

# Temporal Implications on Well-Being at Work

Andy Doyle and Dr Jan Francis-Smythe

Research Focus

‘Health and Well-being’

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Centre for People @ 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)

<b>Dimension</b>	<b>Description</b>
<i>Time Awareness</i>	Awareness of how time is spent
<i>Punctuality</i>	Attitudes towards 'being on time'
<i>Planning</i>	Attitudes towards planning and sequencing of tasks
<i>Polychronicity</i>	Preference for carrying out multiple tasks at the same time
<i>Impatience</i>	Preference of the speed in which to complete a task



# Time Personality and Well-Being

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

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- Fit predicted 9 % variance in well-being

# Temporal Intelligence (TI)

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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

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- 6 pilot interviews
- 10 interviews; quota sampled- leader level, organizational sector, gender



# Model of Temporal Intelligence

Follower related temporal practices

## 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)



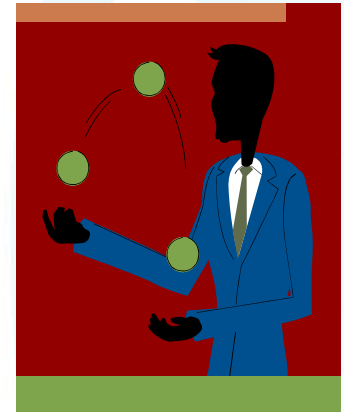
# Polychronic Awareness



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



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