

Work-related stress : scientific evidence-base of risk factors, prevention and costs

JEAN-PIERRE BRUN

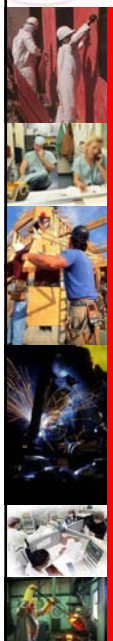
PROFESSOR

DIRECTOR CHAIR ON OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

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USA



Stress cost : 42 billions USD
(Kalia, 2002)

0,3 % of GDP

Annual cost for mental health problem :
150 billions USD for entreprises
(Property and Casualty Insurance, 2002)

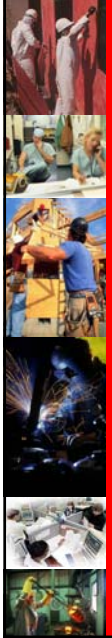
1,3 % of GDP

Stress cost : 300 billions USD for entreprises
(absentéisme, turn-over, baisse de productivité)
(Institut Américain du Stress, 2006)

2,6 % of GDP

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In Europe



Stress Cost : 180 millions of days lost
(1992) plus de 11 billions d'€ (for entreprises)

0,7 % of GDP

Cost Job strain : 177 millions € in Sweden
(1992) 125 millions € in Danemark

0,07 % of GDP



Stress Cost : 20 billions € for EU.
(1999) 50 à 60% of all sickdays

0,27 % of GDP

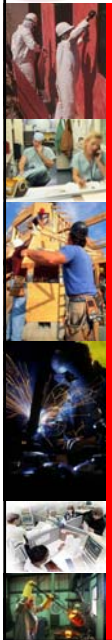
Stress cost : 2,9 billions € for economics cost
(1998) 6,6 billions € for human cost

1 % à 3 % of GDP



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SITUATION IN ABC Inc.



**An average of 7.1 days
lost per employee, for a
total of
67,923 days**

**The lost days represent
289 full-time jobs
annually**

Direct costs of short-term sick leave are:

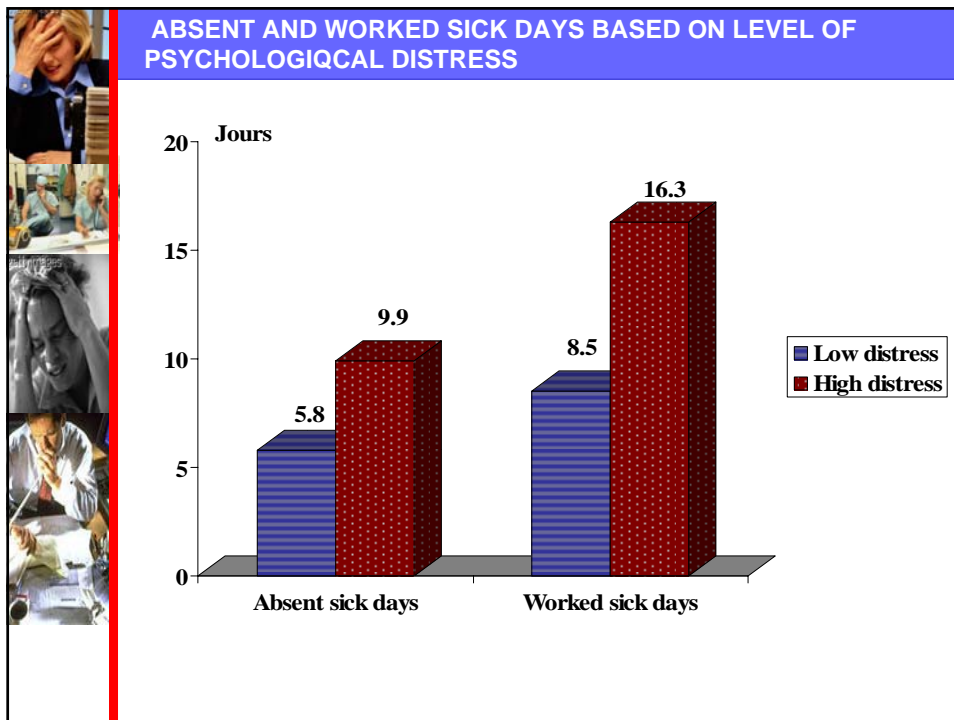
\$13,965,691

Indirect costs are estimated to be: \$13,965,691 (ratio 1:1)


