

# *the* Occupational Health Psychologist

Bulletin of the European Academy of Occupational Health Psychology



Supporting research, practice and education in occupational health psychology Vol 14 Issue 1, June 2017

Catch up with  
**Christina Maslach**

**Emotional Labour**  
Why so serious?

Conference update, book reviews inside

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# Editorial

A very warm welcome to our latest issue of *The Occupational Psychologist*!

Over the years, a considerable number of studies has been conducted on the impact of emotional labour on individual health outcomes, and the range of other factors that mediate/moderate responses. However, relatively little work has examined other outcomes. In this issue’s discussion paper, Milda Perminiene and Asta Medisauskaite argue that a potential fruitful area for research is the impact of emotional labour on workplace relationships, including those with co-workers, supervisors, and customers.

Arrangements for our next EAOHP conference in Lisbon next September are now well underway, and now we have confirmation of our keynote speakers (see p. 5). The call for papers will be made in August, so remember to keep in touch via our website, bulletin and social media channels for further details.

Those of you who attended the EAOHP conference in Athens last year, will remember Christina Maslach’s keynote address. Christina’s attendance at the conference presented an ideal opportunity to interview her for a feature in the bulletin, and Gail Kinman and Kevin Teoh seized the opportunity. While Christina has worked in a number of areas, in their interview with her, Gail and Kevin talk to her about her pioneering work on burnout, one of the most influential concepts in OHP. We have reported previously in the bulletin on the development of formal links between EAOHP and the British Psychological Society’s Division of Occupational Psychology (DOP). In this issue, Kevin Teoh reports on ‘Insight from OHP – What Works?’ a panel discussion organized by the Academy and held at the DOP’s Annual Conference in Liverpool this year.

We hope you enjoy this issue of the bulletin, and wish you all a wonderful summer!

**Sue Cowan, Editor**

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# Discussion Paper

## Why so serious? – Does emotional labour help or impede workplace relationships?

By Milda Perminiene & Asta Medisauskaite

“Why so serious?” – is a line taken from a well-known movie, “The Dark Knight”. This question was posed by the infamous killer and a psychopath, the Joker. Perhaps in a rather dramatic way, this phrase may also be linked to the emotional work experienced by customer service employees. Despite their inner feelings, these employees are expected to “put a smile” on their face (i.e., act out certain emotions).

The concept of emotional labour was first introduced by Arlie Hochschild (1983) in her book “The Managed Heart: Commercialization of Human Feeling”. The author presented two ways of acting out an emotion, e.g., surface acting and deep acting. When using surface acting, an actor (individual) adjusts the outward appearance, facial expressions, and body gestures according to the situation (Hochschild, 2012). However, only observed expressions, but not the actual feelings, are changed (Hülshager & Schewe, 2011). Contrary, in deep acting, a person works on an inner feeling, which in turn changes the observable expression (Hochschild, 2012). In a similar way to stage performers, we all play roles in different life situations, for example at funerals, weddings, job interviews, first dates (Hochschild, 2012). However, some of us work on emotion management more than others.

### The show must go on

According to the 2016 United Kingdom index of service data, the service sector dominates the UK economy by contributing to almost 79% of gross domestic product (GDP) (Office for National Statistics, 2017).

The service sector is the main sector contributing to the economy; however, it also creates the most threats to employees’ psychological well-being. For example, in the Health and Safety Executive survey (2014/2015), “dealing with difficult customers” was the most commonly cited risk factor across all workplaces in Great Britain (Health and Safety Executive, 2015). The success of customer service oriented companies is tightly linked to customer satisfaction. Hence, organizations pose certain expectations in making sure the customers are happy (Anleu & Mack, 2005) and that frontline workers (Groth et al., 2009) have to make sure they are displaying positive emotions, suppressing negative ones, and demonstrating love for the job (Hochschild, 2012).

The famous band Queen once sang: “The show must go on, inside my heart is breaking, my make-up may be flaking, but my smile still stays on”. This is probably a feeling that many service sector employees experience.



Milda Perminiene



Asta Medisauskaite

### Health outcomes

We must admit that most of us (if not all of us) expect good customer service and choose to come back to the places where employees appear to be happy and pleasant towards us. However, rarely do we think about the effect of emotional labour on employees’ health. In other words, have you ever thought what the cost of the customer service employee’s smile is?

Numerous researchers have. These studies demonstrate that due to the efforts involved in acting out emotions, emotional labour may be linked to various health-related outcomes. For example, emotional labour is linked to emotional exhaustion among employees in various professions: hotel employees (Hwa, 2012; Jv, Xu, & Ji, 2012), doctors (Martinez-Inigo, Totterdell, & Alcover, 2007), and even funeral directors (Smith, Dorsey, & Mosley, 2009). In their meta-analysis of 95 articles, Hülshager and Schewe (2011) concluded that emotional labour was linked to impaired well-being (i.e., emotional exhaustion, depersonalization, psychological strain, and psychosomatic complaints).

