework to offer an explanation towards how the creation of climate effects from the members of your team may influence the individual wellbeing of team members occurring **in addition** to individual-level influences
- ***Say wot?*** The theory suggests that those you work with can influence you and the perceptions of your co-workers might influence you beyond your own perceptions...

Teams and Balance

- Scenario 1: you are **happy** and everyone you work with is miserable. Do you go home as happy as the day started? Less happy? Or totally miserable?!
- Scenario 2: you are have a **s#%t** of a day! Everyone around you is buzzing and happy and talking to you (“cheer up!”). Do you go home as miserable as the day started? Less upset? Or happy as Larry! (whoever he is?!)
- Collective perceptions occur and are shared within work units due of the accepted tendency to discuss emotionally charged events within a team

Study Model



Research Focus

- Does the climate level constructs of work-life balance influence employee job outcomes (satisfaction, commitment, retention)?
- And wellbeing outcomes (mental health, life satisfaction)?
- Are these effects **over and above** the individual level influence of work-life balance?

Method

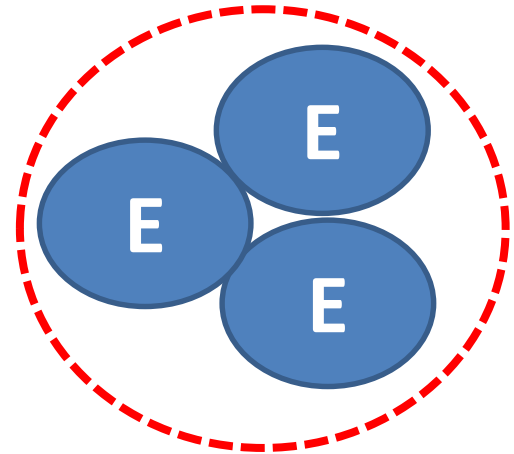
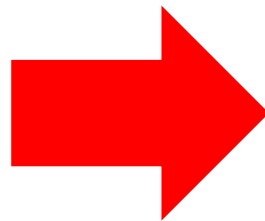
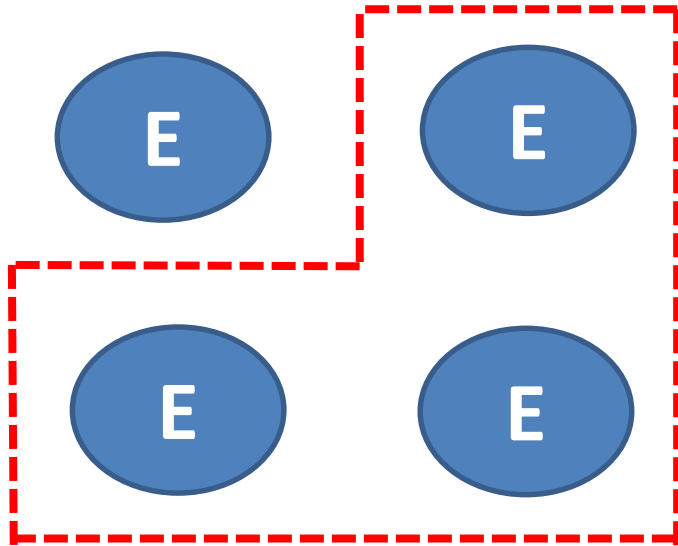
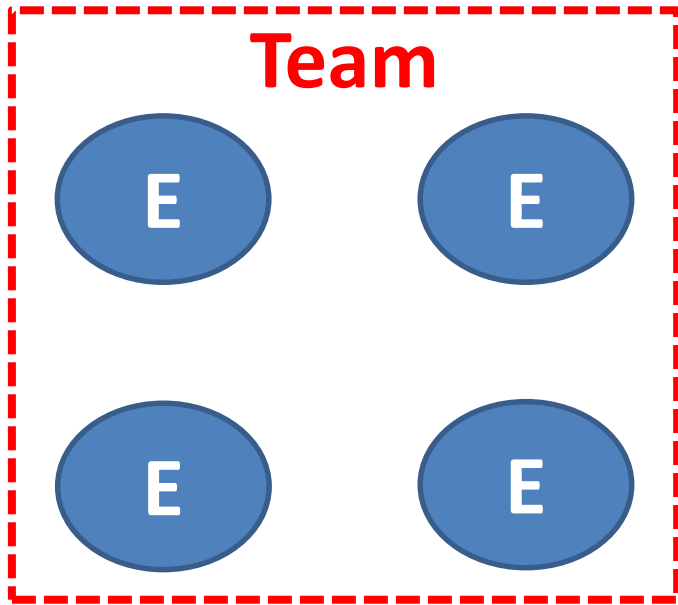
- 200 NZ firms. Manager invite=95 responded, ultimately=80 teams (53.3% response rate): 298 employees.
- Teams ranged from 3-5 employees, **max one team member non-responding!**
- Respondents: 53% male; single 53%; & non-parents (54%). Almost half (49.4%) held a bachelor's degree qualification or higher, and on average they worked 36.3 hours per week (SD=11.8). The average tenure in the team was 3.6 years (SD=6.2). By ethnicity, respondents were varied: 38% white, 17% Asian, 15.5% Indian, 11.5% Maori, 7% Pacifica peoples, and 11% other.



