Well-Being & Job Performance: Some New Directions

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“Success is not the key to happiness... Happiness is the key to success. If you love what you are doing, you will be successful.”

(Albert Schweitzer)
Well-being as an influence on performance

Organisational health

Organisational performance

Individual well-being (affect)

Individual job performance
Individual well-being & performance

Individual well-being (affect) ? ? Individual job performance

?
What do we know so far?

Individual well-being

Job satisfaction & other positive work feelings

Individual job behaviors

Rated task performance

Citizenship

Intention to turnover

.25 (higher in complex jobs)

.35

.30
Issues with this research

• Methodological issues
• Measurement issues
• Has not built on developments in understanding about
  • Affect/ well-being
  • Performance
Goals of our programme

1. to develop measures of major forms of affect
2. to identify their influence on behaviours
3. to investigate & improve procedures to enhance positive affect
Circumplex model of affect

- Anxiety
- Contentment
- Depression
- Enthusiasm

See Warr, 1990; Russell, 2003
Our measure

- 16 items (4 per quadrant, multiple ways of scoring) chosen from larger pool
- Context-specific (work)
- Temporally-bound (past week)
- Affect dimensions positively correlated, but factorially distinct
11 measures of affect

- Total affect
- Positive affect
- Negative affect
- Activated affect
- Low-activation affect

Depression-enthusiasm
Anxiety-comfort
Anxiety
Comfort
Depression
Enthusiasm
Job behaviours

• Many differentiations (levels, ways of measuring, temporal, desirable/undesirable, etc)

For example
Attendance
Effort - amount
Effort - direction

For example
Minor theft
Social withdrawal
Other counterproductive behaviors
Direction of effort: A new model of individual performance

**BEHAVIOUR FORM**

<table>
<thead>
<tr>
<th>PROFICIENT</th>
<th>ADAPTIVE</th>
<th>PROACTIVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carrying out anticipated &amp; specified activities (low uncertainty)</td>
<td>Responding effectively to change (high uncertainty)</td>
<td>Self-starting &amp; initiating change (high uncertainty)</td>
</tr>
</tbody>
</table>

Griffin et al., 2007
Example theory building

- **Positive affect** ‘broadens’ cognition & behavior (e.g., judgements, risk taking)
  - Influences motivational judgements of expectancy and utility
- **Activated** affect associated with action
- **Activated positive affect** will be most strongly predictive of active, engaged behaviours like proactivity
Well-being to performance: Studies so far

- Internet survey 1  N = 168, multiple organisations, self-ratings
- Internet survey 2  N = 1121 (as above)
- Company survey 1  N= 225 self ratings (57 other ratings)
Institute of Work Psychology

Preliminary findings*  

<table>
<thead>
<tr>
<th></th>
<th>Activated negative (Anxiety)</th>
<th>Activated positive (Enthusiasm)</th>
<th>Low-activation negative (Depression)</th>
<th>Low-activation positive (Comfort)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Desirable</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proficiency (self &amp; other)</td>
<td>ns</td>
<td>+ **</td>
<td>- **</td>
<td>+**</td>
</tr>
<tr>
<td>Adaptivity</td>
<td>ns</td>
<td>+ **</td>
<td>ns</td>
<td>+ *</td>
</tr>
<tr>
<td>Proactivity (self &amp; other)</td>
<td>ns</td>
<td>+ **</td>
<td>ns</td>
<td>ns</td>
</tr>
<tr>
<td>Minor theft/ CWB</td>
<td>ns</td>
<td>- ***</td>
<td>+ ***</td>
<td>- *</td>
</tr>
<tr>
<td><strong>Undesirable</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social/ effort withdrawal</td>
<td>ns</td>
<td>- ***</td>
<td>+ ***</td>
<td>ns</td>
</tr>
<tr>
<td>Anticipated turnover</td>
<td>+*</td>
<td>n.s.</td>
<td>-**</td>
<td>- *</td>
</tr>
</tbody>
</table>

* Mostly self-report
Implications

• Affect is associated with behaviour; a differentiated view enhances precision
  • Promoting activated positive affect appears especially important for some behaviours
    • Other studies also support this finding
  • Depression & anxiety quite distinct in their behavioural implications

• Quadrants better predictors than overall affect or other types...
  ... use more differentiated measures of affect
Implications (continued)

Different types of affect predicted by different environmental features e.g.,

- autonomy/discretion $\rightarrow$ enthusiasm
- demands $\rightarrow$ anxiety

Tailor practices to generate type of affect needed to promote performance most important to strategy

CEP Well-being

Individual well-being (affect)

Individual job performance
IWP Books on Causes and Consequences of Job Well-being

For academic readers (quantitative, with many research references):

- Peter Warr, *Work, Happiness, and Unhappiness* (Mahwah NJ: Erlbaum, 2007). (Amazon price £25.00)

For general readers (informal presentation for workers and managers)

Other references


The End

Questions?