

What Makes for Good Work: An Overview of Three Systematic Reviews on Different Aspects of Work and Wellbeing

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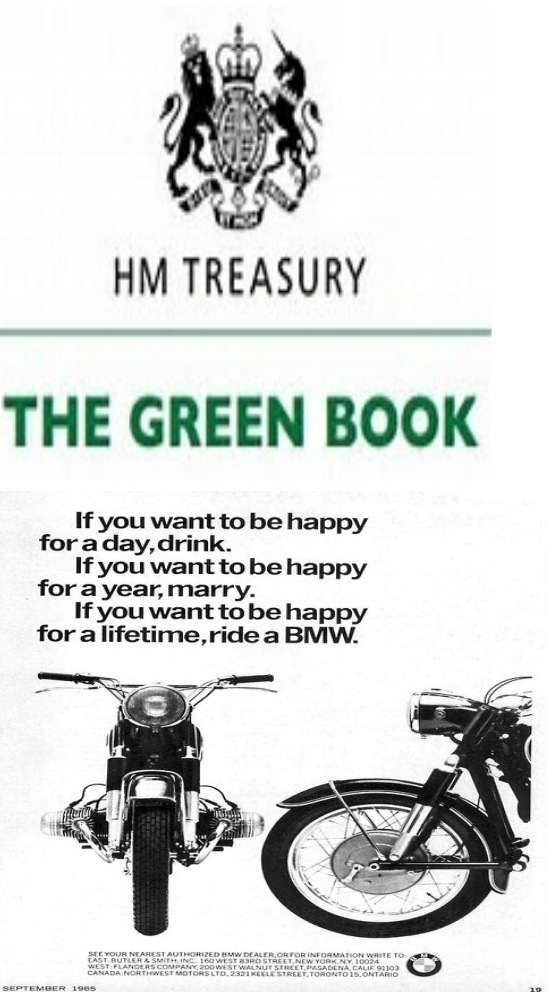
Thanks for the invitation

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Why Work and Wellbeing?



Political will and failure of GDP as an index of progress

The function of Government is our welfare

Centrality of work (worklessness and preparation for work)

Culturally - work ethic

Institutionally – e.g. Higher Ed. as part of BIS

Regionally – attraction of skilled employment

Systematic Review Methods #1



Determine 'what works'

Moves beyond meta-analysis through analysis of 'what works'

How it works – examine mechanisms and implementation factors

For whom, when and why? If sufficient studies

Systematically what we don't know

Supplement with cost-effectiveness analysis

For a given change in a metric of wellbeing - £ ££ £££

Systematic Review Methods #2



Highly proceduralised and protocols logged a priori (e.g. Prospero)

Determine what methods are in and out of scope a priori

We focus on interventions

Peer review and data extraction checks, consistency, tables and figures

Data extraction tables & harvest plots

Quality of evidence – GRADE and CERQual



Very specific questions – who gets to decide?

Why Stakeholder Views?



Politically a 'good' idea

Prevents co-option by dominant groups

e.g. wellbeing industry, neo-liberal politics, single academic discipline

Helps resourcing by understanding priorities

Acceptance by stakeholders & accommodation of multiple views

Particularly in multiagency implementation

Regional divergence

Competing preferences – e.g. business, unions, regulators

Well-being as a democratising concept that belongs to all

Stakeholder views on work, wellbeing productivity – some surprises!



Views from over 400 people across UK
– consultations, interviews, events
– experts, learners and workers

Stakeholder concern

Life satisfaction/ happiness

Mental health

Competence & self-determination

Productive economic activity

Belonging to a (workplace) community*

* Happy-productive-*socially embedded* worker thesis

Work and wellbeing



Job quality

Organisational communities

Work-based learning

Management competencies

NB Workplace Health Promotion, Mindfulness, CBT, resilience training and individualised interventions not salient – mismatch with evidence and what businesses invest in – but consistent with unions and (some) regulators

Work-Based Learning



Review of best possible evidence - 41 studies

Training for wellbeing:

Training designed to help an individual cope with stress and develop 'resilience' can be beneficial for wellbeing 😊😊😊 £-££

Professional Training:

Training and development for an individual's professional skills may also have positive benefits for the wellbeing of the learner 😊 £-££ (but ROI)

Leadership Training:

Training leaders to be effective and supportive in managing employees may enhance wellbeing for both groups, when the most appropriate learning process is used and in the right context 😊 £ (but ROI)

