

The logo for AUT (Auckland University of Technology) is displayed in white, bold, outlined capital letters on a black rectangular background in the top right corner of the slide.

“The dark side of working from home”

Prof Jarrod Haar, Ngāti Maniapoto, Ngāti Mahuta, AUT

Job Burnout

Fair to say → a lot of different wellbeing outcomes.

The focus here is job burnout:

Defined as

“a work-related state of exhaustion that occurs among employees, which is characterised by extreme tiredness, reduced ability to regulate cognitive and emotional processes, and mental distancing”

Job Burnout

Four Dimensions:

1. *Exhaustion*: loss of physical and mental energy
2. *Mental Distance*: being psychologically distancing from the work
3. *Emotional Impairment*: intense emotional reactions and feeling overwhelmed by one's emotions
4. *Cognitive impairment*: memory problems, attention and concentration deficits. Poor cognitive perform.

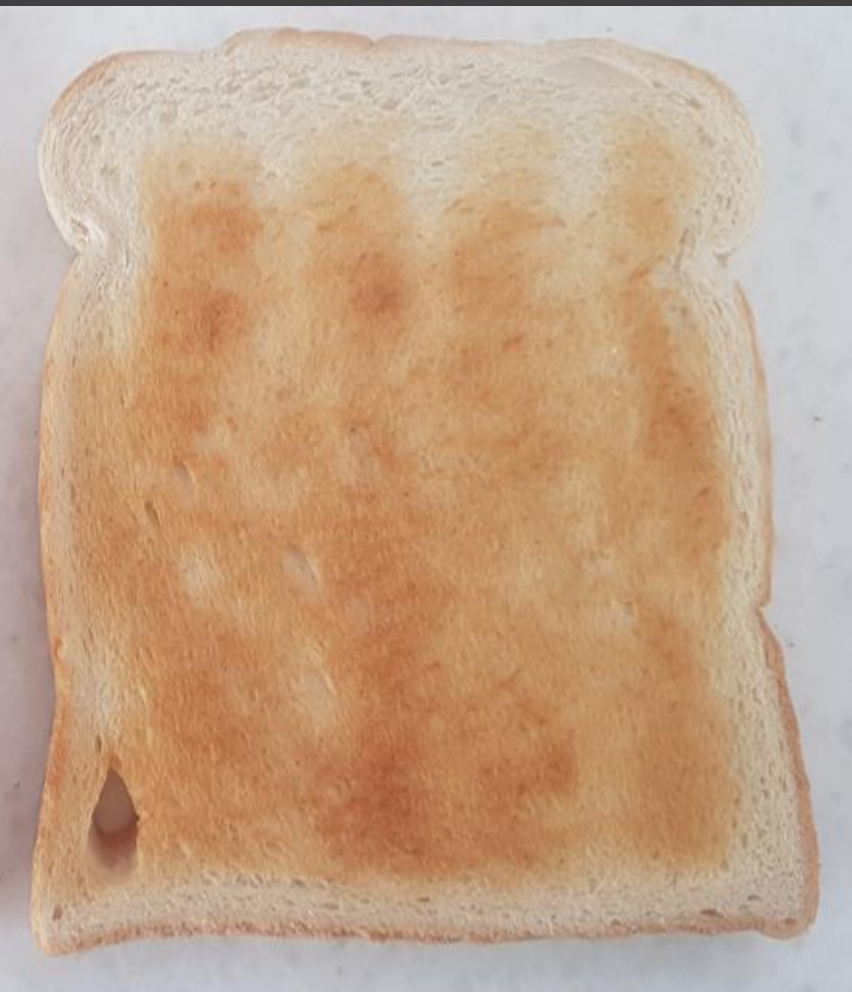
Note: **being tired and exhausted ≠ burnout!**

Making Sense of the Burnout Scores

These four dimensions are scored as follows:

- **Green zone:** Low to modest burnout levels. Low risk of burning out. Normal/natural.
- **Orange zone:** High burnout score. Higher than normal risk of burning out. I call this '*smouldering*' [we'll revisit this!]
- **Red zone:** severest levels of job burnout. Here, you are at high '*burnt-out*' risk.

Can be represented as follows...



