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 engine used to find articles for the current review
- The search terms used 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)

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

References