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PhD

Revisiting the Happy-Productive Worker Thesis from a Eudaimonic Perspective

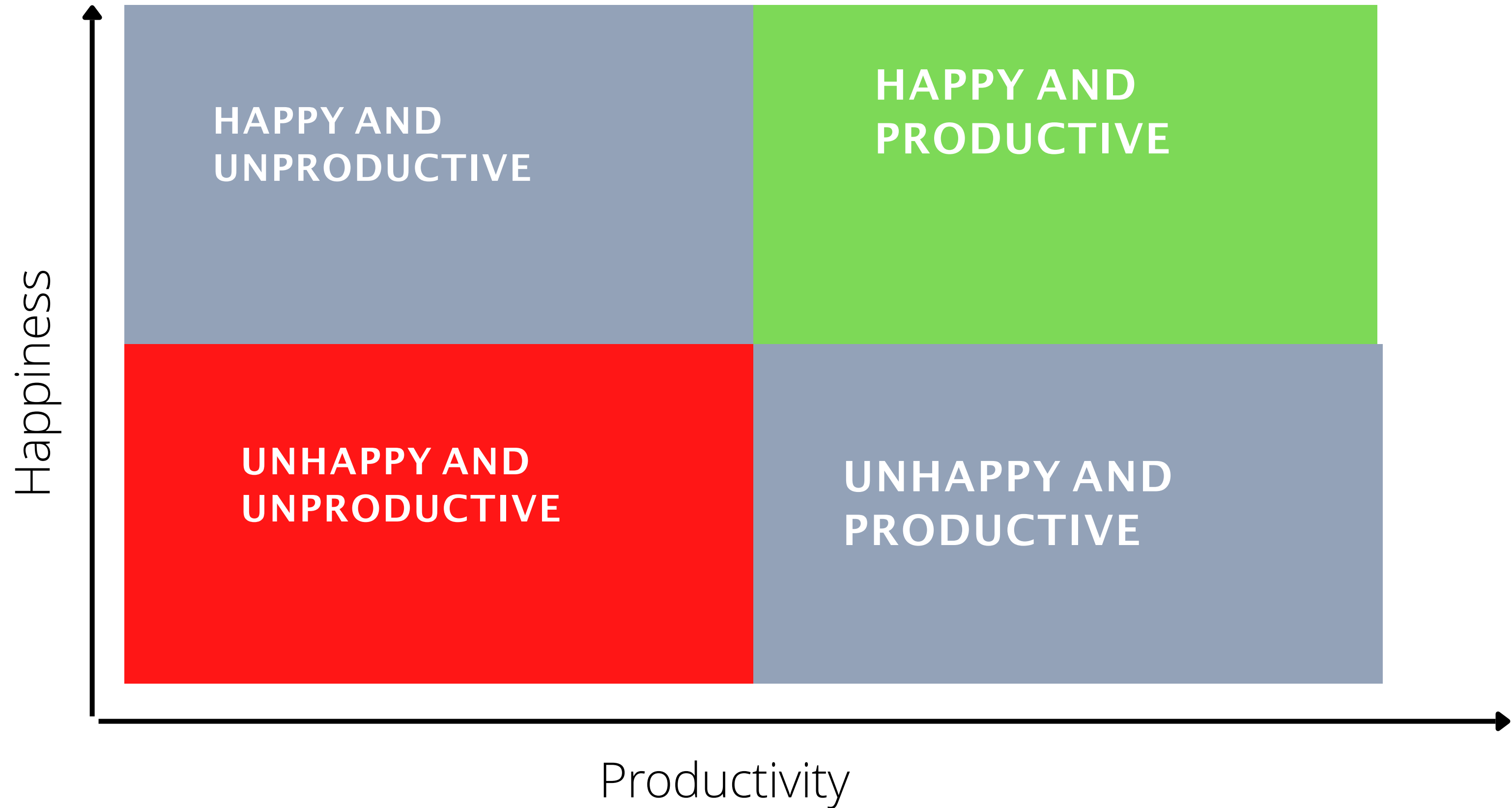
A Systematic Review



The Happy-Productive Worker Thesis

Under equal conditions, happier worker will perform better than unhappy ones

Or will they...



