**Making People Count: a workforce bulletin**

**June 2024**

Sent by NHSE Workforce, Training & Education Knowledge Management Team. To be added to the list [please complete this short form.](https://library.nhs.uk/heekmbulletins/)

With thanks to John Gale at JET Library – Mid-Cheshire

NHS Foundation Trust

# Contents

[Learning and Development 4](#_Toc170729888)

[Are we training enough? 4](#_Toc170729889)

[People Management 4](#_Toc170729890)

[Power, hierarchy, and patient safety 4](#_Toc170729891)

[Supporting, thriving, and Covid-19 4](#_Toc170729892)

[Does being a good egg grind you down? 5](#_Toc170729893)

[Visionary leadership and creativity 5](#_Toc170729894)

[Women and AI 5](#_Toc170729895)

[Does family-friendly put women on top? 6](#_Toc170729896)

[Transformational leadership, nurses’ commitment, and patient satisfaction 6](#_Toc170729897)

[Is *Killing Eve* better than caring team? 7](#_Toc170729898)

[Upward networking. Are you a plaice or a cleaner wrasse? 7](#_Toc170729899)

[When it pays to stop the merry-go-round 7](#_Toc170729900)

[When culture eats rewards for breakfast 8](#_Toc170729901)

[When The Generation Game meets The Escape Room 8](#_Toc170729902)

[What workers say when they think the boss isn’t listening 8](#_Toc170729903)

[I’m sorry I’m late – it was the Pandemic 9](#_Toc170729904)

[Can you stop the fish rotting from the head? 9](#_Toc170729905)

[Does green HRM really make a difference? 9](#_Toc170729906)

[Lying, cheating, and scheming. What’s in it for me? 10](#_Toc170729907)

[Recruitment 10](#_Toc170729908)

[The graduate skills gap. Foot-wide ditch or Grand Canyon? 10](#_Toc170729909)

[Labour market cools slightly 11](#_Toc170729910)

[Work less, earn more 11](#_Toc170729911)

[Why town is so crowded on a Wednesday morning 11](#_Toc170729912)

[Recruiting with conviction(s) 12](#_Toc170729913)

[Employers pay extra for AI skills 12](#_Toc170729914)

[Real wages rise, inflation slows 13](#_Toc170729915)

[Wellbeing 13](#_Toc170729916)

[When night work is a real headache 13](#_Toc170729917)

[Technostress and organizational commitment 13](#_Toc170729918)

[Unions set standards for international recruits 14](#_Toc170729919)

[What’s the opposite of a sickie? 14](#_Toc170729920)

[Burnt out, and by yourself 14](#_Toc170729921)

[Cancerous and coping alone 15](#_Toc170729922)

[Adding up the balance-sheet of mental health 15](#_Toc170729923)

[Supporting workers with complex health needs 16](#_Toc170729924)

[What makes for a happy midwife? 16](#_Toc170729925)

[Ostracism, Covid, and family life 16](#_Toc170729926)

# Learning and Development

## Are we training enough?

**Source:** Personnel Today

**In a nutshell:** Employee-engagement agency Ipsos Karian, and Box have been asking 996 office workers about it. Only 54% said that their employer had given them sufficient opportunities to learn new skills, yet 74% expressed “a desire to develop.” The survey also found that those earning more, those who were younger, and men were more likely to have been given sufficient opportunities to learn new skills. 58% of men said they had been given the opportunity to develop new skills, compared to 50% of women. On-the-job training was recognised as the most beneficial method by two in three workers.

You can read the whole of this article at

<https://www.personneltoday.com/hr/half-of-uk-workers-missing-opportunities-to-develop-new-skills/>

# People Management

## Power, hierarchy, and patient safety

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

**In a nutshell:** Human beings complaining about hierarchy is a bit like millipedes moaning about a surfeit of legs. Surgeons and anaesthetists are no exception, and in this study Emmanuel Kwasi Mawuena from Sheffield Hallam University, and Adrian Wilkinson, from Griffith University in Australia, interviewed 36 of them about how they got on during operations, particularly as this applied to keeping patients safe. They found that the two professions “effectively leveraged expertise in speaking up on safety concerns relating to their own specialty, when speaking to each other, irrespective of hierarchy.  Further, as interdependent roles make cross speciality voice vital for patient safety, they also spoke up on occasions to negotiate risk and safety concerns across speciality. However, power struggles and protection of speciality authority predisposed each professional group to undervaluing the contribution of the other and often attributing self-interest and opportunistic motives to those speaking up. This led to each group resisting influence making silence a commonplace on cross speciality safety concerns.”