A decorative vertical border on the left side of the slide, composed of a complex, overlapping geometric pattern of blue triangles and squares in various shades of blue.

Pre-Covid NZ WFH

29.2%

But...

Pre-Covid NZ WFH

2.8%

- Mainly WFH. Statistics NZ (2019)

NZ WFH during Covid

42%

- Statistics NZ (2020)

USA WFH

5%/60%

- Pre- and Post- Covid-19



The Ubiquitous Nature of Technology

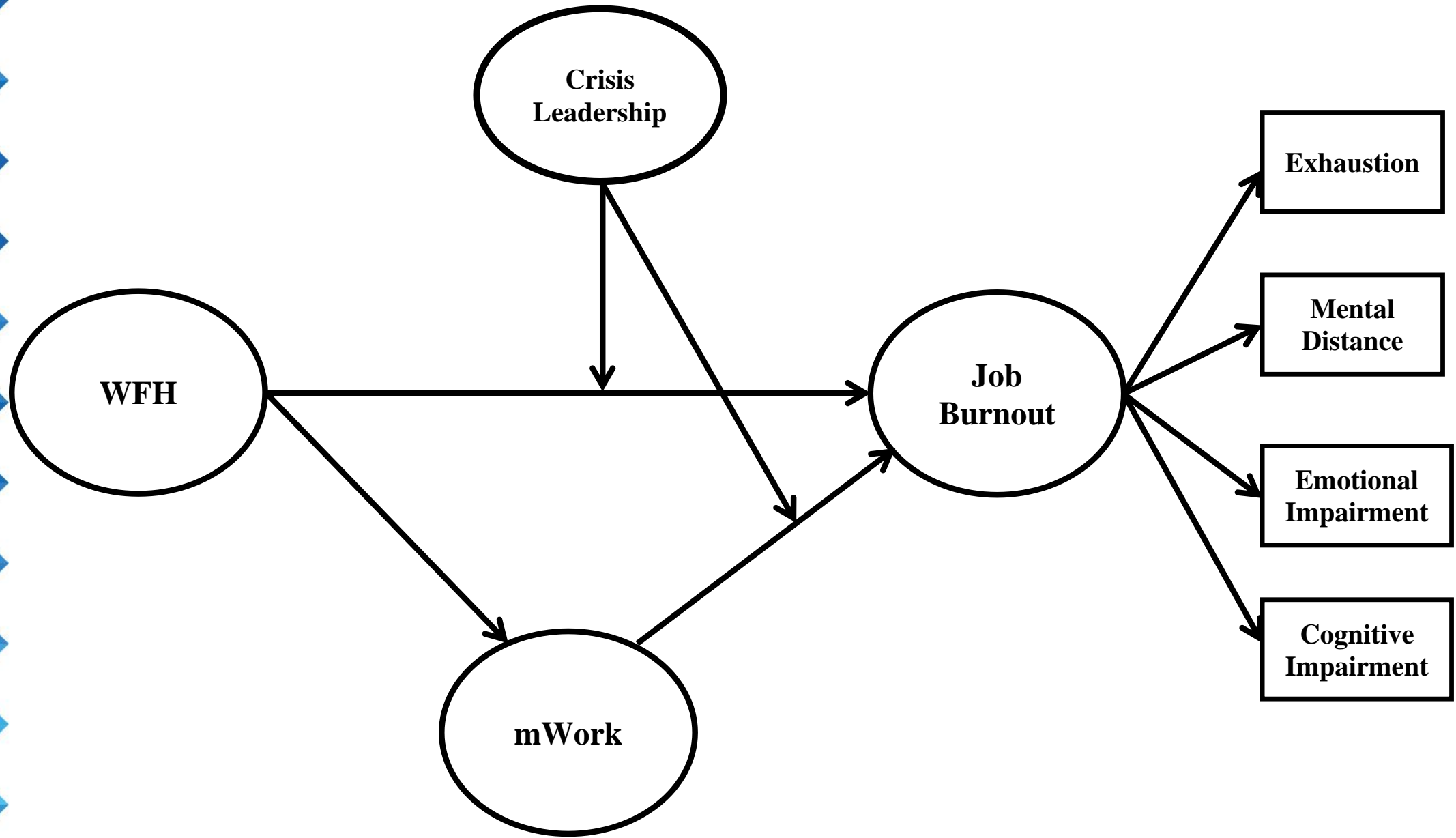
- The 24/7 nature of Technology has lead to:
- ‘crackberry’
- iFatigue
- And more recently – Nomophobia

