

Chapter 11

Positive Institutions and Cultural Well-Being



Employee Engagement and Job Satisfaction

Definition of employee engagement

- Positive, work-related state of mind, dedication, and absorption
- Characterized by energy, involvement, and efficacy (which is opposite of job burnout elements of exhaustion, cynicism, inefficacy)
- Differs from job satisfaction...both involve positive focus, but engagement goes beyond with involvement, absorption, dedication

Employee Engagement and Job Satisfaction

What promotes employee engagement?

Positive emotions and work

- Positive emotionality disposition
 - High...more enthusiastic, energetic, excited about job, report higher JS
 - Zest, or approach life with anticipation, energy, excitement, a form of positive emotionality, predicts seeing work as calling and JS

Employee Engagement and Job Satisfaction

What promotes employee engagement?

Positive emotions and work

- Helps enhance problem-solving and decision-making...flexible, creative, innovative problem solving
- Contributes to positive spontaneous behavior
- Think Fredrickson's Broaden and Build Theory
- Enhances workplace achievement
 - Positive moods...more sociable, less aggressive
 - More likely to engage in OCBs

Employee Engagement and Job Satisfaction

What promotes employee engagement?

Positive emotions and work

- Happiness Advantage
 - Happiness—vocational success link
 - Some researchers suggest positive emotionality precedes and enhances workplace achievement
 - Higher confidence, optimism, self-efficacy, likability, sociability are advantageous

Employee Engagement and Job Satisfaction

Positive emotions and work

- Explanations
 - Positive emotions linked with approach-oriented behaviors
 - More likely to enter novel situations, interact with others, pursue new goals
 - More engaged with work
 - Less burnout, less emotional exhaustion, less absenteeism, less turnover
 - More popular, gain more social support
 - Engage in more helpful behavior



Employee Engagement and Job Satisfaction

Positive emotions and work

- Psychological Capital: combination of:
 - Self-efficacy
 - Hope
 - Optimism
 - Resiliency



Employee Engagement and Job Satisfaction

What promotes employee engagement?

More *frequent* positive emotions or more *intense* emotions?

- Frequency of positive emotions more important than the intensity, because bursts (e.g., motivational seminar) are short lived, so need more frequent
- Create work environments that induce positive emotions more consistently

Employee Engagement and Job Satisfaction

What promotes employee engagement?

It's not just a job, it's a calling

- Three views of occupation (Wrzesniewski and colleagues)

- Job

- Work is necessary to earn a living

- Career

- Jobs facilitate achievement motivation, stimulate need for competition, enhance prestige

- Calling

- Job is source of personal fulfilment
 - See job as having a socially useful purpose



Employee Engagement and Job Satisfaction

What promotes employee engagement?

It's not just a job, it's a calling

- Calling...related to individual success, resilience, and job satisfaction
- Features of calling
 - Action orientation (emphasis on *doing*)
 - Clarity of purpose, direction, meaning, personal mission
 - Prosocial intention (desire to make world a better place)

Employee Engagement and Job Satisfaction

What promotes employee engagement?

It's not just a job, it's a calling

- People who regard their work as calling reap benefits
 - Focused career decision making
 - Higher motivation
 - Increased job satisfaction
 - Lower stress and frustration
 - Stronger organizational commitment
 - Better organizational citizenship behavior

