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WELCOME!
Quality of Working Life

TALLINN UNIVERSITY OF
TECHNOLOGY

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Content

- Fitting dilemma
- Changes in work
- Work – life balance
- Time: Types of work arrangement and hours
- Multi-local work and workplaces
- Distribution of activities, tasks
- Mobile and virtual work
- Physical space and location
- Information overload, Information deficiency, Evaluation the information
- Virtual reality
- Demands for employee, Psychological processes, Coping
- The new world of work

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Nature of work

Work is an activity in which one exerts strength or faculties to do or perform something:

- A. ... sustained physical or mental effort to overcome obstacles and achieve an objective or result
- B. the labor, task, or duty that is one's accustomed means of livelihood
- C. a specific task, duty, function, or assignment often being a part or phase of some larger activity

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Nature of work

- Work is a job or activity that you do regularly especially in order to earn money
- Work is the place where you do your job
- Work is the things that you do especially as part of your job
- **Work as an activity involving mental or physical effort done in order to achieve a result**
- Work as a task or tasks to be undertaken
- Work (physics), the work done by, or energy transferred by, a force acting through a distance
- Employment, a contract between two parties, one being the employer and the other being the employee

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Nature of work

Work has changed in significant ways in four key dimensions:

- ✓ autonomy/control,
- ✓ task focus,
- ✓ cognitive (substantive) complexity,
- ✓ and the relational dimension of work

These are primary concepts that have been used to study the relationship between skills and compensation and other features of jobs

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Changing nature of work

(Frese, 2008)

- Dissolution of the unity of work in space and time
- Changing job and career concepts
- Faster rate of innovation
- Increase of complexity of work
- Personal initiative *versus* adaptability to the new workplace
- Global competition
- Both larger and smaller units of develop
- More teamwork
- Reduced supervision
- Increase of cultural diversity

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Changing nature of work

(Sundin, Wikman, 2004; Lay, Spence, 2008)

- Demographic changes (aging workforce, migrant workers, more working women)
- New forms of work, rise in precarious forms of work
- Rise in work intensity
- Technological advances
- High emotional demands and interpersonal conflicts
- Impaired work-life balance
- Life-style related problems: obesity, alcohol, drugs

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Fitting dilemma

(Arnold, Cooper, Robertson, 2010)

Fitting the man
to the job

?



WOP

Fitting the job
to the man

Fitting the man to the job tradition manifests itself in employee selection, training and vocational guidance

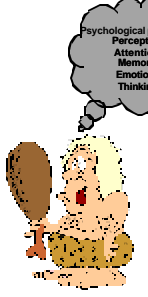
Fitting the job to the man tradition focuses instead on the job; and in particular the design of tasks, equipment and working conditions which suit a person's physical and psychological characteristics

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WORK
Work environment

→



stimulus
reaction

→

Action, behaviour

Psychological processes

- Perception
- Attention
- Memory
- Emotions
- Thinking

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Changes in work

1. *Time* – when we work
2. *Physical space and location* – where we work
3. *Information* – with what we work
4. *Virtual reality* – with whom we work

1. *Demands* for employee: psychological processes, knowledge, skills, competences and professionalism, lack of control, communication, networking, coping

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Level	BASICS	WORK	TECHNOLOGY (Techno- psychology)	INDUSTRIAL RELATIONS
Individual	Employee (person) & Personnel Psychology	Employee & Work	Employee & Technology	Employee & New Industrial Relations
Organization	Organization & Organizational Psychology	Organization & Work	Organization & Technology	Organization & New Industrial Relations
Society	Society (community) & Social Psychology	Society & Work	Society & Technology	Society & New Industrial Relations
Legal	Legal Framework	Labor Law, Occupational Health & Safety Law	Techno Law, Intellectual & Industrial Property & Competition Law, ICT Law	Labor Law, Unions' & Work Councils' Laws, Contract Law
Research & Implementation	Research & Implementation Methods	Qualitative & Quantitative Research Methods and Multilevel Analysis Implementation Methods		

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Time – when we work

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Time

Work has become independent of the working time

Work does not depend on working hours and the workroom (workplace) and even not on location

Example:
People can work in coffee shop, in bus, at midnight etc.

