Background
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Method
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Results
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Discussion
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References
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Extra slides
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So far so good, but for how long?

An experience sampling examination of the workaholic's short-term reactions to increased workload and workday accumulation

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15th European Academy of Occupational Health Psychology Conference

EAOHP 2022, Bordeaux, 6-8th July 2022

Oral session: *Antecedents of stress and well-being 1*

Outline

- Background

- Research questions and hypotheses

- Method

- Results

- Discussion and conclusions

Background

Portrait of a workaholic

Dysfunctional form of heavy work investment (*'work addiction'*): preoccupation & compulsion regarding work, difficulties in disengaging from it, tendency to work for very long hours

(Clark et al., 2016; Schaufeli et al., 2008, 2009)

- **Working Excessively**
- **Working Compulsively**

Highly prevalent phenomenon (**8-25%**) of increasing concern (e.g., work intensification, ICT use, remote work) (Sussman, 2012; Shimazu et al., 2020)

→ high levels of physical & mental job strain (*'overwork-related disorders'*)
+ repercussions for significant others

(Atroszko et al., 2019; Griffiths et al., 2018; Clark et al., 2016).

Workaholics' affective experience

- **outside work**: consistent findings of tension & irritation when impeded to remain immersed

- **during work**: mixed findings of work enjoyment & perceived career success **BUT** low job satisfaction & high negative affect

Negative affect experienced outside work (e.g., guilt) outweighs positive affect experienced during work? (Clark et al., 2016)
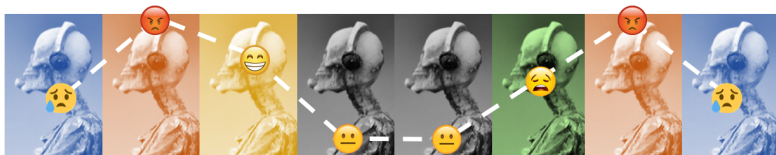

The importance of timing:
most results from cross-sectional designs or end-of-day diary ratings
→ Difficult to distinguish the two domains

Affective wellbeing & job-related affect

- **Affective wellbeing** = most investigated consciously accessible component of *mental health* → Warr's Job-related AW Scale (Warr, 1990; Menghini et al, *In press*)

- **Affective strain** = most *immediate* & *direct* response to job stressors, creating cognitive, motivational, & physical pathways to distal outcomes (Pindek et al., 2019)
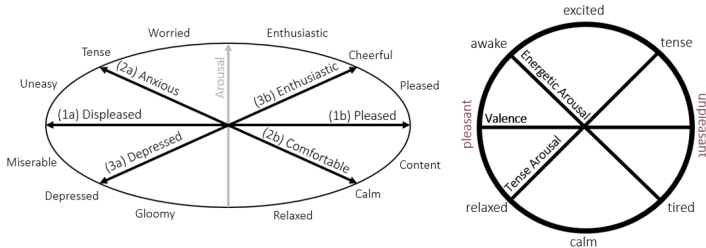
Moods = diffused, time-varying, and consciously available affective states, affected by discrete emotions & emotional events

(Wilhelm & Schoebi, 2007; Menghini et al, *Accepted*)

Affective reactivity to job stressors

Workload

Quantitative amount or difficulty in ones' work (Job Demand)

(Bowling et al., 2015; Ilies et al., 2010)

- Prominent stressor in the modern workplace, varies across job tasks
- Powerful stressor with affective consequences

Workday accumulation

Daily amount of time spent working
→ increasing Fatigue, decreasing Vitality

(Benedetti et al., 2015; Johnston et al., 2019)

- Energy depletion: finite psychophysiological resources
- Motivational control: cost-benefit analysis based on increasing effort

Aims and approach

Main goals:
Better understanding Workaholism by investigating its **affective nature**:
how it might impact on work-related **momentary Mood**, its **reactivity** to
workload, and its **temporal trajectory** over a typical workday

Research approach:
Experience Sampling Methods (**ESM**): Repeated real-time sampling of
psychological states, experiences, and daily activities

(Beal, 2015; Gabriel et al., 2019)

