



Workplace and Performance; What's the link?

Knowledge Exchange – 28 February 2012

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Background

Background

- Work and Well-Being
 - Independent measurement specialists
 - How do factors at work impact on well-being and how do these link to performance?
 - What's MOST IMPORTANT to staff?
 - Clinical based methodologies
 - Empirical findings inform plans and programmes

Scientific Systematic Process – Impact Analysis™



Theory

Theory

- Well-being is a subjective and multi-dimensional state:
 - Physical
 - Material
 - Social
 - Emotional
 - **Environmental**
 - Developmental
 - Activity

Waddell & Burton, 2006

Theory

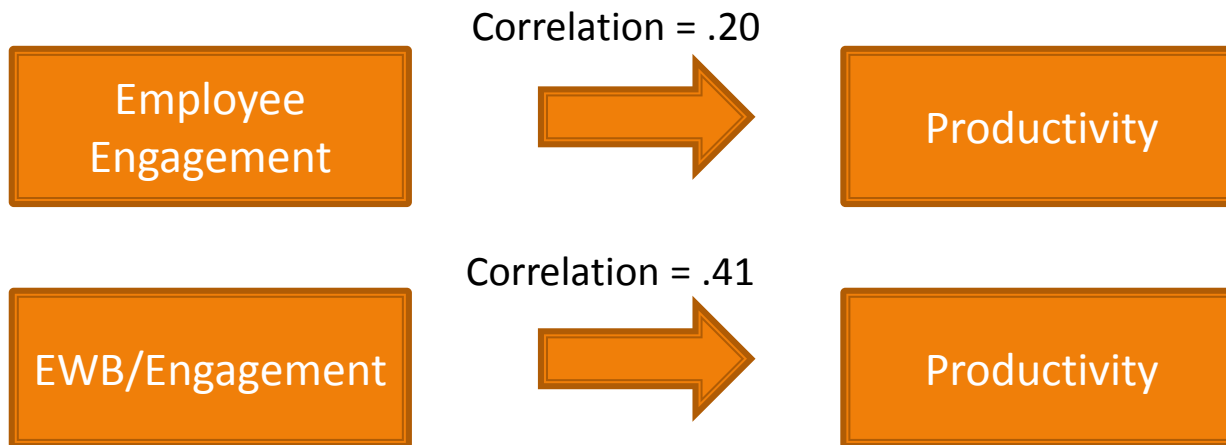
“That part of an employee’s overall well-being that they perceive to be determined primarily by work and can be influenced by workplace interventions”

Juniper et al., 2010

Employee Well-Being is defined by what’s most important to target group

Theory

- Emphasis on business outcomes eg say, strive, stay (Hewitt 2004)
- Less important for employees
- Less sustainable



Robertson Cooper 2011

Costs of Poor Performance

Costs

- Absence - £1600 per employee pa (Bevan and Hayday, 2001)
- Presenteeism – 1-1.5 x absence costs (Work Foundation, 2010)
- Attrition – 18 months' salary for senior managers and 6 months' salary hourly employees (People First Solutions)
- Example of 1000-staff company (200 senior managers)
 - Absence = £1.6m
 - Presenteeism = £2.0m
 - Attrition (12%) = £4.8m
 - **Total = £8.4m per annum**