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2024.2342294>

## Supporting, thriving, and Covid-19

**Source:** Current Psychology

**In a nutshell:** In this study Hasan Farid, from Hohai University in China, led a team of researchers studying 265 hotel workers’ experience of working life during the Covid-19 outbreak. The researchers found that employees’ perceived organizational support, and their satisfaction with their organization’s response to the Pandemic tended “to influence employees’ thriving positively and thriving affects job performance positively.” Servant leadership was found to moderate the positive link between perceived organizational support and satisfaction with an organization’s response and thriving.

You can read the abstract of this article at

<https://doi.org/10.1007/s12144-023-04856-y>

## Does being a good egg grind you down?

**Source:** Management Research Review

**In a nutshell:** On a sliding scale organizational citizenship behaviour can be measured by whether people mop up a lake of egg mayonnaise on the corridor, call somebody else to get it cleaned up, tiptoe around it, or scoop it up for their sandwiches tomorrow. In this study Qasim Al Nisar, from Universiti Utara Malaysia, led a team of researchers studying the effects of organizational citizenship behaviour on 370 nurses working in Pakistan. They found that when employees are *compelled* to engage in extra-role actions, they frequently experience work-life conflict which results in “citizenship fatigue.” The researchers also found that “the higher the employee’s age and the lower the education level, the *lower* his/her citizenship fatigue.” However “workaholic personality aspects,” tended to reduce the strength of the relationship between work-life conflict and citizenship fatigue.

You can read the abstract of this article at

<https://doi.org/10.1108/MRR-08-2023-0540>

## Visionary leadership and creativity

**Source:** Management Research Review

**In a nutshell:** In this study Shaima Yousif Alobeidli, from Abu Dhabi University, led a team of researchers investigating the links between visionary leadership, knowledge-sharing and employee creativity. They found that visionary leadership was significantly associated with knowledge-sharing and employee creativity. In turn, employee creativity had a notable impact on innovative work behaviour, Interestingly the strength of the connection between employee creativity and innovative work behaviour was unaffected by how central people felt work to be in their lives.

You can read the abstract of this article at

<https://doi.org/10.1108/MRR-02-2023-0144>

## Women and AI

**Source:** Personnel Today

**In a nutshell:** In this article Dr Nicola Hodson, the chief executive of IBM in the UK and Ireland discusses a new report on [Female Leadership in the Age of AI](https://www.ibm.com/downloads/cas/QPWGWWEK). The report surveyed 4,000 “senior business decision makers,” in the UK, France, Spain, Sweden, the UAE, Saudi Arabia, and Italy. 48% of UK business leaders admitted to needing more support on skills development and learning in AI, and 44% wanted more opportunities to see it in action. Plans to tackle its introduction included:

* Tailored mentoring schemes (36%)
* Improving access to re-skilling programmes and initiatives (31%)
* Increasing representation at middle-management level (31%)

69% of UK business leaders believed it was important that female leaders were involved in decision-making when it came to AI, but only 37% said that “advancing more women into leadership roles is a top priority within their organizations.” Nicola Hodson wrote “ensuring female leaders have a seat at the table in the age of AI is not about ticking a diversity box, it is a strategic imperative … but progress is still needed to equip women with the skills and confidence to position themselves at the forefront of this revolution – steering it towards a future that is inclusive, ethical, and enabling for all.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/ibm-study-points-to-need-for-more-female-leadership-of-ai/>