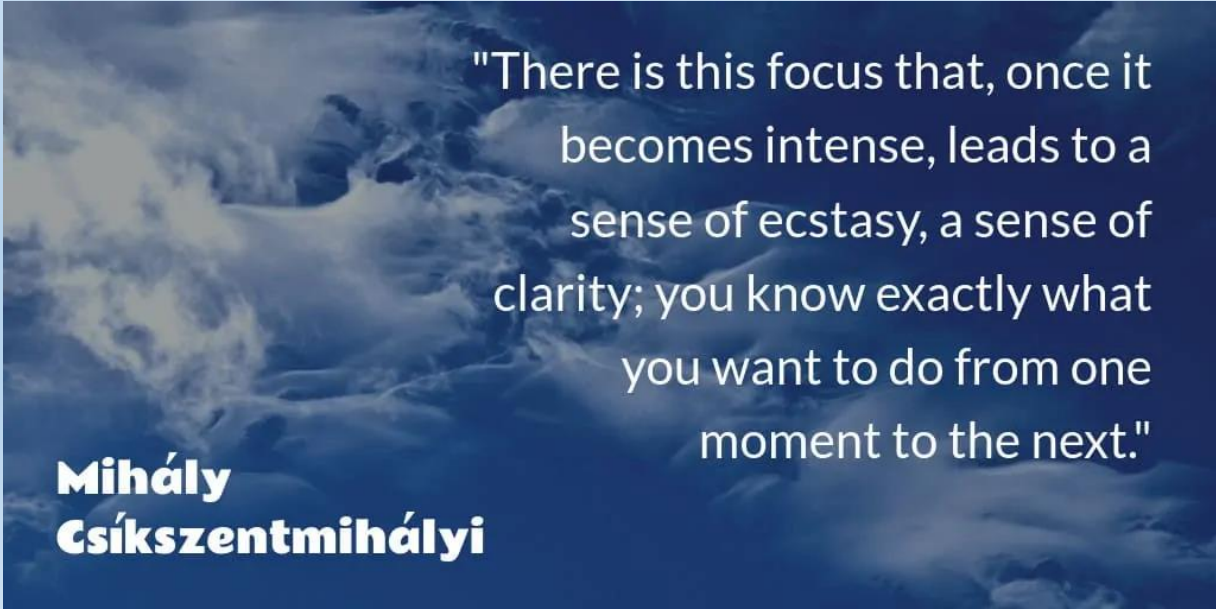
Potential Downside:
challenge to balance
passion for work with
family, social, and
leisure activities

Employee Engagement and Job Satisfaction

What promotes employee engagement?

Being in flow at work

- People who enjoy their jobs report being in a state of flow during work
 - Recall: high skills match high challenge
- More flow experiences is the key to job satisfaction



"There is this focus that, once it becomes intense, leads to a sense of ecstasy, a sense of clarity; you know exactly what you want to do from one moment to the next."

Mihály
Csikszentmihályi

Employee Engagement and Job Satisfaction

What promotes employee engagement?

Being in flow at work

- Job Characteristics Model: Five core elements that influence workers' attitudes and behavior
 - Skill variety
 - Task identity
 - Task significance
 - Autonomy
 - Feedback
- May be aspects of work that are instrumental in being able to find flow at work

Employee Engagement and Job Satisfaction

Strengths-based approach to engagement

Myths of career satisfaction and success

- Gallup and personal strengths, talents
 - Traits, abilities, interests, skills that show us at our best and make us unique
 - Identified myths that inhibit us
 - Myth 1: Fixing weakness better than fostering and building strength
 - Myth 2: People can do anything they put their minds to
 - Better to know your limitations and work with them

Employee Engagement and Job Satisfaction

Strengths-based approach to engagement

Focus on your strengths

- Examine strength and work upon it
- Weaknesses should be recognized and managed
- Focus on one strength and as it develops, other strengths rise in salience

Employee Engagement and Job Satisfaction

Strengths-based approach to engagement:

Recognize your strengths

- Strength has five characteristics
 - Yearnings
 - Utilize strength...feel intrinsic satisfaction
 - Learning comes easier
 - Extraordinary performance...maybe even flow
 - Performance seems to take less effort

Employee Engagement and Job Satisfaction

Strengths-based approach to engagement

The development of strengths

- Strengths develop best in relation to other persons
 - Interpersonal support, understanding, empathy, and commitment to relationships help strengths grow
- Strengths develop best when we have deep commitment for future or even a life passion