**Around 35% of cases are associated with mental health
problems**

**Direct and indirect costs associated with mental health
problems are thus approximately \$9.5 million**

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- ### Main Organizational Changes
- Increase in shift work (22%), night (18%) and weekend work (25%)
 - Increase in part-time work (16%) and overtime (20%)
 - Working very fast 55% (1977) to 68% (1997) (Theorell 1999)
 - Never having enough time to finish work 40% (1977) to 60% (1997) (Theorell 1999)
 - General intensification of work (fast pace, short delays, constant changes)
-



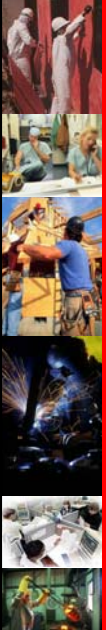
Organizational Risk Factors

- ✓ Demands relating to tasks and roles
- ✓ Degree of involvement in decision making
- ✓ Employee recognition
- ✓ Decision-making autonomy
- ✓ Relationships
- ✓ Environment and physical working conditions
- ✓ Work schedules

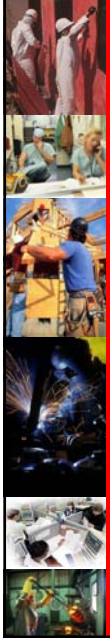



SCIENTIFIC EVIDENCE

- Great **decision-making power** reduces **rates of absences and turnover** (Bond and Bunce, 2001; Bond, Griffin, 1991; Wahlstedt and Edling, 1997).
- **Decision-making power** increases level of **performance** and **job satisfaction** and reduces **financial losses** (Bond and Bunce, 2001; McFadden and Demetriou, 1993; Wall *et al.*, 1992).

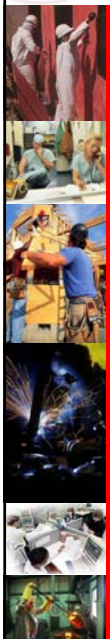


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- Lack of decision-making latitude and recognition increases the risk of **cardio-vascular diseases** (Karasek, 1990, Marmot et al., 1997, Siegrist, 1996)
- A clearly defined role decreases **absenteeism and lateness** (Kammeyer-Mueller and Wanberg, 2003).

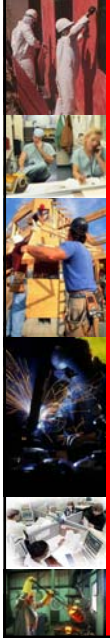
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- Low workplace support increases the **rate of absence** (Melchior et al., 2003; Niedhammer et al., 1998; North et al., 1996; Vahtera et al., 2000).
- High support at work decreases the intentions to **quit job** (Brough and Frame, 2004; Houkes et al., 2003; Rhoades et Eisenberger, 2002)

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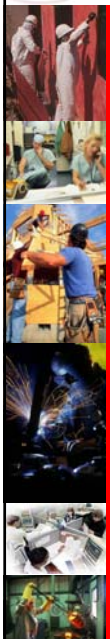
SCIENTIFIC EVIDENCE



- Abusive supervision is associated with an increase in **absenteeism** (Tepper *et al.*, 2001).
- High presence of **interpersonal conflicts** within a work team is associated with a **reduction in performance** (De Dreu and Weingart, 2003).

