

Productivity Learning & Wellbeing

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Outline



Employment & employment opportunities

Work-based & community learning

Good work and productivity



Stakeholder views on work, wellbeing & productivity



Views from over 400 people across UK
– consultations, interviews, events
– experts, learners and workers

Stakeholder concern

Life satisfaction/ happiness

Mental health

Competence & self-determination

Productive economic activity

Belonging to a (workplace) community*

* Happy-productive-*socially embedded* worker thesis

Unemployment & reemployment

99 studies of transitions in & out of work

Unemployment is damaging to wellbeing regardless of age, gender, level of education, ethnicity or part of the country ☹️☹️☹️

but social support is important 😊😊

People do not adapt to unemployment - wellbeing is permanently reduced ☹️☹️☹️

Transitions can have spillover effects on the wellbeing in the household 😊😊

Re-employment leads to higher wellbeing 😊😊😊

But depends on job quality 😊😊

Especially for younger workers 😊



Job quality

Quality jobs good for well-being – overwhelming evidence

but need supporting HR practices

GB Skills Survey

**High involvement, training, skill use,
security, performance management**

Offsets higher demands



Review on What Works for Job Quality



33 studies of intentional changes

Process

Commitment - necessary but insufficient 😊😊

Integration with other systems 😊😊

Participation and context sensitivity 😊😊

Training → job quality wb = 😊😊 pf = 😞 £ Indeterminate or accumulative effects

Job quality * training wb = 😊😊 pf = 😞 £££ Training best for high quality jobs

Leader training (for jq) wb & pf = 😞 £ - ££ No firm conclusions

Participatory wb & pf = 😞 Some adverse fx

System wide change wb & pf = 😊😊 £££ but £££ ROI

Integrated and extensive HRΔ (+ worker welfare)

Work-Based Learning



Review of best possible evidence - 41 studies

Training for wellbeing (18/K22):

Training designed to help an individual cope with stress and develop 'resilience' can be beneficial for wellbeing 😊😊😊

e.g. mindfulness, relaxation techniques, resilience training, cognitive techniques. Benefits were observed for the majority of the studies, irrespective of which approach is used.

£ - likely to be the most cost effective.

Work-based Learning

Professional Training (4/K10):

Training and development for an individual's professional skills may also have positive benefits for the wellbeing of the learner 😊

but the evidence base needs to be developed, evidence was limited to the health and social care sector. E.g. communication skills, skills in conflict resolution, emotional intelligence and relational skills to enhance caring abilities.

Leadership Training (3/k6):

Training leaders to be effective and supportive in managing employees may enhance wellbeing for both groups, when the most appropriate learning process is used and in the right context 😊

Learning delivery and context matter

Web-based training is more likely to lead to wellbeing benefits when supported by interactive collaborative learning principles e.g. dialogue with a learning facilitator and peer-to-peer learning. 😊 😊

Web-based approaches need to be supported by tools or processes that can engage the learner.

Qualitative evidence suggested that stressful working conditions, a lack of time and organisational support for the training can also impact on the success of the learning process and its impact on wellbeing.

For training taking place in the context of larger changes, qualitative evidence suggests the impact of training may have been hampered by the failure to adjust to or account for performance demands in other areas or due to the narrow focus on a single group of workers/managers.

Training does not need to be extensive in terms of time, but it is about how it is delivered and learners value the social learning dimension to the design.

Adult and Community Learning



Review of best possible evidence - 41 studies

Adult & community learning has a positive impact on well-being

😊😊😊 (tentative) – transformative outcomes, formal learning outcomes (for some groups)

Literacy education

Learning is beneficial for older people

Learning to empower marginalised/vulnerable groups

Community focussed learning

Some conclusions



Unemployment is bad for wellbeing and can have spillover effects

High quality employment is good for wellbeing

Important for younger workers to have access to ‘career’ jobs

Work-based & community based learning can have benefits

Work-based learning is part of a suite of supporting HR practices for happy, productive, quality work

References

www.whatworkswellbeing.org:

- Retirement Briefing (published Feb 2017)
<https://whatworkswellbeing.org/2017/02/14/retirement-and-wellbeing-what-works/>
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- Job quality Briefing (released March 2017)
- Work based learning Briefing (released March 2017)
- Workplace as community (summer 2017)
- Community based adult learning (summer 2017)

Job quality systematic review: Daniels et al (2015) Ergonomics, in press.

Job Quality and training case study:

Tregaskis, O., Daniels, K., Glover, L., Butler, P., & Meyer, M. (2013). High performance work practices and firm performance: A longitudinal case study. *British Journal of Management*, 24, 225-244.

THANK YOU!

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