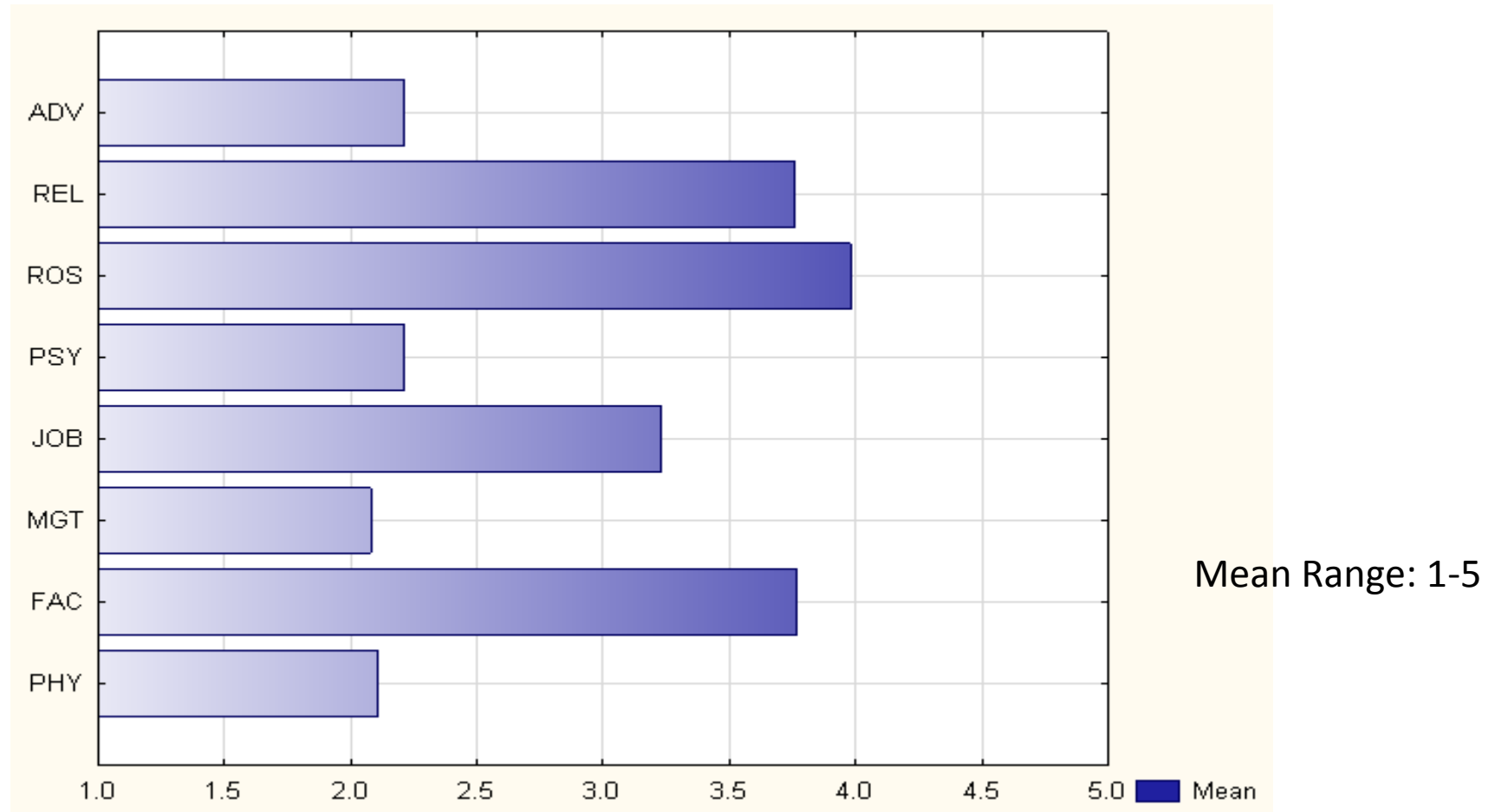
Case Studies

Call Centres

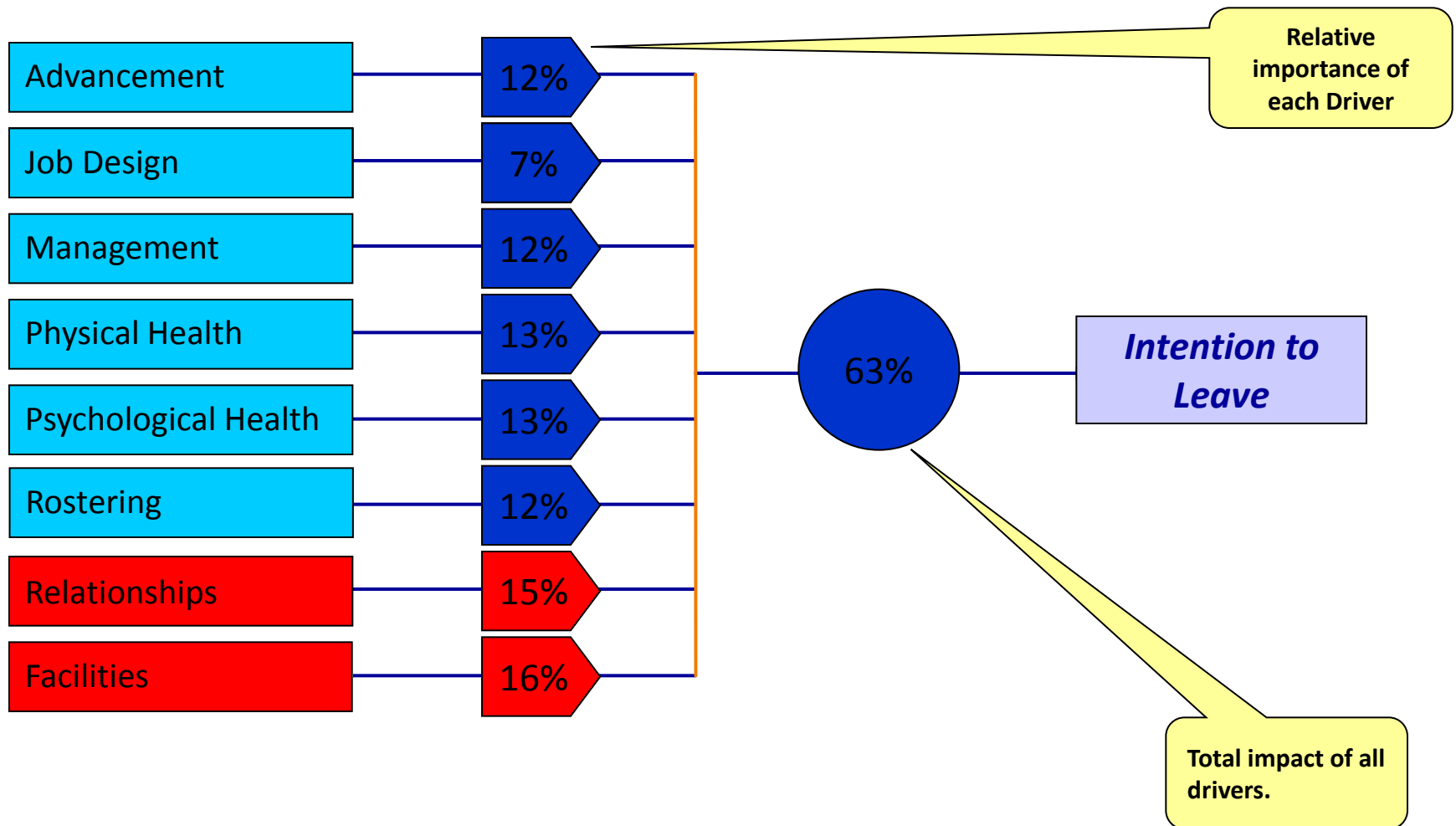


- 2,200 agents
- 33 sites
- 29% attrition
- 17% sickness absence
- £8m costs
- 'Crisis situation'
- Annual engagement survey