Researchers have found that various personality and environmental factors may affect the health outcomes of emotional labour. For example, Yagil and Medler-Liraz (2016) found that the need to belong played an important role in determining whether a person ends up emotionally exhausted due to emotional labour. Gopalan, Culbertson, and Leiva (2013) claimed that we need to consider how much autonomy an individual has, because it may determine the positive relationship between surface acting and emotional exhaustion. Drawing conclusions of the results of a longitudinal study with teachers, Philipp and Schüpbach (2010) argued that greater dedication of teachers helped them to better manage the demands of emotional labour and prevent them from experiencing emotional exhaustion.

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A lot has been done in terms of linking emotional labour with psychological health outcomes. However, we still know little about the links between emotional labour and workplace relationships.

### **Does emotional labour lead to better or worse relationships at work?**

Organizations expect employees to adjust their emotions for a reason. And that reason is to make sure the customer is happy. How many times have you used deep or surface acting to make someone else happy? The truth is that most of us strive to adjust, change or moderate our internal state or facial/bodily expressions to make others (e.g., family members, friends, co-workers) happy and/or maintain positive relationships. But do our efforts (always) pay off? Do we actually build and maintain more positive relationships using deep and surface acting?

Research today, unfortunately, has little to offer in answering these questions. Nevertheless, looking at theoretical models of emotional labour, as well as links between acting out emotions at work and burnout, it seems that the good intentions of emotional labour may not always work well.

At the theoretical level, various researchers have argued that emotional labour is linked to dysfunctional reactions and aggression towards the other. For example, Baumeister's ideas on ego depletion suggest that engaging in both deep and surface acting, expends individuals' resources (Brotheridge & Grandey, 2002) and could consequently lead to less appropriate behaviours towards customers and colleagues. Duffy, Shaw, Hoobler, and Tepper (2010) suggest that response-focused emotional regulation strategies (e.g., surface acting) may increase the aggressiveness of an actor and encourage antisocial behaviours.

Existing empirical evidence demonstrates that emotional labour is linked to burnout (Hülshager & Schewe, 2011; Hwa, 2012; Lv et al., 2012; Martínez-Inigo et al., 2007; Smith et al., 2009). One of the burnout dimensions, cynicism/depersonalization, is linked to social relationships. Maslach et al. (2001) described cynicism/depersonalization as a process of emotional detachment from customers and other individuals. Depersonalization, when trying to distance oneself from others, may be viewed as a coping mechanism (Maslach et al., 2003). However, emotional distance may lead to negative responses to others, which in turn can impede work relationships. Interestingly, the meta-analysis by Hülshager and Schewe (2011) concluded that surface acting, but not deep acting, is linked to depersonalization. Does it mean that just one strategy of emotional labour impedes workplace relationships? No comprehensive answer can be found to this question yet.

Previous studies only sparingly address the question of whether emotional labour influences customers. Hence, there seems to be a gap in the literature, and attention should shift from health-related outcomes to workplace relationships. Considering the lack of research in this

area, we aim to investigate how emotional labour affects relationships with co-workers, supervisors and customers. Is this impact positive or negative? Does surface acting and deep acting affect relationships in the same way?

*"Why so serious? Let's put a smile on that face!"* – the Joker tells. – A dramatic moment from the movie, but how dramatic may the consequences on the workplace relationships be?

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# The 13th Academy Conference 2018



5-7 SEPTEMBER | 13th CONFERENCE OF THE EUROPEAN  
ACADEMY OF OCCUPATIONAL HEALTH PSYCHOLOGY

## Adapting to rapid changes in today's workplace

The 13th European Academy of Occupational Health Psychology Conference will take place from 5-7 September, in Lisbon Portugal. The EAOHP 2018 conference will be co-organized in collaboration with the Organizational Behaviour and Human Resources (OBHR) research group of the Business Research Unit (BRU-IUL), a multidisciplinary research unit that spans the main fields of Business, Economics and Finance in ISCTE-IUL.

## Submission Topics

Submissions are welcome on all areas of research, practice, and education in occupational health psychology and related areas. Relevant topics include, but are not limited to:

### Psychosocial work environment

- Antecedents of stress and wellbeing
- Stress: Theory and management
- Interpersonal relationships
- Social capital and social climate

### Contemporary issues in OHP

- Inequalities in working conditions and health
- Policy and practice issues
- Work engagement
- Positive OHP
- Job insecurity and wellbeing
- Organizational interventions, outcomes and evaluation

### Special issues

- Gender and aging
- Safety climate
- Work-family conflict
- Violence, bullying and harassment
- Training and education
- Workplace health promotion

## Confirmed Keynotes



**Maria José Chambel**  
University of Lisbon



**David Guest**  
King's College London



**Leslie Hammer**  
Portland State University

**Calls for papers will open 21 August 2017**

More conference details will be provided in due time. Stay tuned via our website, bulletin and social media channels.

# Christina Maslach

The popularity of the burnout concept among researchers internationally is highlighted by a quick search of the term achieving over 570,000 hits on Google Scholar. Burnout also has great popular appeal as it captures a common experience among employees, especially those working within the helping professions. Gail Kinman and Kevin Teoh interviewed Professor Maslach at the European Academy of Occupational Health Psychology conference in Athens where she was a keynote speaker.

