

Making People Count



February 2026

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People Management

The benefits of blowing your own trumpet

Source: Journal of Organizational Behaviour

In a nutshell: In this article Trevor Watkins, from the University of Oklahoma, led a team of researchers investigating the ins and outs of sharing good, work-related news in the office. Sharing good news is, in the jargon, known as workplace interpersonal capitalization. The researchers found that this was driven by either “collaboration,” or “self-enhancement,” motives. People who self-monitored were more sensitive to social context and, therefore “more likely to act on their collaboration motives and less likely to act on their self-enhancement motives.” However, the researchers found that workplace interpersonal capitalization increased people’s likeability and status and advised that “higher self-monitors should avoid overthinking the potential pitfalls of capitalization.” So, trumpets at the ready, but be prepared for rectal insertion if anyone says “yay.”

You can read the abstract of this article at

<https://doi.org/10.1002/job.70048>

Big Brother is watching you type

Source: Human Resource Management

In a nutshell: In this study Hanqiu Zhu, from Wuhan University of Technology, investigated the effect of electronic performance monitoring approaches. The researchers found that the perceived invasiveness of electronic performance monitoring led to anger and moral disengagement which, in turn, led to more cyber-cheating not less. However, a sense of overall justice about how an organization treated people mitigated some of these effects.

You can read the abstract of this article at

<https://doi.org/10.1002/hrm.70051>

Self-transcendence and going green

Source: International Journal of Productivity and Performance Management

In a nutshell: In this study Fiona Edgar, from Otago University in New Zealand, led a team of researchers who studied 374 workers in New Zealand. They found that workers’ self-transcendence values (concern for others and awareness of environmental consequences) led to more innovative work attitudes, which, in turn, led to more environmentally-sustainable work behaviour. Both the relationship between self-transcendent values and innovative work attitudes, and the relationship between innovative work attitudes and environmentally-sustainable work behaviour were affected by sustainable performance management.

You can read the abstract of this article at

<https://doi.org/10.1108/IJPPM-11-2024-0783>

Psychosocial safety climate

Source: Journal of Occupational and Organizational Psychology

In a nutshell: Investigating psychosocial safety climate at work were a team of researchers, led by Philipp Hubert, from Justus-Liebig University in Germany. They studied 266 workers and found that psychosocial safety climate was positively related to mental wellbeing and negatively related to disengagement and emotional exhaustion. Psychosocial safety climate led to more on-job crafting which, in turn, led to better mental wellbeing and lower levels of emotional exhaustion.

You can read the abstract of this article at

<https://doi.org/10.1111/joop.70075>

Personality and knowledge sharing

Source: LIBRES: Library and Information Science Research Electronic Journal

In a nutshell: Exploring the links between personality and knowledge sharing in this study were a team of researchers, led by Azeem Akbar, from the University of the Punjab. They reviewed 30 articles on this topic and found that extraversion, agreeableness, conscientiousness and openness to experience were all associated with knowledge sharing, whereas neuroticism had no effect. How one changes one's personality – if you should do it at all – is another point entirely of course. One to share some knowledge about perhaps.

You can read the abstract of this article at

<https://doi.org/10.32655/LIBRES.2025.1.2>

Personality and total-quality management

Source: Sage Open

In a nutshell: Also examining the links between personality and work were Albataineh Raya Turki and Amarri Mohammed Abdulrhman [sic] from Jordan University of Science and Technology, who investigated the links between personality and total quality management in a study of 431 healthcare workers in Qatar. They found that emotional stability (i.e. low neuroticism) and conscientiousness showed the strongest association with total quality management.

You can read the abstract of this article at

<https://doi.org/10.1177/21582440251388796>

Personality and digital transformation

Source: Cogent Business and Management

In a nutshell: In this study Suganthi Naikkar Subramaniam, from Taylor's University in Malaysia, led a team of researchers investigating which personality traits led to more effective digital transformation. The researchers

found that agreeableness, openness, conscientiousness and emotional stability all had a significant relationship with digital transformation.

You can read the abstract of this article at

<https://doi.org/10.1080/23311975.2024.2448774>

Can believing in better make work better?

Source: Journal of Occupational and Organizational Psychology

In a nutshell: In this study Giverny De Boeck from Lille University and Yukun Liu from ShanghaiTech [sic] University studied the effective of counterfactual thinking on job crafting. Employees were encouraged to think of better ways of doing things – “mentally contrasting negative work situations with better imagined alternatives.” The researchers found that this “micro-intervention,” promoted “daily job-crafting behaviours [sic],” which enhanced work engagement and task performance. It also promoted job crafting by “triggering proactive goal setting.”

