**Making People Count: a workforce bulletin**

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Sent by NHSE Workforce, Training & Education Knowledge Management Team.

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# Learning and Development

## Work-based learning in Tennessee

**Source:** Journal of Health Organization and Management

**In a nutshell:** In this study Stephanie Bilderback, from Austin Peay State University in Tennessee, investigated. She found that work-based learning had a transformative effect and were “vital in developing influential leaders, fostering a culture of learning and innovation and contributing to economic competitiveness.”

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-07-2024-0312>

# People Management

## Trust at one remove

**Source:** Personnel Psychology

**In a nutshell:** “I wouldn’t trust them as far as I could throw them,” is rarely a phrase that bodes well, but does being managed remotely exacerbate this situation? That was what Timothy D. Golden from the Lally School of Management and Michael T. Ford from the University of Alabama investigated in this study. They found that leaders’ teleworking was “negatively associated with follower affect-based trust, which, in turn is associated with project financial performance.” This relationship was mediated by the interpretation followers put on managers teleworking and was made worse by “leader monitoring.”

You can read the abstract of this article

<https://doi.org/10.1111/peps.12671>

## How much do we really trust AI?

**Source:** Journal of Management Studies

**In a nutshell:** If bosses working remotely are scarcely to be trusted (see above) then how much less confidence might we place in a series of micro-chips based in a server in Panama? That was something a team of researchers, led by Natalia Vuori, from Aalto University in Finland, explored in this study. They studied the use of new AI technology in a company asking about cognitive (how much do you think AI comes up with the right answers?) and emotional trust in AI. They found workers had four patterns of trust: full trust (high cognitive/high emotional); uncomfortable trust (high cognitive/low emotional); blind trust (low cognitive/high emotional); and full distrust (low cognitive/low emotional). The behaviour of each employee was determined by their trust profile. Some “detailed their digital footprints,” whereas others engaged in manipulating the AI, confining their activities, or withdrawing from AI completely. Manipulating the AI led to it becoming more biased, and withdrawing from it led to it becoming more “unbalanced and asymmetric.” This degraded its performance “further eroding trust and stalling adoption.” So – rather like an unwanted admirer – all we have to do to make AI go away is lie to it, or ignore it!

You can read the abstract of this article at

<https://doi.org/10.1111/joms.13177>

## Trust a team-mate, trust AI?

**Source:** Journal of Organizational Behaviour

**In a nutshell:** It’s a moot point whether human team-mates are more or less trustworthy than AI. They might come up with a better marketing plan, perhaps, but are also much more likely to leave their mugs unwashed in the sink and half a pint of milk evolving into new and exciting life forms in the bottom of the fridge. In this study a team of researchers, led by Türkü Erengin from Maastricht University, found that how much workers trusted AI depended on how much their human team-mates trusted it. However, “this relationship vanishes when employees perceive their human team-mates as less trustworthy.”

You can read the abstract of this article at

<https://doi.org/10.1002/job.2857>

## Turning up the volume in the Pandemic

**Source:** Human Resource Management Journal

**In a nutshell:** In this study Maria Khan, from Griffith University in Australia, led a team of researchers who investigated how employees took to social media during the Pandemic. They found that “employees' desire to voice during the global pandemic led to them finding ways to speak up through social media (SM), with anonymity being a critical facilitator. Findings reveal that employees realised that SM affordances allowed them more agency over the agenda for voice regardless of prevailing voice norms. Despite open criticism not being well received by management, employees refashioned SM, which was primarily used for top-down communication before the pandemic, into more of a bottom-up voice mechanism.”

