Stage I: Item Generation
- Work breaks have been studied as a way to recover from work, but the findings on the effectiveness of work break characteristics have been mixed.
- Recovery: The process of regaining something that has been lost and of returning to a former state (Sonntag, Niessen, & Neff, 2012, p. 867).
- Work break characteristics include break length, frequency, activities, timing, location, and preference (e.g., Hunter & Wu, 2016).
- Assumption that the effectiveness of work break characteristics is static across workdays, regardless of the day-to-day job demands employees experience, is a potential explanation for inconsistent findings.
- However, effectiveness of work break characteristics could fluctuate depending on the specific daily job demands.

Aims of Present Study
- Focus on the overall effectiveness of work breaks rather than individual break characteristics.
- Study introduces the novel construct break-need fit.
- Break-need fit: the degree to which work breaks meet an employee's recovery needs during working hours.
- Development of a scale to measure break need fit.

Method

Stage I: Item Generation
- Conducted interviews with 13 employees from a variety of industries:
  - What types of work breaks are most recovering to you?
  - What types of breaks help you restore your energy the most?
- Examined existing scales as potential sources for items (e.g., needs-supplies fit; Cable & DeRue, 2002)
- Generated 29 items

Stage II: Psychometric Properties of the Break-Need Fit Scale
- Evaluated the psychometric properties of the 29 items using a sample from Amazon's MTurk (N = 417).
  - Sample was divided into 2 subsamples.
    - Subsample 1 (n = 208) was used to conduct an exploratory factor analysis (EFA) and examine the scale’s reliability using Cronbach’s alpha.
      - Set of 29 items was reduced to 8 items.
    - Subsample 2 (n = 209) was used to conduct a confirmatory factor analysis (CFA) and to assess construct and criterion-related validity of the 8-item break-need fit scale.
      - Measures used to assess convergent validity: Needs-supplies fit, job autonomy.
      - Measures used to assess discriminant validity: Learning goal orientation, innovative work behavior.
      - Measures used to assess criterion-related validity: Vigor, fatigue

Items

Results

Discussion

Implications

References

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