## Does family-friendly put women on top?

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

**In a nutshell:** In this study Susanne Wanger, from the Institute for Employment Research in Nuremberg, studied the effects of family-friendly flexible working arrangements on women’s promotion prospects. Her study covered 1,631 firms and a total of 314,201 workers. They showed that the implementation of family-friendly flexible working arrangements improved the chances of internal promotions to supervisory or management positions for employees, with women and men benefiting equally. When highly-specialised roles were included, however, implementing family-friendly working did provide better promotion opportunities for women. Family-friendly working also increased the likelihood of being promoted to managerial positions with reduced hours and this effect was slightly stronger for men. However, there was no significant effect of family-friendly working for mothers’ promotion to managerial positions.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2024.2347637>

## Transformational leadership, nurses’ commitment, and patient satisfaction

**Source:** Journal of Occupational and Organizational Psychology

**In a nutshell:** Good managers go a long way – just ask people on the unsuccessful side of the respective football divides in Liverpool and Manchester. In this study Wei-Gang Tang, from HEC Montréal in Canada, led a team of researchers investigating the links between transformational leadership, nurses’ commitment, and patients’ satisfaction. 654 nurses and 1,770 patients from 91 hospitals took part in the study which found that “team-level head nurses’ individualized consideration positively and partially related to patient loyalty through nurses’ team commitment.” However higher levels of nurse-physician collaboration, organizational formalization, and task feedback “were associated with reduced influence of individualized consideration on team commitment and patient loyalty.”

You can read the whole of this article at

<https://bpspsychub.onlinelibrary.wiley.com/doi/10.1111/joop.12511?af=R>

##

## Is *Killing Eve* better than caring team?

**Source:** Journal of Management Studies

**In a nutshell:** In this study a team of researchers, led by Anand P.A. van Zelderen from the University of Zurich ran four studies testing people’s reactions to talent-management processes. They found that managers preferred more inclusive practices because they assumed that those deemed “non-talents,” would react more positively to them. However, the researchers found that “non-talents,” reacted more negatively to inclusive practices in terms of envy, organization-based self-esteem, turnover intentions, and perceived inclusion, whereas “keeping talent status a secret from employees buffered negative reactions.”

You can read the abstract of this article at

<https://doi.org/10.1111/joms.13084>

## Upward networking. Are you a plaice or a cleaner wrasse?

**Source:** Journal of Organizational Behavior

**In a nutshell:** When powerful beasts hove to in a marine environment different creatures react in different ways. Some, like plaice, burrow into the sand and try to keep a low profile, whereas others – [cleaner wrasse](https://en.wikipedia.org/wiki/Wrasse#Cleaner_wrasse) for example – try and turn the situation to everyone’s mutual advantage. In this study Song Wang, from Zhejiang University in China, led a team of researchers examining the effects of upward networking on employees. They found that employees with high self-control engaging in upward networking led them to feel they had more impact at work, making them more engaged with their labours. For those with less self-control however, upward networking sapped their willpower (ego depletion) leading them to feel less engaged at work.

You can read the abstract of this article at

<https://doi.org/10.1002/job.2798>

## When it pays to stop the merry-go-round

**Source:** Sustainability

**In a nutshell:** In this study Zukun Tan, from Beijing Normal University in China, studied the effect of top management team stability on “corporate innovation sustainability.” Zukun Tan found that top-management team stability was positively correlated with corporate innovation sustainability, whereas “executive faultlines,” significantly weakened this correlation.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/16/11/4496>

## When culture eats rewards for breakfast

**Source:** New Horizons

**In a nutshell:** “Culture,” according to management guru Peter Drucker “eats strategy for breakfast,” meaning that whatever five-year plan you draw up in the boardroom if you don’t get an organization’s culture right you might as well nip round to the greasy spoon on the corner for a good fry-up instead. But is it time to add rewards to the breakfast menu for culture too? In this article Preet Inder studied 100 bank workers in Karachi and found that company culture and empowerment had a significant effect on employee’s motivation, whereas organizational factors of reward and pay, job security and promotion had “no significant impact.”