### ***Burnout has been hugely influential. How did you develop the concept?***

*It didn't come from me, but from the people I interviewed. I didn't start off with a theory – it was very much bottom up. I was trained at Stanford as an experimental social psychologist researching emotion and individuation – basically, I was looking at why people need to be different and distinctive rather than conform with others. I got a job at an assistant professor at Berkeley and eventually there was only one member of staff on the social psychology programme – me. They didn't have a laboratory, so I couldn't do the kind of research I had planned. They offered to build one, but that would be way in the future. In the meantime, I was expected to get started on some new research.*

*Drawing on ideas from my earlier research on emotions, I thought it would be interesting to look at how individuals come to understand their feelings. I was particularly keen to explore how people cope in emotionally demanding situations where they needed to remain calm and detached – people who were dealing with things that would normally make them upset, angry or frightened, but couldn't show it. I started doing interviews with people doing jobs where I thought this might be an issue.*

*I talked to people working in emergency situations in hospital and psychiatric care facilities, as well as in the police and the fire and rescue services. I asked them questions about the type of feelings they experienced and the kind of situations where these emotions may not be particularly helpful, or where they had to keep their feelings hidden from other people. What strategies did they use to accomplish this? How effective were they? After a while, a pattern started emerging regardless of whom I was interviewing, or the type of job they were doing. People were overwhelmed by the enormity of the demands made upon them to help, to protect, to cure and to save people. At the end of the day they had nothing left to give and were emotionally and physically exhausted, with not one iota of compassion left.*



Christina Maslach is Professor Emerita of Psychology at the University of California at Berkeley. Although she has conducted research in several areas, she is best known for her pioneering work on burnout and work-related stress. In 2013, Professor Maslach was given the Lifetime Career Achievement Award by the Work, Stress, and Health international conference in recognition of her exceptional contribution to understanding the causes, effects, and prevention of stress at work.

*The people I interviewed were aware that they were not treating their clients or patients well, and often wanted them to just disappear. They were deeply concerned that these feelings were highly unprofessional, so kept these to themselves. It wasn't the kind of thing they could discuss with colleagues at the water cooler. Interviewees described the strategies they used to manage these feelings and emphasized the negative effects of their work on their wellbeing and personal life. Police officers, for example, told me that they didn't just put on their uniform, but they donned 'psychological armour' to keep them going through their shift. They could take off their uniform when they got home, but couldn't remove the armour. Officers would try to unwind with their family, but found it very difficult to switch off from the job psychologically. Some of the people I interviewed thought they had made a big mistake going into that type of work, and many believed they were no good at it. Feelings of shame and guilt in putting in what they saw as an 'inadequate' service and fear for the future were very commonly expressed. At this stage, people were often thinking about leaving, and many talked about former colleagues who had gone into very different types of work as they couldn't cope any longer.*

### ***How did the term 'burnout' come about?***

*After these interviews, I went through the literature searching for concepts that might connect with what I was hearing. I came across the concept of dehumanisation in self-defence, where healthcare staff treat patients as objects, for example, 'the*

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infarction in bed two', rather than who the person actually is. This suggested that the people I interviewed were treating others as 'objects' to protect themselves from harm. I also found a similar concept called detached concern in the medical sociology literature, where some detachment is crucial, in order to avoid becoming overly involved with patients. When I mentioned these concepts during later interviews, however, they didn't seem to resonate with people – they were particularly doubtful about how detachment and concern could go together.

Then serendipity struck; at a dinner for new faculty I was talking about my work with somebody who had previously worked in poverty law. She said these experiences were common in such work and they called it 'burnout'. She, herself, had burned out and left the profession entirely. When I interviewed her afterwards, she described something that had happened in her former job. A woman had come into the law centre where she worked just before Christmas, saying that she didn't have enough money to buy presents for her young children and needed some help. The lawyer said she started screaming at the woman, telling her to go to the store and steal presents for her children – if she got caught and needed a lawyer, then this was something she could help her with. Afterwards, the woman was deeply shocked about what she had done and, at that point, realised that she had burned out. She realised that, although it was important work and she wanted to give something back to society, she couldn't continue doing the job any longer and left. I then started using the term 'burnout' with the people I interviewed, and they immediately related to it. There was something about the word that captured people's experiences that the other concepts I had discussed had not. At that point, I knew I was onto something.

### **I understand that you had problems initially trying to get your work published – what happened?**

At first, I had trouble trying to get anybody to take it seriously. Burnout was part of what you might call the 'language of the people' – for example we often talk about 'burning the candle at both ends' or a 'burnout shop' – but it wasn't formally recognized in psychology. When I first tried to publish my research, the paper wasn't even sent out for review. Journal editors responded saying that they didn't publish 'pop' psychology. They also felt that the experiences I was writing about were limited, as they were based on qualitative data and the concept was only relevant to a handful of people who were unable to cope with the emotional demands of their work. Then, serendipity occurred again. I found out about a magazine called Human Behaviour that published articles in lay terms about topics across the Social and Behavioural Sciences. I submitted an article providing an overview of my research – they not only published it, but they made it the cover story. This article probably

generated a greater response than anything else I have ever written. Using today's language, it went 'viral'. I was getting sack loads of mail from people who told me I was writing about their life and they had no idea that other people felt this way. With one article, I had opened the floodgates to people who desperately wanted to share their experiences. This led to new research opportunities and I started working with a wider range of people such as medical staff, crisis counsellors, social workers, police officers, teachers and ministers of religion.

