

# Sooner HR Society Do Not Disturb – Work-Life Harmony in Progress

Krystal Brue, Ph.D.  
Associate Professor and Chair, Department of Business  
Cameron University  
Lawton, OK



# Presentation Objectives



*Examine causes of work-life imbalance and trends associated with improving the harmony between work and non-work roles.*

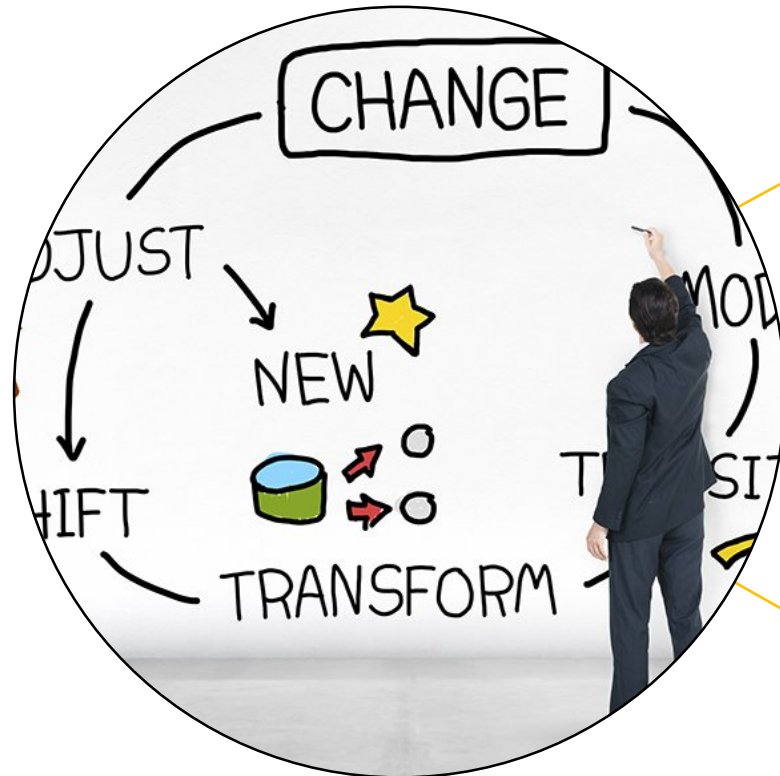


*Analyze recent work-life balance research and apply findings to work environments.*



*Consider work-life harmony within current trends of working remotely.*

# Workplace Changes




Prior to  
2020

- Absenteeism
- Turnover
- Lost productivity
- Increased health claims

Since  
2020

- Remote Work
- Difficulty Disconnecting – No Natural Boundary
- Lengthened Workday
- Rising Responsibilities at Home
- Blurred Work & Personal Life

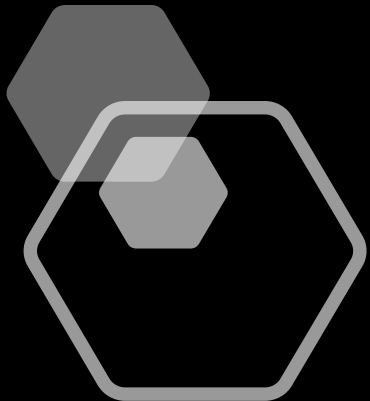


How has the pandemic  
affected your workplace?

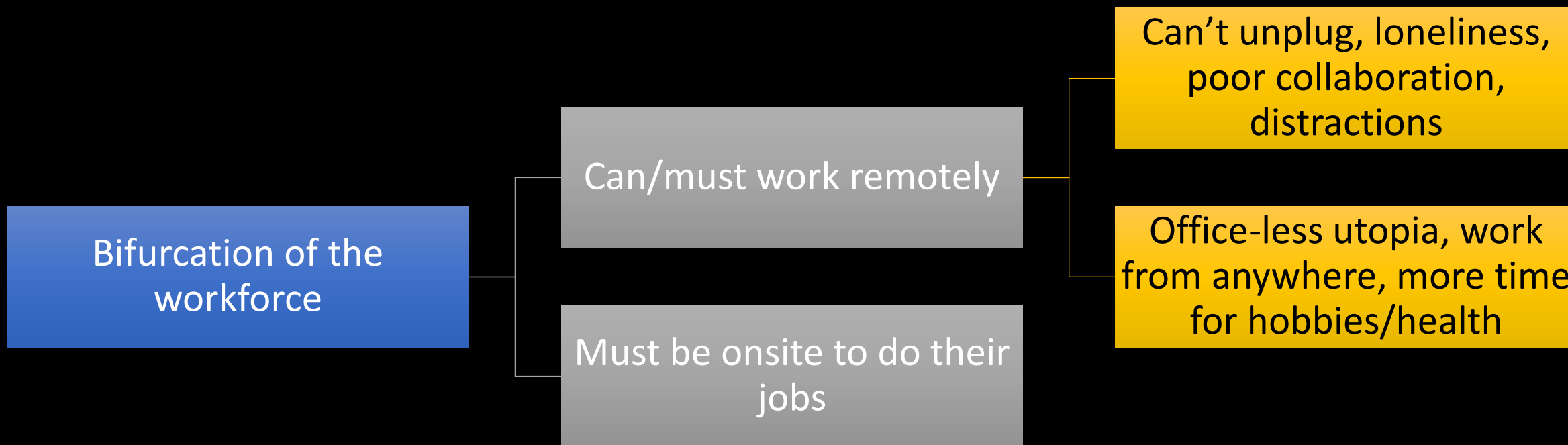
How many of these  
workplace trends have you  
faced ?