You can read the whole of this article at

<https://greenwichjournals.com/index.php/NH/article/view/733/277>

## When The Generation Game meets The Escape Room

**Source:** Review of Managerial Science

**In a nutshell:** A [femtosecond](https://simple.wikipedia.org/wiki/Femtosecond#:~:text=A%20femtosecond%20is%20one%20billionth,than%20this%20is%20an%20attosecond.) is a quadrillionth of a second – in terms of an escape room the length of time between being too young to cope without Googling the answers, and so old you can’t remember why you went in there in the first place. In this study Melanie B. Richards, from East Tennessee State University, led a team of researchers which studied how different teams, made up of different age groups, coped with an escape room. The researchers found that intergenerational teams were less successful at problem solving, whereas same-generational ones were more successful. Giving half the intergenerational teams a 30-minute pep talk on “generational diversity,” before they started the task made no difference whatsoever.

You can read the abstract of this article at

<https://doi.org/10.1007/s11846-023-00669-2>

## What workers say when they think the boss isn’t listening

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

**In a nutshell:** Even with interest rates (historically speaking) fairly low “a penny for your thoughts,” is rarely a good investment; the returns being, on the whole, irrelevant to the matter in hand, unrepeatable in polite society, or as insubstantial as a guinea pig’s grasp of The Holy Trinity. In this study Keren Semyonov-Tal, from Tel Aviv University in Israel, examined what clinical psychologists’ posted about their work on social media. Three themes emerged from the employees’ “voices”:

* Insufficient support from management
* Conflicts
* Excessive occupational demands

The psychologists also expressed their apprehension about organizational pressures, deficient budget allocation, excessive workloads, lack of recognition, and work-life imbalances.

You can read the abstract of this article at

<https://doi.org/10.1108/JHOM-06-2023-0179>

## I’m sorry I’m late – it was the Pandemic

**Source:** Personnel Review

**In a nutshell:** In *The Fall and Rise of Reginald Perrin* the eponymous hero never arrives on time for work, announcing to his secretary “11 minutes late, signal failure at Clapham Junction,” or some other transport misfortune. Trains are often given as a reason for being late – as a cyclist, punctures have much the same effect – but could the Pandemic be another reason for poor punctuality? In this study Dirk De Clercq, from Brock University in Canada, surveyed workers in the retail sector. They found that “a core mechanism that explains the escalation of pandemic fears into beliefs that tardiness is acceptable is employees' sense that employees are emotionally overextended by work. The extent to which employees perceive that their organization prioritizes safety issues subdues this detrimental process though.”

You can read the abstract of this article at

<https://doi.org/10.1108/PR-11-2022-0764>

## Can you stop the fish rotting from the head?

**Source:** Personnel Review

**In a nutshell:** For every Sergeant Wilson, diffidently asking “Would you mind terribly firing in that direction?” there’s a Captain Mainwaring pompously barking out orders. It’s a moot point which might produce the best results, particularly in a civilian context. In this study Muhammad Naeem Rana, from The Islamia University of Bahawalpur in Pakistan, led a team of researchers investigating the effects of supervisors’ incivility in two studies. The first involved 115 supervisors and 318 subordinates from a large electricity company, and the second involved 121 pairs of supervisors and employees from a large insurance company. The researchers found tha supervisors’ incivility was positively related to subordinates’ counterproductive work behaviour. However, this relationship was weaker for people with a high internal locus of control and those who engaged in social job-crafting.

You can read the abstract of this article at

<https://doi.org/10.1108/PR-09-2022-0603>

## Does green HRM really make a difference?

**Source:** Social Responsibility Journal

**In a nutshell:** As with other aspects of work-life balance by the time I’ve done an hour-and-a-half on the allotment, made my own packed lunch, and cycled to work I feel I’ve done my bit for the planet. Once I get to work, I quite enjoy relaxing for a bit: leaving the kettle on, enjoying the heating, and savouring my Eccles cakes in their nice plastic wrapper which keeps them in tip-top condition. Green human resource management (GHRM) is organizational policies designed to make workers behave in an environmentally-friendly fashion and in this study a team of researchers, led by Juhari Noor Faezah from Universiti Malaysia Terengganu, studied its effectiveness. The researchers studied 308 lecturers in five universities across Malaysia and found that GHRM was related positively to employee ecological behaviour, and that it influenced green behaviour indirectly by increasing “green commitment,” among workers.