Hypotheses

1. Workaholism predicts **_low Mood_** levels experienced at work

Acting as individual-level stressor, sick relationship with one's work

2. Workaholism **_strengthens_** the negative impact of momentary Workload

Additional self-imposed demands (perfectionism, obsessiveness) → more vulnerable

3. Workaholism **_strengthens_** the negative impact of Workday Accumulation

Multitasking even if already busy, difficulties to delegate, suppression of recovery

Background
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Method
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Results
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Discussion
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References
00000

Extra slides
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Method

Participants

N = 215 recruited from university staff + authors & collaborators' private network, focusing on **full-time, white-collar, back-office workers**. Voluntary & anonymous.

```
## 147 included participants
## - excluded 64 participants with no response to the preliminary or any ESM qs
## - excluded 3 participants (37 observations) due to incompatible jobs (e.g., nurse)
## - excluded 258 observations (1 participant) due to missing data (listwise deletion)
```
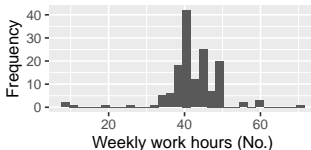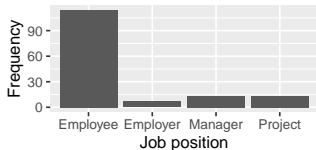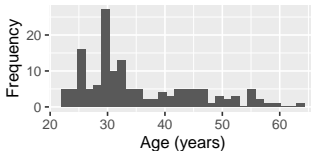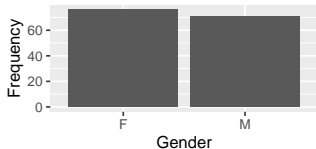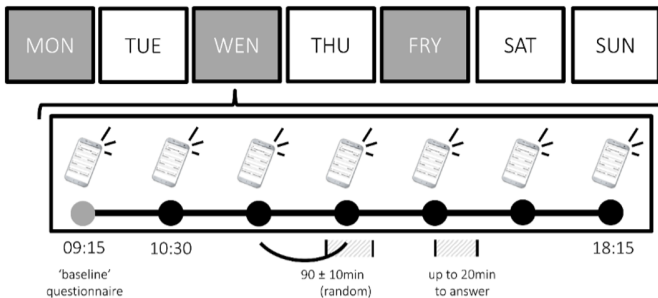
Procedure

Initial contact → email including study description, link to online **preliminary qs**
(*Workaholism, demographics*) → instructions for installing & using the open-source
Sensus Mobile app (Xiong et al., 2016)

App scheduled to send 7 **ESM questionnaires per day** (*Mood, Workload*),
over three nonconsecutive workdays:

Measures: Experience Sampling Method

Original Article

Workplace Stress in Real Time

Three Parsimonious Scales for the Experience Sampling
Measurement of Stressors and Strain at Work

Luca Menghini[1]⊙, Massimiliano Pastore[2], and Cristian Balducci[1]

Accepted for publication in
European Journal of
Psychological Assessment (2022)
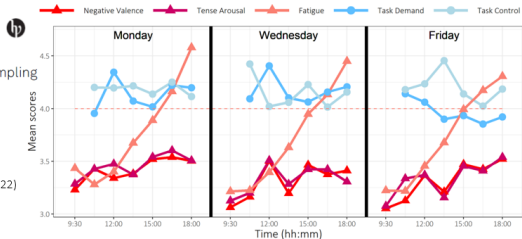
Open data & materials with ESM psychometrics: **https://osf.io/87a9p/**

- **Affective Strain**: "How do you feel right now?"

  Multidimensional Mood Questionnaire (Wilhelm & Schoebi, 2007)

  using 2 (original) or 3 (updated) seven-point VAS items for each dimension:

  (1) **Negative Valence** (e.g., "well-unwell")

  (2) **Tense Arousal** (e.g., "calm-tense")

  (3) **Fatigue** (e.g., "awake-tired")

- **Workload**: Task Demand Scale using 4 seven-point VAS items
  (e.g., "the job task required to work very fast")

Background ooooooo
Method ooooo•o
Results ooooo
Discussion oooooo
References ooooo
Extra slides ooooooo