You can read the abstract of this article at

<https://doi.org/10.1111/joop.70078>

Telepressure, pushing down on me, pressing down on you

Source: Human Resource Management

In a nutshell: Telepressure occurs when people are expected to answer work messages out of hours and in this study a team of researchers – led by Angela J. Xu from Bay Area International Business School – investigated it. They found that after-hours telepressure led to evening rumination, which, in turn, led to “next-morning emotional exhaustion.” However, telepressure also caused people to think about how to solve problems in the evening which made them more cognitively flexible the day after. Leaders who were able to facilitate employees meeting their goals by providing guidance and removing obstacles reduced emotional exhaustion the next day and increased people’s cognitive flexibility.

You can read the abstract of this article at

<https://doi.org/10.1002/hrm.70050>

What happens when a robot wipes your bottom?

Source: Nurse Education in Practice

In a nutshell: In this study Julia Banco, from the University of British Columbia, led a team of researchers who interviewed a transdisciplinary team charged with deploying an AI-enabled care robot called Aether in long-term care. Three themes emerged from interviews with the team:

1. The transformative role of transdisciplinary collaboration in addressing real-world challenges

2. The importance of intergenerational collaboration with industry
3. The value of field-based experience in bridging theory and practice

You can read the abstract of this article at

<https://doi.org/10.1016/j.nepr.2026.104709>

You and the boss – in it for the long haul?

Source: Journal of Occupational and Organizational Psychology

In a nutshell: In this study Marie-Colombe Afota, from Montreal University, led a team of researchers investigating long-term trends in leader-member exchange (LMX). The researchers studied 769 workers at three different points in time and found five profiles describing how relationships developed. “Among these, four displayed significant changes over time, supporting a dynamic view of LMX. Interestingly, greater fluctuations in LMX quality were associated with decreasing LMX trajectories, while higher telework intensity tended to reduce these fluctuations. Results demonstrated that monitoring practices played a critical role: observational monitoring was linked to the least desirable profiles, while interactional monitoring reduced the likelihood of belonging to those profiles.”

You can read the abstract of this article at

<https://doi.org/10.1111/joop.70083>

Creativity and managers

Source: Creativity and Innovation Management

In a nutshell: In this study a team of researchers, led by Rrezon Lajçi from Ilmenau Technical University in Germany, studied 201 managers from various managerial levels, sectors, and company sizes. They found that hope, self-efficacy, and “organization-based self-esteem,” all positively influenced the generation of ideas. Self-efficacy and resilience fostered the promotion of ideas and self-efficacy, organization-based self-esteem, resilience and optimism all fostered the realization of ideas. Top managers scored more highly for all these personal qualities (maybe this comes from being the whacker not the whacked) and exhibited more innovative-work-behaviour activities.

You can read the abstract of this article at

<https://doi.org/10.1111/caim.70037>

Is there a downside to planning?

Source: Journal of Occupational and Organizational Psychology

In a nutshell: In this study Nina Trenz and Nina Keith from Darmstadt Technical University led a team of researchers investigating the psychological effects of planning in the workplace. They asked 192 workers to set

themselves goals every day at work for five days. “We assessed planning every morning and perceived goal progress as well as goal failure and perceived stress every evening. As expected, planning was associated with increased perceived goal progress and, in turn, with reduced perceived stress... When goals were achieved, planning was associated with decreased perceived stress; when goals were not achieved, planning was associated with increased perceived stress.”

You can read the abstract of this article at

<https://doi.org/10.1111/joop.70085>

Power to the People or Take Back Control?

Source: Journal of Occupational and Organizational Psychology

In a nutshell: Hsi-Fang Lai from National Chung Cheng University and Shin-Guang Liang from Yuan Ze University (both in Taiwan) investigated the effect of empowering. They found that sharing power with workers was a continuous process of adjustment balancing giving people autonomy and the managers’ own accountability. Giving people power to get on with things one day was often followed by taking back control the next, particularly if the workers concerned were not very proactive.

You can read the abstract of this article at

<https://doi.org/10.1111/joop.70088>

Does WBHRM come up with the goods?

Source: The International Journal of Human Resource Management

In a nutshell: WBHRM for Well-Being Oriented Human Resource Management. In this study Qijie Xiao, from Huanghe University of Science and Technology, led a team of researchers investigating the beneficial effects of WBHRM. They found that WBHRM led to “need satisfaction,” and thriving relationships which, in turn, led to increases in job satisfaction and helping behaviour.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2026.2615719>

The venting and the vented at

Source: Journal of Vocational Behaviour

In a nutshell: In this study Junchao Huang, from the Chinese Academy of Sciences in Beijing, led a team of researchers investigating the topic of venting. The researchers found that being on the receiving end of venting at work was positively associated with emotional exhaustion, which, in turn, “diminished family engagement and life satisfaction in the evening.” However, emotional stability took the edge of the relationship between emotional exhaustion and life satisfaction.