### **How did you start raising awareness of burnout in organizations?**

Initially, getting grant money was very challenging as funders considered my research was too applied. This meant that a lot of my earlier research was unfunded, so I made a deal with organizations where we traded information. Their employees completed my questionnaires and agreed to be interviewed and observed, and then I went back to communicate the results. People's reactions, when I shared the findings with them, were fascinating. You could hear a pin drop in the room, or there would be a yell of recognition from the audience. There was a growing realization among the audience that everybody felt that way and, although people may give the impression that they are coping well, it wasn't actually the case. I learned that this research could make a real difference, as the findings could be fed back in such a way that organizations could consider how they could make changes. For example, burnout was phenomenally high in organizations that required people to work very long hours. Sharing my findings opened up discussions about whether people really needed to work that late, or if organizations could manage working hours in a different way.

### **Some countries now view burnout as a disability, what are your feelings about this?**

In some countries, burnout is an official diagnosis. People are given paid sick leave and undergo an extensive treatment programme to rehabilitate them back into their job. I am not entirely in favour of this view, as you are essentially pathologizing people who are unable to cope with the excessive demands of their work. Treating burnout as a clinical disorder doesn't solve the problem, as it is not about major crises, but the everyday demands of the job. You tell people it is their own fault; you patch them up and you send them back into the environment that made them sick in the first place. We have no evidence that burnout is a disease, and there are no therapies that will keep people well and engaged in jobs that are toxic. It is not like giving somebody an aspirin for a headache. I am also not convinced by the argument that burnout is 'just' depression and that psychotherapy will cure it. Of course, if people who are burned out become depressed we must treat it,

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but it is a symptom, not the cause, and more likely to occur at a later stage in the burnout process.

### **What about interventions based on burnout theory?**

Managers are usually well intentioned and realize that interventions are needed to improve wellbeing and protect staff against burnout. Nonetheless, most interventions are top-down, without any active involvement from those who actually do the job. This is a particular problem for people who are becoming burned out, as their growing cynicism and hostility will make them highly resistant to interventions imposed from above. Sometimes interventions can be very misguided. I was working with a school where the manager brought in a motivational speaker who was a former athletics coach. I looked around the room and saw the incredulous expressions on the teachers' faces. They had lots of motivation; they just didn't have the money for basic teaching resources, and their manager had just spent money on this guy who was trying to motivate them. This type of thing happens frequently and can do a great deal of harm.

There are many ways that burnout theory can be used to form interventions that can work. Interventions are urgently needed at the organizational level, as helping people cope more effectively with a stressful job doesn't make the job less stressful. When planning interventions, it is crucial to ask people what they think would make the greatest difference. Having them on board means a lot to them and can generate ideas for novel initiatives that are less likely to be resisted. Identifying burnout at an early stage is important; supervisors and co-workers are often able to identify the signs in somebody else and this skill could be developed through training. This assumes, of course, that supervisors are not burned out themselves.

Social relationships in organizations can be the most positive feature, while also being the greatest source of stress. When researchers go into organizations, they often think that workload will be the main problem. In fact, people often say they can do the job and handle the workload, but they cannot cope with the competitiveness, politicking, put-downs, backstabbing, gossip, unfairness and lack of recognition. We need to harness the positive power of friendship, help, humour, teaching and mentoring and consider how we can reduce the downside of social relationships at work.

I have found that the people who are better able to cope with burnout are those who recognize what is happening to them and choose to do something to offset the damage. I have interviewed paediatric oncologists who would volunteer, or do low paid work at a children's camp, so they could be with healthy kids, rather than those who were sick or dying. I also interviewed a police officer who worked in an extremely dangerous area of New York, known as

'Fort Apache' in the Bronx. In his spare time, he was a photographer who captured 'happy' moments in people's lives such as weddings and Bar Mitzvahs. This is a healthy way of coping with burnout, rather than self-medicating with alcohol or drugs, which can be so common in people who have burned out. It is important, however, for people to find out what replenishes them before they reach the crisis point, as then they may be too physically and mentally paralysed to do anything. When people are exhausted, the last thing they can do is craft and enrich their job.

### **How might new organizational practices and new ways of working impact on people?**

People who work in health and social care work have traditionally been considered at high risk of burnout. More recently, researchers have started to look at burnout in other types of professions, such as city traders and within hi-tech industries, and customer services work. In these environments, working long hours is often seen as a 'badge of honour', but showing one's vulnerability is heavily stigmatized. A short-term 'start-up' approach to working, involving considerable self-sacrifice, is now being used as a long-term model. The social dynamics of work have also changed – there are more divisive tactics that reward 'talent' and encourage destructive competition between co-workers. Organizations do not consider the human cost of these working practices such as health problems, exhaustion, sleep deprivation, work-life conflict, loss of self-worth and, of course, burnout. There is also little consideration of the longer-term implications for wellbeing, performance and profitability – the underlying assumption is that people who burn out are expendable and disposable.