You can read the abstract of this article at

<https://doi.org/10.1108/SRJ-07-2023-0399>

## Lying, cheating, and scheming. What’s in it for me?

**Source:** Journal of Business Ethics

**In a nutshell:** Human virtue is a bit like the Premiership. A few are perennially near the top like Manchester City and Liverpool; some struggle from day one like Sheffield United; but most bob along in mid-table mediocrity like Wolves, Crystal Palace, and Brentford. It’s certainly not always correlated with status. Those in positions of power and authority may be no worse than more lowly employees, but they do have more scope in which to affect others with their vices and virtues. In this study Yahua Cai, from Shanghai University of Finance and Economics, led a team of researchers studying employees’ reactions to leaders’ “unethical pro-organizational behaviour,” – to revert to our earlier Premiership analogy, diving for a penalty. They found that leaders’ unethical pro-organizational behaviour was linked to unfavourable responses from employees, such as a lower perception of leaders’ trustworthiness which, in turn, reduced the “citizenship behaviours” of workers. However, this effect depended on whether the employees themselves stood to benefit from their leaders’ shenanigans. When employees did not stand to benefit from their boss’s murky conduct, they responded negatively but this negativity decreased significantly when their “outcome favourability,” was high.

You can read the abstract of this article at

<https://doi.org/10.1007/s10551-023-05535-5>

# Recruitment

## The graduate skills gap. Foot-wide ditch or Grand Canyon?

**Source:** Personnel Today

**In a nutshell:** One of the many joys of having small children is that they are so easily impressed. Who needs to go to the Grand Canyon, for instance, when a nine-inch gap by the stream in your local woods is a thrilling chasm? But is the gap between the skills employers want, and the skills graduates have closer to the former than the latter? New research, from the Open University and the Institute of Student Employers highlights a growing skills gap between education and employment, with particular concerns about a decline in soft skills, such as communication, teamwork, and time management. The Open University found that 58% of “organization leaders,” reported a mismatch between young people’s skill levels and employers’ expectations whilst the Institute of Student Employers found that less than half (49%) of the 139 organizations they polled agreed that graduates were “career ready,” at the point of hire. Several initiatives have been developed to bridge the gap including internships, buddy-peer support schemes and mentoring and NatWest, for example, developed its early careers programme to work with individuals to provide clarity and coaching on values and unspoken rules while providing managers with “generation awareness training,” to foster greater understanding between generations.

You can read the whole of this article at

<https://www.personneltoday.com/hr/how-to-overcome-the-entry-level-skills-gap/>

## Labour market cools slightly

**Source:** Personnel Today

**In a nutshell:** Chancellors of the Exchequer are a bit like incompetent tightrope walkers, or the breakfast-shift caterers at the Three Bears’ house; the brief occasions when they get things right tend to be overshadowed by subsequent developments. Judging from the latest research by the Chartered Institute for Professional Development (CIPD) it seems as though the labour market may be going through just such a phase with 55% of employers wanting to keep headcount just the same as it is; 30% wanting to increase it; and 11% wanting to reduce headcount. Public-sector organizations were twice as likely as private-sector ones to say they aimed to reduce headcount (19% vs 9%). Conversely private-sector companies were more likely to say they wanted to increase staff numbers than public-sector bodies (33% vs 23%). One in five organizations said they had hard-to-fill vacancies – these were most prevalent in employers in education, manufacturing, the voluntary sector, and the public sector. 45% of organizations with hard-to-fill vacancies said they were focusing on upskilling workers, whilst 30% said they would increase wages.

You can read the whole of this article at

<https://www.personneltoday.com/hr/cipd-labour-market-outlook-spring-2024/>

## Work less, earn more

**Source:** Personnel Today

**In a nutshell:** “There is no such thing,” economists are fond of saying “as a free lunch,” unless of course you can wangle a nice economics conference in San Francisco, Bilbao, or Florence. So we should, perhaps, be sceptical about the latest research from the Resolution Foundation which finds that despite productivity *falling* by 0.6% since the end of 2022, real wages grew by 2.1% in the year to February 2024. This flies in the face of most economic theories and the Resolution Foundation were quick to point out that this was a temporary aberration caused by rising interest rates reducing the deficits in pension funds, and lower import prices being passed on to consumers. So, enjoy it while you can!