Workaholism & Worday Accumulation

- **Workaholism**: DUtch Work Addiction Scale (Schaufeli et al., 2009)
  using 10 four-point Likert items for **Working Compulsively** (e.g., "I feel that
  there's something inside me that drives me to work hard") & **Excessively** (e.g.,
  "I stay busy and keep many irons in the fire"); α [95% CI] = .79 [.74, .84]

- **Workday accumulation** (WDA) = No. of hours since 9:00 AM

```
##      ID day within.day  daytime  WDA
## 1 WT001   1           2 10:22:29 1.37
## 2 WT001   1           3 12:05:17 3.09
## 3 WT001   1           4 13:27:32 4.46
```

Data analysis

Linear mixed-effects regression (LMER) modeling with the `lme4` R package

```
lmer(Mood ~ #.............................................step1
        Gender + Age_gmcent + Job.Position #.................step2
        + WHLSMgmcent #......................................step3
        + WLcent + WDA #.....................................step4
        + WHLSMgmcent:WLcent #...............................step5

        + (WLcent|ID), # random slope (WLcent) + random intercept (ID)
    data=esm)
```

1. Null model: random variability

2. Level-2 covariates: Gender (F/M), Age (years), Job Position (lower/upper)

3. Workaholism (1-4)

4. Level-1 predictors: Workload (1-7), WDA (hours)

5. Cross-level interaction (Workaholism on Workload *or* WDA)

Results

Descriptives & correlations

```
## Considered sample: 1523 observations from 147 participants
## response rate = 57.6 ± 20.4 %
```

	N	Mean	ICC	NVA	TAR	FAT	WL	WHLSM
NVA	1523	3.36 (1.1)	0.39	1.00	0.83	0.84	0.19	
TAR	1523	3.45 (1.21)	0.39	0.81	1.00	0.87	0.30	
FAT	1523	3.51 (1.16)	0.42	0.80	0.84	1.00	0.18	
WL	1523	4.09 (1.28)	0.40	0.19	0.31	0.18	1.00	
WHLSM	147	2.41 (0.52)		0.17	0.21	0.20	0.30	1.00
age	147	35.11 (9.63)		0.04	0.08	0.03	0.15	-0.11
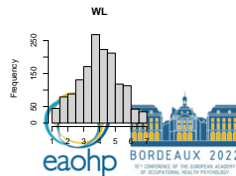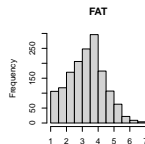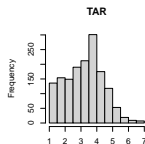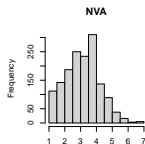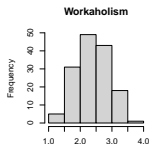
Hypothesis 1: Main effect of Workaholism

Higher individual-level Workaholism predicts **higher** average **NVA**, **TAR**, & **FAT**.
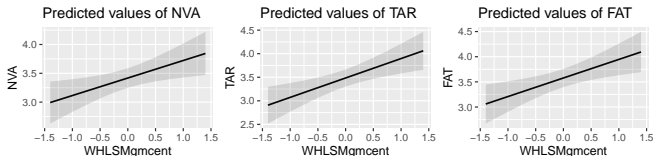
	NVA			**TAR**			**FAT**		
Predictors	*B (SE)*	*CI*	*t*	*B (SE)*	*CI*	*t*	*B (SE)*	*CI*	*t*
(Intercept)	3.42 (0.09)	3.25 – 3.59	39.48	3.48 (0.09)	3.30 – 3.66	37.53	3.58 (0.09)	3.39 – 3.76	38.70
gender [M]	0.00 (0.12)	-0.24 – 0.24	0.00	0.10 (0.13)	-0.16 – 0.36	0.75	-0.02 (0.13)	-0.27 – 0.24	-0.12
Age gmcent	0.01 (0.01)	-0.01 – 0.02	0.89	0.01 (0.01)	-0.00 – 0.02	1.50	0.01 (0.01)	-0.01 – 0.02	0.94
position rec [Employer/Manager]	-0.30 (0.18)	-0.66 – 0.05	-1.66	-0.36 (0.19)	-0.74 – 0.02	-1.86	-0.38 (0.19)	-0.76 – 0.00	-1.95
WHLSMgmcent	0.30 (0.12)	0.07 – 0.54	2.54	0.41 (0.13)	0.16 – 0.66	3.21	0.37 (0.13)	0.12 – 0.62	2.89