Organizations need to appreciate the importance of maintaining a healthy and sustainable workforce to support the long-term common good – to help people thrive and work productively without incurring the high human costs. Occupational health psychologists have some tools and skills to help them do this, but we have the ingredients, not the recipe. Individually-focused interventions for burnout are largely drawn from the stress, coping and health fields and focus on things like enhancing social support and teaching employees relaxation and mindfulness skills. These are rarely implemented in a group form and their effectiveness is not usually evaluated. We need other methods, and need to ask new questions. At the Healthy Workplaces Centre at Berkeley, we have developed a new holistic model to guide organizations; one where the workload should be sustainable, employees are given choice and control, the systems for recognition and reward are fair and equitable, the work community offers support within a culture of fairness, respect and social justice, and people have clear values and are enabled to do work that is meaningful to them.

### Handbook of Employee Commitment

*Edited by John P Meyer (2016).*

*Published by Edward Elgard Publishing Limited  
ISBN: 978-1-78471-173-3*

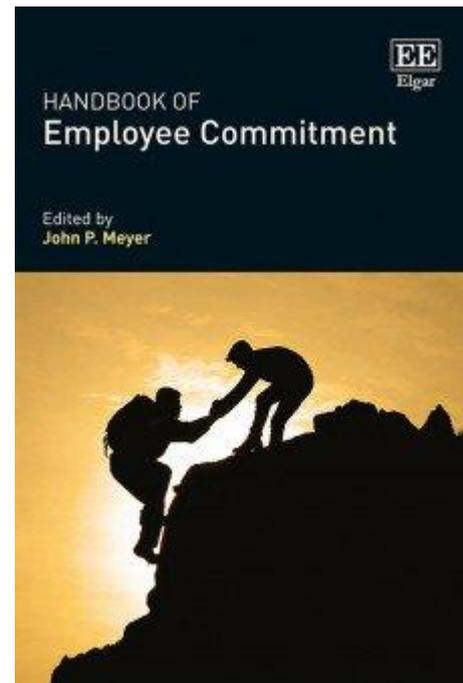
Employee commitment is very beneficial for organizations. It supports organizational learning and knowledge-sharing activities that lead to successful innovation. Commitment has been the subject of numerous studies by researchers in many different countries. In 1991, John P. Meyer and Natalie Allen developed a model of commitment that is still widely used today and has informed a considerable amount of published research in the field.

The Handbook is divided into seven parts with an impressive 35 chapters, written by international experts in the field of commitment. The editors and authors aim to inspire and enable researchers and practitioners to explore the nature of commitment in organizations and build a committed workplace. The book begins with an introduction and a roadmap by J.P. Meyer, which sets out the topics that are covered. In the first part, the authors provide a historical overview of how commitment has been conceptualized and offer interesting and innovative approaches to the field. One example is a SWOT analysis of the literature on multiple foci of commitment.

The second part of the book contains chapters that examine constructs that are related to organizational commitment, such as employee engagement, job embeddedness, organizational identification and the psychological contract. A meta-analysis of studies reporting associations between commitment and engagement is provided. The third part explores some of the foci of commitment, such as organizational commitment, occupational commitment, social commitment (relating to supervisors, teams or groups and customers), union commitment and action commitment.

Core chapters in the fourth and fifth parts of the book consider the drivers and consequences of commitment. Areas such as turnover, absenteeism, performance and well-being are covered. The sixth part presents research that has explored cultural approaches to organizational commitment. The authors provide an overview of studies conducted in various countries and highlight some interesting findings.

A strength of this book is its focus on methodology and this is examined in the seventh part of the book. A critique and update of research tools to assess commitment is provided. The need for researchers to



test existing theories and think about the concept of commitment from different perspectives is emphasized.

The closing chapter of the book, written by J.P. Meyer, emphasizes the importance of "looking back and moving forward" in the field of commitment. It identifies some unanswered questions that should be addressed in future research. As the author writes "despite all we have learned, it is clear that we still have much more to learn".

The Handbook deeply enriches the commitment literature and helps generate effective solutions for enhancing this important quality in organizations. Chapters are written by international researchers who are prominent in the field. An effective overview of theory and research is provided that is based on a wide range of current and meaningful scientific literature. An interdisciplinary approach to understanding employee commitment is utilized that draws on literature from psychology, organizational behavior and management. I believe the book should be essential reading for policy makers, researchers, professionals, managers and employees themselves who may be interested in the field.

As a PhD student working in this area, I have found this book very useful and inspiring. It deeply enriches the commitment literature and makes many suggestions for future research. It is a shame that it wasn't published two years ago when I started writing my thesis!

Review by:  
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## Book Updates

### The Oxford Handbook of Work and Family

Edited by Tammy D Allen & Lillian T Eby (2016).