Hedonism VS Eudaimonia

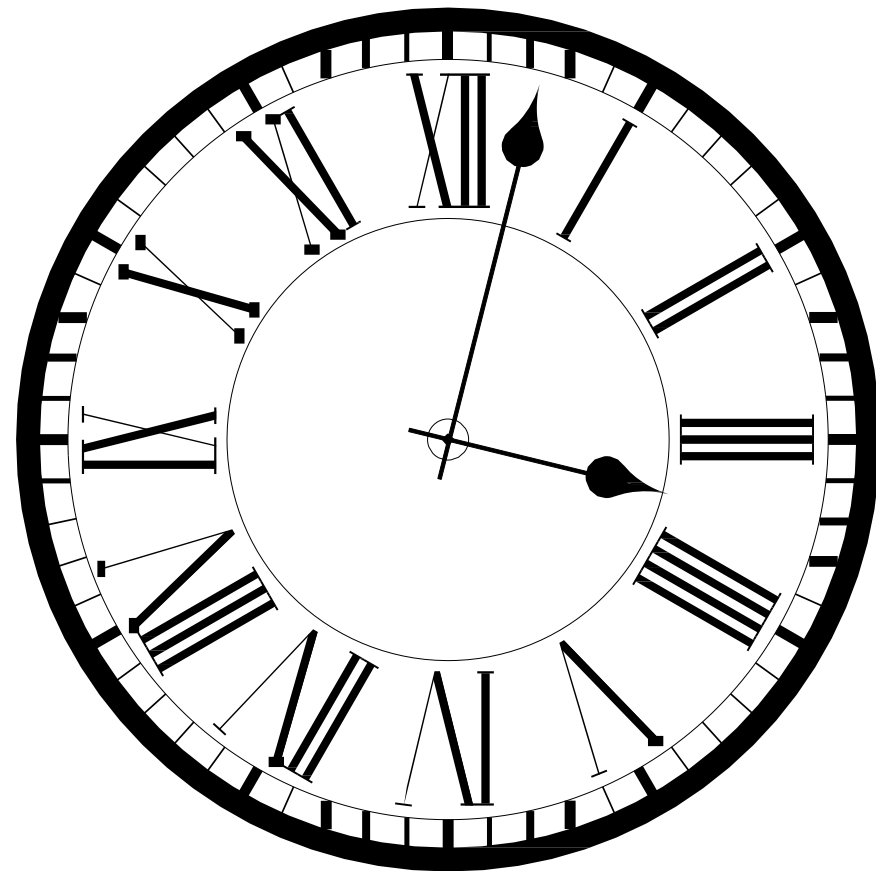
GOOD
TIMES

- pleasure and positive affect
- pleasure attainment and pain avoidance
- job satisfaction

- meaning
- self-realization
- excellence
- a perfectionistic ideal that gives direction to life



Eudaimonia



- **Present-oriented**
 - Flow
 - Engagement
- **Future-oriented**
 - Psychological wellbeing
 - Growth
 - Development
 - Purpose, meaning



Performance

4 broad dimensions

- **Task or in-role**
refers to the activities included in the job description

- **Contextual or extra-role**
behaviors that are not considered in job descriptions, behaviors that support the organizational, social, or psychological environment

- **Creative performance**
behaviors that express employees' creativity through novel ideas, procedures, or products that are beneficial for the organization

- **Counterproductive behaviors**
They harm the functioning of the organization: absenteeism, theft, or substance abuse.

- **Global performance**
composite indicators of performance include varied performance measures together in one global measure of two or more types of performance in a composite score.

Research questions

RQ1: What is the empirical evidence about the relationship between EWB and performance used in HPWT research when differentiating the specific dimensions of both constructs?

RQ2: What is the empirical evidence about the (bi)directionality of the relationship between EWB and performance in the framework of the HPWT?

RQ3: What are the main theories that have supported the empirical research on the relationships between EWB constructs and different performance types?