Hypothesis 2: Interaction with Workload

Individual-level Workaholism **weakens** the impact of Workload on **NVA**.
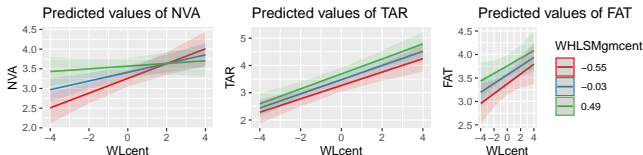
Predictors	NVA			TAR			FAT		
	B (SE)	CI	t	B (SE)	CI	t	B (SE)	CI	t
(Intercept)	3.42 (0.09)	3.25 − 3.59	39.63	3.49 (0.09)	3.31 − 3.67	37.95	3.58 (0.09)	3.39 − 3.76	38.71
gender [M]	-0.01 (0.12)	-0.25 − 0.23	-0.11	0.08 (0.13)	-0.18 − 0.33	0.60	-0.02 (0.13)	-0.28 − 0.24	-0.14
Age gmcent	0.01 (0.01)	-0.01 − 0.02	0.84	0.01 (0.01)	-0.00 − 0.02	1.66	0.01 (0.01)	-0.01 − 0.02	0.94
position rec [Employer/Manager]	-0.27 (0.18)	-0.63 − 0.08	-1.51	-0.33 (0.19)	-0.71 − 0.04	-1.75	-0.38 (0.19)	-0.75 − 0.00	-1.94
WHLSMgmcent	0.30 (0.12)	0.06 − 0.53	2.49	0.41 (0.13)	0.16 − 0.66	3.18	0.37 (0.13)	0.12 − 0.62	2.88
WLcent	0.11 (0.03)	0.05 − 0.17	3.43	0.26 (0.03)	0.19 − 0.33	7.77	0.09 (0.03)	0.03 − 0.15	2.92
WHLSMgmcent * WLcent	-0.15 (0.06)	-0.26 − -0.03	-2.48	0.03 (0.06)	-0.10 − 0.15	0.43	-0.02 (0.06)	-0.14 − 0.10	-0.38

Hypothesis 3: Interaction with WDA

Individual-level Workaholism **weakens** the impact of WDA on **NVA** & **FAT**.
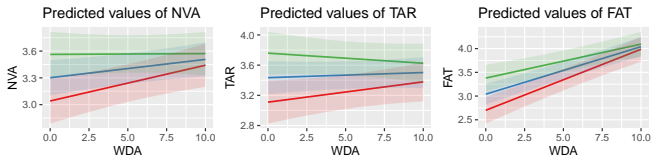
	NVA			**TAR**			**FAT**		
Predictors	*B (SE)*	*CI*	*t*	*B (SE)*	*CI*	*t*	*B (SE)*	*CI*	*t*
(Intercept)	3.32 (0.10)	3.12 – 3.51	32.93	3.45 (0.11)	3.23 – 3.67	30.90	3.06 (0.11)	2.84 – 3.27	27.69
gender [M]	0.00 (0.12)	-0.24 – 0.25	0.03	0.11 (0.13)	-0.15 – 0.37	0.84	-0.01 (0.13)	-0.26 – 0.25	-0.05
Age gmcent	0.01 (0.01)	-0.01 – 0.02	0.96	0.01 (0.01)	-0.00 – 0.02	1.47	0.01 (0.01)	-0.01 – 0.02	1.07
position rec [Employer/Manager]	-0.30 (0.18)	-0.66 – 0.05	-1.67	-0.39 (0.19)	-0.77 – -0.01	-2.01	-0.38 (0.19)	-0.76 – -0.00	-1.97
WHLSMgmcent	0.50 (0.16)	0.20 – 0.81	3.23	0.62 (0.18)	0.28 – 0.97	3.55	0.65 (0.17)	0.31 – 0.99	3.78
WDA	0.02 (0.01)	0.00 – 0.04	2.04	0.01 (0.01)	-0.02 – 0.03	0.51	0.10 (0.01)	0.08 – 0.12	9.14
WHLSMgmcent * WDA	-0.04 (0.02)	-0.07 – -0.00	-2.08	-0.04 (0.02)	-0.08 – 0.00	-1.83	-0.05 (0.02)	-0.10 – -0.01	-2.67

