UCF Performance Solutions

Who We Are

UCF Performance Solutions is an applied research group who seeks to improve productivity and performance for organizations and strengthen quality of work life for employees. Performance Solutions accomplishes this with the latest technology and research, providing a fresh perspective on business procedures with UCF’s faculty and graduate students in the Industrial Organizational Psychology program leading the way.

Our Mission

To deliver evidence-based organizational solutions that enhance the workplace, for both the organization and its employees.
Our Vision…

To share knowledge and solutions in order to promote productive, healthy workplaces.
Introduce yourselves!

1. What organization are you representing?

2. What brought you here today?
Agenda

- Time Optimization
- Context
- Traditional Views
- Contemporary Views
- Recovery
- Questions
5 Categories of CWBs

*Counterproductive Work Behaviors*
Umbrella term covering wide variety of unproductive behaviors that occur in the workplace

- Abuse Against Others
- Production Deviance
- Sabotage
- Theft
- Withdrawal

(Spector et. Al 2006)
5 Categories of CWBs

Counterproductive Work Behaviors
Umbrella term covering wide variety of unproductive behaviors that occur in the workplace

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- Production Deviance
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(Spector et. al 2006)
Production Deviance

• Intentional failure to perform job tasks & work effectively, & the way they should be performed
  • Off task behaviors
  • Drug/alcohol misuse

• Passive
  • Less visible to the organization – more covert
  • Does not involve interpersonal interactions
Withdrawal

• Behaviors that restrict the amount of time spent working to less than what is required of the employee
  • In other words: Behaviors that result in the employee working less time than required

• Examples:
  • Tardiness
  • Long breaks
  • Absenteeism
$759 billion annually

on average, $5,720 per employee

(Malachowski, 2005)
Our Approach

Reducing Absenteeism and Time Banditry

Increasing Time Optimization
Traditional Views
360 View of Absences

Fish Bowl Activity:
• On 3 separate sticky notes, write:
  • An example of when you were absent and what effect you thought your absence had on the workplace
  • An example of when your coworker was absent and how that affected your ability to do your work
  • An example of when your supervisor was absent and how that affected your work and your team’s work

Write Answers on Sticky Note & Place in Center of your Table
Absenteeism

• What does this look like?
  • Tardy
  • Absent
  • Use excessive sick leave

• Information Age
  • Easy to track!
  • Understand the *impact* on organizations

(Sackett, 2002)
Effect on Organizations

• Bureau of National Affairs stated that 60% of organizations consider absenteeism to be the most serious discipline problem they face.

• Absence due to health-related issues costs American organizations **$153 billion annually**.

(Scott, Markham, & Robers, 1985; Rybczynski, 2017)
Absenteeism

Individual problem or organizational problem?
Absenceeeism

Individual problem or organizational problem?

• We’ll show you solutions to both!
  • Individual: Self-management training
  • Organizational: Absence culture
Individual-Level Solution
Self-Management Training

Employees will identify behaviors to change → Set Goals → Reward and Punish themselves

(Atwater & Elkins, 2009)
Self-Management Process

1. Establish short- and long-term goals
2. Maintain a record of progress
3. Establish self-reward and self-punishment system
4. Create written contract to themselves
5. Identify situations most likely have poor attendance

(Atwater & Elkins, 2009)
Benefits

Employees hold themselves accountable

Takes burden off of managers

Do you have any examples of a similar process at your organization?

(Atwater & Elkins, 2009)
Organizational-Level Solution
Absence Culture

- Depends largely upon the consequences that workers feel will result from absence

<table>
<thead>
<tr>
<th>Encouragers of Absence</th>
<th>Deterrents of Absence</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Break from work</td>
<td>• Loss of wages</td>
</tr>
<tr>
<td>• Spend time with friends &amp; family</td>
<td>• Loss of promotional opportunities</td>
</tr>
<tr>
<td>• Leisure time</td>
<td>• Heavier workload</td>
</tr>
</tbody>
</table>

(Martocchio, 1994)
How to Create the Culture

Focus absence management efforts on the emergent absence culture

Policy development, informal communication, and incentives

Unit-level absence control interventions

(Martocchio, 1994)
360 View of Absences

Fish Bowl Activity:
• An example of when you were absent and what effect you thought you had
• An example of when your coworker was absent and how that affected your ability to do your work
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Let’s talk about it!
Time Banditry

• “Propensity of employees to engage in non-work-related activities during work time”
  • Technology plays a big role today
• Falls within production deviance

(Martin et al., 2010)
Precursors of Time Banditry

Do you have issues with any of these in your organization?

(Martin et al., 2010; Brock, M. E. 2011)
How does this lead to Time Banditry?

Precursors  
Cognitive Justification  
Opportunity

(Martin et al., 2010)
Who Are Our Time Bandits?
Time Bandit Profiles

- Mercenaries
- Parasites
- Weasels
- Sandbaggers

(Martin et al., 2010)
Time Bandit Profiles

**Weasels**

- Engaged-productive
- Moderate commitment to job
- Reasonably complete their tasks
- *Could perform better... if they wanted to.*

(Targeted Solution)

(Martin et al., 2010)
Time Bandit Profiles

**Weasels**

- Engaged-productive
- Moderate commitment to job
- Reasonably complete their tasks
- *Could perform better... if they wanted to.*

**Targeted Solution**

- Intervention efforts may consist of minor changes:
  - Job enrichment
  - Reinforce cultural norms against time banditry
  - Reinforce performance standards.