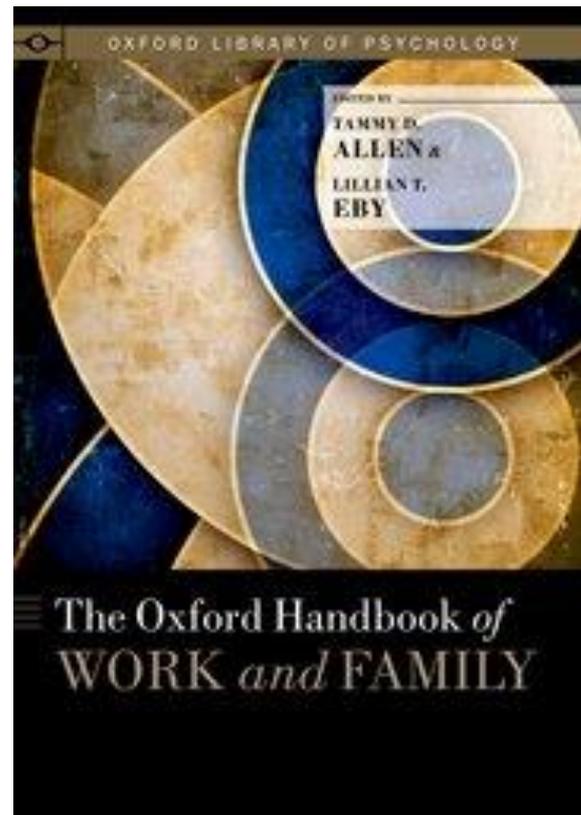
Published by Oxford University Press

ISBN: 9780199337538

The Oxford Handbook of Work and Family offers an extensive review of research, policy and practice in the area of work and family interaction. The handbook covers the main areas of research in the field, and many key authors and practitioners have contributed chapters to produce a detailed and contemporaneous review of research, policy and practice. A considerable strength of the book is the inclusion of nine chapters covering under-researched and novel topics in the field.

The handbook is divided into several sections. The first section "The Worker" focuses on individual characteristics that impact on the work-family experience. Leslie and colleagues examine gender issues associated with the work-family domain from a role-based perspective, while Grandey et al. offer interesting insight into aspects of emotion regulation in home and work contexts, paying particular attention to the relationship between domains. Further chapters cover personality and values, emotion regulation, recovery and boundary management. The second section examines the family. The first two chapters focus on the couple dyad, investigating the division of labour between couples (Shockley and Shen) and the crossover process between couples (Westerman). The focus then moves to children in the family unit, with the first chapter examining the impact of working parents from a child-centred perspective. This is followed by an examination of the issues facing working parents who have a child, or children, with disabilities (Brennan et al.). The final chapter of this section sheds light on the work-life experiences of a group that is often overlooked - those who do not have children and are single (Casper et al.).

Section three of the handbook focuses on the organization. The first chapter of the section is written by Ellen Galinsky of the Families and Work Institute in the United States and aims to raise public awareness of work-family issues and inform policy. Galinsky reviews the approach taken by the Institute over the last 25 years and provides examples of its "research-to-action" campaigns. The organizational change perspective is the focus of the second chapter in this section that discusses strategies to redesign work to fit more effectively with family life. Chapter three presents two case studies of multinational



organizations to examine work-life effectiveness within the contemporary business environment. Chapter four focuses on the interaction between leadership and work-family theory, highlighting the importance of the manager as a conduit for success in balancing work and family roles. This is followed by a review of workplace flexibility that examines the positive and negative implications of a variety of practices. The section closes with an examination of dependent care that presents a model that reflects the increasing need for working individuals to manage a range of care responsibilities in the home environment.

Section five of the handbook focuses on the wider contexts in which the work-family interface sits. Three chapters in this section consider the role of community at a local level. Minnotte examines the constructs of work and family demands via a lens of family and community. Of particular interest is the examination of community involvement and the impact of community support for the family. The final two chapters in this section take a macro approach, examining legislation and policy in the international context and providing a review of comparative cross-national work-family research. These chapters offer a particularly strong contribution to our understanding of the role of organizational and governmental policy in the management of work and family.

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The key topic areas covered in section one to four are supplemented by two final sections. The first brings together nine chapters under the heading of "Special Topics" that consider under-researched and novel areas of work-family research. Areas covered are diverse and include an examination of the impact of technological developments on the work-family interface and a review of the limited research that has looked at interventions in the work-family domain. A chapter by Agars and French challenges work-family researchers to extend their research to include often ignored populations, such as those on low incomes, the LGBT community and single parents, arguing that much of the work to date focuses on a very narrow group of workers. An examination of how neuroscience research can inform work-family research written by Poelmans and Stepanova is followed by chapters that consider employee health, the impact of non-work issues on the work-family interface, and work-family balance in family-owned businesses. A chapter by Harrington and colleagues examining work-family issues from a male perspective is a particularly timely addition to the work-family literature.

The book concludes with an interesting examination of future directions for research in the area. A particular focus is placed on bridging, or indeed reducing, the researcher-practitioner divide to ensure that new, effective and evidence based interventions are developed and policies introduced.

This handbook provides a comprehensive and detailed review of the research on work and family

issues to date, and provides a welcome focus on areas that have been under-researched. Contributions are provided by researchers and practitioners and the book as a whole brings a collaborative voice to the field. Although several chapters take a cross-cultural perspective, the reader is very aware of the book's North American roots. Many of the contextual and practice examples stem from the United States, and this can sometimes make the handbook feel very rooted in one particular policy and research culture. This potentially limits its applicability, particularly from a policy context, to European settings. Nonetheless, the breadth and depth of the book, particularly the focus on new and under-researched topics, makes the Oxford Handbook of Work and Family ideal for those who want to gain an overview of contemporary research, practice and policy issues in the field. It will also introduce new areas to researchers, policy makers and practitioners already active in the area.

