

# New Faculty Forum: Work-Life Balance

*“It may be that the purpose of your life  
is to be a cautionary example to others.”*

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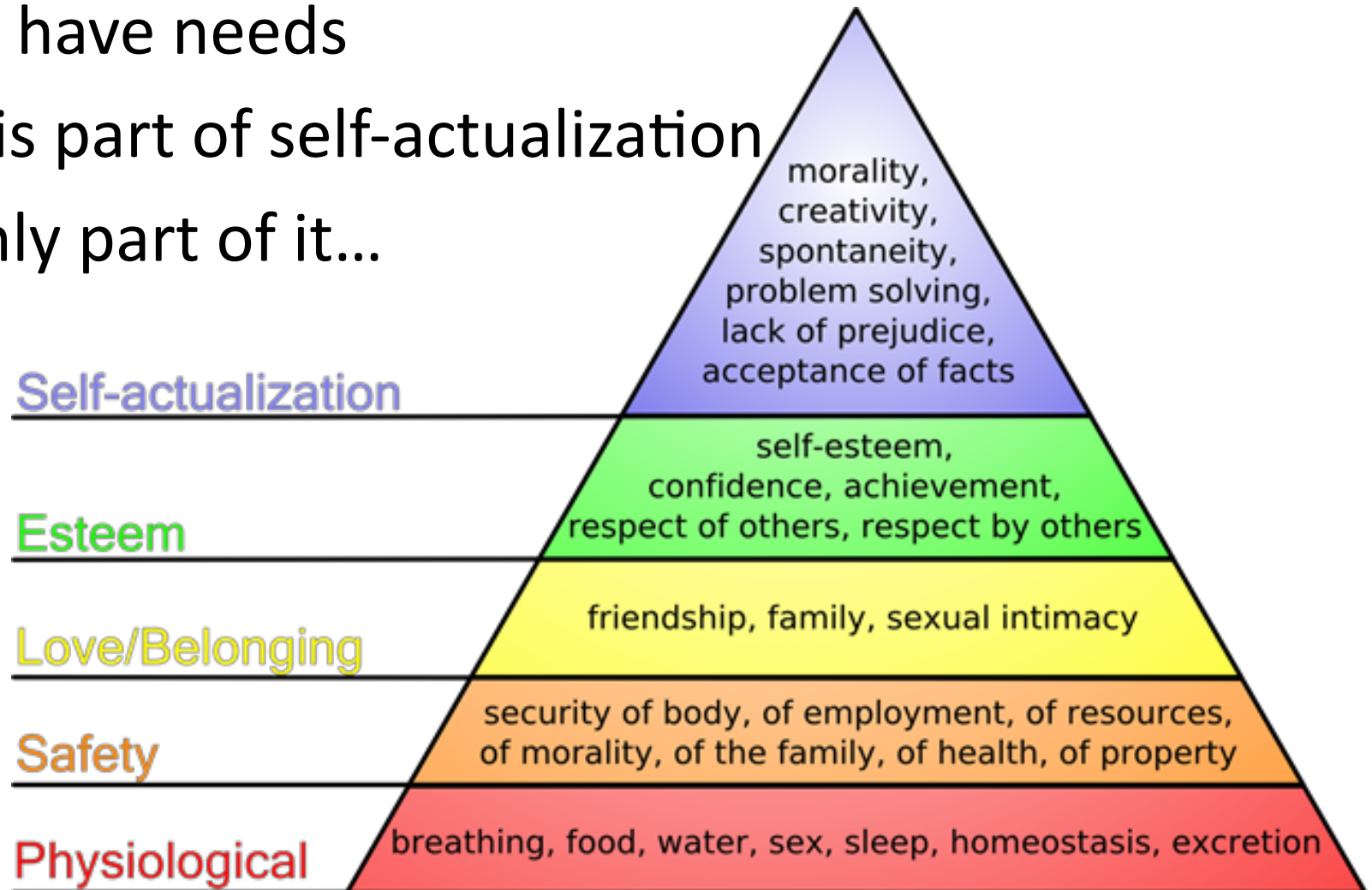
# Work-Life/Family Balance

(Greenhaus et al., 2003)

- The extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role
- 3 components (+ve or -ve) of work-life balance
  - Time balance
  - Involvement balance (psychological)
  - Satisfaction balance
- Balance can be viewed as a matter of degree
  - (it's a continuum)

# Maslow's Hierarchy of Needs

- We all have needs
- Work is part of self-actualization
- But only part of it...