Method

- PRISMA protocol for systematic reviews
- ProQuest and PsycINFO
- Time scope from 2001 to 2020.

ti((Happiness OR well-being OR well-being OR job satisfaction OR positive emotions OR affective well-being OR mood OR pleasure OR happy OR psychological well-being OR engagement OR flourishing OR flow OR unhappy OR purpose OR meaning OR positive affect OR negative affect OR enthusiasm OR worthwhileness OR hedonic OR eudaimonic OR exhaustion) AND (performance OR productivity OR creativity OR efficiency OR effectiveness OR in-role OR extra-role OR OCB OR creative OR organizational citizenship behavior OR prosocial behavior OR counterproductive OR effort OR customer satisfaction OR work facilitation OR innovative OR innovativeness innovation)) AND ab(((Occupational OR work OR employee OR job OR staff OR personnel OR workplace OR workforce OR organization OR organisation OR companies OR company OR firm OR industry) AND (Research OR sample OR results OR participants OR subjects)))

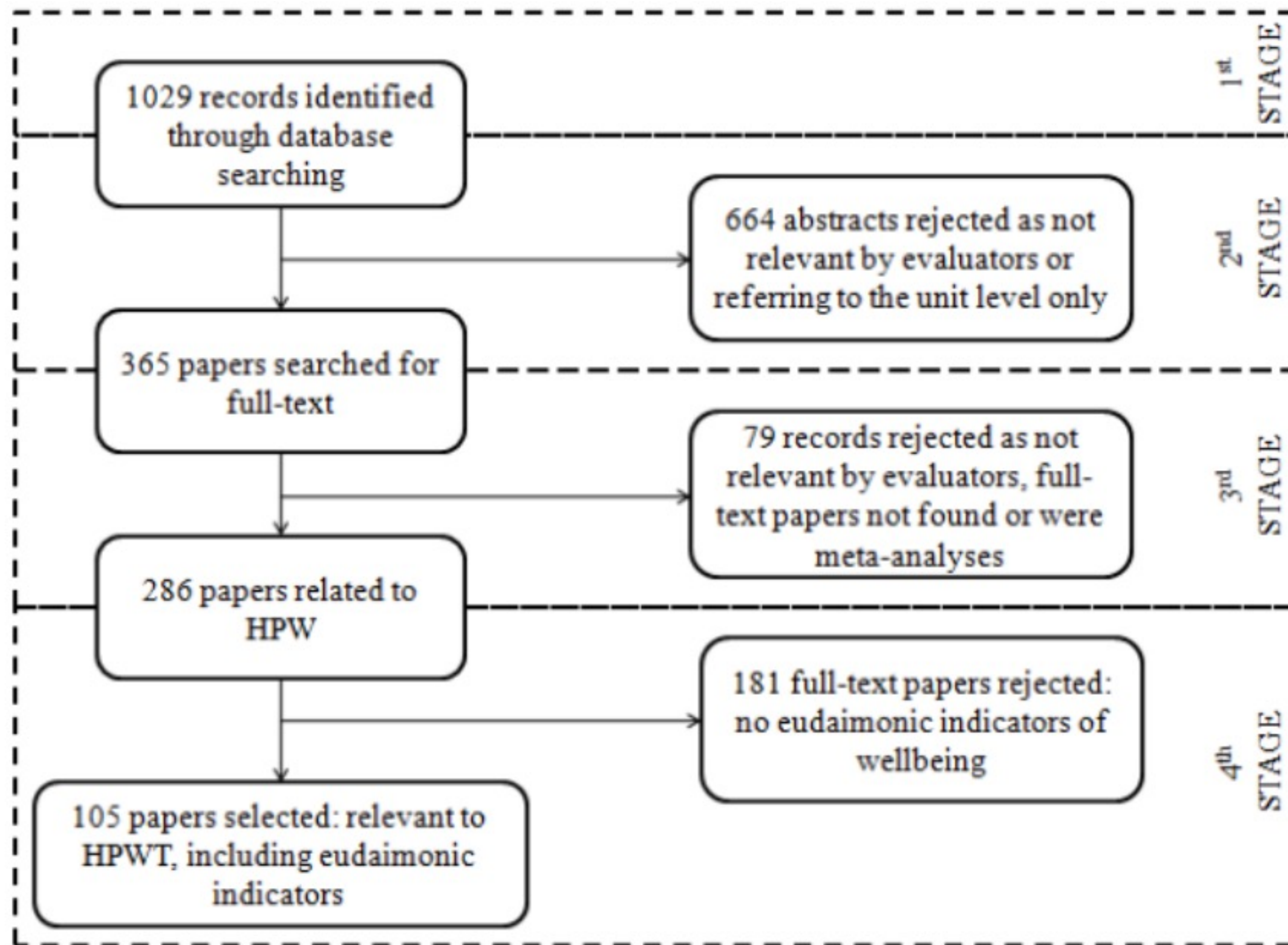


Figure 1. Overview of the search, analysis, and selection process.

SELECTED STUDIES



105 EMPIRICAL STUDIES

E.G.: Journal of Applied Social Psychology, Journal of Organizational Behavior, etc.



THE 105 STUDIES REPORTED DATA ON 188 RELATIONSHIPS BETWEEN WELL-BEING AND PERFORMANCE