Employee Engagement and Job Satisfaction

Strengths-based approach to engagement

Appreciative Inquiry

- Opposite of problem-solving, which is focus on what's wrong, to focus on what works in org and strengths already present
- Works on strengths, focuses on positive development

Employee Engagement and Job Satisfaction

Strengths-based approach to engagement

Appreciative Inquiry

- AI 4-D cycle used to move to positive solution by first identifying “affirmative topic” or “positive core”
 - *Discover* what works well already
 - *Dream*, envision positive future
 - *Design*, planning the processes that will work
 - *Destiny*, implementing the design

Employee Engagement and Job Satisfaction

Employee engagement: A positive work environment

Job characteristics and well-being

- Job Characteristics Model
 - Recall skill variety, task identity, task significance, autonomy, feedback
- Important for job satisfaction
- Factors of work environment

Employee Engagement and Job Satisfaction

10 Elements of Well-Being

- Opportunity for personal control
- Opportunity for skill use
- Reasonable externally generated goals
- Variety
- Environmental clarity
- Availability of money
- Physical security
- Supportive supervision
- Opportunity for interpersonal contact
- Work is valued by society

Employee Engagement and Job Satisfaction

Leadership

- Key factor for fostering engaged employees and flourishing organizations
- Great Person theories: Heroic individuals successfully motivate others; “leaders are born, not made”
- Transformational leadership approach
 - Transformational leaders increase self-confidence, intrinsic motivation, and self-expectation among group leaders

Employee Engagement and Job Satisfaction

Transformational Leadership

How are transformational leaders effective?

- Leaders possess a vision that is discrepant from the status quo, resonates with followers
- Leaders have optimism and excitement about future
- Leaders value individuals for unique talents and seek to maximize their self-actualization
- High in dedication and hard work
- High integrity
- Provide clear directives and specific feedback
- Possess charisma



Careers That Use Positive Psychology



Careers That Use Positive Psychology

Positive Psychotherapy

- Focus on enhancing of positive traits, building strengths, helping clients find untapped resources for positive change
- Solution-focused therapy
 - Help clients find strengths
 - Set realistic goals for newer healthy behaviors
- Well-being therapy
 - Help clients restructure the way they think about aspects of their lives

Careers That Use Positive Psychology

Positive Psychotherapy

- Acceptance and commitment therapy ACT
 - Teaches how to actively accept and embrace experiences with mindful awareness and equanimity, to commit to building best life, and to operate from their core values

Careers That Use Positive Psychology

Positive psychotherapy: Positive clinical psychology

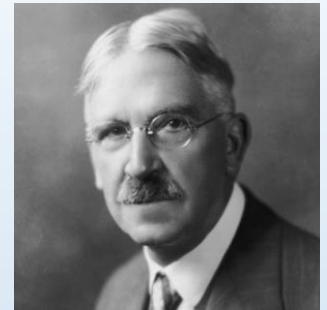
- Focusing on strengths and competencies as foundation for psychotherapy work
- Strengths of all effective therapy: instill *hope*
 - Additionally: instill courage, insight, optimism, authenticity, perseverance, and ability to dispute one's own negative thinking
- Such interventions increase well-being, decrease symptoms of depression

Careers That Use Positive Psychology

Positive psychotherapy: Life coaching

- Consultant to help attain goals
- Help reach a major decision, mark a new direction, find better way to personal fulfillment
- No consistent standards for certification or training

