

Making People Count



December 2023

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We can undertake further evidence searches on your behalf if you would like additional information on any of the topics in the bulletin. Please contact holly.cook3@nhs.net for more details.

Compiled by John Gale, JET Library (Mid-Cheshire NHS Foundation Trust). Commissioned by Health Education England.

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People Management

Big data, big decisions

Source: Sustainability

In a nutshell: The use of big data was a topic investigated by a team of researchers led by Glory Urekwere Orlu, from Universiti [sic] Putra Malaysia. They found that the presence of uncertainty, imprecision, vagueness, incompleteness and “complexity factors,” in big data analytics significantly affected managers’ ability to sustain effective decision-making. The review also attempted to develop a taxonomy of imperfect information which the researchers claimed “provides healthcare managers with the means to utilize suitable strategies essential for successful implementation when dealing with incomplete information in big data.”

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/15/21/15476>

Who suffers from imposter syndrome?

Source: Personnel Today

In a nutshell: Imposter syndrome is something the Executive Development Network investigated in a survey of 5,000 people recently. They found that more than half (54%) of women felt they had experienced imposter syndrome, compared to just 38% of men. Bisexual (69%), and homosexual (57%) people were also more likely to experience imposter syndrome than average. The older people were the less likely they were to experience imposter syndrome. Generation Z people (66%) and Millennials (58%) were much more likely to have experienced it than Generation X (41%) and people in their sixties (25%). More highly-educated people were also more likely to have experienced imposter syndrome, than less-well-educated ones. Of those who had experienced it 72% felt it had held them back at work, and 43% had experienced it at least once a week.

You can read the whole of this article at

[Imposter syndrome: Workplace prevalence by sector, gender and age \(personneltoday.com\)](https://www.personneltoday.com/imposter-syndrome-workplace-prevalence-by-sector-gender-and-age)

From Goodbye Mr Chips to Hello Mr Chatbot

Source: International Journal of Technology in Higher Education

In a nutshell: In this study Lasha Labadze, from the American University of the Middle East, led a team of researchers reviewing the evidence on the use of AI chatbots in educational settings. The researchers found 67 articles which met their quality criteria. They found that students primarily gained from AI chatbots in three key areas: homework and study assistance; a personalized learning experience; and the development of various skills. For teachers the main benefits were saving time and improved teaching. Problems to think about included: reliability; accuracy; and ethical considerations.

You can read the abstract of this article at

<https://doi.org/10.1186/s41239-023-00426-1>

The true cost of fearful leadership

Source: Personnel Today

In a nutshell: Executive leadership coach Margot Faraci has been asking 2,5000 “emerging leaders,” around the world about their fear levels and found that almost a quarter (23%) of them were unconsciously creating an environment of fear, although British bosses were better than the global average of 30%. 48% of them did not trust their direct reports to handle situations as they arose. Ms Faraci estimated that leaders like this lose 10 hours a week for their companies, equivalent to £9,545 a year per leader, or £2.2bn a year across all UK businesses. 88% were consistently fearful of being wrong or making mistakes, 82% felt pressure to demonstrate value, and two-thirds were hesitant to speak up with their own view. 45% were unwilling to give feedback to their direct reports or managers, a third regularly delivered – or experienced – micro-management, and 15% regularly experienced anxiety and nerves about work. 36% attributed their behaviour to a lack of communication in the workplace, whilst a third put it down to a lack of experience. 45% blamed their existing work culture.

You can read the whole of this article at

<https://www.personneltoday.com/hr/fearful-leaders/>

Transformational leadership and feedback

Source: Sustainability

In a nutshell: A team of researchers, led by Jin Cheng, from Xiamen University in China examined the links between transformational leadership and feedback in a sample of 415 employees working for a large manufacturing firm in China. They found that employees’ intrinsic motivation mediated the relationship between transformational leadership and employees’ feedback-seeking behaviour. “Organizational virtuousness,” strengthened the link between transformational leadership and intrinsic motivation. The link between transformational leadership and intrinsic motivation was stronger when the complexity of a job was lower.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/15/22/15713>

Transformational leadership and innovation

Source: Sustainability

In a nutshell: In this study a team of researchers – led by Hitmi Khalifa Alhitmi, from Qatar University, studied the effects of transformational leadership in 430 small-to-medium enterprises in Pakistan. They found that transformational leadership led to employees having greater intellectual agility and stronger employee voice which, in turn, led to them displaying more innovative work behaviour.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/15/22/16087>

Can a secondment freshen things up?