- 57 (30.32%) RELATIONSHIPS INVOLVED TASK PERFORMANCE
- 65 (34.57%) CONTEXTUAL PERFORMANCE
- 27 (14.36%) CREATIVE PERFORMANCE
- 10 (5.32%) COUNTERPRODUCTIVE PERFORMANCE
- 29 (15.43%) GLOBAL PERFORMANCE

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RESULTS

Table 1. Summary of EWB–performance relationships.

	(+)	Ns	(–)
Task	47	8	2
Contextual	58	6	1
Creative	25	2	0
Counterpr.	9	1	0
Global	24	5	0
TOTAL	163	22	3

(+) = support HPWT; ns = not significant relationships; (–) = contrary to the HPWT; counterpr. = counterproductive.



EWB-Performance Relationships

- Predominance of positive relationships (86.70%)
- The rest are mostly non-significant (11.70%)
- Only 3 show a significant negative relationship (1.60%).
- There is a clear prevalence of **positive** relationships involving contextual performance (58), followed by task (47)
- EWB-counterproductive performance negative relationships (9) have been studied less.
- Of the 25 non-positive relationships (22 N.S.):
 - 8 were with task performance
 - 6 with contextual performance
 - 5 with global performance
 - 2 with creative performance
 - 1 with counterproductive performance.
- The only 3 negative relationships. They involved task (2) and contextual performance (1).

