

Making People Count



February 2023

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Feedback and requests for additional evidence searches

We welcome your feedback on this bulletin: <https://forms.gle/fUcDvQnA2d48wrWs8>. This is completely anonymous and will only take a couple of minutes.

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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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Learning and Development

Can L&D give workers more scope?

Source: Journal of Vocational Behaviour

In a nutshell: In this study Qingyan Ye, from Zhejiang Gongshang University in China, led a team of researchers investigating whether organizations' spending on employee development paid off by making their employees more entrepreneurial. The researchers carried out two studies. The first was of 219 full-time employees in five high-tech companies and the second was of 289 workers from organizations in a variety of industries. Spending money on employee development led to more creativity on the part of employees which, in turn, led to more entrepreneurship.

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2023.103843>

Gamification and L&D

Source: shrm.org

In a nutshell: In this article, Lin Grensing-Pophal argues that making learning and development "game-centric," can boost employees' interest in, and engagement with, training and development. 95% of employees, according to some research, prefer a gamified work experience and "that gamification results in a 60% increase in engagement and a 40% increase in skills retention." Game-based assessments can be fairer, particularly for autistic candidates. Simulations are the best form of game-centric technology for L&D leading to improved knowledge retention and a greater motivation to learn. Gamification can also help geographically-dispersed teams come together and stop employees from "checking out," during online training. Gamified training is best when it's live and involves others, and creates a safe space "to fail gracefully." Designers should clearly identify their goals and stick to them, and base their offerings on strong industrial-organizational psychology foundations. Ease of use and the ability to tailor technology to the specific needs of the organization are important and it's also important not to pit employees against one another.

You can read the whole of this article at

<https://www.shrm.org/resourcesandtools/hr-topics/technology/pages/game-centric-technology-better-way-to-engage-employees.aspx>

People Management

Can you ever stop the Desk Bomber getting through?

Source: sodexoengage.com

In a nutshell: In this article the concept of "desk bombing," is introduced – "the act of approaching a person at their desk without prior agreement or appointment." This used to be regarded as a normal part of life but is now seen by some as a bit much. Technology has changed a lot and for many people text, online chats, and emails have become the preferred way of communicating. One poll found that 76% of Millennials have telephone anxiety with unexpected face-to-face interaction being seen as even worse. Desk bombing can lead to more direct communication and employees being more proactive and "there's no denying that there are times when there's a

need for face-to-face interaction.” However, employers could ask employees for their communication preferences; for instance, “I’m John. If you send me a handwritten letter, in a stamped-addressed envelope I will try and get back to you within six months.” Employers can also use team-building activities to boost workplace relationships, collaboration, and communication.

You can read the whole of this article at

<https://www.sodexoengage.com/blog/desk-bombing-establishing-boundaries-and-preferences>

HR. Are the levers connected to anything?

Source: International Journal of Human Resource Management

In a nutshell: In this study Alejandro Salvador-Gómez, from Universitat Jaume I in Spain, led a team of researchers studying 302 workers in 100 Spanish organizations. They found that motivation-enhancing initiatives from HR did increase line managers’ motivation and that opportunity-enhancing initiatives from HR improved line managers’ perceived ability, motivation, and opportunity, and – indirectly – the effectiveness of human-resource management implementation.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2022.2163855>

Supervisors and organizational socialization

Source: Human Resource Management Journal

In a nutshell: In this study Wan Jiang, from Tianjin University in China, led a team of researchers investigating how supervisors’ family-supportive behaviour influenced new employees’ “organizational socialization.” The researchers studied 202 pairs of supervisors and new employees and found that supervisors’ family-supportive behaviour promoted “newcomer proactive behaviours and organizational socialization.” This relationship was “contingent on gender and family motivation.”

You can read the abstract of this article at

<https://doi.org/10.1111/1748-8583.12491>

Goodfellas or Do the Right Thing?