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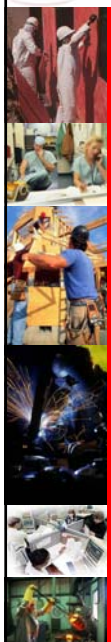
SCIENTIFIC EVIDENCE



- The **manager-subordinate relationship** is the most commonly reported cause of **stress** (e.g. Tepper, 2000; Curphy and Hogan, 1994)
- **Manager behaviour** can have a significant impact on **health outcomes of subordinates** (e.g. Gilbreath and Benson, 2004; Offermann and Hellmann, 1996)

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50 BEST EMPLOYERS 2006 (Source: Hewitt)

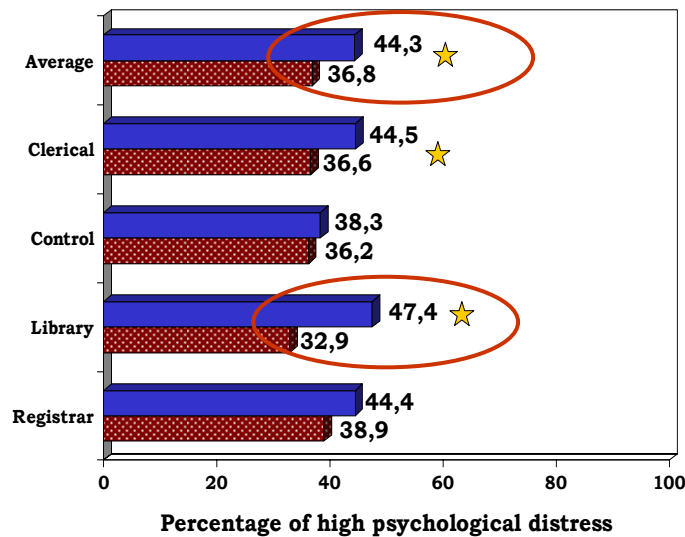
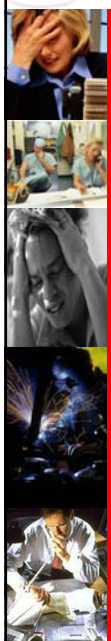


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|----|-------------------------|---|
| 1 | Cintas Canada | Annual employee evaluation |
| 2 | Wellington West Capital | Committee for participation in decision |
| 3 | EllisDon Corp. | Autonomy and internal promotion |
| 4 | G&K Services Canada | Employee recognition program |
| 5 | BC Biomedical | Job sharing |
| 6 | Bennett Jones | Culture of respect and trust |
| 7 | Microsoft Canada | Leave for volunteering |
| 8 | PCL Construction | Skills profiles |
| 9 | Envision Financial | Career planning |
| 10 | Edward Jones Canada | Profit sharing |

- Quantitative overload
- Poor relations with supervisor
- Low participation in decisions
- Insufficient and unclear information
- Role conflict
- Pressure linked to impact of decisions
- Work-family conflict
- Low recognition
- Competitive climate
- Career opportunities
- Poor relations with co-workers
- Role ambiguity
- Low use of skills
- Low decision-making power

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DIFFERENCES BETWEEN T1 AND T2 (18 MONTHS) IN HIGH PSYCHOLOGICAL DISTRESS

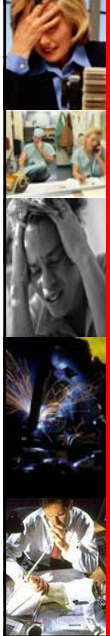


■ Time 1
■ Time 2

★ Significant drop of distress

Sample: ONLY respondents at T1 AND T2

RETURN ON INVESTMENT IN 18 MONTHS



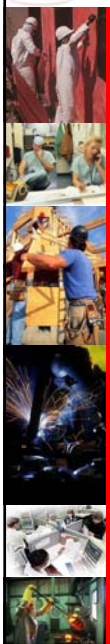
WORKFORCE: 111 new employees (+3%)

PSYCHOLOGICAL SICK LEAVE: 191 cases (2003)
↓ (-14%)
165 cases (2004)

SICK DAYS: 8515 days (2003)
↓
6132 days (2004)

INSURANCE COST : ↓ \$100,000 in one year
(1.2 million total costs)

STRATEGIC ACTION



**Establishing that the health of
people is a corporate
business decision criterion**
(ISO standards, management values)

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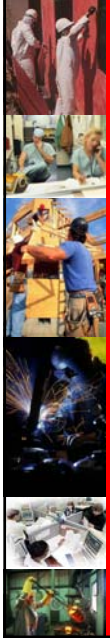
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