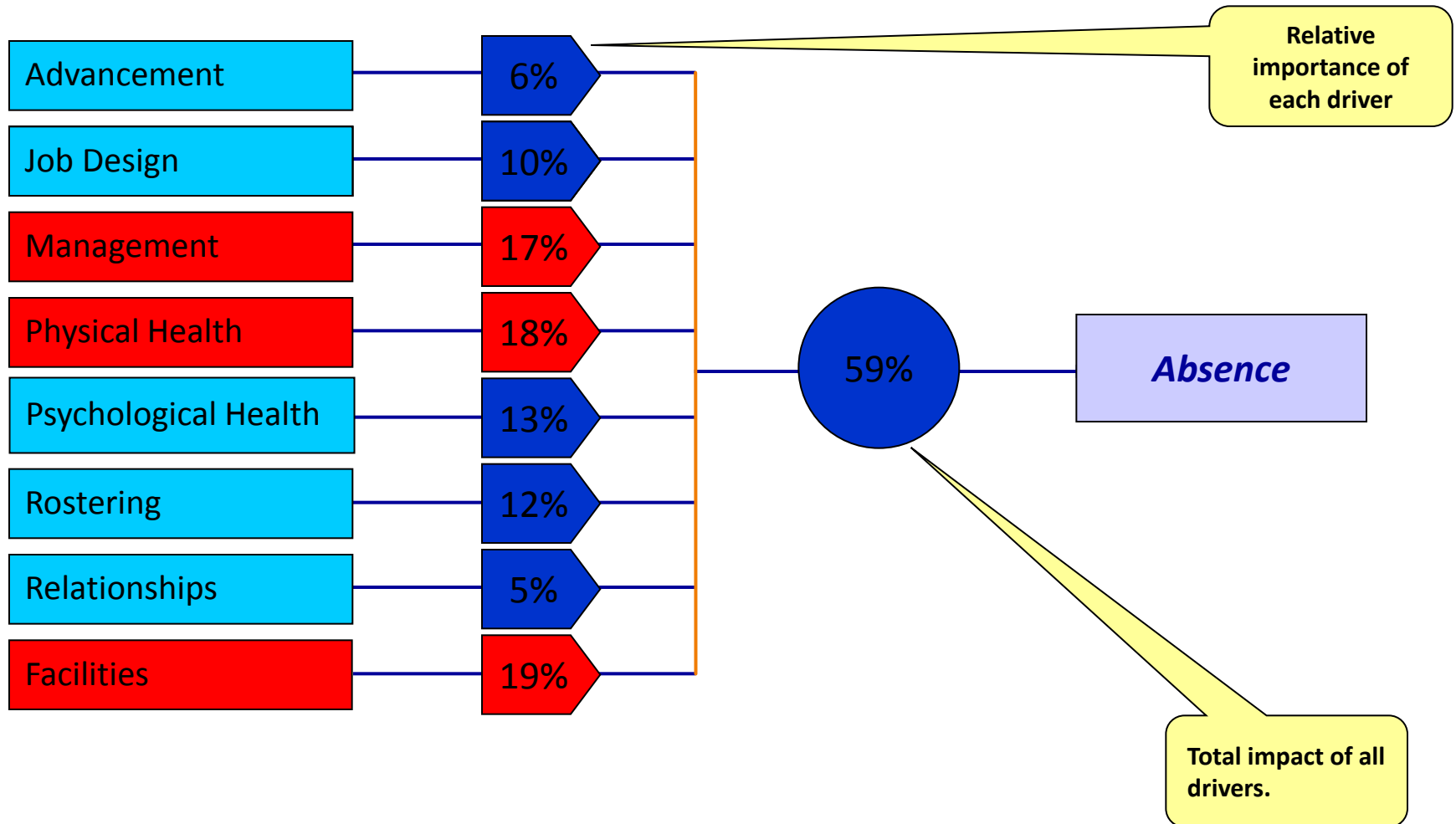
Domain Scores Overall



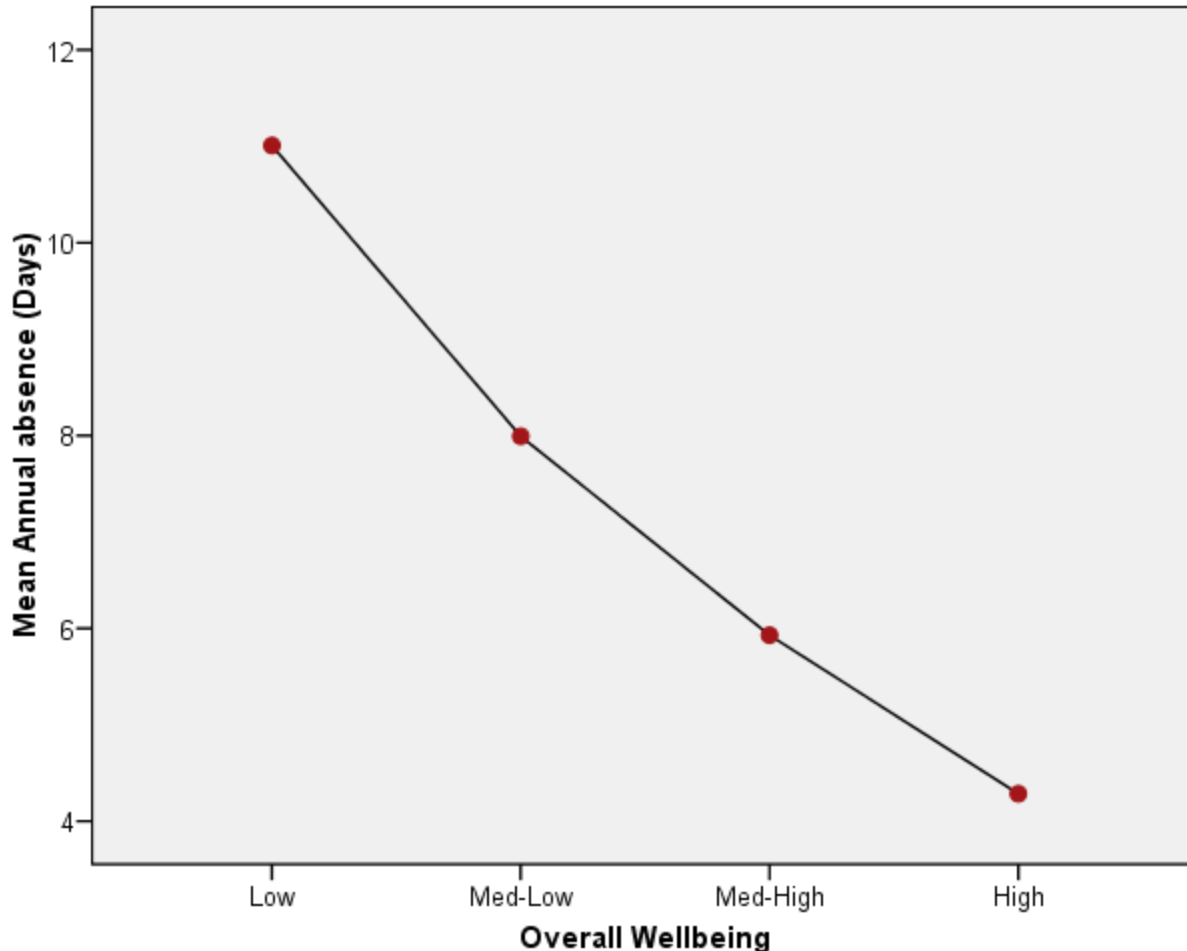
Key Drivers of Intention to Leave: Adviser