Careers That Use Positive Psychology



Positive Psychology in Schools

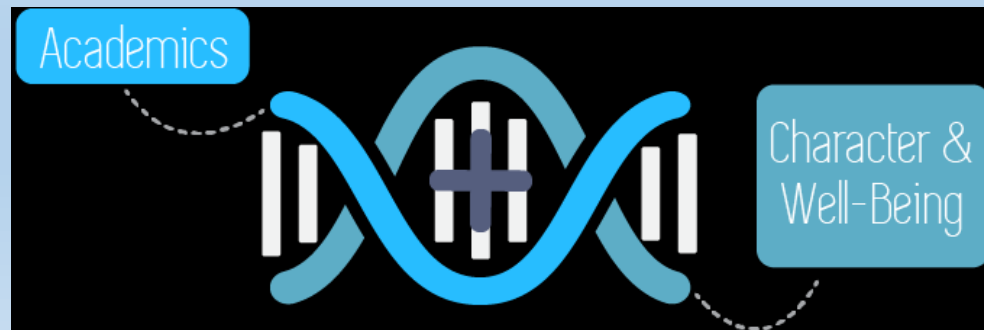
- John Dewey
 - Argued schools should be places that foster a desire to learn, expand one's potentials, and instill a desire to live and work cooperatively with others
- Dewey's ideas + PosPsyc → IPEN
- International Positive Education Network
- Goals of IPEN

Careers That Use Positive Psychology

Positive Psychology in Schools

- Goals of IPEN

- Fulfill intellectual potential of students
- Develop character strengths
- Support collaboration
- Change government education policy



Careers That Use Positive Psychology

Social entrepreneurs

- Create solutions that have social value
- Socially responsible
- Encourage social transformation
- Qualities of social entrepreneurs
 - Empathy
 - Elevated sense of moral judgment

Muhammad Yunus, Social Entrepreneur

- Muhammad Yunus is a Bangladesh social entrepreneur, banker, economist, and civil society leader who was awarded the Nobel Peace Prize for founding the Grameen Bank and pioneering the concepts of microcredit and microfinance. These loans are given to entrepreneurs too poor to qualify for traditional bank loans



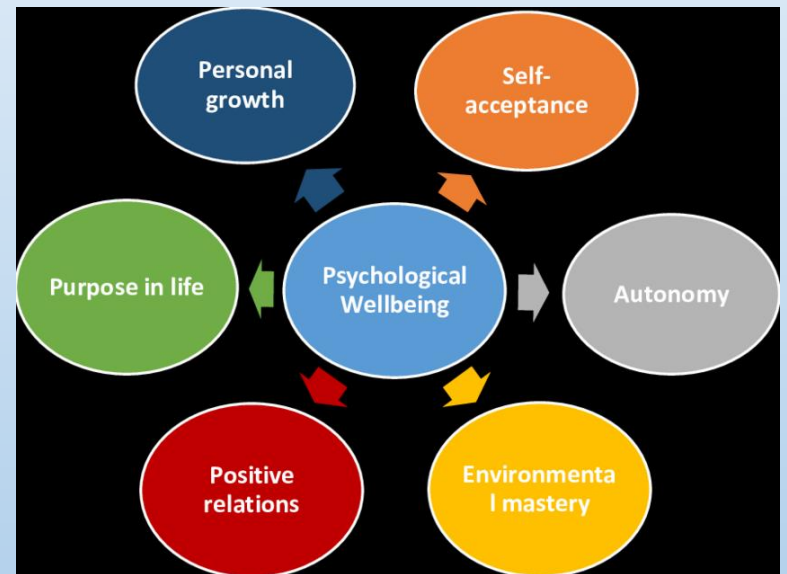
Careers That Use Positive Psychology

Academic programs in positive psychology

- Positive psychology blended into programs:
 - Psychology
 - Teaching, business, or law
 - Masters in Applied Positive Psychology (MAPP) program
- PhD programs in positive developmental and positive organizational psychology

Positive Communities

- Complete Mental Health Classification should include:
 - Emotional well-being (subjective WB)
 - Psychological well-being
 - Social well-being