You can read the abstract of this article at

<https://doi.org/10.1111/1748-8583.12591>

## Responsibility – stamp on the head or steam to the try-line?

**Source:** BMC Medical Education

**In a nutshell:** As a slightly-built, short-sighted boy I tended to greet the presence of a rugby ball in my hands as something to be got rid of as quickly as possible – dropped, passed, or kicked far away before the inevitable stamp on the head – rather than as a golden opportunity to push the team on towards the try-line. Older now I tend to treat responsibility in the same manner, but do others feel the same? In this study Sophie Karoline Brandt, from the University of Lucerne in Switzerland, led a team of researchers discussing responsibility and interprofessional care with 3,670 health professionals. The researchers found that members of all the allied-health professions (ranging from 74.3% to 86.5%) were “highly willing to take on more responsibility for patient care. When it came to relinquishing responsibility medical practice assistants (52.3%) and nurses (46.8%) were keenest with pharmacists (34.2%) and physiotherapists (37,8%) being less enthused by the idea. There was a strong relationship between willingness to take on more responsibility and willingness to strengthen interprofessional collaboration but the relationship between willingness to *relinquish* responsibility and interprofessional collaboration was weaker.

You can read the whole of this article at

<https://bmcmededuc.biomedcentral.com/articles/10.1186/s12909-024-06351-9>

## Cashing in your social capital at work

**Source:** Journal of Vocational Behaviour

**In a nutshell:** I’ve always got on well with our cleaners at work. They’ve been lovely people, good company, and – most importantly – they’re extremely unlikely to give me any work to do. Others though pursue the higher-risk strategy of talking to people who might actually want them to do something for them at some point. These type of connections at work are known as social capital and in this study Helen H. Zhao, from the University of Hong Kong, led a team of researchers investigating it. The researchers found that social capital was used in three ways: retrieval, referral, and reinforcement. Retrieval led to gaining career-related information; referral led to opportunities arising from social connections, and reinforcement led to “productivity spillover from social contacts.” The researchers found that retrieval and reinforcement were positively associated with salary and career satisfaction and that referral was positively associated with “supervisor-rated promotability.”

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2025.104094>

## When what happens becomes what’s meant to happen

**Source:** Journal of Organizational Behaviour

**In a nutshell:** Some people try and accept life as it is, and make the most of it whereas others believe that where Jesus, Gandhi, and Martin Luther King came up short they’re the ones who’ll finally get the ball over the try-line. Which is the better course of action is a moot point. System justification theory holds that people tend to justify and maintain the status quo and in this study a team of researchers, led by Zhanna Lyubykh, from Simon Fraser University in Canada, investigated it further. They found that “organizational climates that tolerate mistreatment increase observers' perceptions that specific instances of mistreatment are inevitable, thereby activating processes that prompt observers to justify and maintain the status quo.”

You can read the abstract at

<https://doi.org/10.1002/job.2854>

## Awareness and AI

**Source:** Journal of Health Organization and Management

**In a nutshell:** You’d have to be a [zanryū nipponhei](https://en.wikipedia.org/wiki/Japanese_holdout) not to be aware of AI by now. Awareness can vary though and while some are enraptured by the poetry of the AI wolf howling at the moon in the forest, others are all-too-aware of it heading in their direction, ready to sink its teeth into the softer parts of their anatomy. In this study Francisca Arboh, from Teesside International Business School in Middlesbrough, led a team of researchers investigating “the impact of employees’ AI-awareness on workplace wellbeing.” They studied 420 health workers in 10 hospitals in Ghana that had adopted AI technology. They found that their “AI awareness,” led to more informal learning at work, which, in turn, improved the workers’ wellbeing. Workers’ “learning orientation was found to strengthen the effect of AI awareness on informal learning behaviour.”

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-06-2024-0229>

## Participatory leadership and organizational learning

**Source:** Journal of Health Organization and Management

**In a nutshell:** In this study Ferhat Onur Agaoglu, from Erzincan Binali Yildirim University in Turkey, led a team of researchers investigating the links between participative leadership and organizational learning in a study of 476 nurses. The researchers found that the nurses’ perceptions of participative leadership positively and significantly affected their organizational learning and psychological ownership. The relationship between psychological ownership and organizational learning was moderated by nurse motivation.