# Work-Life Balance

- Happy workers are productive & creative
- An appropriate focus on work is *part* of happiness
  - One framework for balance is the Seven Fs:  
Faith, Family, Finances, Fitness, Friends, Fun and Future
- Inappropriate focus on some needs through work (esteem) puts other needs at risk
- Chronic stress has long-term negative impacts on:
  - Psychological health
  - Relationships
  - Physical health
  - Productivity
  - Creativity

$$\text{Esteem} = \frac{\text{Success}}{\text{Pretensions}}$$

- People get social strokes in three ways:
  - Affirmation
  - Affiliation
  - Control
- Academics who need constant affirmation may fare poorly in the long run
- It can drive success, but also paradoxically perpetuates low self-esteem, which leads to workaholism if there is no balance with other areas of validation
- “If you want adoration, get a dog.”
- Better yet, have self-esteem from core personal priorities

# A Model for the Analysis of Work-Life Balance (Guest, 2002)

**Nature, causes and consequences of work–life balance**

<i>Determinants</i>	<i>Nature of the balance</i>	<i>Consequences/impact</i>
Organizational factors	Subjective indicators	
Demands of work	Balance – emphasis	Work satisfaction
Culture of work	equally on home and work	Life satisfaction
Demands of home	Balance – home central	Mental health/well-being
Culture of home	Balance – work central	Stress/illness
Individual factors		Behaviour/performance at work
Work orientation	Spillover and/or interference of work to home	Behaviour/performance at home
Personality	Spillover and/or interference of home to work	
Energy		
Personal control and coping		Impact on others at work
Gender		Impact on others at home
Age	Objective indicators	
Life and career stage	Hours of work	
	“Free” time	
	Family roles	

# Feeling Good at Work

(Canadian Centre for Occupational Health and Safety, 2013)

- 13 organizational factors that impact the health of individual employees (psychosocial risk factors)

Psychological Support	Recognition & Reward
Organizational Culture	Involvement & Influence
Clear Leadership & Expectations	Workload Management
Civility & Respect	Engagement
Psychological Job Fit	Balance
Growth & Development	Psychological Protection
Protection of Physical Safety	

# Feeling Good at Work

(Canadian Centre for Occupational Health and Safety, 2013)

- Employee (and employer) benefits when risk factors are addressed/managed:
  - **Improved**
    - Creativity; employee co-operation; employee engagement; employee retention; loyalty to organization; morale and employee satisfaction; productivity, and recruitment
  - **Reduced**
    - Absenteeism; employee turnover (means reduced recruitment and retraining costs); grievances; health costs; medical leave/disability; presenteeism; workplace injuries and accidents, and work time lost



# Don't Take It from Me: The Value of Active Leisure in Discovery

*Thinkers have at all times resorted to the restful inspiration of a walk in the woods or a stroll over hill and dale.*

- Jos. Jastrow

(See also: Emerson, Helmholtz, Pavlov, Poincare, da Vinci, Einstein, Picasso, and myriad others)

# References

- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work–family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510-531.
- Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255-279.
- Canadian Centre for Occupational Health and Safety (2013). *Mental Health at Work*. Retrieved online at [http://www.ccohs.ca/oshanswers/psychosocial/mentalhealth\\_work.html](http://www.ccohs.ca/oshanswers/psychosocial/mentalhealth_work.html)