Positive Communities

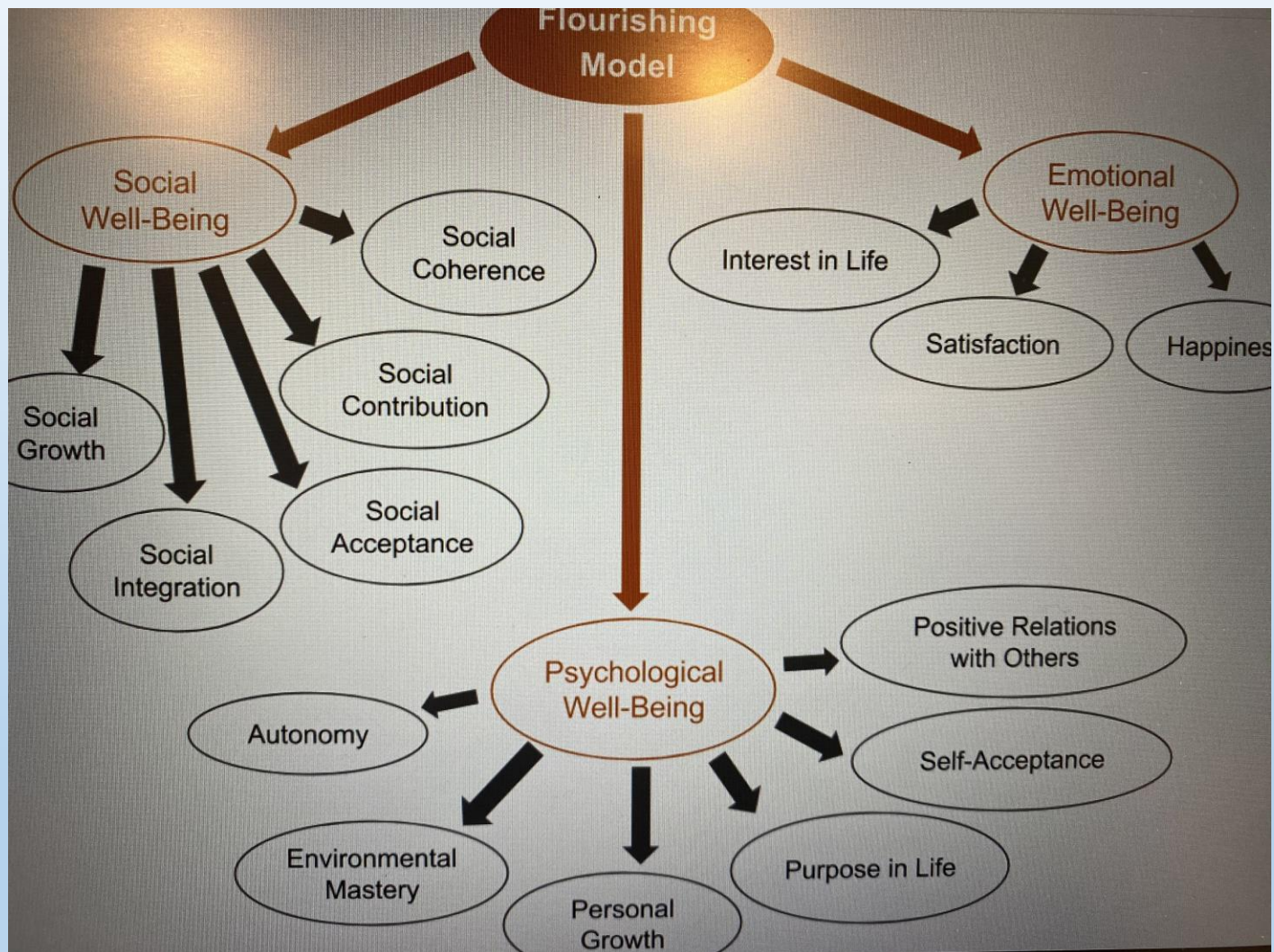
5 Dimensions of Social well-being

- Social acceptance
 - Positive attitudes toward others
- Social actualization
 - Believing society has capability of developing and evolving into a better place
- Social contribution
 - Belief daily activities contributes and is valued by community
- Social coherence
 - Degree to which society seems to be understandable, predicable, and logical
- Social integration
 - Degree to which feel part of community and how much support and commonality one feels toward others