You can read the abstract of this article at <https://doi.org/10.1016/j.jvb.2026.104216>

Anyone got any thoughts on this. Anyone?

Source: Journal of Organizational Behaviour

In a nutshell: In this study Qi Song, from Southwestern University of Finance and Economics in China, led a team of researchers investigating “how leader dominance shapes employee responses to voice solicitation.” The researchers found that “when leaders with low perceived dominance solicit input, employees interpret this behaviour as an opportunity that activates inspiration (an approach-oriented emotion) and encourages voice. In contrast, when leaders with high perceived dominance solicit input, employees perceive this behaviour as an ambiguous threat that triggers anxiety (an avoidance-oriented emotion) and results in silence.”

You can read the abstract of this article at

<https://doi.org/10.1002/job.70052>

How the economy affects networking

Source: The International Journal of Human Resource Management

In a nutshell: Could the nature of a country’s economy affect how much networking you do at work? That was the topic under investigation in this study, by a team of researchers led by Marianna Marra, from Milan Polytechnic. The researchers studied 4,800 organizations in 27 different countries and found that HR practices that deepened ties between employees were more prevalent “in coordinated market economies (CMEs) than in liberal market economies (LMEs), and least common in peripheral economies (MMEs and EMEs).”

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2025.2610744>

Recruitment and Retention

How bad is work for disabled people?

Source: Journal of Vocational Behaviour

In a nutshell: In this study a team of researchers, led by Yuyang Zhou from Bentley University in Massachusetts, reviewed the evidence on how disabled people get on at work. The reviewers looked at 50 studies and found that disabled employees reported no significant differences in job demands – including physical, psychological, and time demands – compared to people without disabilities. Disabled people had comparable levels of job satisfaction, organizational commitment, and job meaningfulness but lower levels of psychological wellbeing, job self-efficacy, and perceived autonomy. “While disabled employees reported comparable levels of perceived support from organizations, supervisors, and coworkers, they reported moderate levels of perceived discrimination. They received significantly lower pay than non-disabled employees.” Organization’s worries about “shorter tenure, higher turnover, and increased compensation

claims for disabled employees were unfounded, even though disabled employees reported greater unmet accommodation needs.”

You can read the abstract of this article at

<https://doi.org/10.1016/j.jvb.2025.104205>

Hiring disabled people – it’s not you, it’s us

Source: The International Journal of Human Resource Management

In a nutshell: In this study a team of researchers, led by Rosanna Nagtegaal from Utrecht University in the Netherlands, used the COM-B model to analyse the responses from 18 interviews with employers, policy workers, and people with disabilities and a survey of 507 employers. COM-B stands for capabilities, opportunities, and motivations – all leading to behaviour. The researchers found that employers’ motivations did not affect their hiring of people with disabilities, but that their capabilities and opportunities did. As far as capabilities went “employers have limited knowledge about regulations,” and “also lack knowledge about people with disabilities. When it came to opportunities they said that suitable positions were unavailable, and that their organizations lacked inclusion policies. The researchers concluded that “improving the capabilities and opportunities of employers could help to unlock inclusive hiring.”

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2025.2607539>

Back at the old grey school, who would win and who would lose?

Source: The International Journal of Human Resource Management

In a nutshell: In this study Paul Ferreira, from FGV-EAESP Sao Paulo School of Business Administration, led a team of researchers investigating promotion at re-entry in boomerang careers. The researchers studied 147 Brazilian professionals who had gone back to a former employer. They found that maintaining ties with one’s former employer and being aware what was going on in their organization was the most robust route to re-entry at a higher level. For men maintaining ties without knowing that much about the organization was often enough. For women combining keeping up ties and knowing about the organization alongside the length of time they had worked there was a route to success.

You can read the whole of this article at

<https://doi.org/10.1080/09585192.2025.2600380>

When AI recruitment is not such a good idea

Source: The International Journal of Human Resource Management

In a nutshell: In this study a team of researchers – led by Valerio Deriu from LUISS Guido Carli University in Italy – investigated what candidates made of the use of AI in hiring. In four experiments they found that

jobseekers were less willing to apply when what they saw as low-tech firms used AI as part of their recruitment process. The jobseekers perceived a disconnect between the firms' technological level and their use of AI which led to cognitive dissonance and a reduction in their willingness to apply, an effect which pertained across "different organizational contexts."