Nomophobia is defined as fear of being without your phone, a combination of the words no, mobile and phobia. An example of **nomophobia** is what someone feels when they travel internationally without a working cell phone.

mWork

- The ability to be able to perform work related tasks using technology devices and other means of communication → mobility work (mWork).
- mWork refers to the frequency of using a mobile device (e.g., smart phone, laptop, tablet etc.) to engage in work-related tasks using internet access during family time.
- Focus is work tasks during family time rather than the ability to perform work tasks through a mobile job

Study Model



Methods

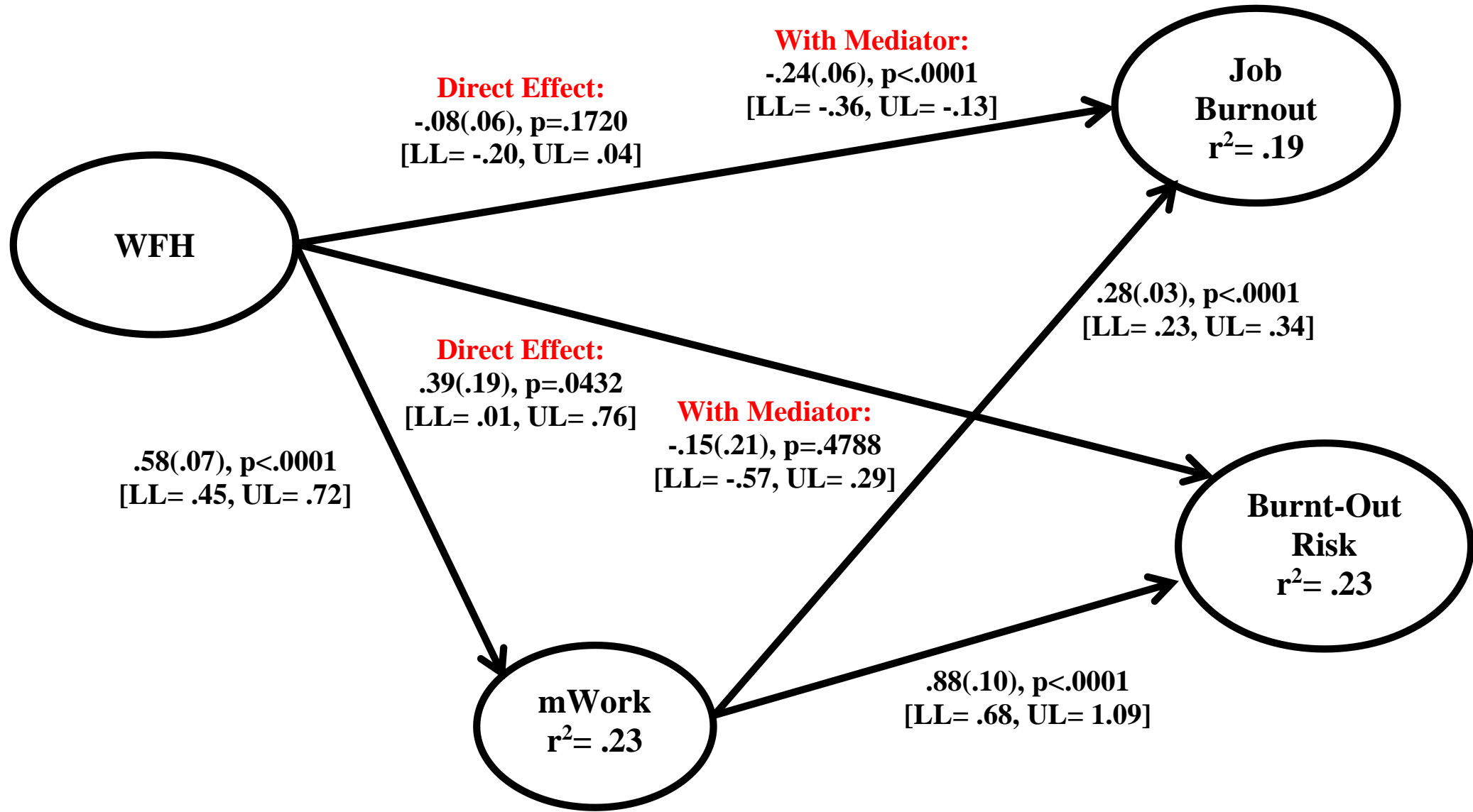
N=907. Varied sample: 51.6% male, parents 50%, NZ Europeans 57%, married 76%. Average age 37.9 years. Mainly private sector, all sized firms.