Source: Personnel Today

In a nutshell: Secondments can bring a number of benefits and Linus Dahlander, from ESMT Berlin Business School, has been leading a team of researchers looking into them. They found that workers on secondments often choose more innovative ideas and influence permanent staff to do the same. The researchers based their findings on interviews with 37 people who had been seconded to the National Science Foundation between 2000 and 2012. The researchers concluded that organizations could “leverage,” the insights of seconded employees to foster “a more innovative and adaptive organizational culture.”

You can read the whole of this article at

<https://www.personneltoday.com/hr/secondments-innovation-esmt/>

Is engagement going down the drain?

Source: Employee Benefits

In a nutshell: Employee-engagement firm WorkBuzz [sic] have been asking 400 HR professionals in the UK about engagement, and found that 64% felt that engagement levels had either remained static or got worse over the last year. A quarter said engagement levels had got worse, up from 18% a year ago. Only 17% of organizations were using regular “pulse,” surveys to check employees’ sentiment every month, or quarter – down from 33% in 2022. Asked about their top priorities 36% said retention; 29% said wellbeing; and 28% said recruitment. 25% said employee engagement, and 23% said culture.

You can read the whole of this article at

<https://employeebenefits.co.uk/64-of-hr-professionals-feel-engagement-has-fallen-or-remained-static-in-past-year/>

The benefits of job crafting

Source: Sustainability

In a nutshell: Job crafting – how people can change jobs to make them more satisfying for those who do them - is something that Jarosław Stanisław Kardas, from Siedice University in Poland, examined in this study of 300 workers. The three most-common ways in which job-crafting happened were work organization; working time; and task timelines. There was a strong link between job-crafting and work-life balance. “In mature organizations, employees were able to identify individualization areas and in some cases were allowed to implement job crafting. Most of them were satisfied with their jobs, which means that they were able to maintain a good work-life balance.”

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/15/22/16089>

Project management – is Stoicism the solution?

Source: Sustainability

In a nutshell: Being stoical has come to be associated with “sucking it up,” but there is a lot more to [Stoicism](#) than that. It includes personal development, self-discipline, self-control, logic, balance with the environment, and the creation of social virtue. In this study Nelson Moreno-Monsalve, from Universidad Ean in Colombia, led a team of researchers investigating how the “seven main thoughts,” of Stoicism affected the performance of project managers. The researchers concluded that “the principles of Stoic philosophy positively impact the performance of work teams, allowing for the creation of value through the search for the common good as an inspiring variable for human beings.”

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/15/22/16095>

Fairness, fires, and fondling

Source: Sustainability

In a nutshell: In this study Arístides Vara-Horna, from San Martín de Porres University in Peru, led a team of researchers looking into the links between equitable management, workplace sexual harassment, and productivity loss during “crisis periods.” The researchers studied 445 women from 76 companies in northern Peru. They found that equitable management led to a reduction in counterproductive behaviour, less sexual harassment at work and less desire to leave and was also linked to more organizational citizenship behaviours and psychological empowerment. Social conflicts, and natural disasters – the [Four Horsemen of the Apocalypse](#) riding over the Andes in search of Paddington, so to speak – led to increased workplace sexual harassment and intentions to quit as well as having a considerable negative effect on workplace productivity. However, this effect was much reduced in organizations with “fairer and more equitable management.”

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/15/23/16195>

When passion leads to action

Source: Journal of Management Studies

In a nutshell: In this study a team of researchers, led by Qing Gong from Boise State University in Idaho, investigated the effects of CEO’s “passion for organizational development,” – their “strong inclination to continuously grow and improve their companies.” The researchers found that the CEO’s passion for improvement inspired middle managers to “exhibit transformational leadership,” which, in turn, fostered frontline workers’ creativity.