Review by:

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## Review one of the these books!

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### “Insights from OHP – What Works?”

### EAOHP Discussion at the 2017 Division of Occupational Psychology Conference, Liverpool, UK

As part of the ongoing relationship between the Academy and the British Psychological Society’s Division of Occupational Psychology (DOP), the Academy organized a panel discussion titled: “Insights from OHP – What Works?” during the DOP’s Annual Conference. The conference was held in Liverpool from the 4th to the 6th of January 2017. The Academy’s discussion tied in with the wider conference theme: “From Research into Practice”. It drew on insights from our collective understanding of OHP and identified ways to enhance the wellbeing of employees at individual and organizational levels, and to demonstrate how this knowledge can be translated into creative and effective interventions that have strong potential to improve wellbeing in different occupational settings. More specifically, the session consisted of three short presentations that focused on how to develop effective interventions to reduce work-related stress, introduce health promotion initiatives, and enhance work-life balance, as well as the factors that influence their effectiveness.

The session commenced with Kevin Teoh (Birkbeck, University of London) introducing the background and the purpose of the Academy to the audience. This included the interest of the Academy in fostering a reciprocal working relationship with the Division of Occupational Psychology, in order to encourage members from both organizations to work together more closely to develop and evaluate a range of creative, evidence-informed and pragmatic approaches to improving wellbeing at work.

Professor Karina Nielsen (University of Sheffield) began by explaining that the intervention process was about making a very complex process as simple as possible. Having briefly introduced the intervention cycle: initiation, screening, action planning, implementation, evaluation, Karina emphasized the three principles underpinning all interventions: (i) participation; (ii) management support; and (iii) intervention fit.

The first principle underlines the fact that employees and other key stakeholders should be actively involved at all stages to ensure ownership and maximize their feasibility and acceptability. Second, the role of managers is imperative to drive the intervention process, and to improve the working conditions surrounding it. Finally, it is important that an appropriate fit exists between the person and the intervention, as workers can only be ready for an intervention if they have appropriate levels of autonomy and satisfaction in engaging with the process.

The second presentation by Kevin Teoh centred around



four practical implications from the EU-OSHA (2012) review into workplace health promotion. The first is to raise awareness of what workplace health promotion is - the combined efforts of employers, workers and society to improve the health and wellbeing of people at work. The second is to highlight the business case for workplace health initiatives to the business community. Third, Kevin introduced the European toolkit from the European Network for Workplace Health Promotion as part of the need to provide free and readily accessible tools and toolkits to implement WHP programmes. The fourth and final implication involves the active participation of all stakeholders – management and workers, as well as engaging practitioners and the next generation of business leaders.

The discussion closed with Professor Gail Kinman (University of Bedfordshire) presenting the challenges faced by individuals and organizations in maintaining a healthy work-life balance. She highlighted the need to revisit the meaning of work-life balance, and the ways in which recovery can be achieved in the face of rapidly changing working environments. The advent of new technology may make work more efficient, but the invasiveness of technology into the personal space of workers is not always to their benefit. Therefore, multi-level models with strong potential to inform interventions to improve recovery are needed, with particular emphasis on person-environment fit approaches, which accommodate wide variation in individual needs and approaches to work. Some examples of models and tools at each level were provided.

There was remarkable consistency across the three presentations, despite their focusing on different practical aspects of OHP: interventions, workplace health promotion, and work-life balance. Underpinning it all is the need to understand the work context through appropriate risk assessments, paired with the need to actively involve managers and workers. Moreover, there is still the need to recognize the role of the individual, their fit with work environments, and interventions that are ultimately interested in improving the health and wellbeing of the worker. This message naturally underpins much of occupational health psychology, and as the Academy seeks to build on its

relationship with the DOP, we hope this is a message that can be re-emphasized both at national and European levels, as we collectively strive for the betterment of our way of life, our work, and working lives.

### References

European Agency for Safety and Health at Work (2012). A literature review on the motivation for employers to carry out

workplace health promotion. Publications Office of the European Union.

Review by:  
**Kevin Teoh**  
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## Call for Papers

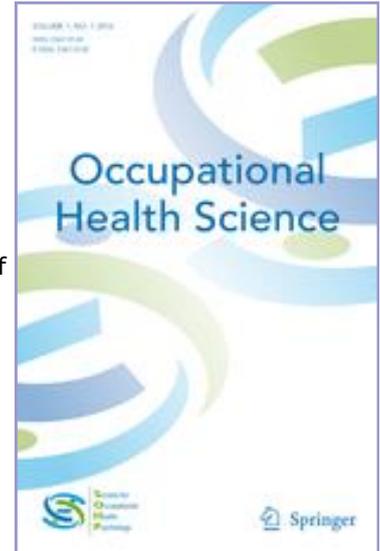
### Occupational Health Science—New SOHP Journal

The Society for Occupational Health Psychology is happy to announce a new journal - Occupational Health Science. Occupational Health Science is a peer-reviewed journal dedicated to publishing leading edge scholarship on behavioral, social, psychological, and technological aspects of occupational health.