Measures: WFH, mWork and Job Burnout established. Crisis leadership new. CFA in AMOS → Mint (e.g., CFI = .95). All measures reliable (> .85). Severe Burnout (Burnt-out Risk Calculated).

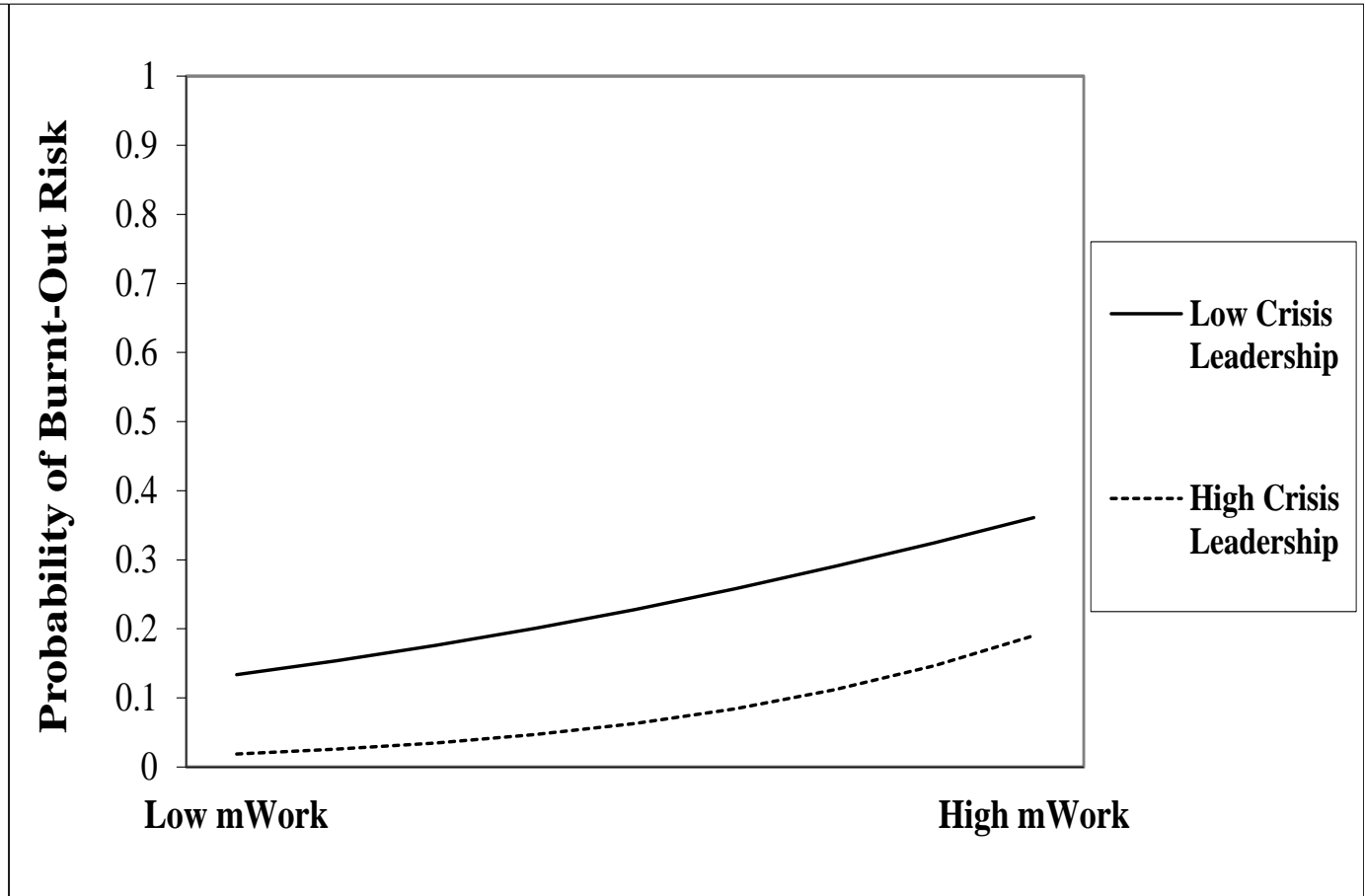
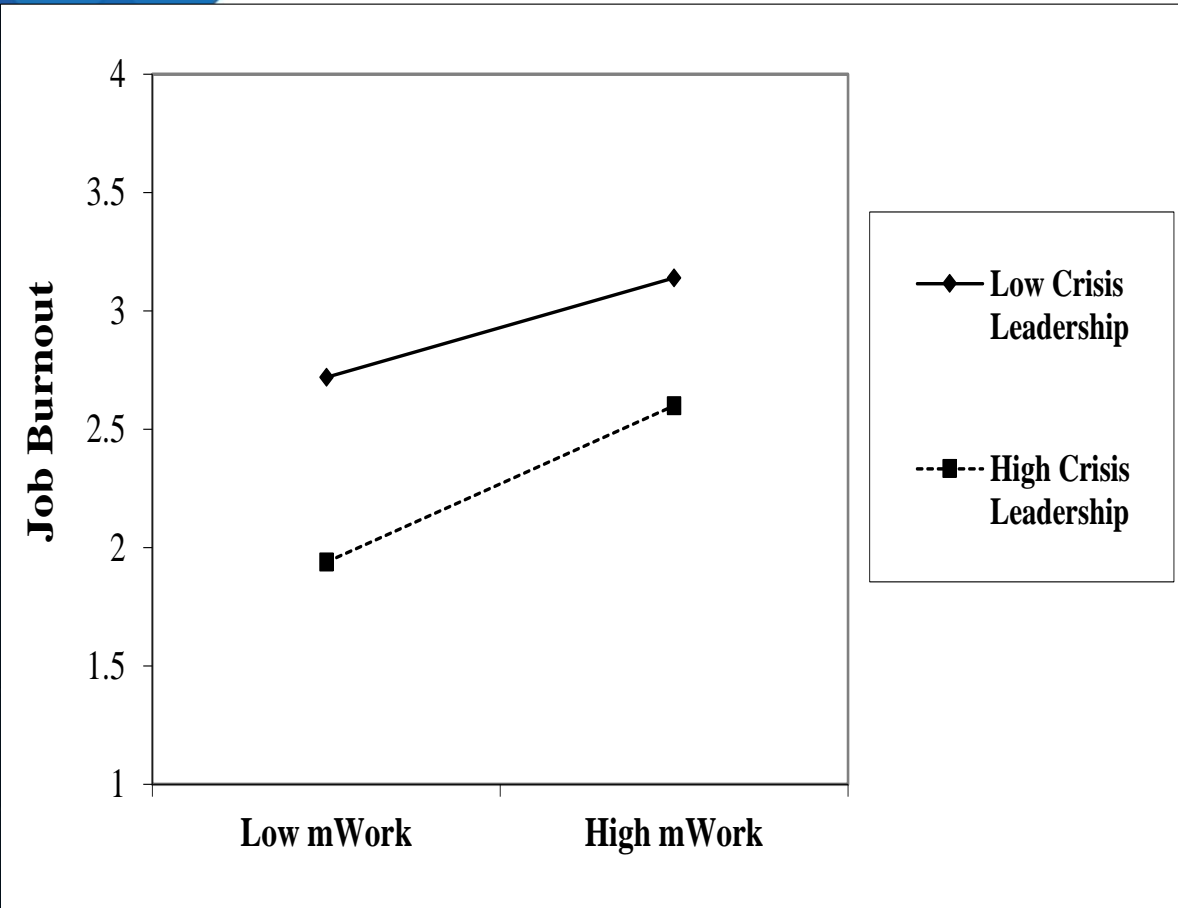
Moderated mediation analysis in PROCESS (4.0).