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-10-2024-0399>

## Paternalism and performance

**Source:** Journal of Health Organization and Management

**In a nutshell:** Like, vapes leadership comes in many flavours although unlike vapes they don’t give you the excuse to nip outside for ten minutes and catch up with your mates. One of these flavours is paternalistic leadership; made up of authoritarianism, benevolence, and morality. In this study Muzammil Hussein, from Swinburne University of Technology in Australia, led a team of researchers investigating the effects of paternalistic leadership on healthcare professionals in Pakistan. They found that authoritarianism was negatively associated with “service innovative behaviour,” whereas benevolence and morality were linked to a higher perception of support from supervisors, which, in turn, was linked to increased levels of service innovative behaviour.

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-08-2024-0333>

## Be yourself, but not too much …

**Source:** Journal of Organizational Behaviour

**In a nutshell:** In this study a team of researchers – led by Benjamin M. Galvin, from Brigham Young University in Utah – examined the “the tensions between leading with authenticity and conformity,” during leaders’ “socialization as leaders in organizations.” The researchers interviewed soldiers training at [West Point](https://en.wikipedia.org/wiki/United_States_Military_Academy) and found that “Individuals learn to enact a leadership approach during socialization that fits within their personal zone of acceptable authenticity and the organization's zone of acceptable conformity. During socialization, individuals may experiment with discarding certain aspects of their existing leadership prototype and/or ignore certain aspects of the organization's leadership prototype, resulting in four primary types of leader–organization fit: Pretender, Believer, Maverick, or Rogue.”

## Workplace incivility and turnover

**Source:** Journal of Health Organization and Management

**In a nutshell:** In this study Ifeyimika O. Ajaiyeoba, from the University of Wisconsin Parkside and Matthew J. Aplin-Houtz from CUNY Brooklyn College in New York investigated the links between workplace incivility and turnover in nursing, in a study of 187 nurses in the South-West of the US. They found that whereas workplace incivility made nurses want to change jobs, it did not make them want to change career. “Organizational efficacy,” and “calling,” both moderated the relationship between workplace incivility and turnover intention.

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-06-2024-0246>

## Psychological capital and serving the organization

**Source:** Journal of Health Organization and Management

**In a nutshell:** Psychological capital is made up of hope, resilience, optimism, and efficacy (the confidence that you can do what you’ve got to do). Hardly surprisingly having it – although psychologists seem rather keener on expounding its benefits than suggesting how you might get it in the first place – is generally seen as “a good thing.” In this study a team of researchers – led by Arunkumar Dubey, from ICFAI Business School in Mumbai – investigated the links between psychological capital, organizational identification, and “organizational-oriented citizenship behaviours.” The researchers studied 240 healthcare professionals working in “multinational pharmacovigilance firms,” and found that there was a significant positive association between psychological capital and organizational-oriented citizenship behaviours; a relationship that was mediated by organizational identification.

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-05-2024-0187>

## What does corporate make of culture?

**Source:** Journal of Health Organization and Management

**In a nutshell:** It’s easy to imagine a hospital shorn of non-essential staff. Doctors and nurses all turning up on the same day, for instance, not getting paid, struggling to connect to the internet and dodging collapsing rooves, gas leaks, and trailing wires as they blindly hack away at patients uninformed by the latest medical research the library could have been sending them. In this study Teray [sic] Johnson, from Harrisburg University of Science and Technology in Pennsylvania, led a team of researchers asking 61 “non-patient-facing,” health-system employees abut organizational culture. “The results revealed a predominantly positive outlook, highlighting the significance of supportive leadership and involvement in decision-making processes. The qualitative analysis identified four key themes: effective communication and transparency, coordinated teamwork, supportive leadership and the impact of external factors like the coronavirus disease 2019 (COVID-19) pandemic.”