Key Drivers of Absence: Adviser



Absence by Overall Well-Being



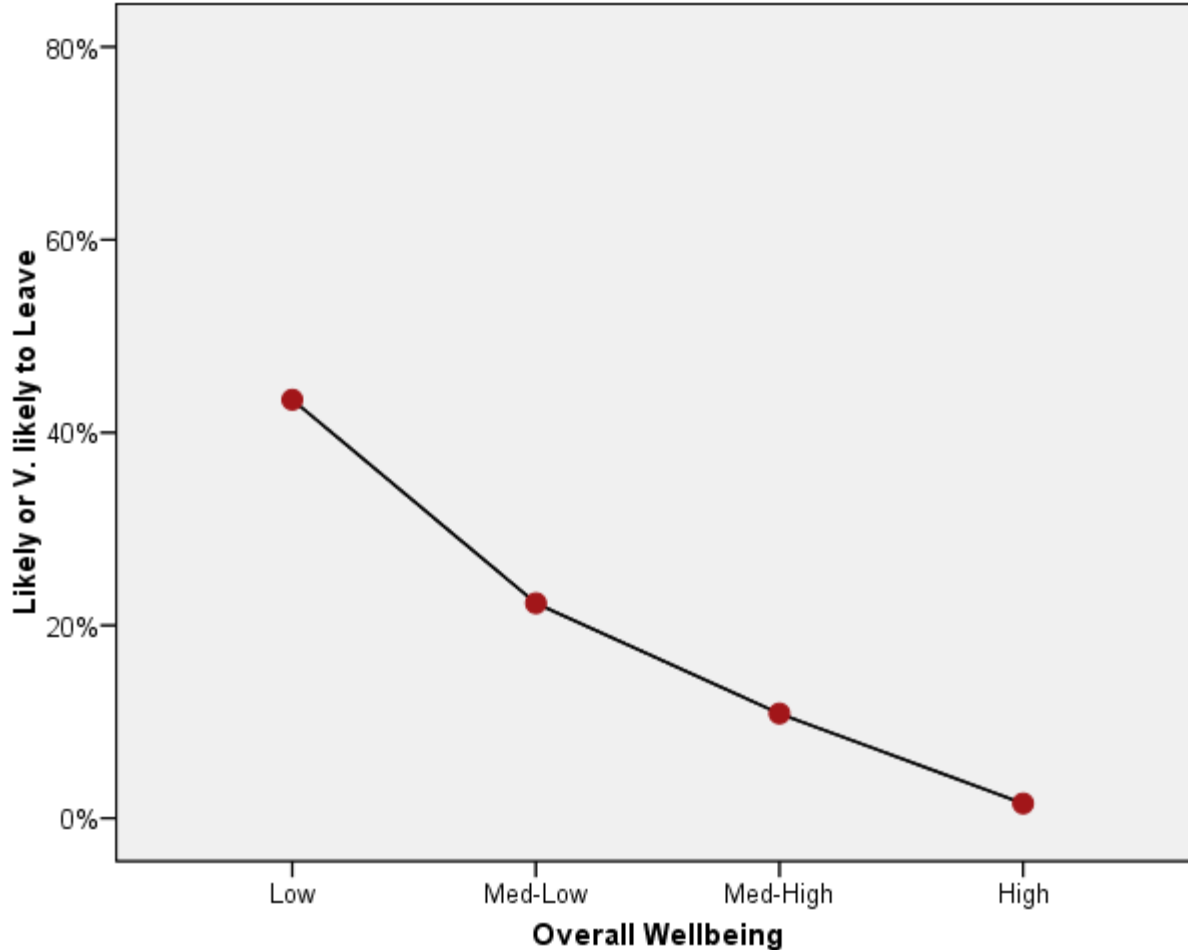
Well Being Quartile	Annual Absence Days
HIGH	4.3
LOW	11.0

The results show that these contact centre staff report some 2.5 times more absence if their well-being levels are low

N=518

Variance explained= 5.9%***

Attrition by Overall Well-Being



Well Being Quartile	% Likely or V. Likely to Leave
HIGH	1.5% (2/130)
LOW	43.4% (56/129)

Staff 29 times more likely to leave if well-being levels are low

N=518

Somer's d = $-.23^{***}$

EWB Programme

- Revised rostering system
- Upgrade of facilities
- Modified seating arrangements
- Promoted greater interaction amongst agents
- Enhanced communications to improve management/front line understanding