Discussion

Alternative interpretations
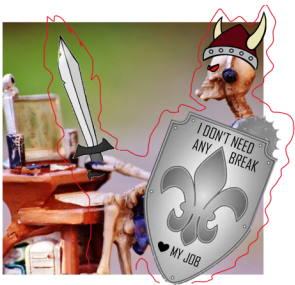
Workaholics are **more resistant/tolerant** to increased workload and sustained work time compared to their colleagues.

However, recent studies failed to support a relationship between Workaholism and Job Performance (e.g., Balducci et al. 2020)

Alternative interpretations
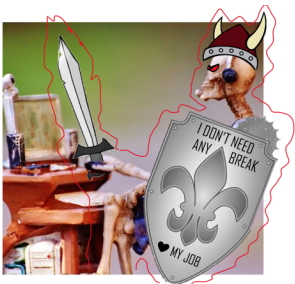
Workaholics are **more resistant/tolerant** to increased workload and sustained work time compared to their colleagues.

However, recent studies failed to support a relationship between Workaholism and Job Performance (e.g., Balducci et al. 2020)

Workaholics are just **unaware of**, or **insensitive to** the short-term effects of job stressors, eventually resulting in the same outcomes affecting their colleagues, or even worse.

Emotion regulation?

Practical (and theoretical) implications

If we trust our second interpretation:

- Training on **Emotion (Dis)Regulation**
  e.g., DERS: emotional awareness ("I don't pay attention on how I feel") and emotional clarity ("I have difficulties to make sense of my feelings")

- Training on **Self-Regulation** (e.g., biofeedback)

- Training on **Time Management** and **Recovery**
  Needs-based off-job crafting, Detachment & Reattachment
  → Symposium 38: Field interventions on recovery from job stress:
  The beauty and the beast (Syrek, de Bloom, Friday 8, Room 33)

- **Recovery systems**: e.g., imposed working time control, timekeeping systems ('right to disconnect'), unlimited paid time off policies

Limitations & future directions

Limitations:

- small sample (<150) & small time frame (3 days)

- Only 13.6% employers & manager (++ Workaholism) (Taris et al., 2012)

- Only self-report measures → cannot disambiguate the two interpretations

Future directions:

- Larger sample, longer periods, and physiological indicators (e.g., HRV)

- Covering **leisure time** (both during & outside work)

Merci de votre attention!

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→ Early career showcase - Workplace Stress in Real-Time
(Friday 8, 10:30, Room 33)

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Background
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Method
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Results
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Discussion
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References
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Extra slides
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Extra slides

Complete models with 2 items (WL)