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Working hours – Evidences

Possible non-linear relationship with health problems
(Sparks et al., 1997)

Moderating variables: type of work, relationships, level of responsibility, family support

Women may be more susceptible to the impact of long working hours to self reported health behaviours *(Jones et al., 2007)*

No optimal number of working hours per week

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Evidences

(European Foundation for the Improvement Living and Working Conditions, 2009)

Proportion of workers working more than 48 hours a week



Country	self-employed (%)	employee (%)
DK	10	15
NO	10	15
SE	10	15
FI	10	15
IS	10	15
LU	10	15
BE	10	15
FR	10	15
DE	10	15
IT	10	15
UK	10	15
PT	10	15
GR	10	15
ES	10	15
PL	10	15
CZ	10	15
SK	10	15
SI	10	15
HR	10	15
LT	10	15
LV	10	15
EE	10	15
MT	10	15
AT	10	15
CH	10	15
NL	10	15
IE	10	15
UK	10	15
CY	10	15
BE	10	15
SE	10	15
SI	10	15
EL	10	15
LV	10	15
PL	10	15
RO	10	15

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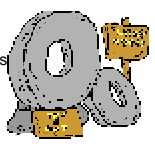
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Work-life balance, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life (Hudson, 2005)

Work-life balance is a concept including proper prioritizing between "work" (career, ambition) and "life" (health, pleasure, leisure, family, spirituality)

Work-life balance for any one person is having the 'right' combination of participation in paid work (defined by hours and working conditions) and other aspects of their lives

This combination will change as people move through life and have changing responsibilities and commitments in their work and personal lives



Balance between work and non-work
(in sense of activities and time)
Higher demand for time management

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Time

- Flexible work (more flexible working arrangements and hours)
- Distributed work
- Mobile work
- Virtual work

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Time: Types of work arrangement and hours

In today's workplace, there are a variety of different working arrangements (more flexible working arrangements)

Full-time usually means you work 40 hours a week, but may mean 30 hours or more a week. Start and finish times may vary depending on what suits you and your employer.

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Time: Types of work arrangement and hours

Part-time work mean a person works a set amount of hours each week, which can range from just a few hours up to about 30 hours. For example, a student might work every Saturday for eight hours to help with study costs.

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Time: Types of work arrangement and hours

Casual workers are usually hired for one-off business needs or ongoing, irregular work. For example, a retail store may need extra help over the Christmas period and hire some casual staff for the month of December.

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Time: Types of work arrangement and hours

Seasonal work can only be carried out at certain times of the year. It's important to some of big industries: forestry, agriculture and horticulture.

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Time: Types of work arrangement and hours

Contract work - contractors are similar to casual staff, but are usually contracted to do a particular piece of work. They will often bring specialist skills that an organization needs for specific projects. For example, a business may contract in a management consultant to help with restructuring.

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Time: Types of work arrangement and hours

Self-employment is very common in a wide range of industries and occupations. You can find self-employed people working as courier drivers, plumbers or accountants.

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Time: Types of work arrangement and hours

Working from home - with the improvement in telecommunications, many employers offer staff the opportunity to work off-site, usually from home, for some or all of their work week. Staff are able to keep in regular contact with their boss and other staff through email, as well as Internet calling services.

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Time: Types of work arrangement and hours

Portfolio work – it means working for different employers in two or more part-time roles. This can include freelance or contract work and self-employment. Together, these jobs add up to full-time work. The work you do could be in quite different fields.

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Physical space and location – where we work

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Distributed work

Multi-local work and workplaces
Many workers communicate regularly with distant coworkers; some monitor and manipulate tools and objects at a distance. Work teams are spread across different cities or countries. Joint ventures and multi-organizational projects entail work in many locations
(Hinds, Kiesler, MIT Press, 2012; Vartiainen, 2007)

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Mobile and virtual work

In 2012, the definition of mobile worker has expanded to include pretty much everyone in the organization

Mobile working is about freedom and simplicity

New technologies are making it easy to access information and work regardless of location


Virtual communication
Virtual teams
Virtual networks

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Physical space and location

Employees have many methods, such as emails, computers and cell phones, which enable them to accomplish their work beyond the physical boundaries of their office.
(Boswell, Olson-Buchanan, 2007)



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Information – with what we work

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Information

Information overload is becoming a serious drag on productivity
56% of workers are overwhelmed by multiple simultaneous projects and interrupted too often; one-third say that multi-tasking and distractions are keeping them from stepping back to process and reflect on the work they're doing
Example: Monday morning' emails

Information deficiency
Simultaneously, it is not easy enough just to find the information people need to do their jobs
Industry analysts estimate that information workers spend up to 30% of their working day just looking for data they need

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Information

Evaluation the information

- Validity
- Reliability
- Accuracy
- Relevancy
- Authority
- Currency
- Point of View
- Objectivity
- Triangulation
- Manipulations
- Stereotypes, emotional language, logical mistakes etc.
- Information source



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Virtual reality – with whom we work

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Virtual reality

"Real life" versus "virtual life"

Examples:
 Virtual work
 Virtual teaching and learning
 Virtual doctor
 CV-online
 E-government
 E-library
 E-shop etc.