Positive Communities

Social well-being

- Positive correlation with measures of happiness, life satisfaction, generativity, optimism, perceptions of neighborhood trust and safety, and subjective perceptions of one's physical health and degree of community involvement
- Distinct way of judging our own sense of well-being



Positive Communities

Flourishing communities nurture social environments/promote well-being in 4 ways

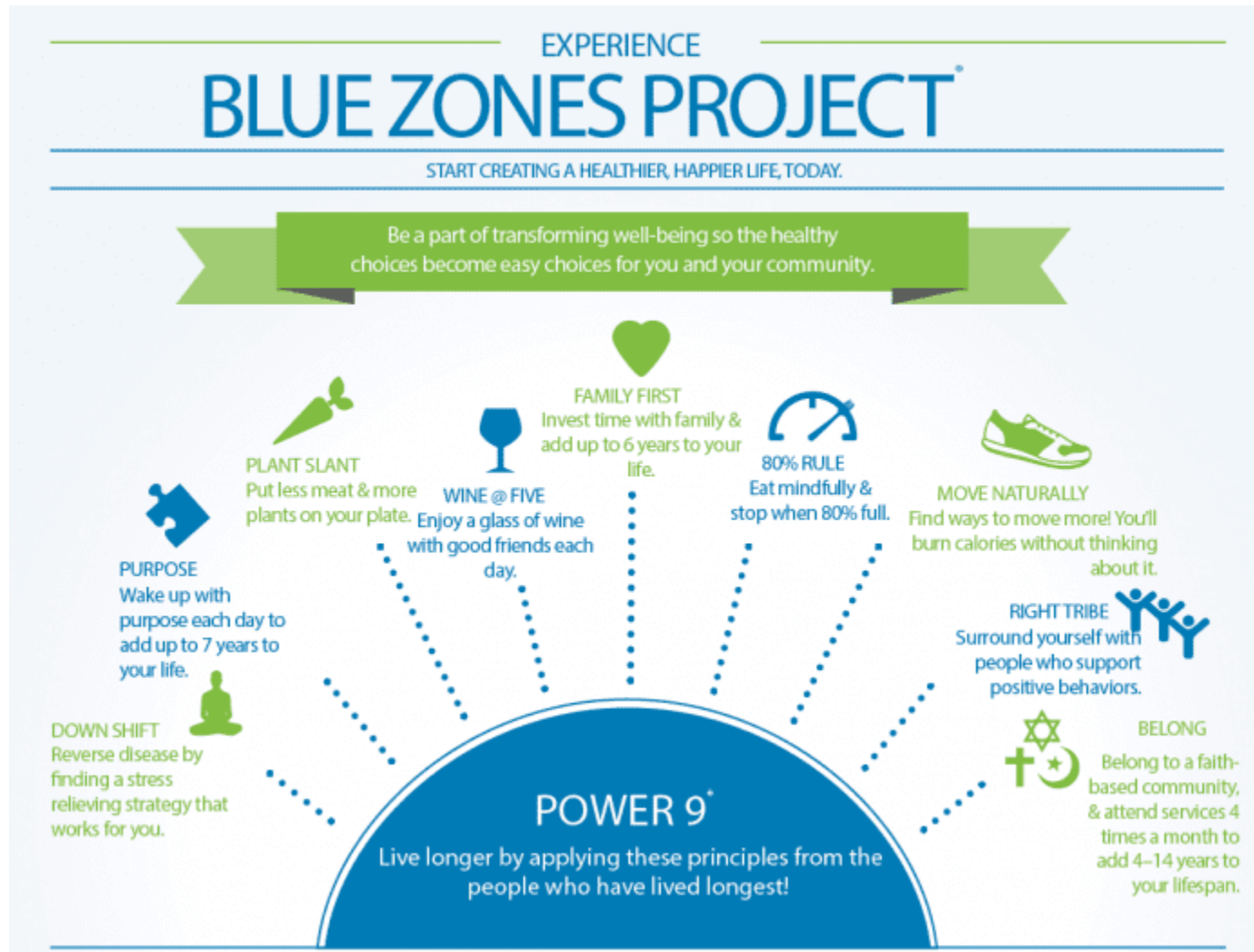
1. Minimize biological and psychological toxic events
e.g., family abuse, poor access to healthy food
2. Teach prosocial and self-regulatory behaviors
3. Monitor and limit opportunities for problem behavior
e.g., neighborhood watch
4. Foster psychological flexibility by allowing people to make their values explicit and to act in the service of their values