This peer-reviewed journal is dedicated to presenting leading edge scholarship on behavioral, social, psychological, and technological aspects of occupational health. The journal publishes papers that represent important empirical and/or theoretical contributions to our understanding of phenomena related to worker safety, health, and well-being. The journal combines a multidisciplinary orientation, an international perspective, a translational/evidence-based practice focus, and a flexible approach that welcomes both deductive (theory-based) and inductive (descriptive) articles. The contents include articles of interest to academics as well as practitioners in applied psychology, public health, industrial hygiene, occupational medicine, nursing, occupational safety, epidemiology, ergonomics, human resource management, organizational behavior, and economics.

**The journal is accepting submissions so please consider submitting your research now!**

Robert R. Sinclair, is the founding editor of OHS and he is supported by a strong team of associate editors (Mindy Bergman, Sharon Toker, and Mike Ford), a distinguished advisory board (Lois Tetrick, Leslie Hammer, Paul Spector, Kevin Kelloway, Mo Wang, and Laura Punnett), and a fantastic editorial board with over 70 members.



For more information please contact the founding editor Robert R. Sinclair ([rsincl@clmson.edu](mailto:rsincl@clmson.edu))

## Contribute to the Bulletin!

**This is your bulletin!** We do our best to cover what interests you, but we need your input. We welcome contributions of all kinds – for instance, news of people in practice, education and/or research, including new professional appointments and contracts, conference announcements, reports of symposia, accounts of work in progress, and letters to the Editor.

We are keen to include content from any contributory discipline, in order that we can encourage discussion and debate around Occupational Health Psychology in its fullest possible sense. You don't have to be an EAOHP member to contribute, nor do you have to be based in Europe. We welcome contributions from all parts of the globe. We will publish any item that is of interest to bulletin readers (who number some 1,000 individuals worldwide).

If English is not your first language, don't let this put you off – if you need it, you will be provided with help to prepare your item.

If you have a contribution for the bulletin then just send it to a member of the bulletin team or, if you are undecided, get in touch with Sue Cowan, Kevin Teoh or Vlad Dediu to discuss your ideas. See the back page of this bulletin for our contact details.



## European Academy of Occupational Health Psychology Offices

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## EAOHP – About Us

The European Academy of Occupational Health Psychology: the European representative body for the discipline. The Academy is a registered charity under English law (registered charity number 1115640) that exists to support research, education, and professional practice across Europe. This is achieved through a biennial conference, academic and practitioner-oriented publications, and the provision of small grants to individuals and groups.

Individuals with an interest in the application of scientific psychological principles and practices to occupational health issues are invited to join the Academy. Membership attracts a host of benefits including a free personal subscription to the Academy's affiliated journal, *Work & Stress*, as well as discounts on attendance at events.

## Academy Publications

***the Occupational Health Psychologist***: Published two times per annum. ISSN 1743-16737 (Online). Back copies can be downloaded at [www.eaohp.org/newsletter.html](http://www.eaohp.org/newsletter.html)

***Work & Stress***: A journal of work, health and organizations. Published by Taylor & Francis in association with the European Academy of Occupational Health Psychology. ISSN 0267-8373

***Contemporary Occupational Health Psychology: Global Perspectives on Research and Practice, Volume 3 (2014-2015)***.

A biennial series published by Wiley-Blackwell on behalf of the European Academy of Occupational Health Psychology and the Society for Occupational Health Psychology. Available from the Wiley-Blackwell websites and through large online retailers including Amazon.



# *the Occupational Health Psychologist*

## **GUIDELINES FOR CONTRIBUTORS**

We are keen to publish many different kinds of articles, and we hope this will encourage a broad range of submissions. We welcome articles from people involved in practice, education and/or research in OHP and across the full range of contributory disciplines, and with a variety of levels of experience. If English is not your first language, don't let this put you off – if you need it, you will be provided with help to prepare your item. We aim to publish three issues per year.

### **OHP research/practice**

We welcome short reports (of no more than about 1000 words) of research findings, practice issues, case studies, brief literature reviews, and theoretical articles. This could be a valuable opportunity for you to disseminate information on your work both to academics and practitioners. When writing these reports please make them as accessible as possible to the broad readership of the bulletin.

### **OHP briefings**

We also welcome overviews of your OHP-related activities, or those of your research group, consultancy or organization. This type of article provides a useful insight into the sort of work that is being undertaken across the OHP world community. Additionally, this section enables the communication of policy developments that may have implications for OHP research, practice and education in your country. We ask that such articles are no longer than 1,200 words long.

### **Opportunities**

We would be pleased to receive advertisements for job opportunities, internships or PhD studentships. If you have an opportunity that you would like to make our community aware of, please send a short description to the Editors.

### **Other articles**

We welcome news, conference announcements, open letters regarding any OHP-related topics, responses to published articles and brief summaries (in English) of OHP issues that have been reported by your national news media.

We would be pleased to receive appropriate photographs to accompany your contributions.

**Please email your questions, announcements  
or contributions to the Editors:**

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## **The Occupational Health Psychologist Editorial Team:**

**The Editor, Sue Cowan, is Head of Psychology, Heriot-Watt University**

**Kevin Teoh (Deputy Editor) is a Research Associate and doctoral student at Birkbeck University of London; Vlad Dediu (Editorial Assistant) is a doctoral student at the University of Nottingham.**