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Monday morning e-mail syndrome

Two main strategies for coping with *Monday morning E-mail syndrome*:

- 1) to be "always-online", "always accessible" and "always ready to react and to work"
- 2) to check E-mails during the weekend several times (once per day, twice per day, every hour etc.)

Almost all interviewed academics were forced to use the both coping strategies but sometimes it was not just possible to check E-mails

If you do not allow for this work demand feeling guilt during the weekend as well as *Monday morning Email syndrome* as an occupational psychopathology appears

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Monday morning' E-mail syndrome

1. Fears

Fear – worry, alarm, be afraid of something, disorientation, stress, panic
 Fear was a feeling of anxiety concerning the outcome
The roots of occupational psychopathology: Poor management; Excessive reorganizing, restructuring e.g. organizational change; Ambiguous work instructions (demands), additional tasks, administrative responsibilities; Different type of reports; Dealing with multiple tasks simultaneously; Students do not give positive feedback for teachers' effort (does not praise for well done work)

2. Anxiety, negative emotions, depressive thoughts

Anxiety was a feeling of worry, nervousness, or unease about something with an uncertain outcome
The roots of occupational psychopathology: Permanent need for self-improvement and life-long learning; Students do not give positive feedback for teachers' effort (does not praise for well done work); Relationships with administrative staff; Conflicts and/or inadequate


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Monday morning' E-mail syndrome

3. Paralysis (incl. analytical paralysis)

Paralysis = the loss of the ability to react, person do nothing
While the employee is physically at work, but mentally absent
A typical verbal expression: "It is perhaps not with me"
Replies to hear, but do not accept
(the so-called **analytical paralysis**),
interprets the sort of explanations



The roots of occupational psychopathology: Evaluation of students' performance; Involvement in decision making and personal responsibility; Quality of work

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Monday morning' E-mail syndrome

4. Professional identity

✓ **Decrease of professional identity** = a close similarity or affinity, professional inclusion, feeling belongingness, strong feeling of "we" and "our"

The typical expression: "An academic job is totally changed"
Employee may feel they are a victim of something and trying to get sympathy from others



The roots of occupational psychopathology: Professional identity; Low prestige of academic position; Commercialization of science and education; Knowledge and skills are not valued in society; Low appreciation of academic position

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Conclusions

- Changes in the work have **blurred** boundaries between work and non-work. Work does not depend on working hours and the workplace, and even not on location. More than ever the work became "*modus vivendi*" for academics.
- It established higher demands for academics to be "always-online" and "always ready to react and to work".
Interruptions in non-work time (family, friends, leisure, hobbies etc.) **have become common**

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Demands for employee

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Demands for employee

Psychological processes

- Perception
- Attention – selection, divided attention




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Demands for employee

Psychological processes

- Memory – short time memory, operative memory
- Emotions – positive emotions at work, expression of emotions at work, in virtual communication




- Thinking – how using the technology changing the patterns of thinking

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Psychological processes and human error



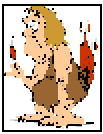
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Demands for employee

Coping - is thus expending conscious effort to solve personal and interpersonal problems, and seeking to master, minimize or tolerate stress or conflict; constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands; constantly changing cognitive and behavioral efforts to manage specific external and/or internal demands



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The new world of work

(Bill Gates, 2005)

A generation of young people who grew up with the Internet is entering the workforce, bringing along workstyles and technologies that feel as natural to them as pen and paper

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Work analysis

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Work analysis

Work analysis has referred to the process of gathering, analyzing, and structuring information about a job's components, characteristics, including environmental contexts, and job requirements (*Gael, 1988; Levine, 1983; McCormick, 1976*)

Recent changes in the dynamic nature of current work assignments have led some to announce 'the end of the job' as a fixed and stable set of predetermined responsibilities (*Bridges, 1994*)

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Classification of occupations

- ✓ International Labor Organization (*1921, ILO*) detected the need to establish an international classification of occupations
- ✓ The *Uniform International Classification of Occupations* was first produced by the ILO in *1958 (International Labor Organization, 1991)*, and it is updated every 10 years
- ✓ The *Dictionary of Occupational Titles (DOT)* (*US Department of Labor, 1977*) has been the national occupational classification system in the US
- ✓ The Occupational Information Network or O*NET is a new classification effort sponsored by the US Department of Labor; automated database and a set of ready -to-use instruments for collecting, describing, storing, and disseminating reliable and valid occupational information

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Work analysis in changing environment

The need for competency modeling has been questioned
(Barrett & Callahan, 1997; Pearlman, 1997)

In closer examination, the main difference between job analysis and competency modeling may lie in the level of analysis, with competencies being broader human attributes than traditional knowledge, skills, and abilities (KSAs)

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Thank You!

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