RESULTS

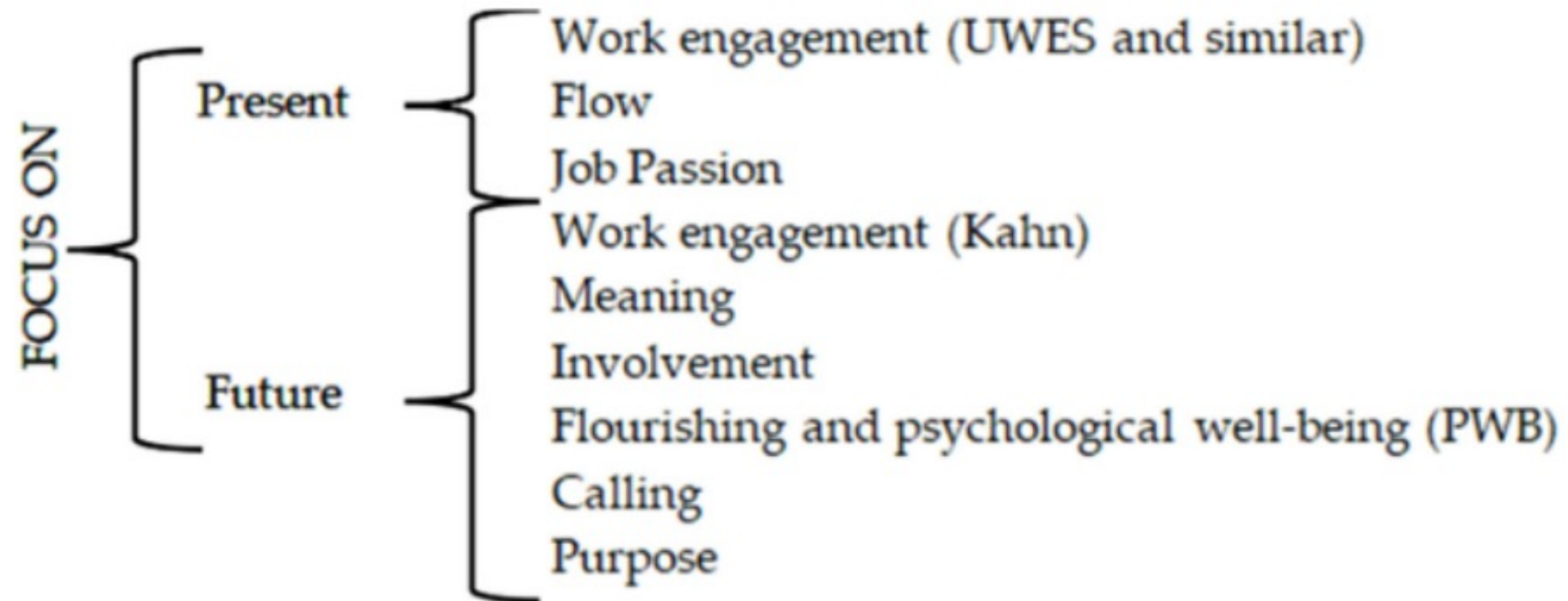


Figure 2. Eudaimonic well-being conceptualizations.

Table 2. Summary of EWB–performance relationships considering the different EWB constructs found.

FOCUS ON PRESENT																		
	Work Engagement (UWES and Similar)			Flow			Job Passion											
	(+)	ns	(-)	(+)	ns	(-)	(+)	ns	(-)									
Task	38	5	1	3	0	0	0	0	0									
Contextual	48	3	1	1	1	0	0	0	0									
Creative	20	2	0	2	0	0	0	0	0									
Counterpr.	7	0	0	0	0	0	0	0	0									
Global	18	2	0	0	0	0	2	1	0									
TOTAL	131	12	2	6	1	0	2	1	0									
FOCUS ON FUTURE																		
	Work Engagement (Kahn)			Meaning			Involvement			Flourishing and PWB			Calling			Purpose		
	(+)	Ns	(-)	(+)	ns	(-)	(+)	ns	(-)	(+)	ns	(-)	(+)	ns	(-)	(+)	ns	(-)
Task	3	0	0	2	2	0	0	1	1	1	0	0	0	0	0	0	0	0
Contextual	4	0	0	2	0	0	3	1	0	0	1	0	0	0	0	0	0	0
Creative	1	0	0	0	0	0	1	0	0	1	0	0	0	0	0	0	0	0
Counterpr.	2	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0
Global	0	0	0	0	1	0	0	1	0	2	0	0	1	0	0	1	0	0
TOTAL	10	0	0	4	3	0	4	4	1	4	1	0	1	0	0	1	0	0

(+) = support HPWT; ns = not significant relationships; (–) = contrary to the HPWT; counterpr.: counterproductive; PWB: psychological well-being. UWES: Utrecht Work Engagement Scale.



Moderating and mediating variables

Our review yielded 47 EWB–performance relationships that were studied considering interaction effects and/or mediated by other variables.