Source: Sustainability

In a nutshell: In this study Cenk Tufan, from Akdeniz University in Turkey, led a team of researchers investigating the links between ethical leadership, employees’ perceptions of organizational justice, and “workplace deviant behaviours.” The researchers studied 487 customs officials working in 28 airports and found that ethical leadership had a direct and significant effect on organizational justice perception and that organizational justice perception had a negative, direct, and significant effect on workplace deviant behaviour. There was no direct link between ethical leadership and workplace deviant behaviour except via the mediation of organizational justice perception.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/15/2/1342>

[When being rude rubs off](#)

Source: Personnel Review

In a nutshell: In this study Ayesha Zahid and Shazia Nauman, from Rhipah University in Pakistan, studied 220 professionals working in the service sector. They found that intrapersonal conflict partially mediated the relationship between incivility at work and employees' deviant work behaviour. However, this relationship was weakened when the overall organizational climate was benign.

You can read the abstract of this article at

<https://doi.org/10.1108/PR-01-2022-0058>

Recruitment

[Got a Desmond? Don't worry, go to Santander](#)

Source: Personnel Today

In a nutshell: Recently many graduate recruiters have seen a 2:1 as a respectable minimum but Santander has just announced that it is removing the 2:1 requirement from its graduate-training scheme in an attempt to improve "the socio-economic diversity of its recruits." 16% of students leaving university don't get a 2:1 and by removing this minimum requirement Santander is extending the opportunity to apply to its scheme to 64,000 more people. Santander is ranked at number 40 in the 2022 Social Mobility Employers Index. Recent research from KPMG has found that class and socio-economic background has a greater impact on an individual's career progression than any other diversity characteristic.

You can read the whole of this article at

<https://www.personneltoday.com/hr/santander-graduate-scheme-degree-requirement/>

[Confidence mounts among job-seekers](#)

Source: Personnel Today

In a nutshell: Recruitment firm Robert Half has found that confidence among professional job candidates is at a record high. 47% of those surveyed said they were looking for a new job, up from 39% last year. Almost half were looking for a new role with a higher salary, and better benefits package. 43% were "bullish," about their next career move and said they were looking for better pay. Salary was the main motivator for people to move jobs but a desire for more flexible work was also important. 28% said their current employers' benefits were not competitive and 72% said that their present post needed to offer more-flexible working arrangements to keep them.

You can read the whole of this article at

<https://www.personneltoday.com/hr/jobseeker-confidence-robot-half-2023/>

What helps workers get their voice heard?

Source: The International Journal of Human Resource Management

In a nutshell: In this study Matts Ehrnrooth, from the Hanken School of Economics in Finland, led a team of researchers studying 403 workers in 232 Russian organizations. They found that transformational leadership and high-performance work systems both related positively to employee voice and that high-performance work systems had a stronger effect than transformational leadership.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2022.2163418>

Wellbeing

Been on a mindfulness course? How do you fancy another?

Source: Employee Benefits

In a nutshell: In this article Nick Martindale assesses AI's likely impact on the world of workplace benefits. This could include AI helping put benefits in front of employees, based on their personal needs and offering employees the benefits that best suit their needs. Employees could specify which areas of wellbeing interest them most and get a more personalized and tailored benefit scheme. Tasks such as manual data entry and benefits administration could become automated meaning HR teams spend less time on paperwork and more on the tasks that only humans can perform. AI might also make it easier for employees to get greater flexibility about enrolling in pensions and benefits schemes and by understanding what benefits work well for particular types of employee – based on factors such as sex, age, industry, and region – employers can come up with benefit design schemes in seconds.”

You can read the whole of this article at

<https://www.employeebenefits.co.uk/automation-ai-revolutionise-benefits-2023/>

Can a robot beat the blues?

Source: Sustainability

In a nutshell: In this study Daniel Y. Park and Hyungsook Kim, from Hanyang University in Korea, studied the effectiveness of “parasocial interaction,” with an AI chatbot designed to help people with depression. Being a woman and being younger emerged as “significant and positive factors influencing parasocial interactions.” Communication and emotional support, information- and guidance-seeking, and “habitual entertainment-seeking motives,” also influenced people’s interactions with the chatbot.

You can read the whole of this article at

<https://www.mdpi.com/2071-1050/15/1/872>

Constantly connected. Free as a bird, or a hamster on a wheel?