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-05-2024-0197>

# Recruitment

## What does Gen Z want out of work?

**Source:** Personnel Today

**In a nutshell:** “From the crooked timber of humanity,” Kant declared “nothing straight can be made.” Nevertheless some people not only persist with the delusion that the world can be made a better place, but double down on it by imagining that they’re the people to do it. They don’t call it youthful optimism for nothing though, and a new survey by Co-operatives UK has found that 61% of Gen Z professionals value company ethics as much as their pay packets. Those aged between 18 and 27 “generally want to work for an organization that shares their principles, such as green credentials, social responsibility, and honesty.” 42% had thought about leaving a job because their employer did not have strong enough values or social purpose and 40% had turned down a job with a company they believed to be “unethical.” 63% prioritized a good work-life balance and 62% prioritized wages but 29% mentioned the pay gap between the sexes; 28% honesty and integrity; and 20% “positive action within the community.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/most-gen-z-workers-value-company-ethics-as-much-as-pay/>

## When recruitment meets The Generation Game

**Source:** Personnel Today

**In a nutshell:** Vermelo RPO, recruitment agency Gerrard White, and Personnel Today have been looking into what attracts different generations to an employer. They found that “employer brand,” and company’s reputation were the most important factors for generations X, Y, and Z, whereas only a third of Baby Boomers said this was the case. Company reputation was equally important to people; although slightly less so to younger generations than older ones. Career progression was more important to Generations Z and Y, and – not surprisingly perhaps – was less important to older generations. Interestingly – perhaps reflecting the presence of young children in people’s lives – there was a U-shaped relationship between age and a desire for hybrid working with Generations X and Y being most keen on it and Baby Boomers and Generation Z least keen. And although “dedication to diversity,” was not cited by more than 50% of any age group, it was more important to younger generations.

You can read the whole of this article at

<https://www.personneltoday.com/hr/exclusive-what-attracts-each-generation-to-a-job/>

## South-West scores highest for “employment satisfaction.”

**Source:** Personnel Today

**In a nutshell:** It’s perfectly natural to indulge in a few relocation fantasies after coming back from holiday; after all, by definition, nobody ever goes on holiday somewhere less nice than where they live. Well, that’s what I tell myself when a quick Google reveals that our family house would – literally, I’ve tried it – only translate to a derelict bungalow on the Isle of Man. The South-West must be top of many people’s relocation list, something confirmed by a new survey from insurance business Phoenix Group, which found that the South-West was the best place to work because of a combination of high job-satisfaction and financial security. London ranked top for financial security and economic activity, but only came third for job satisfaction and ranked lower for confidence in long-term employment. The top three regions were the South-West, London, and the North-West.

You can read the whole of this article at

<https://www.personneltoday.com/hr/regional-employment-index-phoenix/>

## Ageism – alive and well in the 21st century?

**Source:** Personnel Today

**In a nutshell:** Campaign group Age Without Limits has been surveying people about it and found that 24% thought it did not make business sense to employ someone over 50, because they would be a slow worker who would not be able to adapt. 22% also thought it was a waste of resources to give in-job training to someone over 50 because they did not think older workers were likely to stay in their role for long. At the same time 32% thought that people became less competent using technology as they got older. Men and better-educated people were more likely to hold prejudiced views against older workers which is worrying as they are often exactly the people making decisions about hiring them.

You can read the whole of this article at

<https://www.personneltoday.com/hr/women-likely-to-be-ageist-than-men-study-finds/>

# Wellbeing

## Why enough, but not too much, office is good for your wellbeing

**Source:** Personnel Today

**In a nutshell:** Offices can be a mixed blessing. Spend too much time in them and you can end up like [Howard Beale](https://en.wikipedia.org/wiki/Howard_Beale_(Network)) in Network; spend too much time in the spare room on your own and you could turn into [Colonel Kurtz](https://en.wikipedia.org/wiki/Colonel_Kurtz) in Apocalypse Now. Workspace provider infinitSpace [sic] has been asking 1,210 hybrid and fully office-based workers in the UK all about it. They found that people who went into the office one or two days a week were least likely to report their wellbeing as “great,” or “good.” People who spent three or four days in the office experienced the highest level of wellbeing, with those going in every day being less happy than those going in for three or four days, but happier than those going in on only one or two. Another survey from London Heritage Quarter found that 40% of London office workers were expecting to have to go back full time to the office this year. The main worries about this were the cost of travel (40%) and food and drink (30%), with 22% being worried about transport strikes.