Moderators

Personality characteristics

Self-efficacy

Abusive supervision

Perceived organizational support

Flow variability

Mediators

Positive and negative affect

Cognitive absorption

Flexible human resource management
practices

Personal initiative

Innovative behavior

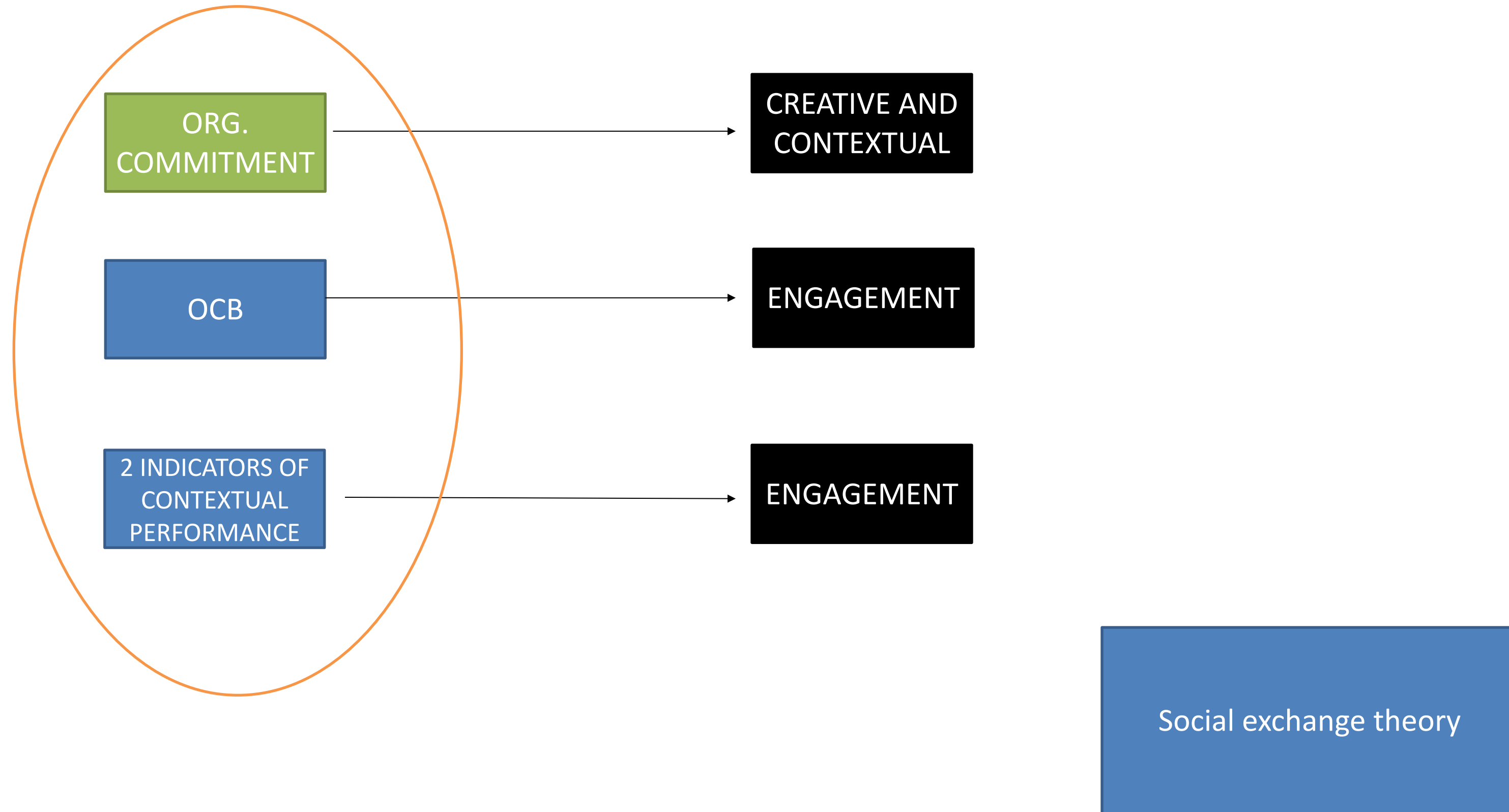
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Bi-directionality of the relationship



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THEORIES

The Job Demands-Resources (JD-R) model

Conservation of resources (CoR)