Source: Journal of Occupational and Organizational Psychology

In a nutshell: In this study Ward van Zoonen, from Erasmus University in Rotterdam, led a team of researchers who studied 192 workers. They found that after-hours connectivity “may operate as a resource that potentially empowers employees (increases autonomy),” and that “the freedom to work anytime, anywhere, does not itself increase after-hour connectivity.” The researchers also found that connectivity was linked to reduced emotional exhaustion, because it increased people’s autonomy.

You can read the abstract of this article at

<https://doi.org/10.1111/joop.12422>

New vistas of human dreadfulness

Source: Employee Benefits

In a nutshell: In this article employment lawyers Sian McKinley and Joshua Peters, from Herbert Smith Freehills, discuss the HR-law implications of the metaverse. “The nascent metaverse has already been plagued by allegations of e-groping and other inappropriate conduct.” Under the terms of the 2010 Equality Act “it is enough for someone to have a reasonable sense of grievance about treatment received,” and it is the effect of people’s actions, not the means of their delivery, that is important. “Clearly the use of avatars in the online workplace potentially widens scope for discrimination ... to occur.” Expectations about respect between employees should remain the same, as should the need for implementation and training on such policies. Asking people to use the metaverse could disadvantage people with sensory impairments and employers need to make reasonable adjustments for such people. Some people have reported nausea and migraines while using headsets for prolonged period and this needs to be taken account of as do the data-controlling implications of employers’ monitoring of people’s behaviour in the metaverse.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/sian-mckinley-and-joshua-peters-the-impact-of-the-metaverse-on-employment-law/>

Could home-working save the commuter belt?

Source: Personnel Today

In a nutshell: PlaceMake.io and Visitor Insights have been examining anonymized data for more than 500 high streets from between 2019 and 2022. They found that most employees tend to go into the office between Tuesday

and Thursday. This trend has led to increased activity in suburban and small towns as more employees work from home, rather than commuting into big cities. The town recording the biggest increases in activity were: Marlow, Glossop, Matlock, Colchester, Buxton, and Melton Mowbray but Kirkby in Merseyside also saw footfall up 160%. Seaside towns also did well with increases in activity. Morecambe was up 70%, Budleigh Salterton up 59% and Porthcawl 55%. At the same time the TUC has found that regular working from home has tripled since before the Pandemic. Another study found that even at the Wednesday peak office occupancy was only 36%, falling to 18% on a Friday.

You can read the whole of this article at

<https://www.personneltoday.com/hr/working-week/>

Mental health: people still reluctant to ask for sick leave

Source: Employee Benefits

In a nutshell: A new survey from the makers of the mental-health app Wysa found that only 13% of UK employees feel comfortable enough to admit to their employers that they need time off for mental ill-health. 83% said that they would prefer talking to a mental-health app than their HR department and 53% said that they would prefer an app over a therapist. More than a third (35%) of working 16 to 65-year-olds had experienced moderate-to-severe depression or anxiety. 62% of those with moderate-to-severe anxiety had taken time off but lied about the reason, compared to 66% of those with depression. When unable to work due to mental ill health 24% had taken time off sick, and 22% had taken annual leave. 48% went into work regardless, but only 14% were honest and cited stress, or mental health, as a reason for sickness absence. This rose to 18% of those between 25 and 34, but only 9% of those aged 55 and over had done this. Contrary to stereotypes about the male stiff upper-lip men were more likely to take paid time off than women (25% vs 17%), whereas women were more likely to go into work anyway (54% vs 47%).

You can read the whole of this article at

<https://www.employeebenefits.co.uk/13-comfortable-time-off-mental-ill-health/>

Why falling asleep at work is no laughing matter

Source: sodexoengage

In a nutshell: One study estimated that lack of sleep costs employers about \$136bn a year in lost productivity and it's also estimated that 13% of workplace accidents are due to fatigue. Scientists think people need about eight hours, ten minutes a night for optimum health so how can employers help? Organizations need to lead by example having a culture that promotes the importance of self-care and physical and mental health. This can include encouraging employees to take breaks from their desks and screens and use the whole of their lunch break. Parents of young children regularly miss out on sleep and flexible working – allowing employees to plan their working day around the times when they're at their best – can make a significant impact. Hybrid working can free up travel time to allow for a bit longer in bed and employees can even have a nap at lunch or a "power nap," in the home office. Lack of sleep can worsen people's ability to cope with anxiety so it's also a good idea to keep internal lines of communication open so workers "are confident discussing their concerns and needs with managers."