Positive Communities

Flourishing communities

- High and low synergy cultures
 - Degree to which activities are mutually reinforcing among members and enhance well-being
- Well-being differences in many aspects
 - By state, city, geographical region, country
- Importance of education for well-being
 - Level is minor contributor to well-being, but people who live in city with more highly educated residents tend to report greater well-being

Blue Zones of Happiness (Dan Buettner)

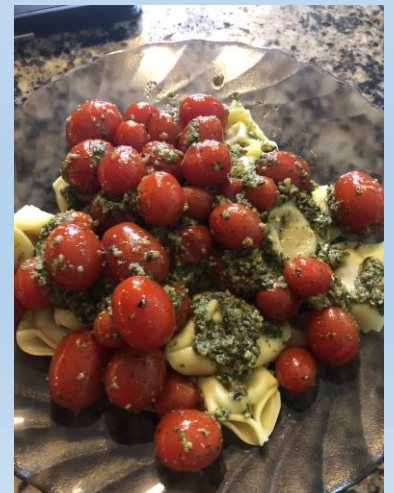


Positive Communities

Social contagion:

The power of social networks

- Spreading of behaviors and emotions
 - e.g., the more people around you who start putting on weight, the more you will...I think the opposite is working for my family: I grow fruits and veggies and have them with every home cooked dinner



Positive Communities

Social contagion: The power of social networks

- Spreading emotions through social networks
- Happiness spread throughout social networks
- Cooperate behavior cascades in social networks
 - Smiling
 - Practicing random acts of kindness



Positive Communities

Community psychology

- Three foundations of community psychology
 - Cultural relativity
 - Affirms that social rules, mores, and standards may differ among different cultural groups
 - Diversity
 - Affirms that in many societies, the reality of cultural diversity presents the need to recognize that differences among community subgroups will continue
 - Ecology
 - Affirms that people exist in a constant interplay of intricate relationships with their environment

Positive Communities

Community psychology: Empowerment

- Enable the marginalized or underprivileged to increase personal and political power
 - Taking charge of their lives
 - Enhances efficacy and self-determination
- *Learned empowerment*
 - Learn to exert a degree of control over environment
 - One form is collective efficacy: sense of social cohesion that creates local friendship networks and a sense of agency or willingness to intervene in making community better
 - Sense of trust and willingness develop

Positive Communities

Community psychology: Community interventions

- Emphasis on positive interventions
- Help improve personal lives and the communities
- Creation of “village” movement
 - Elderly “village” movement
 - Assistance with chores, shopping, transportation

Positive Communities

Volunteerism

- More engagement with communities
- Rewards associated with kinds of volunteering
- Reasons of volunteering
 - Altruism
 - Seek to gain knowledge and understanding
 - Desire to enhance self-esteem
 - Social pressures
- Result greater if volunteer has prosocial values

Cross-Cultural Subjective Well-Being

- Culture: set of attitudes, values, beliefs, and behaviors shared by a group of people, communicated from one generation to the next
 - All cultures have a concept for the emotion of happiness, but differences in how it is understood, expressed, experienced
- Different measures of well-being
 - World Database of Happiness
 - United Nations Human Development Indicators
 - Gallup World Poll
 - Happy Planet Index