> job resources lead to
work engagement

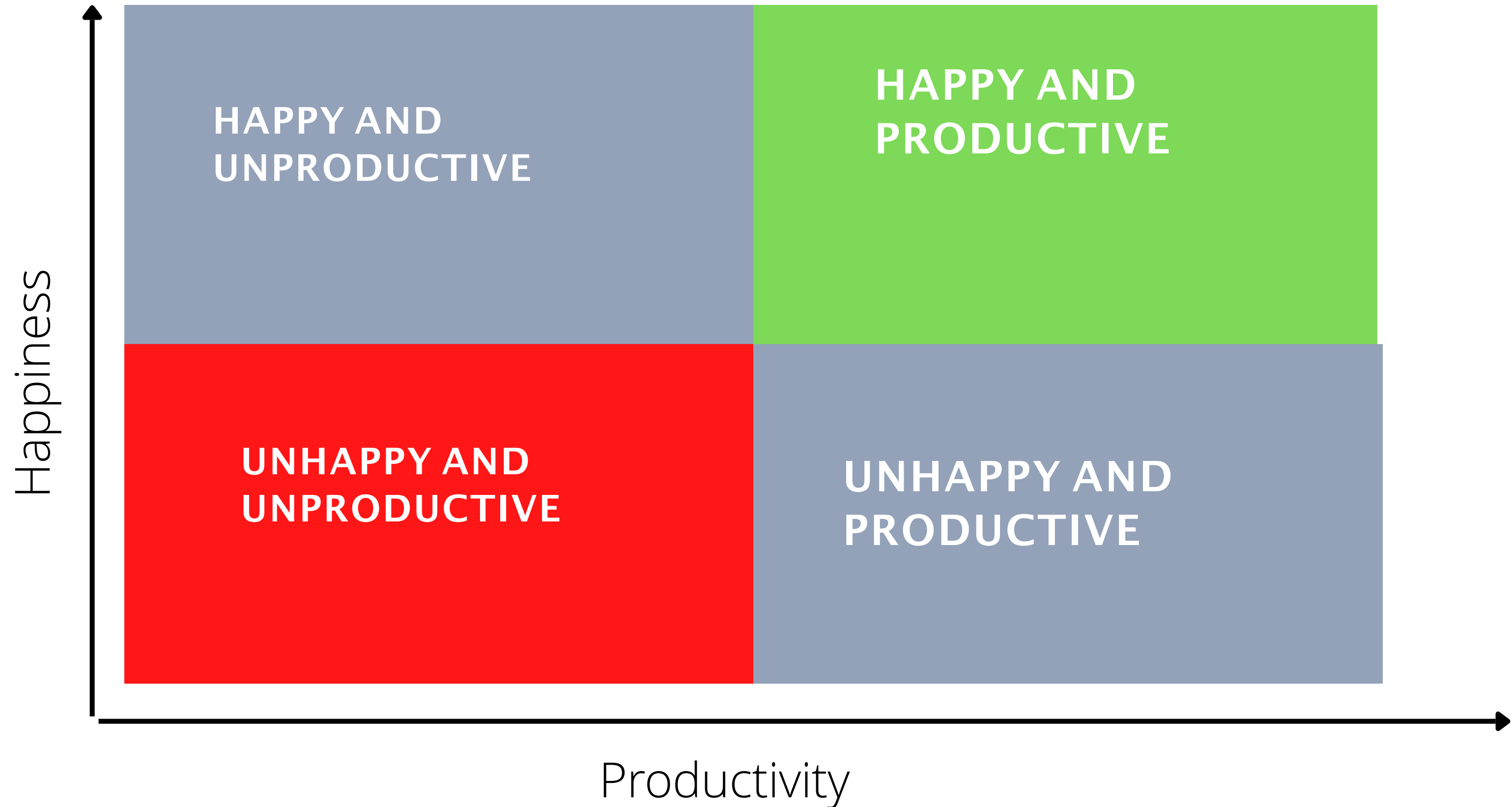
Broaden-and-Built: openness, and helping tendencies (OCB) that are facilitated by positive emotions as well as better integration of different stimuli (creative perf.)

Social Exchange theory: interactions that create obligations between the parties

Self-regulation theory: the state of mind experienced by engaged individuals promotes a vigilant, attentive, and focused state improving performance

Khan's vie of engagement: values, identification and centrality of work boost performance

Future agenda



Future agenda & Conclusions



- Need to study bi-directionality, and trajectories over time
- Need to study more future related WB variables
- Need to study the role of “suffering” in eudaimonic wellbeing and performance
- Recycling old theories to fit the eudaimonic paradigm?
- Publication bias, lack of attention to n.s. relationships