Organisations as Communities



over 900 studies demonstrating an association or in the lab.

found only 8 studies of intentional organisational efforts

6 on shared activities – support, identity, cohesion

2 on fairness – performance management, email monitoring – not enough
evidence

*Actions to improve social functioning in workplaces through shared activities
improve well-being and a range of performance-relevant outcomes.*

*Such actions require some input external to the workgroups concerned,
favourable worker attitudes prior to the intervention and several different
components 😊 😊 - £-££*

Review on What Works for Job Quality



3 studies of intentional changes

Success
Commitment - necessary but insufficient 😊😊
Integration with other systems 😊😊
Participation and context sensitivity 😊😊

Training → job quality wb = 😊 pf = 😊 £ Indeterminate or accumulative effects

job quality * training wb = 😊 😊 pf = 😊 £££ Training best for high quality jobs

Under training (for jq) wb & pf = 😊 £ - ££ No firm conclusions

Participatory wb & pf = 😞 Some adverse fx

System wide change wb & pf = 😊😊 £££ but £££ ROI

Integrated and extensive HRΔ (+ worker welfare)

Why Does it Matter? NHS Staff Survey



2013 → Δ2012-2014)

Organizations that made the most extensive use of quality jobs + supporting HRM were:

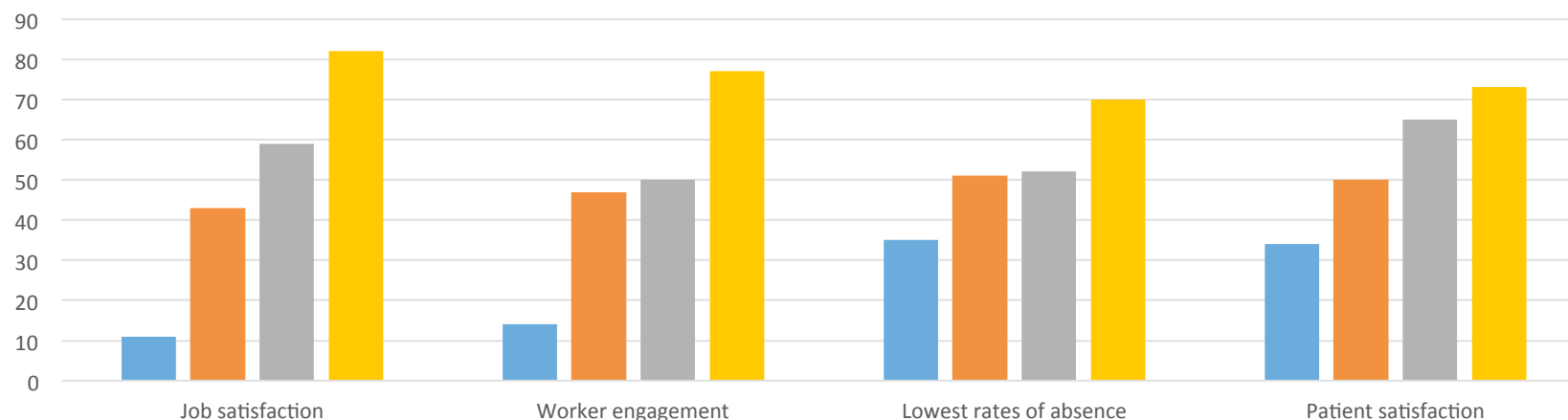
2.17 times more likely to have staff satisfied with the jobs

3.16 times more likely to have high levels of staff engagement

3.19 times more likely to have the lowest levels of sickness absence

4.40 times more likely to have satisfied patients

Human resource management, wellbeing and performance



What? Policy and Practice



framing what we value in wellbeing initiatives

framing how things are done

Government to play a central role?

Exemplary multi-stakeholder initiatives

– Scottish Fair Work? North Sea Step Change

Fiscal incentives

More simple nudges

> 60% workers in UK have decent quality work

Ethical investment

Start with the easy stuff – communities & training

What? Research



same things keep coming up for stakeholders – are we missing something?

e.g. job quality and over-whelming epidemiological evidence

e.g. if social identity & fairness so robust – why so few intervention studies?

new institutional forms

Co-evolution of knowledge with multiple actors

Public facing and publicly engaged and informed

Working with multiple stakeholders

Multidisciplinary ‘wellbeing scientists’

THANK YOU!

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