---





# Future of Work



# Highly Demanding Occupations

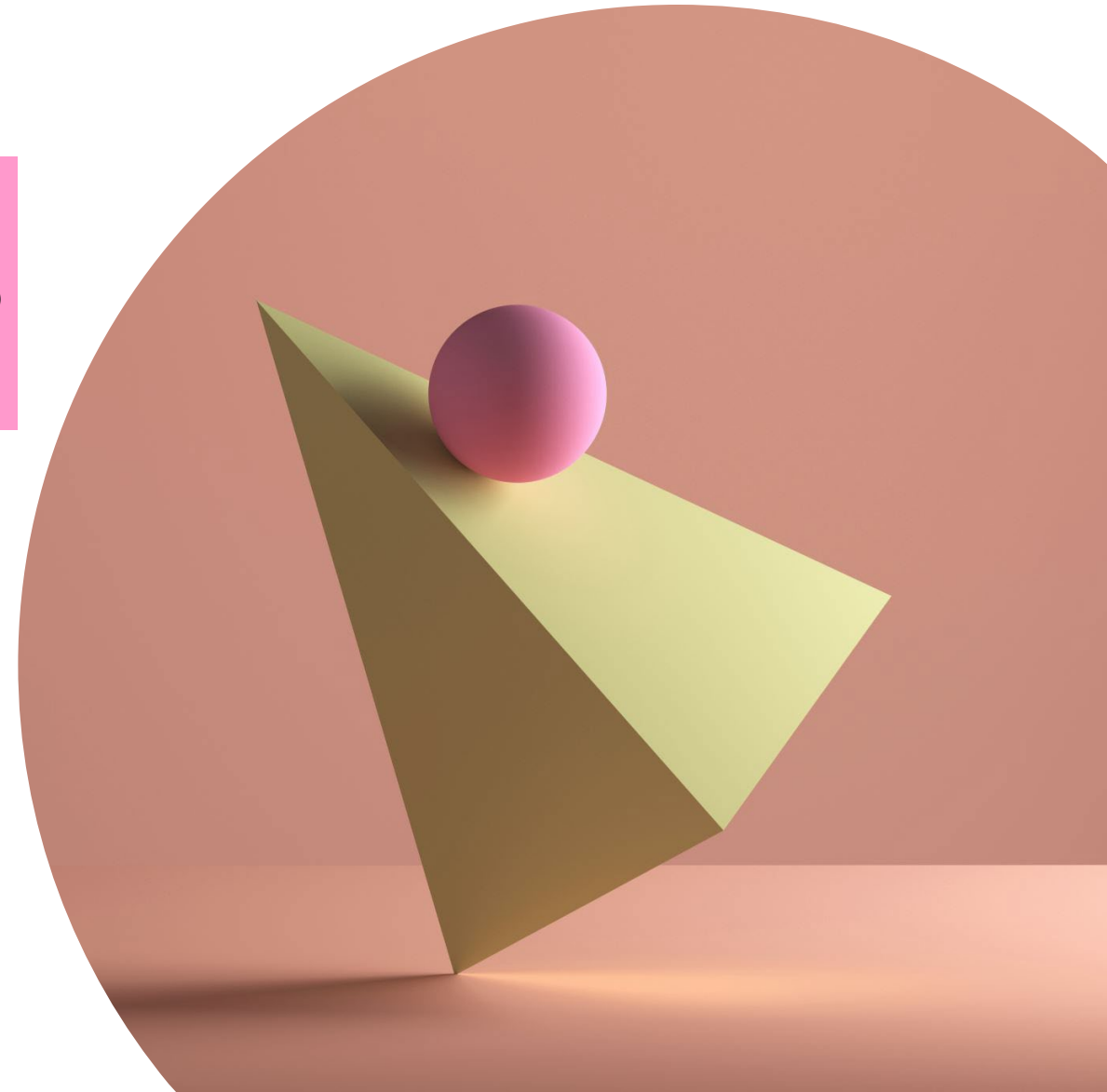
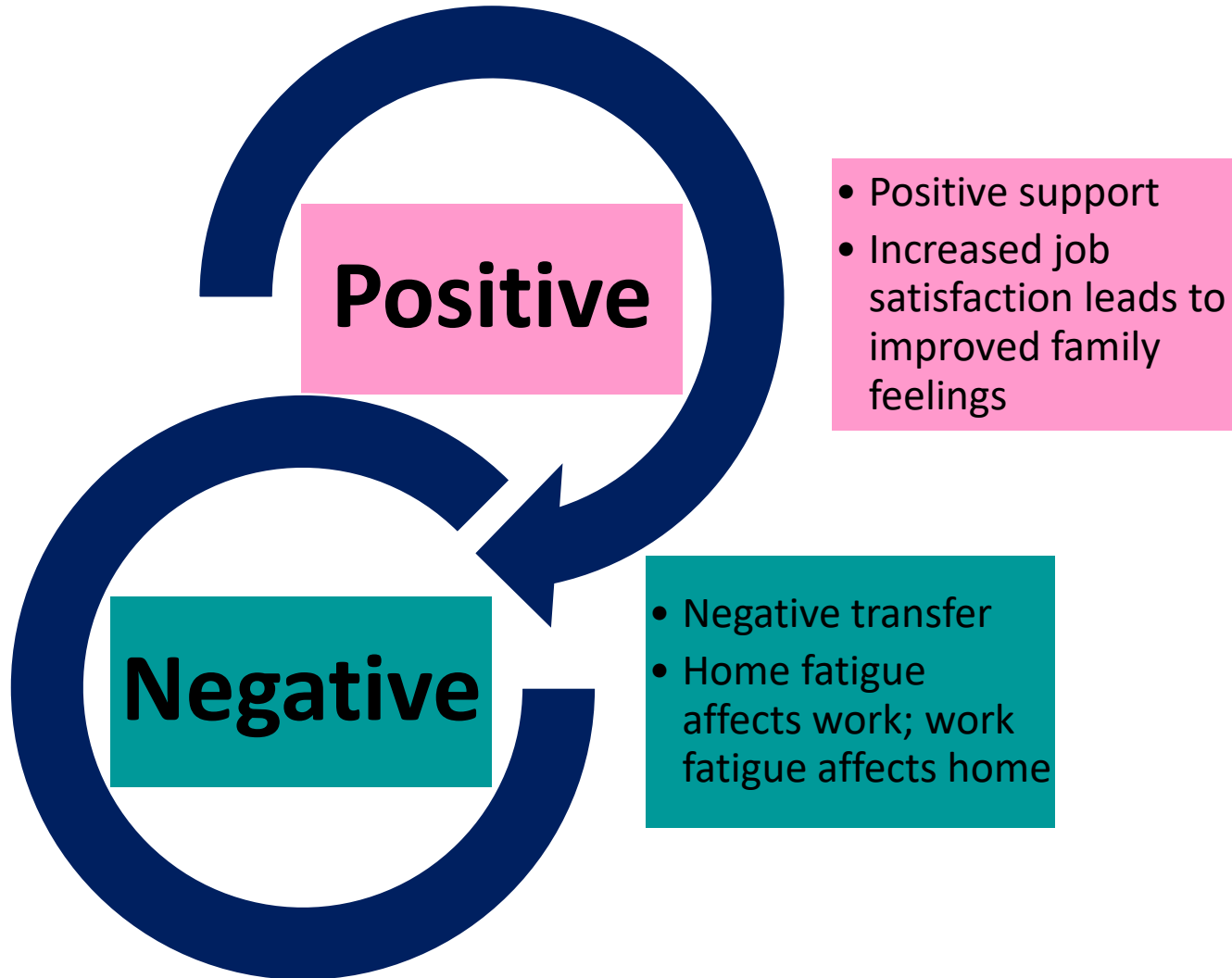


- Characterized by
  - Long hours
  - Negative work spillover
  - Little or no work schedule control
  - Compulsive pressure to respond to work
- Personal side effects
  - Negatively affects employee health & wellbeing
  - Burnout, emotional exhaustion, marital problems, & abuse
- Research findings
  - Work-life conflict can become an antecedent to conduct deviance, retaliation, and reduced job satisfaction

# Work-Life Harmony

- Individual Factors
  - Financial Commitments
  - Autonomy for Personal Requirements
  - Career Authority
  - Personal Health
  - Interpersonal Relationships
- Family Factors
  - Financial Commitments
  - Elder/Children Care
  - Family Demands
  - Familial Relationships
- Organizational Factors
  - Unfriendly Policies
  - Supervisor/Colleague Relationships
  - Flexibility in Work Schedule