You can read the abstract of this article at

<https://doi.org/10.1111/joms.13019>

Recruitment

[Go East \(of the Pennines\) young man!](#)

Source: Personnel Today

In a nutshell: New research from jobs site Adzuna suggests Leeds is second only to London in terms of pay. Adzuna analysed more than a million job postings and found that the average advertised pay in Leeds was £37,823, compared to £37,692 in Cambridge, £37,281 in Bristol, and £36,690 in Manchester. East-Central London – i.e. the City – was the highest-paying postcode. Big employers in Leeds include Asda, First Direct, Yorkshire Bank, Centrica, Evri, and Direct Line. The lowest paid postcode was the Outer Hebrides (£17,428), followed by Telford (£24,723) and Lerwick (£26,624). The areas showing the highest rise in average salary over the year were Paisley (+14.3%); Oldham (+11.3%); and Dumfries and Galloway (+8.8%).

You can read the whole of this article at

<https://www.personneltoday.com/hr/pay-in-leeds/>

Gender, interests, and work

Source: Journal of Vocational Behaviour

In a nutshell: In this study Kevin A. Hoff, from Michigan State University, led a team of researchers studying gender, vocational interest, and employment patterns in a sample of 1,283,110 people. The researchers found that women's *actual* employment fell short of "interest-based predictions," in many high-status occupations and in jobs that involved working with tools and machinery i.e. they were interested in these jobs, but not actually employed in them. In the same way fewer men than expected – based on their interests – were working in "prosocial occupations." The researchers also found that differences between the genders in terms of interest "were considerably larger at lower education levels."

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2023.103942>

Wellbeing

Can you measure mental health?

Source: Employee Benefits

In a nutshell: This article examines how employers can measure the effect of their mental-health initiatives.

1. **Outline your objectives.** Are you aiming to reduce workplace stress, increase employee engagement, or lower absenteeism rates?
2. **Select metrics and indicators.** This could include: stress levels, satisfaction, and absenteeism as well as employee turnover, participation in wellbeing programmes, and self-reported feelings of mental health. It's also a good idea to include qualitative metrics as mental health can't be captured by numbers alone
3. **Gather feedback through surveys.** This needs to be done both before and after initiatives. Anonymous surveys allow people to express their genuine thoughts, emotions, and experiences and can be designed to assess various aspects of initiatives, from the effectiveness of programmes to overall employee wellbeing. Getting the balance right between quantitative and qualitative will provide both data-driven insights and personal narratives.

4. **Analyse and share the data.** Transparency in data-sharing shows your commitment to addressing mental-health challenges openly and collaboratively and creates a sense of ownership and involvement. “When employees are aware of the results, they become stakeholders in the journey to improve their own mental health and that of their colleagues.”

You can read the whole of this article at

<https://employeebenefits.co.uk/how-to-measure-the-impact-of-your-mental-health-initiatives/>

But can I get home for sports day?

Source: Employee Benefits

In a nutshell: The Department for Education’s Teach in Further Education campaign, have been asking 1,002 working parents in the England about combining parenthood with work. They found that work-life balance was the top factor working parents thought about when they were looking for a job, with 70% citing it. Other things parents thought about were: flexible working hours (43%), and a job where they could use their existing skills (26%). 88% said they would be interested in more part-time or flexible opportunities.

You can read the whole of this article at

<https://employeebenefits.co.uk/70-of-working-parents-want-work-life-balance-in-a-job/>

Can mothers feel the soil falling over their (career’s) head?

Source: Personnel Today

In a nutshell: The Fawcett Society and Totaljobs have been asking mums about the challenges they face trying to develop their careers after returning from maternity leave. They found that only 31% had access to the flexible working arrangements they needed to successfully balance childcare with their careers. 84% faced challenges returning to work after maternity leave, and when they re-entered the workforce 30% received no support. 19% had thought about leaving their job because of a lack of support, and 11% had actually handed in their notice because of it. 27% said that a negative reaction from their manager had put them off asking for help again, and another 27% said that they felt uncomfortable discussing the support they needed. 39% wanted more flexible working; 28% more training-and-development opportunities and 79% said they faced barriers when trying to advance their careers. 37% of those who had had six months off on maternity leave said their job had “shrunk,” when they got back to it. However, 85% of employers claimed to have specific policies to support parents when they returned to work including flexible working arrangements, and mental-health support and training. The Fawcett Society/TotalJobs report [*Paths to parenthood: uplifting new mothers at work*](#) recommended:

- Building a clear policy framework featuring contact and keep-in-touch days during maternity leave, guidance on flexible-working requests, and scheduling return-to-work meetings
- Analysing data that tracks retention, training, and promotion of people after maternity leave and setting targets to improve

- Building a positive culture by educating all staff and managers about the challenges faced by parents
- Embedding flexible-working arrangements and having open conversations with workers about what is available to them

You can read the whole of this article at

<https://www.personneltoday.com/hr/mothers-struggling-to-access-flexible-working-and-career-development/>

Why Lakeland's workers are living kitchen dreams, not nightmares

Source: Employee Benefits

In a nutshell: Lakeland treat their staff well and this article outlines some of the benefits on offer to their employees. Through a partnership with retail-industry charity the Retail Trust Lakeland workers can access a range of mental-health resources such as counselling and CBT. They can also use the Retail Trust's wellbeing hub which features articles, quizzes, videos, and advice and personalize it with what they want and need. Topics covered include: coping with anxiety, loss, and bereavement; giving up smoking; managing a team; financial worries; core skills to help at work; CV and interview support; and redundancy. Workers with fewer than £4,000 in savings, can also apply for financial aid through the Retail Trust.

You can read the whole of this article at

<https://employeebenefits.co.uk/lakeland-introduces-new-staff-wellbeing-support/>

Are women paying the price for not being in the IT crowd?

Source: The International Journal of Human Resource Management

In a nutshell: In this study Sarah Diederich, from Eberhard Karls University in Tübingen, led a team of researchers studying the gender pay gap among top executives. They studied 353 executives in large European countries, between 2014 and 2018, They found that "masculine functions," such as IT were paid more than "feminine," ones like HR but that even when women pursued roles deemed to be masculine they were still paid less anyway.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2023.2273331>

How NHS Scotland is tackling the menopause

Source: Employee Benefits

In a nutshell: NHS Scotland have just launched a new menopause and menstrual-health policy. The policy applies to all employees, bank, and agency workers and aims to support employees and help them minimize any impacts, offering support, solutions, and adjustments, and fostering a culture of awareness through education, inclusive

discussions, and compassionate management. The policy outlines what managers can do to support affected workers, and includes further guidance on how to review support arrangements regularly.

You can read the whole of this article at

<https://employeebenefits.co.uk/nhs-scotland-launches-menopause-and-menstrual-health-policy/>

NICE recommends CBT for the menopause

Source: Personnel Today

In a nutshell: New [guidelines](#) from NICE have recommended the use of CBT to deal with menopausal symptoms such as hot flushes, trouble sleeping, and night sweats. The new guidelines set out the evidence on HRT's effects on the risk of cardiovascular disease, stroke, dementia and breast, ovary, and womb cancer. It says that there is a lack of evidence about the effects of taking, or not taking, HRT on the overall health of women between 40 and 44 and recommends more research in this area.

You can read the whole of this article at

<https://www.personneltoday.com/hr/cbt-recommended-for-menopause-symptoms/>

Hello Mr Sisyphus, how's your wellbeing?

Source: Employee Benefits

In a nutshell: Those charged with improving the wellbeing of their organization's workforce must often (always?) feel that their task is a somewhat [Sisyphean](#) one. No sooner have you dealt with one set of problems than life deals out another set of vicissitudes – here a Pandemic, there rampant inflation, over there a war et cetera. Financial-technology company Mintago have been asking 503 senior managers all about it. They found that 87% had been approached by an employee in the last year to discuss concerns about wellbeing. Mental health (48%); job satisfaction (43%), and financial wellbeing (40%) were the most common concerns. Of those raising financial issues 68% cited inflation as the main source of worry. This was followed by requests for a pay rise (50%); keeping up with housing costs (46%); and worries about debt (43%). A third said they did not have a clear process in place for handling employees' wellbeing and 47% said that they were uncomfortable handling their colleagues' financial wellbeing concerns.

