Temporal Implications on Well-Being at Work

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Well-Being at Work

‘the affective and purposive psychological state that people experience while they are at work’

Robertson (2007)
Promoting Well-Being Within the Workforce: Benefits

- Well-being and performance (Donald et al. 2005; Thomas, Wright, Cropanzano & Bonett, 2007; Wright & Cropanzo, 2004)

- Well-being significantly predicted business unit outcomes: customer satisfaction, productivity, profit, employee-turnover and accidents (Harter, Schmidt & Hayes, 2002). N= 7, 989 business units across 36 companies
Adopting a Temporal Focus
Temporal Predictors of Well-Being

Francis-Smythe & Robertson (2003)

Well-being:

- Job satisfaction
- Anxiety-contentment
- Depressive-enthusiasm
Temporal Predictors of Well-Being

Francis-Smythe & Robertson (2003)

• Time Personality
Temporal Predictors of Well-Being

Francis-Smythe & Robertson(2003)

• Time Personality
• Time Congruity – Person-Job Fit
# Time Personality

Francis-Smythe & Robertson (1999)

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Description</th>
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<tr>
<td><em>Time Awareness</em></td>
<td>Awareness of how time is spent</td>
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<tr>
<td><em>Punctuality</em></td>
<td>Attitudes towards ‘being on time’</td>
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<tr>
<td><em>Planning</em></td>
<td>Attitudes towards planning and sequencing of tasks</td>
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<td><em>Polychronicity</em></td>
<td>Preference for carrying out multiple tasks at the same time</td>
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<tr>
<td><em>Impatience</em></td>
<td>Preference of the speed in which to complete a task</td>
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Time Personality and Well-Being

• Punctuality, Planning and Polychronicity predicted 35% variance in well-being
Time Personality and Well-Being

• Punctuality, Planning and Polychronicity predicted 35% variance in well-being

• Fit predicted 9% variance in well-being
Temporal Intelligence (TI)

An individual difference factor representing a leader’s temporal practices
Temporal Intelligence (TI)

An individual difference factor representing a leader’s temporal practices

a) Considers temporal issues related to followers
Temporal Intelligence (TI)

An individual difference factor representing a leader’s temporal practices

a) Considers temporal issues related to followers

b) Behaviours are adapted to consider followers’ Time Personality and job demands
Why is TI important?

• Job demands followers to meet deadlines

• Follower is low on punctuality

• Follower’s well-being is negatively affected by missing deadline

• Leader facilitates follower to meet deadline
Development of Temporal Intelligence (TI)

- Literature Review
Development of Temporal Intelligence (TI)

• Literature Review

• 6 pilot interviews

• 10 interviews; quota sampled- leader level, organizational sector, gender
Model of Temporal Intelligence

Leader’s self-related Temporal Practices

- Time personality (Francis-Smythe & Robertson, 1999):
  - Time Awareness
  - Punctuality
  - Planning
  - Polychronicity
  - Impatience

Reflexive Regulative Temporal Practices

- Awareness of followers time personality and awareness of temporal job characteristics

- Reflexive regulation of behaviours based on time personality and temporal job characteristics awareness
Reflexive Regulative Temporal Practices

‘The extent to which a leader reflexively regulates their behaviours based on their awareness of the behavioural manifestations of their followers’ time personality and the relevant temporal job characteristics’

Doyle (2007)
Supporting Research

• Time Personality & well-being (Francis-Smythe & Robertson, 2003)

• Person-job characteristics (temporal) fit studies and job performance (Hecht & Allen, 2003; Slocombe & Bluedorn, 1999)

• Leader/manager-subordinate relationship (Gillbreath & Benson, 2004)
Development of the TI questionnaire

• Qualitative content analysis of psychological constructs

• Expert analysis of the items and face validity examination by practitioners (current progress)
Measuring Reflexive Regulative Temporal Practices: Polychronicity

- 5-point likert scale (1. Strongly disagree → 5. Strongly Agree)
Polychronic Awareness

Awareness of Time Personality (polychronicity)

Item 1: ‘For each of my followers, I am aware of the extent to which they prefer to juggle several work activities at the same time’
Behavioural Responses to Polychronic Awareness

Item 2: ‘The extent to which I delegate a number of tasks at the same time to a follower is influenced by who the follower is’
Prospective Research Methodologies

- Development and Validation of TI-Q

- Exploring relationship between Leaders Temporal Intelligence and subordinates well-being (as measured by ASSET)
Conclusion

• Importance of WB at work
• TP & WB
• Extending TP → TI
• Conceptual TI model
• Future Research