Analysing Team Data is Hard!

Even my mum can't pretend well enough to be interested...

Hence, I will spare you the 'pain' but do know I didn't just 'make this up' 😊





Findings

- Individual/self work-life balance was positively related to a number of work outcomes (satisfaction, commitment, performance, & retention)
- Individual/self work-life balance was negatively related to both anxiety and depression, and job burnout. Positively related to life satisfaction 😊
- Multi-level analysis showed that team/collective perceptions of work-life balance were significant and positive to the job outcomes **over and above** those of the individual level

Findings

- Multi-level analysis showed that team/collective perceptions of work-life balance were significant and negative to the detrimental wellbeing outcomes **over and above** those of the individual level
- In addition, what happens to workers when they have high work-life balance AND their team is also high on work-life balance?
- Well, let's look at the 'dish' I prepared in the 'stats oven' in advance... ;-)

**Positive Job Outcomes (satisfaction,
commitment, performance & retention)**

High

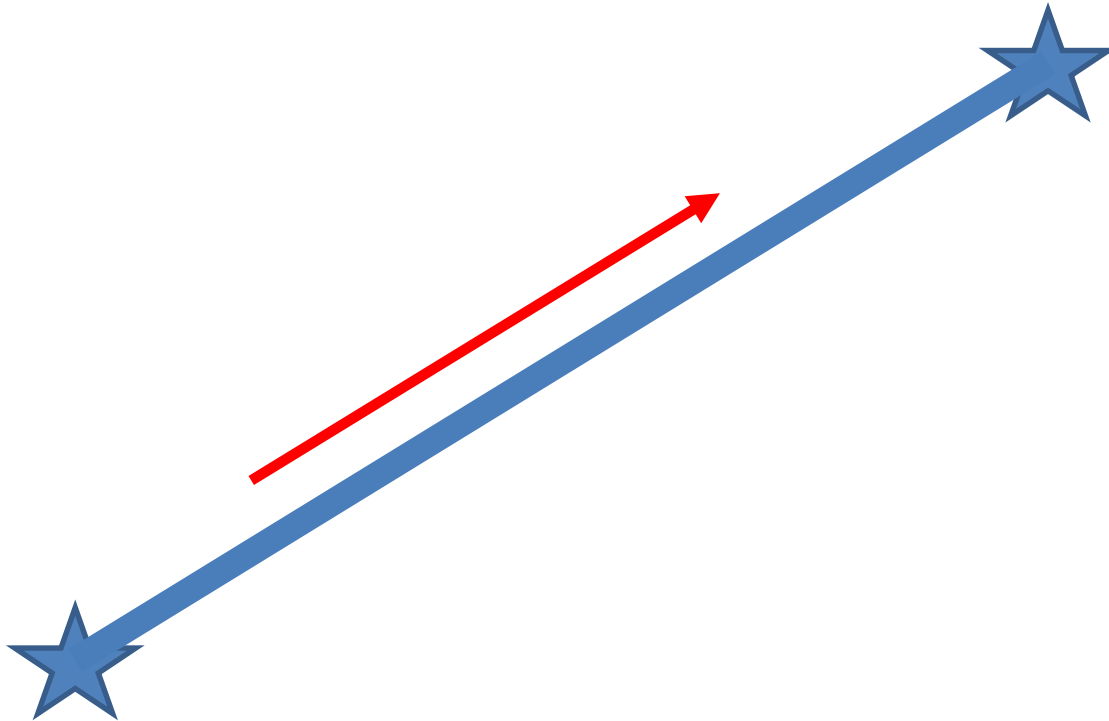
Job Outcomes

Low

Low

Work-Life Balance

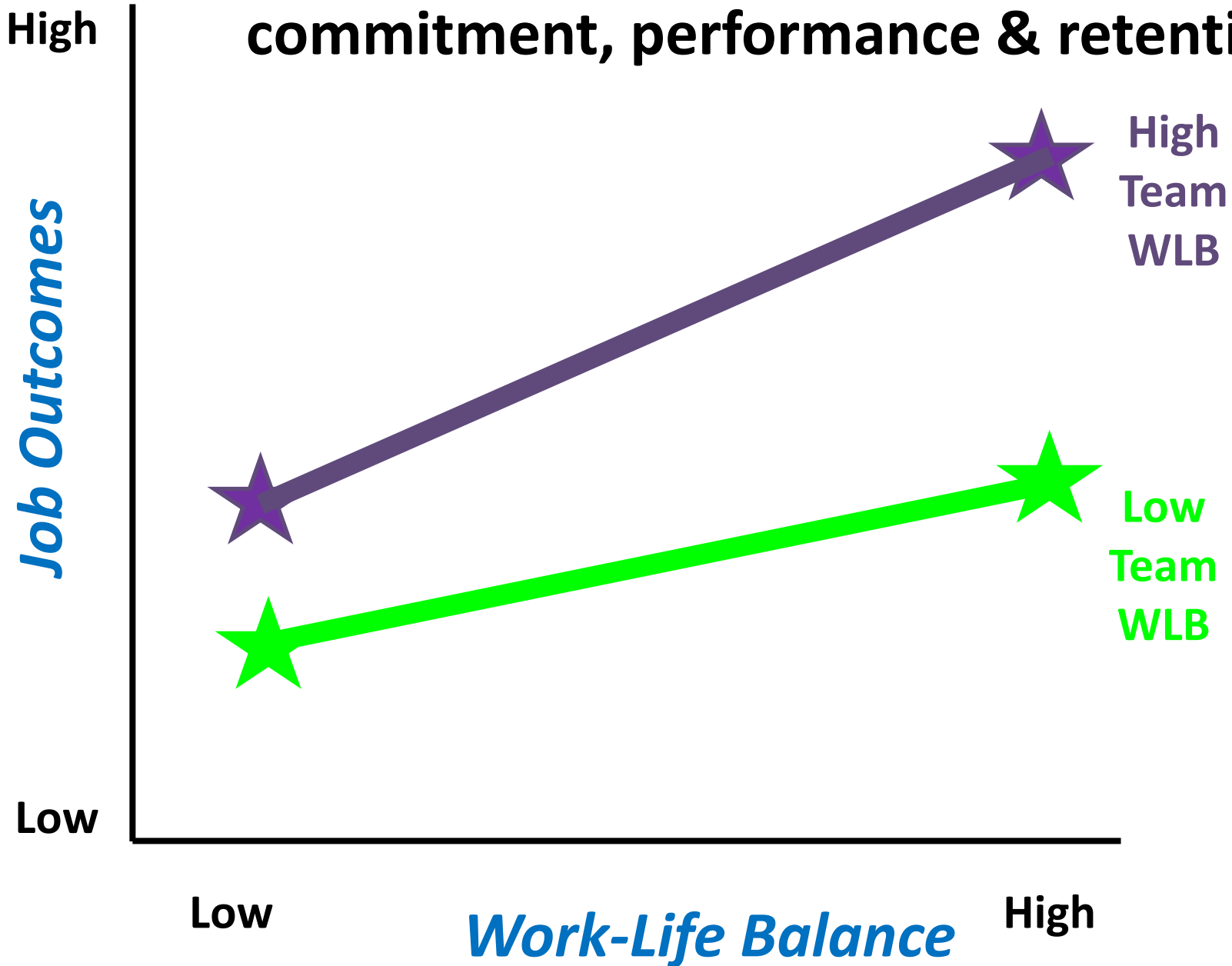
High



This time with your team mates...



Positive Job Outcomes (satisfaction, commitment, performance & retention)



Negative Wellbeing Outcomes (anxiety, depression, burnout & [less] life sat)

High

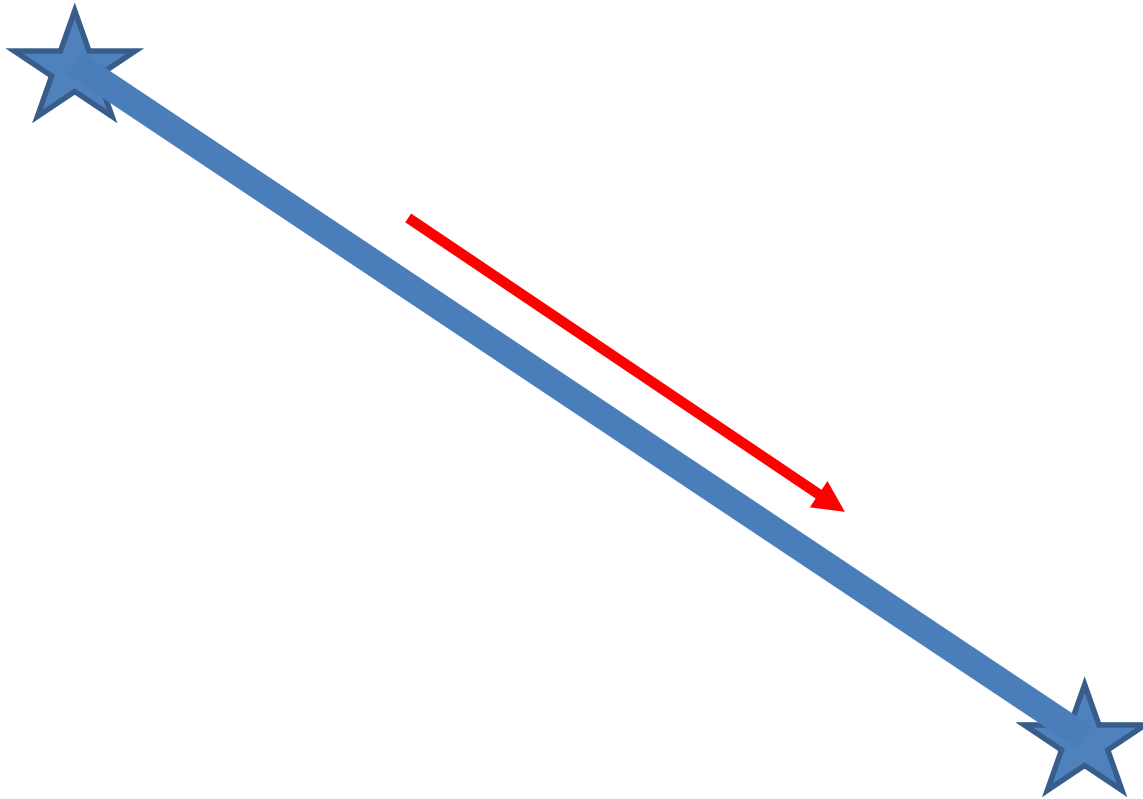
Wellbeing Outcomes

Low

Low

Work-Life Balance

High



This time with your team mates...