# Spillover



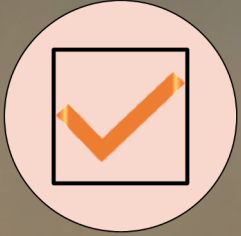


Time-based  
Strain-based  
Behavior-based



**Work-Family  
Conflict**

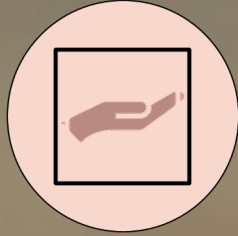
# Support



APPRAISAL



INFORMATIONAL




EMOTIONAL



INSTRUMENTAL





What types of support do you receive?

What type of support do you need?

---



# What we know...

Working hours &  
amount of free  
time

Long-hour culture

Effort-Recovery  
Model

Job Demands-  
Resource Theory

Psychology of a  
crisis

Survivor  
syndrome

“Zero-sum”  
gaming theory  
mindset

High extraversion  
&  
conscientiousness

Segmentors vs  
integrators

# Strategic Actions

Establish rituals to manage boundaries between work and home

Value social connections

Establish safe support areas

Be ambidextrous: Segmentors need to tolerate nonwork interruptions; integrators may benefit from segmenting time & space

As workplace leaders:

- Enhance trust while attentive to increased monitoring
- Analyze communication flow
- Create opportunities for connections
- Balance optimism & realism

As passion and burnout are linked. Seek for harmonious work engagement rather than obsessive.



## Discussions:

1. What do you feel hinders your WLB?
  2. Which of these strategies might work for you?
  3. What other strategies have you implemented which have reduced your work-life conflict?
- 



# Recommend Readings & References

- Kniffin, K. M., Narayanan, J., Anseel, F., Antonakis, J., Ashford, S. P., Bakker, A. B., Bamberger, P., Bapuji, H., Bhawe, D. P., Choi, V. K., Creary, S. J., Demerouti, E., Flynn, F. J., Gelfand, M. J., Greer, L. L., Johns, G., Kesebir, S., Klein, P. G., Lee, S. Y., ... Vugt, M. van. (2021). COVID-19 and the workplace: Implications, issues, and insights for future research and action. *American Psychologist*, 76(1), 63–77. <https://doi.org/10.1037/amp0000716.supp> (Supplemental)
- White, C., & Maniam, B. (2020). Flexible Working Arrangements, Worklife Balance, and Working Women. *Journal of Business & Accounting*, 13(1), 59–73.
- Powell, G. N., Greenhaus, J. H., Allen, T. D., & Johnson, R. E. (2019). Introduction to Special Topic Forum: Advancing and Expanding Work-Life Theory from Multiple Perspectives. *Academy of Management Review*, 44(1), 54–71. <https://doi.org/10.5465/amr.2018.0310>
- Leslie, L. M., King, E. B., & Clair, J. A. (2019). Work-Life Ideologies: The Contextual Basis and Consequences of Beliefs About Work and Life. *Academy of Management Review*, 44(1), 72–98. <https://doi.org/10.5465/amr.2016.0410>
- Kim, H., Kim, Y., & Kim, D.-L. (2019). Negative work–family/family–work spillover and demand for flexible work arrangements: the moderating roles of parenthood and gender. *International Journal of Human Resource Management*, 30(3), 361–384. <https://doi.org/10.1080/09585192.2016.1278252>
- Hirschi, A., Shockley, K. M., & Zacher, H. (2019). Achieving Work-Family Balance: An Action Regulation Model. *Academy of Management Review*, 44(1), 150–171. <https://doi.org/10.5465/amr.2016.0409>
- Hsu, Y.-Y., Bai, C.-H., Yang, C.-M., Huang, Y.-C., Lin, T.-T., & Lin, C.-H. (2019). Long Hours' Effects on Work-Life Balance and Satisfaction. *BioMed Research International*, 1–8. <https://doi.org/10.1155/2019/5046934>
- Brue, K. (2018). Harmony and Help: Recognizing the Impact of Work-Life Balance for Women Leaders. *Journal of Leadership Education*. 17 (2); 219-243 doi:10.12806/V17/I4/C2
- Brue, K. (2019). Work-Life Balance for Women in STEM Leadership. *Journal of Leadership Education*. 18 (1), 32-53. DOI: 10.12806/V18/I2/R3



Thank you,  
Questions, &  
Contact Information

---

Krystal Brue, Ph.D  
Cameron University  
2800 W Gore Blvd  
Lawton, OK 73505  
kbrue@cameron.edu  
580-581-7988