	NVA			TAR			FAT		
Predictors	B (SE)	CI	t	B (SE)	CI	t	B (SE)	CI	t
(Intercept)	3.31 (0.10)	$3.12 - 3.51$	33.87	3.45 (0.10)	$3.25 - 3.66$	33.15	3.06 (0.10)	$2.86 - 3.26$	29.72
gender [M]	-0.01 (0.12)	$-0.25 - 0.23$	-0.11	0.08 (0.13)	$-0.18 - 0.33$	0.59	-0.02 (0.13)	$-0.28 - 0.24$	-0.13
Age gmcent	0.01 (0.01)	$-0.01 - 0.02$	0.86	0.01 (0.01)	$-0.00 - 0.02$	1.66	0.01 (0.01)	$-0.01 - 0.02$	1.11
position rec [Employer/Manager]	-0.27 (0.18)	$-0.62 - 0.09$	-1.48	-0.33 (0.19)	$-0.71 - 0.04$	-1.74	-0.35 (0.19)	$-0.73 - 0.03$	-1.81
WHLSMgmcent	0.30 (0.12)	$0.06 - 0.53$	2.47	0.41 (0.13)	$0.15 - 0.66$	3.17	0.36 (0.13)	$0.11 - 0.61$	2.80
WLcent	0.11 (0.03)	$0.05 - 0.17$	3.45	0.26 (0.03)	$0.20 - 0.33$	7.80	0.09 (0.03)	$0.03 - 0.15$	3.13
WDA	0.02 (0.01)	$0.00 - 0.04$	2.31	0.01 (0.01)	$-0.01 - 0.02$	0.70	0.10 (0.01)	$0.08 - 0.12$	11.41
WHLSMgmcent * WLcent	-0.15 (0.06)	$-0.27 - -0.03$	-2.55	0.03 (0.06)	$-0.10 - 0.15$	0.42	-0.04 (0.06)	$-0.15 - 0.07$	-0.65
Random Effects									
σ^2	0.68			0.77			0.66		
τ_{00}	0.47 $_{ID}$			0.54 $_{ID}$			0.54 $_{ID}$		
τ_{11}	0.04 $_{ID.WLcent}$			0.06 $_{ID.WLcent}$			0.04 $_{ID.WLcent}$		
ρ_{01}	0.21 $_{ID}$			0.35 $_{ID}$			-0.02 $_{ID}$		
N	147 $_{ID}$			147 $_{ID}$			147 $_{ID}$		
Observations	1523			1523			1523		
Marginal R^2 / Conditional R^2	0.036 / 0.449			0.078 / 0.476			0.084 / 0.512		

Complete models with 2 items (WDA)

Predictors	NVA B (SE)	NVA CI	NVA t	TAR B (SE)	TAR CI	TAR t	FAT B (SE)	FAT CI	FAT t
(Intercept)	3.31 (0.10)	$3.11 - 3.51$	32.79	3.44 (0.11)	$3.23 - 3.66$	31.21	3.05 (0.11)	$2.84 - 3.27$	27.50
gender [M]	0.01 (0.12)	$-0.24 - 0.25$	0.04	0.11 (0.13)	$-0.15 - 0.37$	0.85	-0.01 (0.13)	$-0.26 - 0.25$	-0.04
Age gmcent	0.01 (0.01)	$-0.01 - 0.02$	0.97	0.01 (0.01)	$-0.00 - 0.02$	1.55	0.01 (0.01)	$-0.01 - 0.02$	1.08
position rec [Employer/Manager]	-0.30 (0.18)	$-0.66 - 0.05$	-1.68	-0.40 (0.19)	$-0.78 - -0.02$	-2.07	-0.39 (0.19)	$-0.77 - -0.01$	-1.99
WHLSMgmcent	0.51 (0.16)	$0.20 - 0.82$	3.26	0.65 (0.17)	$0.31 - 0.99$	3.73	0.66 (0.17)	$0.32 - 1.00$	3.80
WLcent	0.10 (0.02)	$0.05 - 0.14$	4.17	0.25 (0.02)	$0.20 - 0.30$	10.28	0.09 (0.02)	$0.05 - 0.14$	4.16
WDA	0.02 (0.01)	$0.00 - 0.04$	2.10	0.01 (0.01)	$-0.01 - 0.03$	0.70	0.10 (0.01)	$0.08 - 0.12$	9.10
WHLSMgmcent * WDA	-0.04 (0.02)	$-0.07 - -0.00$	-2.16	-0.04 (0.02)	$-0.08 - -0.00$	-2.17	-0.06 (0.02)	$-0.10 - -0.02$	-2.70
Random Effects									
σ^2	0.71			0.80			0.65		
τ_{00}	0.54 $_{ID}$			0.70 $_{ID}$			0.78 $_{ID}$		
τ_{11}	0.00 $_{ID.WDA}$			0.00 $_{ID.WDA}$			0.01 $_{ID.WDA}$		
ρ_{01}	-0.38 $_{ID}$			-0.55 $_{ID}$			-0.55 $_{ID}$		
N	147 $_{ID}$			147 $_{ID}$			147 $_{ID}$		
Observations	1523			1523			1523		
Marginal R^2 / Conditional R^2	0.035 / 0.422			0.081 / 0.453			0.092 / 0.525		

Background
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Method
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Results
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Discussion
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References
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Extra slides
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However. . .