You can read the whole of this article at

<https://www.personneltoday.com/hr/real-wages-2024-productivity-falls-resolution-foundation/>

## Why town is so crowded on a Wednesday morning

**Source:** Personnel Today

**In a nutshell:** For me, at least, term-time days off usually comprise doing the school run, followed by a coffee with the paper in a desperate attempt to fend off DIY. I’m often struck by how busy town is during the week. The latest report from the Office for National Statistics found that unemployment had reached a seven-month high of 4.3%, whilst 22.1% of the working-age population were deemed to be economically inactive. Redundancies were up by 7% compared to the same time last year, but were 26% lower than in the previous quarter. The larger pool of candidates were competing for fewer jobs with the estimated number of vacancies falling by 26,000 to 898,000 – the 22nd quarterly decrease in job postings in a row.

You can read the whole of this article at

<https://www.personneltoday.com/hr/uk-unemployment-and-inactivity-continue-to-rise/>

## Recruiting with conviction(s)

**Source:** Personnel Today

**In a nutshell:** People leaving prison often struggle to get jobs and the Ministry of Justice has recently launched a campaign calling on businesses to recruit them. Reoffending by prisoners costs the country £18bn a year so anything that might reduce this is a good idea and ex-cons in full-time employment are 10% less likely to reoffend than those who are out of work. There are around a million vacancies in the current job market and hiring ex-prisoners can be a significant boost to a company’s reputation. KPMG – who are involved in the campaign – found that companies who hire ex-offenders are viewed positively by the public with almost four out of five people saying they would feel comfortable working alongside a recently-released offender. 59% said they thought companies who hired ex-offenders were making a positive contribution to society and 50% said they would view these companies as more socially responsible. Some companies have signed up to the Ban the Box campaign, in which employers promise to remove the criminal-convictions box from job-application forms and ask about offences later in the recruitment process.

You can read the whole of this article at

<https://www.personneltoday.com/hr/hiring-ex-offenders/>

## Employers pay extra for AI skills

**Source:** Personnel Today

**In a nutshell:** PWC have been looking into it, and has found that UK employers are willing to pay a 14% wage premium for workers with artificial-intelligence (AI) skills, and that growth in job vacancies demanding AI-related skills such as machine-learning has outpaced growth seen across all other jobs since 2016. PWC’s [*Global AI Jobs Barometer*](https://www.pwc.com/gx/en/news-room/press-releases/2024/pwc-2024-global-ai-jobs-barometer.html)found that the AI wage premium rose to 58% for database designers and administrators, and 27% for lawyers. PWC found that “globally, the sectors most exposed to AI, where the technology can readily be use for some tasks, have seen 4.8 times greater productivity growth than those less able to adopt AI.” 64% of UK Chief Executive Officers have said that AI will require most of their workforce to develop new skills in the next three years.

You can read the whole of this article at

<https://www.personneltoday.com/hr/wage-premium-for-workers-with-ai-skills-pwc-ai-jobs-barometer/>

## Real wages rise, inflation slows

**Source:** Personnel Today

**In a nutshell:** The latest data from Brightmine found that the median pay award in the three months to the end of April 2024 was 4.9%, 0,3% higher than the previous quarter, and well above the rate of inflation. Meanwhile official labour market figures recently showed that real wages – excluding bonuses – rose 1.9% in the year to February 2024. Brightmine’s analysis of 102 pay settlements covering 355,064 employees that took effect between 1 February and 30 April 2024 found little variation in the basic awards given by employers. However, 52% of deals were worth less than the award given to the same employee group in 2023, and 4.9% resulted in a pay freeze.

You can read the whole of this article at

<https://www.personneltoday.com/hr/pay-awards-and-inflation-april-2024/>

# Wellbeing

## When night work is a real headache

**Source:** Occupational and Environmental Medicine

**In a nutshell:** Although night work can have a few bonuses (it tends to be quieter, and when you’re awake you can enjoy the summer rather than being stuck inside) most research suggests it’s bad for you. Adding to the pile of evidence were a team of researchers, led by Espen Saxhaug Kristoffersen, from the University of Oslo. They studied 1,104 Norwegian nurses and found that changing from night work and reducing the number of night shifts was associated with fewer headaches.

