Beware: Managers Can Damage Your Health

Professor Cary L. Cooper, CBE
Distinguished Professor of Organizational Psychology and Health, Lancaster University
<table>
<thead>
<tr>
<th></th>
<th>Alcohol</th>
<th>Drug Abuse</th>
<th>Mental Illness</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decreased Productivity</td>
<td>51</td>
<td>26</td>
<td>3</td>
</tr>
<tr>
<td>Lost Employment</td>
<td>4</td>
<td>1</td>
<td>19</td>
</tr>
</tbody>
</table>
National Council of Compensation Insurance reports that stress at work now represents 11% of all occupational disease claims, and is increasing - and at a time when the other claims are declining.

Social Security Administration found that stress or psychological disorders is the 3rd most disabling condition in terms of disability allowances.

Psychotherapeutic agents among most common prescription drugs, with ¼ of all out patients prescriptions.

Epidemilologic Catchment Student (NIMH) of 17,000 residents in 5 regions of the country found that between 17 and 23% of residents were suffering from at least one major psychological disorder.
Employee Satisfaction

Country Profile: 1995

% Favourable Response 1995
Employee Satisfaction - 1985 vs 1990 vs 2000

% Favourable Response 1995 vs 1985
### Causes of Long-Term Absence – Non-Manual Workers CIPD 2011

Percentage of respondents citing this reason as leading cause (base 286)

<table>
<thead>
<tr>
<th>Reason</th>
<th>All</th>
<th>Manufacturing and Production</th>
<th>Private Services</th>
<th>Public Services</th>
<th>Non-Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stress</td>
<td>58</td>
<td>38</td>
<td>55</td>
<td>70</td>
<td>69</td>
</tr>
<tr>
<td>Mental health</td>
<td>46</td>
<td>32</td>
<td>50</td>
<td>53</td>
<td>43</td>
</tr>
<tr>
<td>Acute medical conditions</td>
<td>57</td>
<td>61</td>
<td>56</td>
<td>59</td>
<td>51</td>
</tr>
<tr>
<td>Recurring medical conditions</td>
<td>28</td>
<td>34</td>
<td>29</td>
<td>29</td>
<td>20</td>
</tr>
<tr>
<td>Back pain</td>
<td>50</td>
<td>55</td>
<td>41</td>
<td>56</td>
<td>57</td>
</tr>
<tr>
<td>Musculo-skeletal injuries</td>
<td>57</td>
<td>61</td>
<td>44</td>
<td>73</td>
<td>55</td>
</tr>
<tr>
<td>Minor Illness</td>
<td>11</td>
<td>4</td>
<td>13</td>
<td>14</td>
<td>10</td>
</tr>
<tr>
<td>Injuries/accidents not related to work</td>
<td>30</td>
<td>30</td>
<td>32</td>
<td>25</td>
<td>31</td>
</tr>
<tr>
<td>Home/family responsibilities</td>
<td>13</td>
<td>11</td>
<td>15</td>
<td>14</td>
<td>8</td>
</tr>
</tbody>
</table>
Estimated Annual Costs to UK Employers of Mental Ill Health
(Sainsbury Centre for Mental Health, 2007)

<table>
<thead>
<tr>
<th></th>
<th>Cost per average employee (£)</th>
<th>Total cost to UK employers (£billion)</th>
<th>Per cent of total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absenteeism</td>
<td>335</td>
<td>8.4</td>
<td>32.4</td>
</tr>
<tr>
<td>Presenteeism</td>
<td>605</td>
<td>15.1</td>
<td>58.4</td>
</tr>
<tr>
<td>Turnover</td>
<td>95</td>
<td>2.4</td>
<td>9.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1035</strong></td>
<td><strong>25.9</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
# Presenteeism

<table>
<thead>
<tr>
<th></th>
<th>Health “Good”</th>
<th>Health “Not good”</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No absences</strong></td>
<td>Healthy &amp; present</td>
<td>Unhealthy and present “Sickness Presenteees”</td>
</tr>
<tr>
<td><strong>Some absences</strong></td>
<td>Healthy and not always present</td>
<td>Unhealthy and not always present</td>
</tr>
</tbody>
</table>
How common is sickness presenteeism?