Negative Wellbeing Outcomes (anxiety,
depression, burnout & [less] life sat)

High

Wellbeing Outcomes

Low

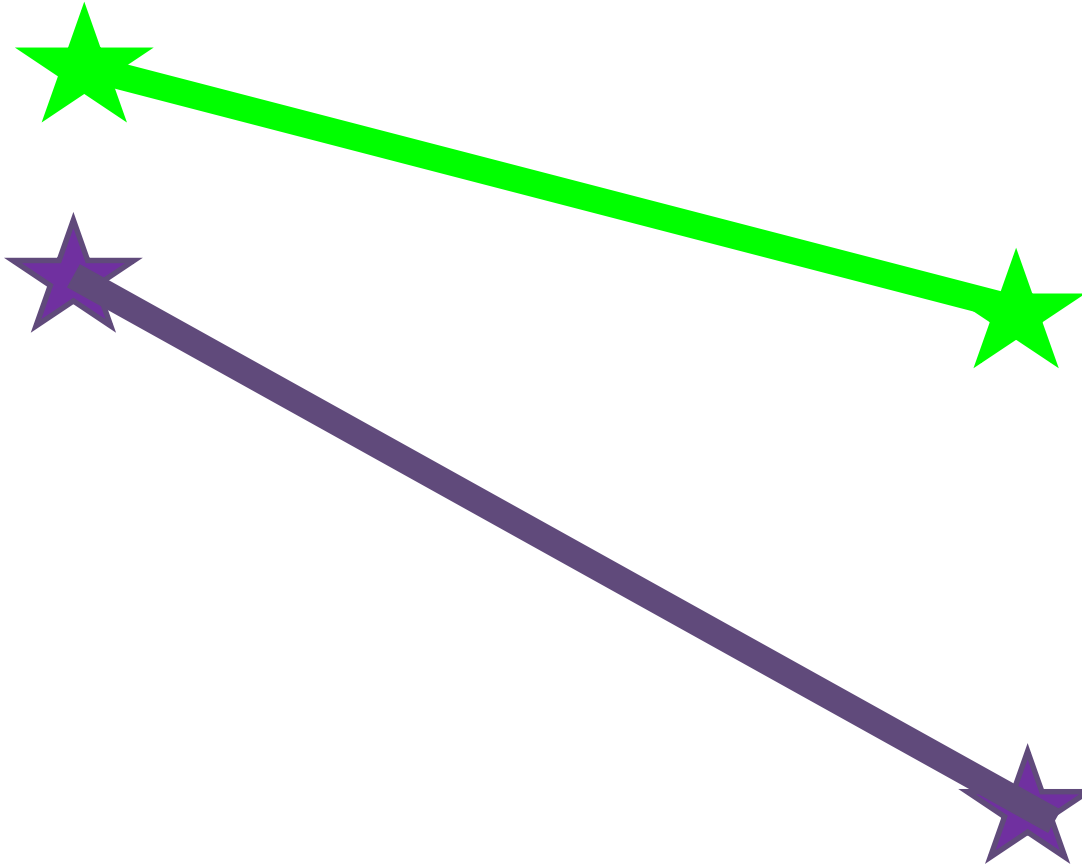
Low

Work-Life Balance

High

Low
Team
WLB

High
Team
WLB



Wot does it mean?

- Work-life balance is important!
- Why do thousands and tens of thousands of employees report work-life balance is vital!?
- Because it aids work outcomes – including performance and retention!
- Because it aids wellbeing outcomes – including lower mental health issues!
- This is very important because mental health issues i.e., depression will be the number one cause of the burden of disease by 2030!!!