Updating results (post EAOHP2022 submission)

- Validation study accepted at EJPA:
  3 items per Mood dimension even better than the original 2-item versions

- Re-analysis with 3 items per dimension:
  Failed to replicate the interaction with WDA on Fatigue,
  while confirming those found for NVA

- Additional level-2 interaction **Workaholism:Gender on NVA**:
  stronger Workaholism effect in women than in men

- Consistent results across several robustness checks
  (e.g., different subsamples, different software)

Complete models with 3 items (WL)

	NVA			**TAR**			**FAT**		
Predictors	*B (SE)*	*CI*	*t*	*B (SE)*	*CI*	*t*	*B (SE)*	*CI*	*t*
(Intercept)	3.25 (0.11)	$3.04 - 3.47$	29.54	3.32 (0.12)	$3.09 - 3.56$	27.76	2.86 (0.12)	$2.61 - 3.10$	22.90
gender [M]	0.05 (0.12)	$-0.20 - 0.29$	0.37	0.12 (0.13)	$-0.14 - 0.38$	0.90	-0.16 (0.12)	$-0.41 - 0.08$	-1.31
Age gmcent	0.01 (0.01)	$-0.01 - 0.02$	1.18	0.01 (0.01)	$-0.00 - 0.03$	1.77	0.00 (0.01)	$-0.01 - 0.02$	0.74
position rec [Employer/Manager]	-0.38 (0.18)	$-0.74 - -0.03$	-2.10	-0.43 (0.19)	$-0.81 - -0.05$	-2.22	-0.34 (0.18)	$-0.69 - 0.02$	-1.84
WHLSMgmcent	0.24 (0.12)	$0.00 - 0.47$	2.00	0.35 (0.13)	$0.10 - 0.60$	2.71	0.18 (0.12)	$-0.05 - 0.42$	1.52
WLcent	0.12 (0.03)	$0.06 - 0.17$	3.86	0.25 (0.03)	$0.19 - 0.31$	7.95	0.02 (0.03)	$-0.04 - 0.09$	0.67
WDA	0.03 (0.01)	$0.01 - 0.04$	2.80	0.02 (0.01)	$-0.00 - 0.04$	1.56	0.16 (0.01)	$0.14 - 0.19$	12.84
WHLSMgmcent * WLcent	-0.14 (0.06)	$-0.25 - -0.03$	-2.43	0.01 (0.06)	$-0.10 - 0.12$	0.17	-0.12 (0.07)	$-0.25 - 0.01$	-1.78
Random Effects									
σ^2	0.59			0.64			0.62		
τ_{00}	0.69 $_{ID}$			0.87 $_{ID}$			1.11 $_{ID}$		
τ_{11}	0.00 $_{ID.WDA}$			0.00 $_{ID.WDA}$			0.01 $_{ID.WDA}$		
	0.05 $_{ID.WLcent}$			0.05 $_{ID.WLcent}$			0.08 $_{ID.WLcent}$		
ρ_{01}	-0.56			-0.61			-0.76		
	0.31			0.37			-0.07		
N	145 $_{ID}$			145 $_{ID}$			145 $_{ID}$		
Observations	1538			1538			1538		

Complete models with 3 items (WDA)

