

Interactive Poster Session 2

Tuesday 14:00-14:30, Foyer

## **INDIVIDUAL CHARACTERISTICS AND WELL-BEING**

### **Measuring employee well-being - possible ways of conducting a research**

Diana Turek

Employee well-being is essential for a proper functioning of an organization. Good mood, psychological and physiological health contribute to higher levels of productivity in an organization. Employees who easily find balance between work and life, who are feeling rested and relaxed are more effective at work. What is more, this conductive environment influence other employees developing atmosphere of cooperation and high quality of work. Because of high importance of employee wellbeing, it is substantial to measure the level of wellbeing in a company. In presentation, I would like to demonstrate the possible ways of conducting a research of employee wellbeing in an organization. The presentation will include steps needed to carry on the research in a company. There will be given answers for such questions as: How we should start a research?, What is the best way to collect answers? The presentation will also explain the process of building a questionnaire (How long should be questionnaire?, What are the main dimensions of employee wellbeing that should be examined?) and the process of analyzing and reporting the outcomes of the study. The main limitations of the study, such as unwillingness to answer the questions, will be also taken into account. I will use already existing research of wellbeing as an inspiration for building a questionnaire for companies. The studies European Working Conditions Survey and European Social Survey will be presented. The major outcome of my presentation will be the proposal of a questionnaire for employers that may be used to measure level of employee wellbeing at work.

**The relationship of psychological capital on positive emotions, psychological wellbeing, job performance and job engagement**

Mahsa Dadras

The purpose of this study was to examine the causal relationship of psychological capital on positive emotions, psychological well-being, job performance and job engagement. The participants of this study were 268 nurses of public hospitals (278 males; 16 females) in Shiraz. Participants completed psychological capital, job performance, organizational citizenship behaviors directed to individual and organization, job engagement, psychological well-being and positive emotions questionnaires. The results show that psychological capital was related to positive emotions, psychological well-being, job performance and job engagement and positive emotions was related to psychological well-being as well. The indirect effect were tested by using Baron and Kenny (1986) and bootstrap procedures in Prechear and Heyes' (2008) macro program. The results indicated that proposed model had good fit indices.

**How Engaged Do You Feel Right Now?: Construct Validity of  
Momentary Work Engagement**

Andrea Marcela Reina Tamayo

The purpose of the present study was to develop a model that captures the experience of work engagement as it changes within the day based on Sonnentag, Dormann, and Demerouti (2010) concept of state work engagement. A smartphone app was used to implement the experience sampling method and capture momentary situational conditions, such as subjective experiences of job demands and resources as predictors of momentary outcomes such as engagement and performance. Employees from different organizations in the Netherlands received three push messages on their smartphone at random times during their working day for a week (five days from Monday to Friday). They completed questions via the smartphone app in approximately one to two minutes. It was expected that job resources will predict momentary engagement and consequently momentary engagement will enhance performance during the task that is being performed. The data collection is in progress and final results will be presented at the conference.

This study has significant implications for research as well as practice. Few studies (Bledow, Schmitt, Frese, & Kuhnel, 2011) have explored changes in work engagement at a momentary level, thus this study will contribute to the literature of work engagement and job demands-resources theory by shedding light on the phenomenological experience of work engagement. Organizations will be able to use the results of this study to make informed decisions about whether interventions are needed to increase the momentary engagement levels of their employees and subsequently their task performance."

### **Crossover of exhaustion: The dark side of transformational leadership.**

Caroline Kranabetter

Managers' exhaustion can transmit (crossover) to their employees (Skakon, Nielsen, Borg, & Guzman, 2010). The crossover of exhaustion depends on certain conditions, for example crossover is higher when collaboration is more frequent and friendlier (Hakanen, Perhoniemi, & Bakker, 2013). In this study, we examine the crossover of exhaustion for transformational leaders. In general, transformational leadership is regarded as health-oriented as it is negatively related to employee exhaustion (for a review, see Skakon et al., 2010). However, managers' exhaustion may crossover more easily when transformational leadership is high. For example, exhaustion may crossover more likely when employees are more empathetic towards a considerate manager (individual consideration; Lavee and Ben-Ari, 2007; Westman, Bakker, Roziner, & Sonnentag, 2011). Moreover, transformational leaders are regarded as role models (idealized influence), so employees may adopt work standards, for example in terms of workload, thus also adopting the cause of exhaustion. Our aim was to investigate the role of transformational leadership for the contagion process. Although transformational leadership protects employees from exhaustion, the characteristics of transformational leadership may enable the crossover of exhaustion, when the managers' level of exhaustion is high. We conducted a survey study among 261 employees in 30 teams with their managers. We carried out multilevel random coefficient modeling using R. We found no support for the direct crossover of exhaustion but, as expected, a significant cross-level interaction with transformational leadership. Exhaustion transferred from managers to employees when managers were high on transformational leadership. Thus, leadership style may play an important role in the crossover process and transformational leadership may also be regarded as a 'double-edged sword' for employee exhaustion. Limitations and implications are discussed.