You can read the whole of this article at

<https://www.personneltoday.com/hr/office-attendance-linked-to-positive-employee-wellbeing/>

## More sign up to the four-day week

**Source:** Personnel Today

**In a nutshell:** Whilst I would greet a four-day week as a golden opportunity to start on the lovely edition of Gibbon’s [*Decline and Fall of the Roman Empire*](https://en.wikipedia.org/wiki/The_History_of_the_Decline_and_Fall_of_the_Roman_Empire)which my in-laws bought me a while back, I suspect Mrs G might be keener for me to make a start on redecorating the utility room instead. Whatever you choose to do with it the four-day week seems to be gathering momentum with 200 British companies now signing up to a permanent four-day week. Marketing, advertising, and PR companies are the most-represented making up 30 of the 200. This was followed by 29 employers from charities, NGOs, and social care; and 24 from technology, IT, and software. 59 of the companies taking part were based in London. Companies which took part in an initial trial of the four-day week saw falls in staff turnover, improved recruitment, and increased productivity.

You can read the whole of this article at

<https://www.personneltoday.com/hr/four-day-week-200-employers/>

## Is Britain the Sick Man of Europe again?

**Source:** Personnel Today

**In a nutshell:** New [research](https://www.employment-studies.co.uk/resource/work-and-health-international-comparisons-uk) from the Institute for Employment Studies brings further confirmation that the UK is, literally, once again the Sick Man of Europe. The research found that 21% of the UK’s workers have “health limitations,” – on of the highest rates in Europe – and the UK also has “one of the widest employment gaps between people with and without health limitations.” For people aged between 16 and 24 the likelihood of being out of work due to health problems more than doubled between 2018 and 2022. And for workers at the other end of the age scale – 55 to 64 – the likelihood of being out of work due to ill health also increased, whereas it decreased in the rest of Europe. The Government has set up a review called Keep Britain Working, led by Sir Charlie Mayfield to look into some of these problems.

You can read the whole of this article at

<https://www.personneltoday.com/hr/uk-has-one-of-widest-ill-health-employment-gaps-in-europe/>

## Can employee assistance make you more resilient?

**Source:** The International Journal of Human Resource Management

**In a nutshell:** In this study a team of researchers – led by Tianyi Long, from the University of Western Australia – investigated whether employee assistance programmes (EAPs) could help people deal with change. 513 workers took part in the study which found that EAPs strengthened employees’ resilience under organizational change; fostered wellbeing; and made them more open to organizational change.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2025.2458281>

## When overtime is all the time

**Source:** Personnel Today

**In a nutshell:** When it comes to making a quick start and changing into cycling gear, I reckon I could give most triathletes a run for the money when it comes to half-past four in the afternoon. Not everyone is so keen on work-life balance though, and a new study by HR platform-provider HiBob [sic] has found that UK employees are working 215.8 hours of overtime a year, with 42% of people doing so for free. Based on the median hourly earnings of £18.64 an hour this equates to £4,022 of unpaid work a year people are giving to their employers. However, 55% of those surveyed believed some personal sacrifices of time or convenience should be expected in order to earn salary increases or promotions and 58% were personally prepared to do this. Notwithstanding, 72% of the sample strongly approved of the Government’s plans to introduce a Right to Disconnect Law.

You can read the whole of this article at

<https://www.personneltoday.com/hr/british-employees-work-nearly-216-extra-hours-annually/>

## As if endometriosis wasn’t bad enough …

**Source:** BBC

**In a nutshell:** Endometriosis occurs when tissue in the womb decides it’s not enough to cause pain where it is and starts to move around the rest of the body causing pain there too. It’s a pretty miserable state of affairs all round and new research from the Office for National Statistics shows that it can have vocational and financial effects too. Researchers found that endometriosis can lead to women taking lower-paid jobs and/or working fewer hours. The researchers studied 55,000 women between the ages of 25 and 54 in England. Following a diagnosis of endometriosis there was an average decrease in monthly wages of £56 a month, and the probability of being a paid employee at all fell by 2.7%.

You can read the whole of this article at

<https://www.bbc.co.uk/news/articles/c0k5rp87nzlo>