You can read the abstract of this article at

<https://doi.org/10.1136/oemed-2023-109164>

## Technostress and organizational commitment

**Source:** Management Research Review

**In a nutshell:** As temperamental as any operatic diva, less contactable than [Voyager 1](https://en.wikipedia.org/wiki/Voyager_1), and as injury prone as a porcelain-boned football player printers are the bane of many an office worker’s life. In this study Youngkeun Choi from Sangmyung University in Korea, studied the effects of technostress on 257 Korean workers finding that workplace technostress was negatively associated with “affective organizational commitment.” However leader-member exchange – the quality of relationship with one’s supervisor – moderated this relationship so that people with a good relationship with their manager were less prone to the negative effects of technostress than those with a less-satisfactory relationship.

You can read the abstract of this article at

<https://doi.org/10.1108/MRR-02-2023-0138>

## Unions set standards for international recruits

**Source:** Personnel Today

**In a nutshell:** The Royal College of Midwives, the Society of Radiographers, and the Chartered Society of Physiotherapy have joined forces to publish a [document](https://www.sor.org/learning-advice/professional-body-guidance-and-publications/documents-and-publications/policy-guidance-document-library/supporting-international-recruitment-principles-st) setting out some standards and principles for international recruits. Topics covered in the document include:

* Advertising for international recruits
* Interviewing and appointing staff
* Moving to the UK
* Inductions
* Ongoing professional and personal support

You can read the whole of this article at

<https://www.personneltoday.com/hr/recruiting-overseas-guidance-csp-rcm-sor/>

## What’s the opposite of a sickie?

**Source:** Employee Benefits

**In a nutshell:** On balance it’s probably better for all concerned to stay at home with a queasy tummy rather than soiling yourself during the AGM. However, many of us are still inclined to struggle in regardless, and this article reports a survey by benefits provider Metlife which attempted to get to the root of the problem. Metlife surveyed 2,009 workers and found that 59% of them had not taken time off for illness or injury despite needing to. 36% said they did not think there was anyone to cover them; 28% did not want to miss work; and 16% had a deadline to meet. 27% said their colleagues needed them; 26% were worried they would not get paid; and 17% felt anxious they would lose out financially because they would not receive sick pay. 26% felt guilty about colleagues picking up extra work; 19% worried that nobody would believe they were sick; and 17% were worried about the amount of work they would have to come back to.

You can read the whole of this article at

<https://employeebenefits.co.uk/59-of-employees-have-not-called-in-sick-when-they-needed-to/>

## Burnt out, and by yourself

**Source:** Personnel Today

**In a nutshell:** Rightly or wrongly many people regard approaching management for help with their mental health in much the same way as *Bambi* asking *The Lion King* directions to the barbecue at the drive-through cinema. HR and payroll company MHR have been asking workers all about it and found that more than half struggling with burnout did so alone. Fewer than 18% told their line manager, and just 7% raised it with HR. The poll found that 70% of employees had experienced symptoms of burnout in the last year and that nearly half (49%) identified lack of support from employers to be the leading cause. Other contributors to burnout included: lack of recognition (23%); conflicts at work (15%); and lack of career development (13%). Generation Z (37%) and Millennials (32%) were the likeliest age groups to be susceptible to burnout.

You can read the whole of this article at

<https://www.personneltoday.com/hr/mental-health-awareness-week-half-of-workers-with-burnout-struggle-alone/>

## Cancerous and coping alone

**Source:** Personnel Today

**In a nutshell:** Whilst great strides have been made in treating cancer in recent years, meaning it is becoming increasingly something you live with, not die from, it’s still not to be taken lightly. Charity Reframe Cancer have been looking into people’s experience with work while they suffer from the condition and found that one in four people keep the diagnosis to themselves, because they feel unable to talk about their illness at work. Reframe Cancer surveyed 500 UK adults who have worked with cancer, and found that 28% of them avoided talking about their illness with their colleagues. Men, especially, found opening up a tough conversation with half (49%) saying they did not feel comfortable talking openly with their peers. Older workers were even more reticent with 60% of workers over 55 not feeling comfortable talking about their cancer to colleagues. 16% of workers said they had experienced colleagues “actively avoiding,” the topic. 45% believed that their colleagues considered them to be a burden during their time juggling work responsibilities with cancer, and 35% said they felt isolated.