Accountancy Firm

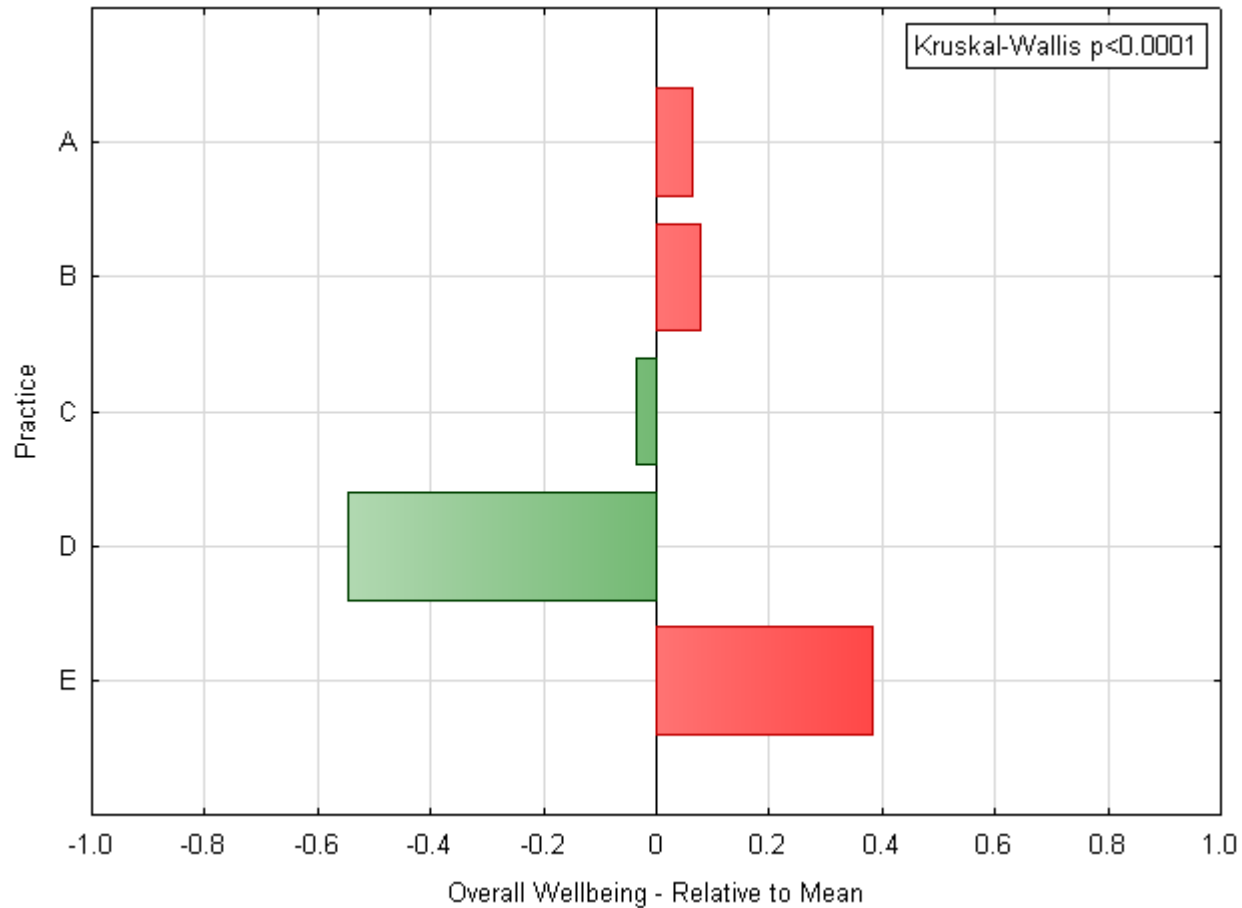


Accountancy Firm

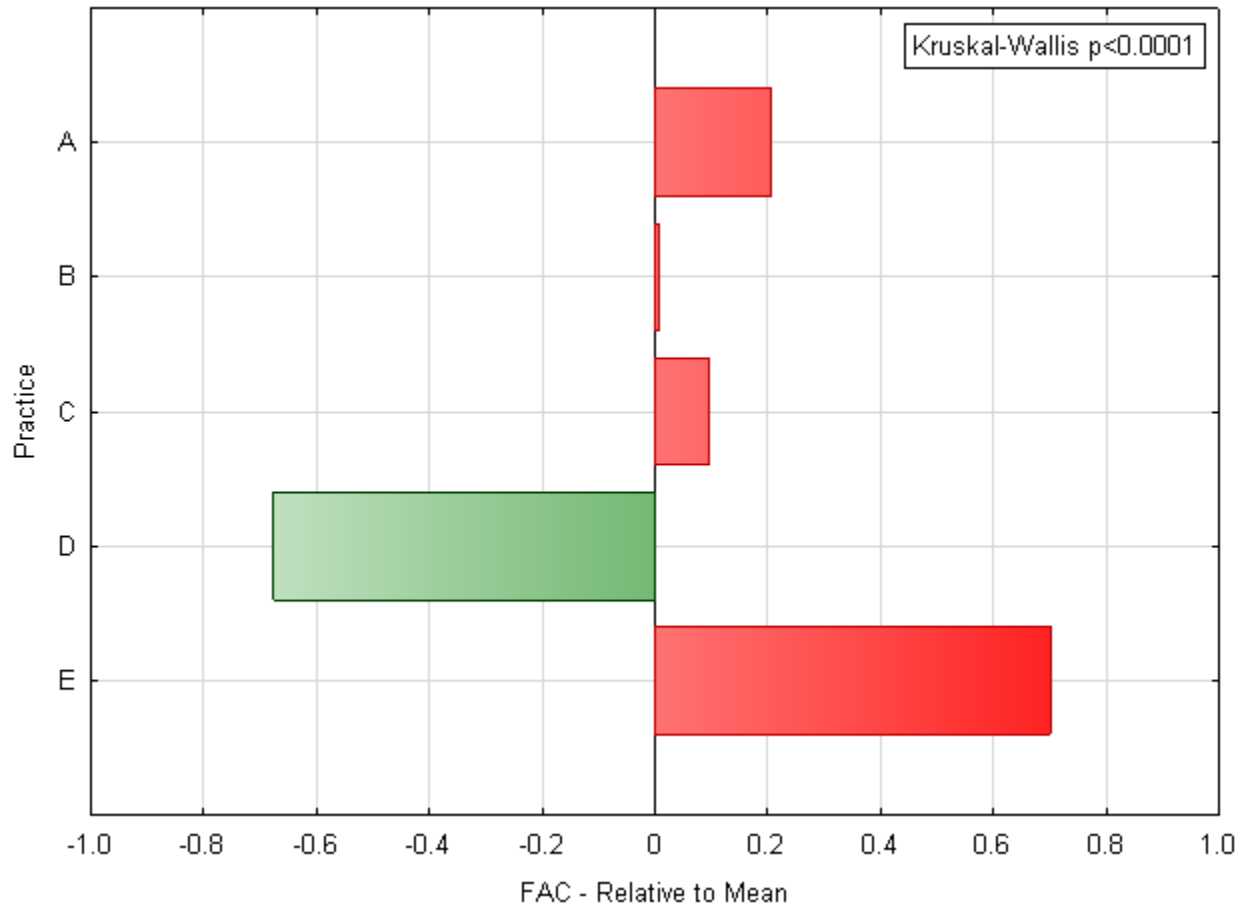
- 450 professional staff
- 60+ partners
- Absence 3%
- Tax practice – performance, absence and attrition issues