<table>
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<tr>
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<th>Health “Good”</th>
<th>Health “Not good”</th>
</tr>
</thead>
<tbody>
<tr>
<td>No absences</td>
<td>35%</td>
<td>28%</td>
</tr>
<tr>
<td>Some absences</td>
<td>13%</td>
<td>24%</td>
</tr>
</tbody>
</table>

N=39,000 employees from general working population (UK)
Major Cause of Early Retirement

Source: German Federal Health Monitoring (2007)
Individual Sources of Stress

- Intrinsic to the Job
- Role in the Organisation
- Relationships at Work
- Career Development
- Organisational Structure and Climate
- Home/Work Interface

Symptoms of Stress

- Individual
  - Depressed Mood
  - Excessive drinking
  - Irritability
  - Chest pains
  - High Blood Pressure

- Organisational
  - High absenteeism
  - High labour turnover
  - Poor quality control

Disease

- Coronary Heart Disease
- Mental Illness

Prolonged Strikes
- Frequent and severe accidents
- Apathy
Intrinsic to the Job

- Too much work - quantitative
  - qualitative
- Too little work
- Time pressures and deadlines
- Poor physical working conditions
- Mistakes
- Too many decisions
Variable Workload
High Workload
Poor Procedures by Pilots
Responsibility for Lives
Shiftwork Hours
Training Others

Stressed Air Traffic Controller

Increased Risk of Coronary Artery Disease
Role in the Organization

- Role ambiguity
- Role conflict
- Too little responsibility
- Responsibility for People
- Responsibility for things
- Lack of managerial support
- Organizational boundaries
DENTIST

Anxious Personality

Trying to Manage a Practice

Job Interfering with Family Life

Patients perceive as Inflictor of pain

Coping with Difficult Patients

Administrative duties
Relationships

- Relationships with boss
- Relationships with colleagues
- Relationships with subordinates
- Difficulties in delegating
- Personality conflicts
Figure 4.1: Workers subjected to violence or threats of violence, by country group (%)

- BE, DE, FR, LU, AT
- EL, ES, IT, CY, MT, PT
- DK, NL, FI, SE
- IE, UK
- CZ, EE, LV, LT, HU, PL, SI, SK
- AC2: BG, RO
- CC2: TR, HR
- Non-EU: CH+NO
- EU27

[Bar chart showing the percentage of workers subjected to violence or threats of violence by country group]
Career Development

• Over promotion
• Under promotion
• Lack of job security
• Fear of redundancy or early retirement
Respondents Perceived Security in Current Job

(Source: CMI Economic Outlook April 2010)
Organizational Structure and Climate

• Restrictions on behaviour
• No effective consultation or communication
• Uncertainty
• Loss of identity
• Lack of participation
Organization’s Interface With Outside

• Divided loyalties

• Conflict of work with family demands

• Intrusion of problems outside work-economic, life crisis
Women: hours contracted vs hours actually worked

Base: Working mothers (254)
Source: Amvi
Men: hours contracted vs hours actually worked

Contracted

- More than 45: 6
- 43-45: 18
- 40-42: 45
- 37-39: 16
- 33-36: 2
- 30-32: 10
- 27-29: 2
- Less than 29: 1
- N/A: 3

Actual

- More than 45: 29
- 43-45: 16
- 40-42: 22
- 37-39: 23
- 33-36: 7
- 30-32: 2
- 27-29: 2
- Less than 29: 1
- N/A: 3

Base: Working fathers (392)
Source: Amvi
Time spent with children and partner on weekdays

34% spend 1* hr or less if work 45+ hrs

Base: Working parents (646); parents working 45+hrs (148)
Source: Amvi
Comprehensive Programme

Interventions

- **Primary – Dealing with the stressors**
  - Selection policies & induction
  - Workflow planning
    - (task allocation, matching resource to work flow demand, etc)
  - Work Life Balance initiatives
  - Management Development Programmes

- **Secondary – Helping people to cope**
  - Resilience training
  - Annual reviews & appraisals and personal development plans
  - Healthy Lifestyle & Well-being programmes

- **Tertiary – Picking people back up**
  - Employee Assistance Programmes
Well-being and Sickness-absence

![Graph showing the relationship between well-being and sickness absence.](image-url)
Well-Being and Productivity

- There is a positive correlation between well-being and performance (about 0.3) (Cropanzano & Wright, 1999; Wang, 2000; Donald et al., 2005)

- The Improving well-being will bring improvements in performance

- Improving performance will bring further improvements in well-being - a virtuous cycle
What’s The Well-Being Gap in Your Organisation?

- Performance Improvement

What is it worth?

If people are performing averagely, 10% improvement in performance is worth 10-15% of salary

Average salary = £25K

For 2,000 employees = £3.125M for each 5% increase in performance
Tomorrow is the mandatory meeting on employee health and well-being.

The meeting starts at 6 a.m., so it will interfere with your sleep and not your work.

Doesn't that send a message that work is more important than health?

I hope so. That's the theme of the meeting.

Healthy employees are unproductive.

They're always exercising or eating fruit when they should be working.

We prefer employees who work hard and die before their pensions start paying out.

Suddenly I feel sick.

Right on schedule!