50% of sample WFH. 18% burnt-out risk!

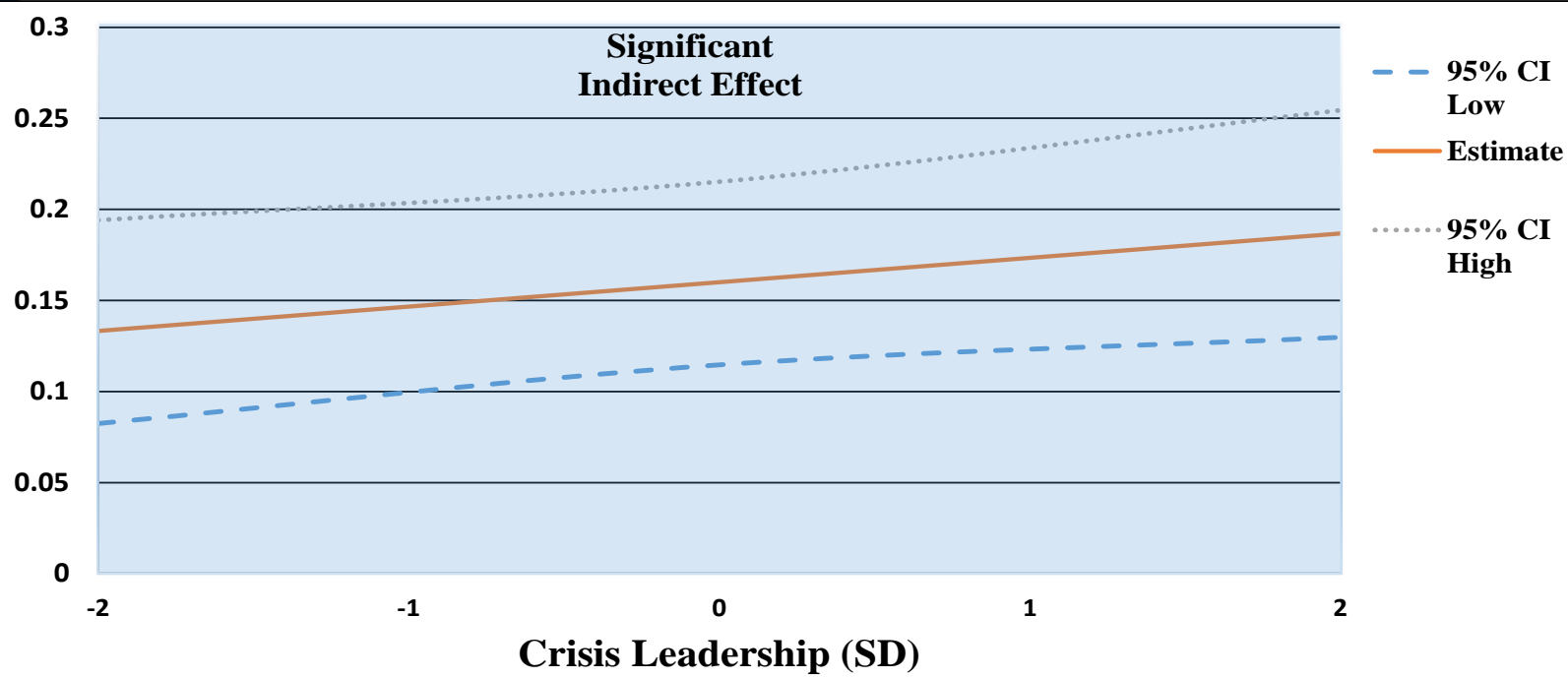
Direct & Mediation Effects



Moderation Effects

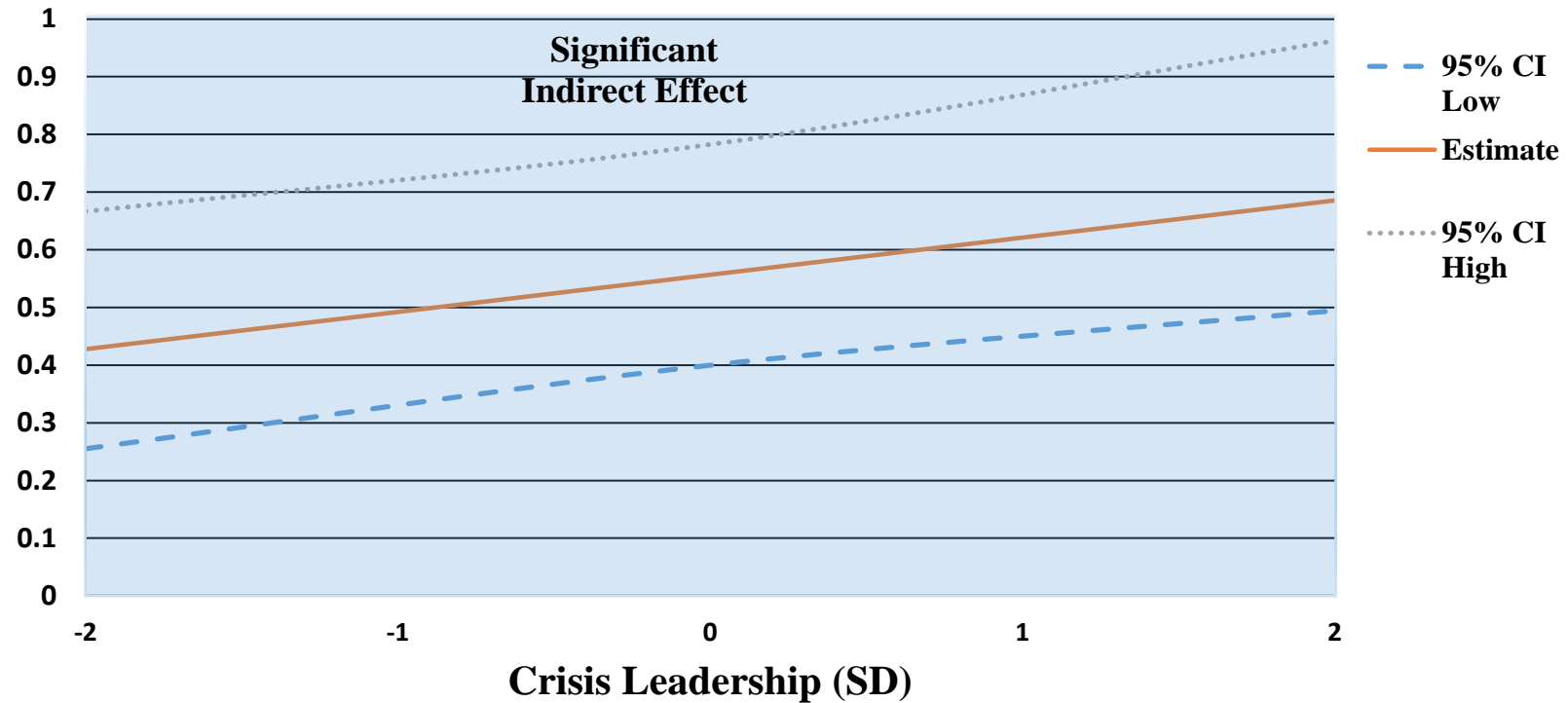


Indirect Effects of WFH on Job
Burnout through mWork



Moderated Mediation

Indirect Effects of WFH on
Burnt-Out Risk through
mWork



Meaning?

- WFH doesn't come without issues! Greater mWork, influences on Job Burnout & burnt-out risk (+ & -)
- mWork plays a detrimental effect on Job Burnout & Burnt-out Risk
- Crisis Leadership reduces Job Burnout & burnt-out risk. Has buffering effects that are useful.
- However, as a boundary condition → intensifies the potential detrimental effect of WFH! Might reflect the context of Covid and thus 'crisis leadership' might infer many org context are still in 'crisis'!! :-/





MORE SMOLDER PLEASE

#JONAS

SMALLER FONT TEXT AT THE BOTTOM LEFT