

Presentation Title	Place in Schedule
Sufficient off-job time promotes employees' daily well-being and prevents memory failures at work	Poster Session <i>Day 2 – Wednesday – May 9<sup>th</sup>, 2018 8:30am-9:30am</i>
Description of Presentation	Presenter Name(s) And Credentials
<p>Marjaana Sianoja<sup>1, 2</sup>, Erin L. Kelly<sup>1</sup>, Soomi Lee<sup>3</sup>, and David M. Almeida<sup>3</sup></p> <p>1MIT Sloan School of Management 2University of Tampere, Finland 3The Pennsylvania State University</p> <p>Statement of the problem Due to high job demands and irregular work schedules, workers may be left with insufficient time to recover from work before returning to work on the following day. We examined how the duration of uninterrupted off-job time between two consecutive workdays relates to employee well-being and memory failures on the following workday. We expected that when employees return to work quickly they experience poorer well-being and more memory failures compared to workdays following more off-job time.</p> <p>Methods We used daily diary data collected as a part of the Work, Family, and Health Study (Bray et al., 2013; Kelly et al., 2014). Participants provided their responses via phone interviews on eight consecutive evenings. Only workdays were included in the analyses. Participants were asked to provide detailed information about when they started and finished working for all the work spells during the preceding 24 hours. Also questions about daily sleep duration, fatigue, negative and positive affect, and memory failures were included in the interviews.</p> <p>Participants Participants were professional employees working at an information technology (IT) division in a large firm (N = 131, days = 1014). The IT professionals worked in cognitively demanding jobs; for example, in software development, application testing, and project management. All the employees included in this sample were parents of a child aged 9–17 years. Parallel analyses will also be conducted in a population of nursing home workers (N = 173, days = 1294),</p>	Marjaana Sianoja, MA <i>MIT Sloan School of Management and University of Tampere Finland</i>
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who were direct care workers working day or evening shifts. This will allow us to compare the recovery needs and outcomes of two different groups who face different job demands.

#### Analyses

The data was analyzed using multilevel models in R to account for the non-independence of the data (days were nested within persons). We controlled for the day of the data collection, working during weekends, sleep duration, and daily job demands.

#### Results

Preliminary results calculated using sample with the IT professional show that shorter off-job time was related to more negative affect, but not to positive affect on the following working day. Shorter off-job time before returning to work was also related to more fatigue on the following working day. However, when sleep duration was included in the model, off-job time was no longer significantly related to fatigue.

Finally, shorter off-job time was related to more memory failures in everyday life (e.g., forgetting to take medicine) and to more memory failures at work (e.g., forgetting a work related meeting) on the following day.

#### Practical implications and conclusions

Our results suggest that having sufficient amount of off-job time before returning to work can contribute to employee well-being and prevent memory failures.

By allowing sufficient off-job time between workdays, organizations may enhance employee well-being and potentially improve work performance, specifically by preventing memory failures. This could be achieved by carefully scheduling work shifts to avoid quick returns to work, or allowing employees to adjust the start time of their working day after working long hours on a previous day.

#### References:

Bray, J. W., Kelly, E. L., Hammer, L. B., Almeida, D. M., Dearing, J. W., King, R. B., & Buxton, O. M. (2013). An integrative, multilevel, and transdisciplinary research approach to challenges of work, family, and health. Methods Report (RTI Press), 1–38.

Kelly, E. L., Moen, P., Oakes, J. M., Fan, W., Okechukwu, C., Davis, K. D., ... & Mierzwa, F. (2014).

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