Wot does it mean?

- Climate level work-life balance was statistically supported – thus supports the social contagion framework
- Working in teams that discuss work-life balance were found to be beneficial beyond individual perceptions 😊
- Thus, a team that is enjoying work-life balance and engaging in conversation around emotionally charged events are likely to provide additional benefits to individual members thru contagion effects (social transmission)...



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Final Point

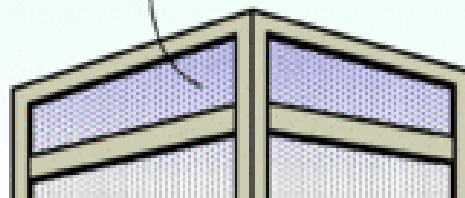
- A 2014 meta-analysis of 1.7 million patients reported a reduction in life expectancy of between 7-11 years for a single depressive episode or recurrent depressive disorder
- The substantial impact of anxiety and depression on *wellbeing*: disease, disability, and health decrements and *work*: absenteeism and job performance, encourage further examination of mental health, and in this study context, the role of work-life balance

WE'RE NO LONGER
USING THE TERM
"WORK-LIFE BALANCE"
BECAUSE IT IMPLIES
THAT YOUR LIFE IS
IMPORTANT.



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NOW WE CALL
IT "WORK-LIFE
INTEGRATION" SO
IT'S EASIER TO MAKE
YOU WORK WHEN YOU
WOULD PREFER BEING
WITH LOVED ONES.



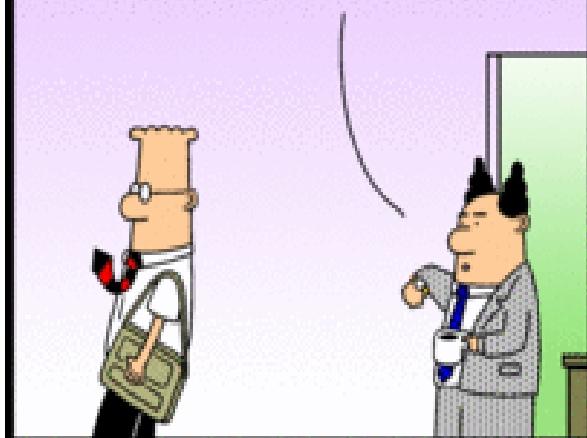
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AND I'D
LIKE TO GIVE A
BIG THANKS
TO THOSE
OF YOU WHO
NEVER HAD
A LIFE.



YOU'RE
WELCOME.

LEAVING
EARLY?



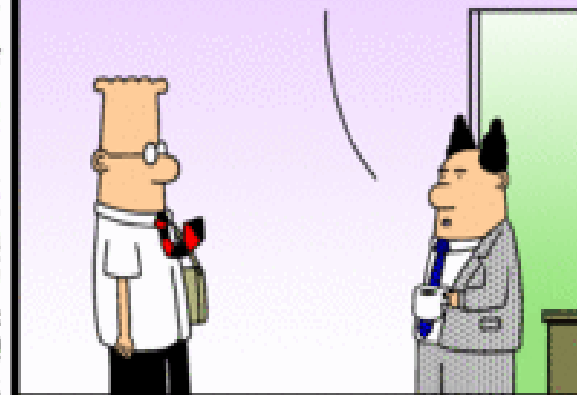
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IF YOU COUNT THE
TWO HOURS I WORKED
AT HOME WHEN I WOKE
UP, AND THE TWO HOURS
I'LL WORK TONIGHT,
YOU'LL COME OUT
WAY AHEAD
TODAY.



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HOW WILL I COME
OUT IF YOU DO ALL
OF THAT PLUS WORK
LATE HERE?



Questions?



“What do you mean, you need to find a balance between work and family? We consider you part of our family.”