(Martin et al., 2010)
Time Bandit Profiles

Mercenaries

- Unengaged-productive
- Little commitment to job
- Reasonably complete their tasks
- *Could also choose to perform better*

Targeted Solution

(Martin et al., 2010)
Time Bandit Profiles

**Mercenaries**
- Unengaged-productive
- Little commitment to job
- Reasonably complete their tasks
- *Could also choose to perform better*

**Targeted Solution**
- ✓ Work to increase engagement:
  - ✓ Assign as trainers or leaders
  - ✓ Use participative management
  - ✓ Enforce policies against time banditry
  - ✓ Ensure prevention strategies are within reason

(Martin et al., 2010)
Time Bandit Profiles

Sandbaggers

- Engaged-unproductive
- Seem to be involved, but it’s really impression management
- Banditry evident when closely scrutinized
- *Could be positive!*
  - OCBs

Targeted Solution

(Martin et al., 2010)
Time Bandit Profiles

**Sandbaggers**

- Engaged-unproductive
- Seem to be involved, but it’s really impression management
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**Targeted Solution**

- Focus on increasing productivity:
  - Implement performance goals
  - Assign tasks that build up to a full process or product
  - Monitor Sandbaggers

(Martin et al., 2010)
Time Bandit Profiles

Parasites

- Unengaged-unproductive
- Drain resources
- **Commonly commit:**
  - Social loafing
  - Free riding
  - Shirking
  - Job neglect

Targeted Solution

(Martin et al., 2010)
Time Bandit Profiles

Parasites

- Unengaged-unproductive
- Drain resources
- Commonly commit:
  - Social loafing
  - Free riding
  - Shirking
  - Job neglect

Targeted Solution

- Terminate vs. Rehabilitate
  - Rehabilitation:
    - Training
    - Job enrichment
    - Job rotation

(Martin et al., 2010)
Universal Solutions

- Tool to evaluate habits of employees
  - Regular performance appraisals and feedback
  - Online software to detect non-work related use of Internet

- System to hold employees accountable for their time
  - Time card system to monitor lateness/leaving early
  - Blocking access to certain non-work related Internet sites
Negative Effects

• Undermines organization’s mission
• Undermines morale & productivity
• Undermines institutional support

Keep in mind…

• Close monitoring of employees’ behavior can have negative consequences too
Positive Effects

Surprisingly, there are positive effects!

- Some off-task behavior isn’t all bad:
  - Employees participating in *Organizational Citizenship Behaviors*
  - *Microbreaks* have many benefits….
Recovery
People are going to take breaks…

but let’s train them to recover properly – saving your organization’s time and money.
What is Recovery?

• Employee replenishes their resources following job strain
  • *Maintains employee well-being*

• Relaxation protects against increased job exhaustion during high job demands

(Siltaloppi et al., 2009)
Recovery

Productivity

Time
Recovery Mechanisms During Work Hours
Foster Climate of Positive Group Context

- Perceived encouraging work conditions

- ↑ Positive group context; ↓ Withholding effort

**Best Practices**

- Form self-managed teams
- Establish peer mentoring
- Openly discuss effort and performance link

(Kidwell & Valentine, 2009)
Encourage Micro-Breaks

• Short respites during the work day
  • Relaxation
  • Nutrition Intake
  • Social
  • Cognitive

• Offset strain from work demands

(Kim et al., 2017; Kidwell & Valentine, 2009)
Encourage **proper** Micro-Breaks

- Distance oneself from work
- Take the time to relax! Do not handle a non-work hassle
  - i.e. making a doctor’s appointment
- Incorporate caffeine

(Kuhnel et al., 2009; Marzuq & Drach-Zahavy, 2012)
Recovery Mechanisms
Outside of Work Hours
Maintain Work/Life Balance

Why does this work?

• When employees take work home, it can inhibit the recovery process
• Boundaries help create psychological detachment
• Recovery levels when employees arrive predicts recovery levels at the end of the work day

(Meijman & Mulder, 1998; Park et al., 2011; Sonnentag, 2009)
Maintain Work/Life Balance

**Best Practices**

- Set standard office hours
- Set work-home segmentation norms
- Avoid allowing employees to take work home
- Discourage use of work email on smart phones

(Kuhnel et al., 2009; Park et al., 2011; Derks et al., 2012)
Invest in Leisure Activities

• Involving in social activities on the weekend…
  • Fosters fulfillment of everyday work tasks
  • Increases work engagement
  • Increases production of proactive behaviors
    • i.e. initiative taking and pursuit of learning

Best Practices

Plan corporate events
  i.e. holiday parties, volunteer/charity events
Encourage corporate recreation sports teams
Recognize employee special interests

(Fritz & Sonnentag, 2005; Sonnentag, 2003; Sonnentag, 2003)
Fish Bowl Activity

• What constraints/stressors are unique to your employees?
• Which recovery mechanisms do you believe would help the most?

Write Answers on Sticky Note & Place in Center of your Table
Key Takeaways

Address Absence Culture

Target Time Bandits

Encourage-Micro Breaks

Remember Balance is Key!
Questions?
Thank You!

Please feel free to meet with our consultants and indulge in some refreshments!