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2026.2620717>

Getting to the bottom of turnover

Source: Human Resource Management Journal

In a nutshell: In this study Zhijian Cui, from the University of Science and Technology of China, led a team of researchers investigating staff turnover at a large distribution centre in Hong Kong. They found that turnover was contagious with a high turnover in one month leading to high turnover in the next. However, high "involuntary," turnover (i.e. people getting sacked) led to lower voluntary turnover later. High voluntary turnover, in turn, predicted higher involuntary turnover in the future.

You can read the abstract of this article at

<https://doi.org/10.1111/1748-8583.70030>

Wellbeing

Motivational interviewing and moral distress

Source: Nurse Education in Practice

In a nutshell: "Motivational interviewing is a collaborative, person-centred counselling style that helps people find their own internal motivation to change behaviour, resolve ambivalence, and commit to goals, rather than imposing advice." In this study Semra Seyhan Şahin from Nevşehir Hacı Bektaş Veli University and Elif Güzide Emirza from Ondokuz Mayıs University (both in Turkey) investigated whether motivational interviewing could help intensive-care nurses with ethical decision-making and reduce their levels of moral distress. 52 nurses took part in the study. Half of them received "one preparation and five weekly motivational interviewing sessions," with the other half making up a control group. The researchers found that the nurses who took part in motivational interviewing scored more highly on "ethics dilemma tests," and had reduced levels of moral distress.

You can read the abstract of this article at

<https://doi.org/10.1016/j.nepr.2025.104678>

Family-friendly work policies and work engagement

Source: The International Journal of Human Resource Management

In a nutshell: In this study Henry C.Y. Ho, from The Education University of Hong Kong, led a team of researchers who studied 400 workers in Hong Kong at three different time periods. Family-friendly work arrangements, such as compressed or reduce working hours, at the start of the study led to more work engagement three months later, which, in turn, led to less burnout nine months after the start of the study. Health and wellness services, such as critical-incident support and employee assistance programmes at the start of the study were positively associated with flourishing nine months later.

You can read the abstract of this article at

<https://doi.org/10.1080/09585192.2025.2601218>

Can a good leader improve your mental health?

Source: BMJ Leader

In a nutshell: In this study a team of researchers, led by Aysha Khan from the Icahn School of Medicine in New York studied the links between the perceived effectiveness of healthcare leaders and the mental-health of those working for them. 2,335 people took part in the study which found that each standard-deviation increase in leadership-effectiveness score was linked to 31% lower odds of anxiety and 47% lower odds of co-morbid depression and anxiety.

You can read the abstract of this article at

<https://doi.org/10.1136/leader-2025-001415>

Wellbeing, workaholism, and personality

Source: BMC Medical Education

In a nutshell: Looking into workaholism, and its links to stress and personality, were a team of researchers led by Mathilde Chaillet, from CHU Montpellier in France. They studied 358 resident doctors and found that perceived stress was positively associated with neuroticism and the risk of workaholism but negatively associated with a conscientious personality. The risk of workaholism increased with perceived stress, the number of hours a week people worked, and conscientiousness. However, having time for leisure was associated with a reduction in perceived stress and the risk of workaholism.

You can read the abstract of this article at

<https://doi.org/10.1186/s12909-025-06914-4>

Want to reduce stress and foster compassionate care? Best not maybe.

Source: BMC Health Services Research

In a nutshell: In this study Lucy Maddox, from Bath University, led a team of researchers reviewing the evidence on ways of reducing empathy-based stress (and promoting compassionate care) in mental-health wards. The researchers found 18 studies which met their quality criteria, covering 11 different interventions.

The found that “staff training interventions were most evaluated, with mixed evidence for effectiveness. Other approaches included changes to ward approach, environment, use of participatory action research methods and peer-review programmes. There was no clear evidence for a particular intervention type,” and two intervention actually did more harm than good. The researchers concluded that “current interventions are being offered without a clear evidence-base or guiding model, and risk harming staff.”

You can read the abstract of this article at

<https://doi.org/10.1186/s12913-025-13861-9>

Emotional dysregulation and stress

Source: Behavioural Sciences

In a nutshell: In this study Veltri Antonello, from Azienda Ospedaliero-Universitaria Pisana in Italy, led a team of researchers investigating emotional dysregulation in a sample of 87 workers being treated for job-related stress. The researchers found that 46% of the participants met the criteria for an adjustment disorder and 54% met them for major depression. Women reported more anxiety and stress than men. Emotional dysregulation problems such as fast-changing moods, negative emotions, and emotional impulsiveness all showed “strong-to-moderate,” correlations with stress, anxiety, and depression. Unstable moods were also related to having less autonomy and a more demanding job.

You can read the abstract of this article at

<https://doi.org/10.3390/bs16010105>