You can read the whole of this article at

<https://www.personneltoday.com/hr/one-in-four-workers-with-cancer-will-keep-diagnosis-secret/>

## Adding up the balance-sheet of mental health

**Source:** Employee Benefits

**In a nutshell:** In my brief and unhappy spell as a trainee accountant I found I had about as much chance of getting a set of books to balance as Long John Silver had of a successful career as a tightrope walker. Deloitte are rather better at this kind of thing though and they have been examining the balance-sheet of mental-health problems in the workplace. For their report – [*Mental Health and Employers: the case for investment*](https://www.deloitte.com/content/dam/assets-zone2/uk/en/docs/services/consulting/2023/deloitte-uk-mental-health-report-2022.pdf)– Deloitte surveyed 3,156 working adults. It estimated the cost of poor employee mental health at £51bn a year, down from £56bn in 2021 but still up on the pre-pandemic level of £45bn. More than half (58%) of people said that their mental wellbeing was “good or excellent,” with 64% of 18-24-year-olds saying that their overall mental-health was good (up from 53% in 2022). The main concerns affecting the health of working adults were: inflation (60%); personal or family finances (46%), and job security (22%). Working parents were most worried about inflation (65%); family finances (55%); and the mental health of their children (29%).

You can read the whole of this article at

<https://employeebenefits.co.uk/cost-of-poor-employee-mental-health-is-51-billion-per-year/>

## Supporting workers with complex health needs

**Source:** Personnel Today

**In a nutshell:** The Government are keen to get some of the 22% of the adult workforce currently economically inactive back to work, some of whom might well have stopped working in the first place due to health problems. In this article Tracey Paxton explains how organizations should support workers with complex health needs following long periods of absence. Tracey Paxton points out that people who have been out of the workforce for a while due to disability or illness may have outdated skills or lack recent work experience so employers may need to provide extensive training and support to bring them up to speed. People returning to work may also struggle to balance their work responsibilities with their personal lives, particularly if they have ongoing health issues or caregiving responsibilities so employers might need to be flexible and accommodating. “It is also important to equip line managers with the knowledge to identify symptoms of poor or deteriorating health, and notice when team members are struggling or not performing at optimum levels. They will likely need training on how to have difficult conversations.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/how-to-prepare-for-a-workforce-with-complex-health-needs/>

## What makes for a happy midwife?

**Source:** Health Care Management Review

**In a nutshell:** In this study Tago L. Mharapara, from Auckland University of Technology, led a team of researchers surveying 215 midwives in New Zealand about the factors affecting their wellbeing. The top factors included:

* Fear of catching and spreading Covid
* Financial and legal imperatives
* Work-related hypervigilance
* Sense of professional duty
* Practical and social support
* Appreciation and recognition

You can read the abstract of this article at

<https://journals.lww.com/hcmrjournal/fulltext/2024/07000/enhancing_midwives__occupational_well_being_.6.aspx>

## Ostracism, Covid, and family life

**Source:** Personnel Review

**In a nutshell:** As a taciturn churl I often find that nicer colleagues (and I’ve been blessed with many) are keen to rescue me from self-imposed ostracism whilst those who are less pleasant just let me get on with it without being actively horrid themselves. In this study Ambreen Sarwar, from the Virtual University of Pakistan, led a team of researchers investigating the effects of ostracism on workers’ family life. They found that employees’ perceived stress levels rose due to ostracism, leading to work-family conflict. However, those workers who feared Covid were less stressed by being ostracised; presumably because it lessened the chances of them catching anything.

You can read the abstract of this article at

<https://doi.org/10.1108/PR-02-2022-0128>