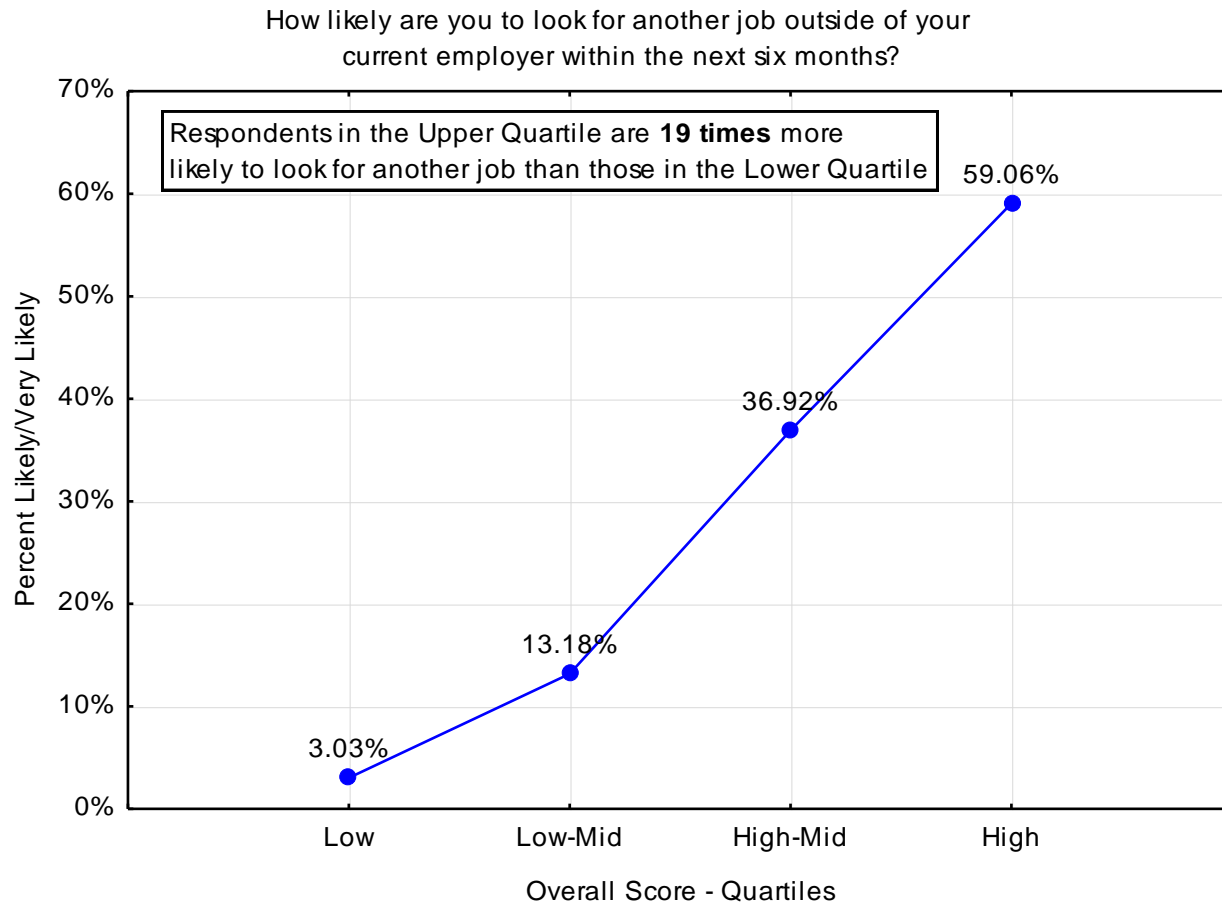
Tax Practice vs Others



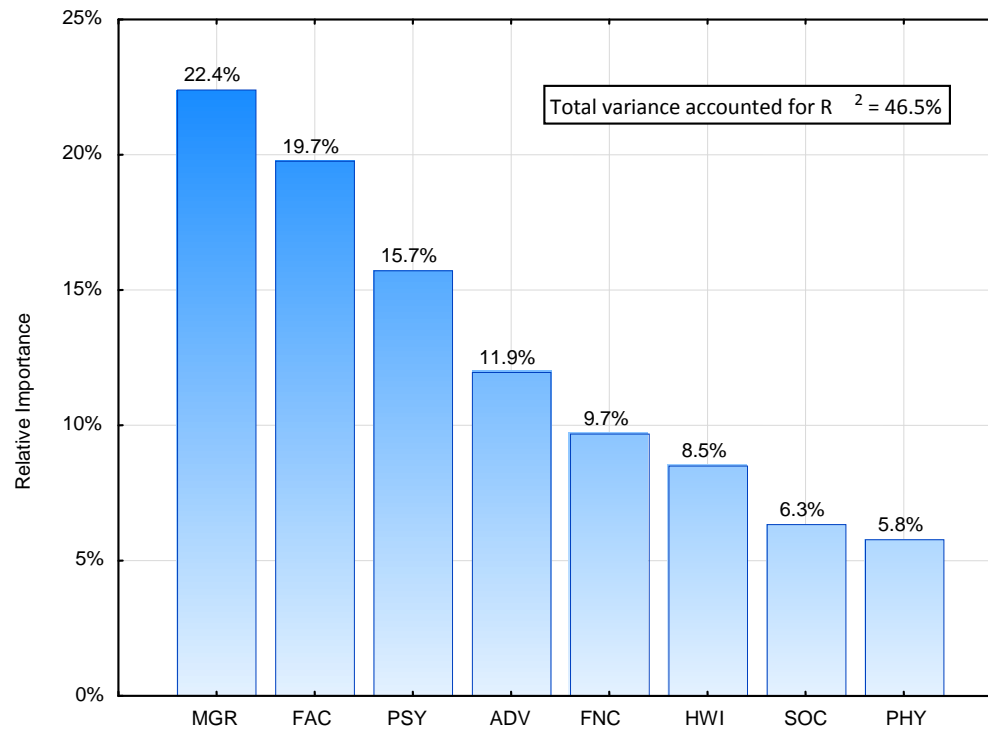
Tax Practice - Facilities



Tax Practice – Intentions to Quit



Well-Being Predictors of Attrition



Lindeman, Merenda
& Gold (1980)

Some Observations

Observations

- Property/FM link to performance consistently missed
- Existing measurement practices are blunt and generic
- Property/FM professionals notably absent from people/performance discussions

Opportunity to link Workplace with Performance?

- Evidence impact of workplace environment on performance (however defined)
 - Overall design and facilities
 - Thermal comfort, lighting, air quality etc
 - Physical layout of work area
 - Fit for purpose (specificity)
- Pre Occupancy/Refurbishment study to establish key drivers of performance
- Post Occupancy/Refurbishment study to demonstrate improvements against baseline

Publications

1. Juniper, B. A., White, N., Bellamy, P. (2009) "Assessing employee well-being - Is there another way?" *International Journal of Workplace Health Management*, vol 2, no. 3, pp. 220-230.
2. Juniper, B.A, White, N., Bellamy, P. (2010) "A new approach to evaluating the well-being of police". *Occupational Medicine*, Oct; 60(7), pp. 560-5.
3. Juniper, B.A., Bellamy, P., White, N. (2011) "Testing a new approach to evaluating employee well-being". *Leadership and Organization Development Journal*, vol. 32, no. 4, pp. 344-357
4. Juniper, B.A., Bellamy, P., White, N. "Evaluating the well-being of public library workers". *Journal of Librarianship and Information Science* (in press).
5. Juniper, B.A., Walsh, E., Richardson, A., Morley, B.M. "A new approach to evaluating the well-being of PhD research students. *Assessment & Evaluation in Higher Education* (in press)

More information

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