Predictors	NVA			TAR			FAT		
	B (SE)	CI	t	B (SE)	CI	t	B (SE)	CI	t
(Intercept)	3.26 (0.11)	$3.05 - 3.48$	29.65	3.33 (0.12)	$3.09 - 3.56$	27.83	2.87 (0.12)	$2.62 - 3.11$	23.03
gender [M]	0.05 (0.12)	$-0.19 - 0.29$	0.40	0.12 (0.13)	$-0.14 - 0.38$	0.90	-0.16 (0.12)	$-0.41 - 0.08$	-1.30
Age gmcent	0.01 (0.01)	$-0.00 - 0.02$	1.21	0.01 (0.01)	$-0.00 - 0.03$	1.78	0.00 (0.01)	$-0.01 - 0.02$	0.74
position rec [Employer/Manager]	-0.39 (0.18)	$-0.74 - -0.03$	-2.12	-0.43 (0.19)	$-0.81 - -0.05$	-2.22	-0.34 (0.18)	$-0.69 - 0.02$	-1.85
WHLSMgmcent	0.52 (0.17)	$0.19 - 0.86$	3.04	0.54 (0.19)	$0.17 - 0.91$	2.90	0.40 (0.20)	$0.00 - 0.81$	1.98
WLcent	0.11 (0.03)	$0.05 - 0.17$	3.72	0.25 (0.03)	$0.19 - 0.31$	8.07	0.02 (0.04)	$-0.05 - 0.09$	0.59
WDA	0.02 (0.01)	$0.01 - 0.04$	2.67	0.01 (0.01)	$-0.00 - 0.03$	1.48	0.16 (0.01)	$0.14 - 0.19$	12.83
WHLSMgmcent * WDA	-0.04 (0.02)	$-0.07 - -0.00$	-2.15	-0.03 (0.02)	$-0.07 - 0.01$	-1.44	-0.03 (0.02)	$-0.08 - 0.01$	-1.43
Random Effects									
σ^2	0.59			0.64			0.62		
τ_{00}	0.68 $_{ID}$			0.87 $_{ID}$			1.10 $_{ID}$		
τ_{11}	0.00 $_{ID.WDA}$			0.00 $_{ID.WDA}$			0.01 $_{ID.WDA}$		
	0.05 $_{ID.WLcent}$			0.05 $_{ID.WLcent}$			0.08 $_{ID.WLcent}$		
ρ_{01}	-0.56			-0.61			-0.75		
	0.32			0.38			-0.08		
N	145 $_{ID}$			145 $_{ID}$			145 $_{ID}$		
Observations	1539			1539			1539		

3 items (interaction with Gender)

	NVA			TAR			FAT		
Predictors	*B (SE)*	*CI*	*t*	*B (SE)*	*CI*	*t*	*B (SE)*	*CI*	*t*
(Intercept)	3.25 (0.10)	$3.05 - 3.46$	31.80	3.31 (0.11)	$3.10 - 3.53$	30.01	2.87 (0.11)	$2.66 - 3.08$	26.98
gender [M]	0.04 (0.12)	$-0.19 - 0.28$	0.35	0.11 (0.13)	$-0.15 - 0.36$	0.80	-0.17 (0.12)	$-0.41 - 0.07$	-1.39
Age gmcent	0.01 (0.01)	$-0.00 - 0.02$	1.25	0.01 (0.01)	$-0.00 - 0.03$	1.80	0.01 (0.01)	$-0.01 - 0.02$	0.78
position rec [Employer/Manager]	-0.43 (0.18)	$-0.78 - -0.08$	-2.41	-0.44 (0.19)	$-0.82 - -0.05$	-2.24	-0.33 (0.18)	$-0.68 - 0.03$	-1.80
WHLSMgmcent	0.63 (0.17)	$0.29 - 0.96$	3.64	0.70 (0.19)	$0.33 - 1.07$	3.74	0.42 (0.17)	$0.07 - 0.76$	2.39
WLcent	0.10 (0.02)	$0.06 - 0.15$	4.86	0.24 (0.02)	$0.19 - 0.28$	10.54	0.01 (0.02)	$-0.03 - 0.06$	0.49
WDA	0.03 (0.01)	$0.01 - 0.05$	3.46	0.02 (0.01)	$0.00 - 0.04$	2.26	0.16 (0.01)	$0.15 - 0.18$	18.06
gender [M] * WHLSMgmcent	-0.68 (0.23)	$-1.13 - -0.23$	-2.95	-0.63 (0.25)	$-1.12 - -0.14$	-2.52	-0.41 (0.23)	$-0.87 - 0.04$	-1.77
Random Effects									
σ^2	0.66			0.71			0.78		
τ_{00}	0.45 $_{ID}$			0.54 $_{ID}$			0.45 $_{ID}$		
N	145 $_{ID}$			145 $_{ID}$			145 $_{ID}$		
Observations	1538			1538			1538		
Marginal R^2 / Conditional R^2	0.065 / 0.444			0.095 / 0.488			0.148 / 0.461		

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