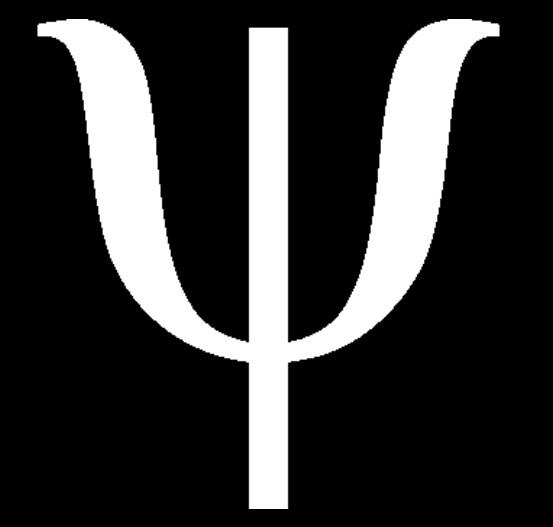# Managers:
Creating a Better Work Environment and Productivity

Sarah Glasco
Pacific Lutheran University

Background

- Employee well-being has become a popular research topic (Bakker, 2015).

- A major part of employee well-being is the work environment and managers have a lot of influence over the work environment (Gayed et al., 2018; Lindstrom, 1994).

- Managers have an impact on employees mental and physical health (Gayed et al., 2018; Kelloway & Barling 2010).

- Work environments also impact work productivity and performance (Bakker, 2015; Gilbreath, 2011).

Purpose

- The purpose of this review was to research ways that managers could create better work environments and better work productivity/performance. The goal was to find things managers could do without needing obtain approval.

Method

- PsycINFO (EBSCO) was the search engined use to find articles for the current review
- The search terms use were "managers or leaders or supervisors and health work environment" and "healthy work environment and work performance or job performance or work productivity"
- The sources were first narrowed down by relevant abstracts then the full articles were read and narrowed down by relevancy to research question.

Work Environment Improvement

- **Management styles**: There are different types of leadership that can have positive and negative affects on the work environment.
    - Positive Leadership types: Transformational, Ethical, calm and supportive attitudes, and being a good example (Kalshoven & Boon, 2012; Zineldin, 2017).
    - Negative Leadership types: Destructive, abusive, passive, and panic display (Kelloway & Barling, 2010; Zineldin, 2017).
    - *Work Productivity/Performance*: The positive leadership types have shown increase work productivity and performance and the negative types have been shown to decrease productivity and performance (Kelloway & Barling, 2010; Zineldin, 2017)
- **Job Demands and Resources**: Job demands and lack of job resources can become work stressors, and managers have the ability to moderate job demands and provide resources to better the work env ironment (Lindstrom, 1994; Gayed et al., 2018; Gilbreath, 2011).
    - Job demands: Workload, time pressure, organizational goals, etc (Bakker, 2015).
    - Job resources: Opportunities for promotion, role clarity, support, etc (Bakker, 2015; Lindstrom, 1994; Gayed et al., 2018).
    - *Work Productivity/Performance*: Job stressors have shown to have an impact on work productivity (Firth, Mellor, Moore, Loquet, 2004; Fukui, Wu, & Salyers, 2019). High job demands results in lower work performance, but more job resources has shown to improve work performance and productivity (Bakker, 2015).

Discussion

- Among the literature management styles, job demands, and resources were the three broad aspects of the work environment that managers can improve. By improving these aspects of the work environment the work environment will be become better and healthier for employees.

- Creating a better environment with those variables have shown to improve work productivity and performance as well.

References

Bakker, A. B. (2015). Toards a multilevel approach of employee well-being. *European Journal of Work and Organizational Psychology, 24*(6), 839-843.

Firth, L., Mellor, D. J., Moore, K. A., & Loquet, C. (2004). How can managers reduce employee intention to quit? *Journal of Managerial Psychology, 19*(2), 170-187.

Fukui, S., Wu, W., & Salyers, M. P. (2019). Impact of Supervisory Support on Turnover Intention: The Mediating Role of Burnout and Job Satisfaction in a Longitudinal Study. Administration and Policy in Mental *Health and Mental Health Services Research, 46*(4), 488-497.

Gayed, A., Bryan, B. T., Petrie, K., Deady, M., Milner, A., Lamontagne, A. D., … Harvey, S. B. (2018). A protocol for the HeadCoach trial: the development and evaluation of an online mental health training program for workplace managers. *BMC Psychiatry, 18*(1).

Gilbreath, B. (2011). Educating Managers to Create Healthy Workplaces. *Journal of Management Education, 36*(2), 166-190.

Kalshoven, K., & Boon, C. T. (2012). Ethical Leadership, Employee Well-Being, and Helping. *Journal of Personnel Psychology, 11*(1), 60-68.

Kelloway, E. K., & Barling, J. (2010). Leadership development as an intervention in occupational health psychology. *Work & Stress, 24*(3), 260-279.

Lindstrom, K. (1994). Psychosocial criteria for good work organization. *Scandinavian Journal of Work, Environment, & Health, 20,* 123-133

Zineldin, M. (2017) Transformational leadership behavior, emotions, and outcomes: Health psychology perspective in the workplace. *Journal of Workplace Behavioral Health, 32*(1), 14-25.