You can read the whole of this article at

<https://www.sodexoengage.com/blog/tiredness-at-work-support-employee-health-and-boost-performance>

Is a fairer deal on the way for precarious workers?

Source: Employee Benefits

In a nutshell: The government has launched a consultation on holiday pay for workers on temporary, part-year and zero-hours contracts. The consultation is intended to explore how the process of calculating holiday pay for these groups can be simplified for employers and provide clarity to employees. It proposes to introduce a holiday entitlement reference period for part-year employees and those who work irregular hours so that their holiday pay and entitlement is directly proportionate to the time they work. It also aims to understand how entitlement is currently calculated for agency workers, how the consultation proposal might be implemented, and review and potentially amend [leave entitlement](#) legislation. The government is seeking responses from employers, workers, business representative groups, unions, and those representing the interests of groups in the labour market. The consultation will be open for eight weeks and will close on 9 March 2023. The consultation follows the UK Supreme Court's ruling last July during the *Harpur Trust v Brazel* case that annual leave entitlement could not be pro-rated for part-year workers. Those on a term-time, zero-hours or irregular hours contract are entitled to receive 5.6 weeks of [paid annual leave](#) regardless of how many weeks per year they worked.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/government-launches-holiday-pay-consultation/>

Are employers getting R&R right?

Source: Employee Benefits

In a nutshell: Employee-engagement platform Reward Gateway have been asking 3,000 workers from all over the world all about reward and recognition. They found more than 55% of British workers wanted their employer to spend more on employee reward and recognition and that more than half of UK employees frequently experienced stress at work. 39% said that the largest negative impact had been on their wellbeing, and more than four in five said that workplace burnout had affected their overall mental health and wellbeing. Only 39% of respondents rated their employer's mental-wellbeing support as good or excellent, with the figures being 32% for physical wellbeing support, and 28% for financial-wellbeing support. Of those who frequently experienced stress at work 74% rated their employer's recognition of it as poor, with 66% rating their employer's recognition of burnout as poor. 72% said that their work wellbeing would improve if they were thanked more for their hard work, and 24% said that they were no longer going above and beyond their specific responsibilities or schedule.

You can read the whole of this article at

<https://www.employeebenefits.co.uk/55-of-uk-staff-want-more-reward-and-recognition-investment/>

[Getting to grips with granny. Part One](#)

Source: Employee Benefits

In a nutshell: The Neonatal Care (Leave and Pay) Bill and Carer's Leave Bill are currently being discussed in the House of Commons. The bills will provide leave and pay for those with children receiving neonatal care and unpaid leave for staff with caring responsibilities. However, "eldercare," benefits lag far behind childcare ones. In the UK people spend £23bn on care services a year, with the average care home fees costing families £50,000 a year. The ONH has forecast that by 2024 there will be more elderly dependencies per person than child dependencies. Employees don't need a bolt-on to child-care but comprehensive support and planning for their elderly loved ones and whilst their context might be slightly different "the overall aim is to relieve burden, remove complexity, and enable employees to continue their career."

You can read the whole of this article at

<https://www.employeebenefits.co.uk/childcare-vs-eldercare-how-polarising-benefits-can-work-together/>

[Burn out and GP trainees](#)

Source: BMC Medical Education

In a nutshell: In this study Rebekah Hoffman, from the University of Wollongong, in Australia, led a team of researchers investigating burnout in a sample of 366 GP registrars. Over 75% of them experienced moderate to high levels of burnout. Being older was associated with an increased risk of a lower feeling of personal accomplishment and being a woman was associated with lower levels of emotional exhaustion. Having more children was associated with *lower* levels of burnout, independent of the amount of hours worked.

You can read the whole of this article at

<https://bmcmmededuc.biomedcentral.com/articles/10.1186/s12909-023-04043-4#Sec10>