You can read the whole of this article at

<https://employeebenefits.co.uk/87-of-employers-have-heard-wellbeing-concerns-from-staff/>

When being sent to Coventry leads to being sent to the sick-bay

Source: Personnel Today

In a nutshell: In this study – reported in *Personnel Today* – researchers from the University of Finland asked 569 healthcare workers in two Finnish hospitals about their experiences of ostracism. They found that being ostracized at work reduced people's job satisfaction, created negative perceptions of one's health, and increased stress. The

researchers found that nearly three-quarters of their sample had experienced ostracism such as colleagues failing to respond to a greeting, or no longer talking to them. Those who felt excluded at work were also more likely to think about leaving their job. Workplace ostracism was most frequently experienced by nurses, while those in management positions were the least likely to experience it.

You can read the whole of this article at

<https://www.personneltoday.com/hr/ostracism-at-work-study/>

Are employers getting less flexible?

Source: Employee Benefits

In a nutshell: Barnett Waddingham have been asking 302 directors and executives about flexibility in the workplace and 42% of them said they planned to become *less* flexible in 2024. 17% said they planned to become less flexible about where staff worked, and 15% said they were going to become stricter about working hours. However, 31% had introduced more flexibility over the last year with a third of employers being worried that staff would leave if they did not become more accommodating.

You can read the whole of this article at

<https://employeebenefits.co.uk/42-of-employers-plan-to-reduce-flexibility-for-staff-in-2024/>

Deskless workers dogged by debt

Source: Employee Benefits

In a nutshell: In this survey of deskless (blue collar) workers by consultants OC Tanner, they found that 50% of this group in the UK live pay-cheque to pay-cheque and are left without spare cash once they have paid their monthly bills. Almost a third said they had to borrow money from family and friends to pay bills. Financial pressures, a lack of support from employers, and not feeling valued had resulted in an 83% increase in the likelihood of these workers feeling burnt out, being disengaged with their job, and feeling disconnected from their organization. However, when deskless workers felt seen and valued by their organization their engagement levels increased by 674% and their sense of job fulfilment increased by 448%.

You can read the whole of this article at

<https://employeebenefits.co.uk/half-of-uk-deskless-workers-live-pay-cheque-to-pay-cheque/>

Desk-based workers' aches and pains

Source: Employee Benefits

In a nutshell: Joint troubles affected around 470,000 UK workers in 2020/21 with necks, shoulders and backs making up the majority of problems, and the Health and Safety Executive estimated that 8.9 million days were lost in 2019/20 due to musculoskeletal troubles. Problems for home workers include peering at a low laptop or smartphone for a long time, which can lead to neck and back problems. Home workers can end up working on makeshift desks

and tables, or even on the floor, bed, or sofa. Prolonged mouse use can lead to repetitive-strain injuries, such as carpal-tunnel syndrome, tennis elbow, bursitis, and tendinitis. Using dining-room chairs or stools instead of an office chair can also lead to problems as can sitting for too long. Tips to prevent these problems include:

- Raising laptop screens so they are at eye-level
- Taking regular screen breaks
- Making sure your desk is at the right height
- Having your arm in a neutral position when you use a mouse
- Using an ergonomic desk chair with full back support
- Feet should be flat on the floor and hips in a line below your shoulder
- Having two minutes of activity every hour

You can read the whole of this article at

<https://employeebenefits.co.uk/four-common-desk-based-employee-msk-issues-and-how-to-fix-them/>

Is our work-life balance toppling over?

Source: Personnel Today

In a nutshell: A new survey by insurance broker Reassured, has suggested that Christmas preparations could be the packet of mince pies that finally tips some people's work-life balance over the edge. They surveyed 1,500 workers and found that 56% of them did not feel they had a good work-life balance. Long hours and lack of good work-life balance was the second most-common reason (34%) for leaving a job, just behind poor pay (37%). Almost 14% of people said they had to work overtime during the week, and at weekends, to keep up with their work and 11% said they had cancelled personal plans. Those working in the media were most likely to say that their work-life balance was affected at particular times of the year, such as Christmas and 14% said that their mental-health got worse during these times of the year.

You can read the whole of this article at

<https://www.personneltoday.com/hr/long-hours-and-overtime-harming-health-especially-in-run-up-to-christmas/>