

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

WELCOME!
Quality of Working Life

TALLINN UNIVERSITY OF
TECHNOLOGY

*Professor Mare Teichmann
Institute of Industrial Psychology, Tallinn University of Technology, Estonia
School of Management, University of Silesia, Poland*

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Work Conditions

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Workplace

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Legislative framework in EU

Framework directive 89/391/EEC + indirect requirements in other directives related to

- ✓ Working time
- ✓ Discrimination
- ✓ Informing and consulting
- ✓ Young people
- ✓ Fixed-term work etc.

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

EU framework directive 89/391/EEC

- ✓ Avoiding risks (all types)
- ✓ Evaluating risks that cannot be avoided
- ✓ Combating the risks at source
- ✓ **Adapting the work to the individual**
- ✓ Developing a prevention policy

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Workplace

Workplace is a place of work and its surroundings on the premises of an enterprise of a sole proprietor or company, a state or local government agency, a non-profit association or a foundation (hereinafter enterprise) or any other places of work to which an employee has access in the course of his or her employment or where he or she works with the permission or on the order of the employer

An employer shall design and furnish its workplace such that it is possible to avoid **occupational accidents and damage to health, and to maintain an employee's workability and well-being**

* Occupational Health and Safety Act, § 4

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Workplace

A workplace and work equipment shall be in good technical condition and regularly maintained. The safety equipment and safety devices intended to prevent hazards shall be regularly maintained and checked

The occupational health and safety requirements set for a workplace shall be established by the Government of the Republic

* Occupational Health and Safety Act, § 4

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Non-workrooms

Non-workrooms are dressing rooms, washrooms, lavatories, resting rooms, rooms for warming up in outdoor work, dining rooms and other non-workrooms.

Non-workrooms for employees shall be constructed and furnished taking account of the working conditions and the number and gender of the employees

An employer shall ensure that the non-workrooms are kept clean and are cleaned at least once a day

It shall be possible to ventilate the non-workrooms and the temperature therein must correspond to the nature of their use

* Occupational Health and Safety Act, § 11

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Physical hazards

Physical hazards are:

- 1) noise, vibrations, ionising radiation, non-ionising radiation (ultraviolet radiation, laser radiation, infrared radiation) and electromagnetic fields;
- 2) air velocity, air temperature and humidity, high or low barometric pressure;
- 3) moving or sharp parts of machinery and equipment, deficient lighting, risk of falling or electric shock and other such factors

* Occupational Health and Safety Act, § 6

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Chemical hazards

Chemical hazards are dangerous chemicals
The handling of dangerous chemicals and materials containing such chemicals is regulated by the Chemicals Act and this Act
The requirements for the use of dangerous chemicals and materials containing such chemicals shall be established by the Government of the Republic

* Occupational Health and Safety Act, § 7

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Biological hazards

Biological hazards are micro-organisms (bacteria, viruses, fungi, etc.), including genetically modified micro-organisms, cell cultures and human endoparasites and other biological agents which may cause an infection, allergy or intoxication
An employer shall implement measures to provide protection from biological hazards present in a workplace, taking account of the infectiousness of the hazard.
The occupational health and safety requirements for working environment affected by biological hazards shall be established by the Government of the Republic

* Occupational Health and Safety Act, § 8

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Physiological and psychological hazards

Physiological hazards are heavy physical work, repetitive movements of the same type, and forced positions and movements in work which cause fatigue, and other similar factors that may gradually cause damage to health
Psychological hazards are monotonous work or work not corresponding to the abilities of an employee, poor work organisation, working alone for an extended period of time, and other similar factors that may gradually cause changes in the mental state of an employee

* Occupational Health and Safety Act, § 9

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Physiological and psychological hazards

In order to prevent the physical and mental stress of an employee, the employer shall adapt the work to suit the employee as much as possible

In designing a workplace and organising work, the physical, mental, gender and age characteristics of the employee, changes in his or her workability during a working day or shift, and the possibility of working alone for an extended period of time shall be taken into account

* Occupational Health and Safety Act, § 9

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Physiological and psychological hazards

In case of considerable physical or mental workload, working in a forced position for an extended period of time or monotonous work, the employer shall enable breaks to be included in the working time for an employee during the working day or working shift

The occupational health and safety requirements for manual handling of loads shall be established by the Minister of Social Affairs by a regulation

* Occupational Health and Safety Act, § 9

TALLINNA
TEHNIKAÜLIKOOL


UNIVERSITY OF SILESIA
IN KATOWICE


Obligations and rights of employer


An employer is required to:

Conduct regular internal control of the working environment in the process of which the employer plans, organises and monitors the occupational health and safety situation in the enterprise in accordance with the requirements provided for in this Act or in legislation established on the basis thereof. Internal control of the working environment forms an integral part of the operation of an enterprise, and all employees shall be involved in the control which shall be based on the results of a risk assessment of the working environment;

* Occupational Health and Safety Act, § 13

 TALLINNA
TEHNIKAÜLIKOOL

 UNIVERSITY OF SILESIA
IN KATOWICE





Obligations and rights of employer


An employer is required to:

- Review the organisation of internal control of the working environment annually and analyse its results and, if necessary, adjust measures to the changed situation
- Organise risk assessment of the working environment to ascertain working environment hazards, measure their parameters as necessary and assess the risks to the health and safety of an employee, taking account of the gender and age characteristics of the employee, including special risks to the employees and risks related to the use of workplaces and work equipment and to work organisation. Risk assessment results shall be formalised in writing and they shall be retained for 55 years

* Occupational Health and Safety Act, § 13

 TALLINNA
TEHNIKAÜLIKOOL

 UNIVERSITY OF SILESIA
IN KATOWICE





Obligations and rights of employee


An employee is required to:

- Contribute to the creation of a safe working environment by observing the occupational health and safety requirements
- Observe the working and rest time regime established by the employer;
- Undergo medical examinations pursuant to the established procedure;
- Make correct use of the prescribed personal protective equipment and keep it in working order

* Occupational Health and Safety Act, § 14

 TALLINNA
TEHNIKAÜLIKOOL

 UNIVERSITY OF SILESIA
IN KATOWICE



Obligations and rights of employee

- Ensure in accordance with his or her training and the employer's instructions that his or her work is not harmful to his or her own life or health or that of other persons, and does not contaminate the environment;
- Promptly notify the employer or the employer's representative and a working environment representative of an accident or a risk thereof, of an occupational accident or his or her health disorders which impede the performance of his or her duties and of any shortcomings in the protection arrangements

* Occupational Health and Safety Act, § 14

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Obligations and rights of employee

Comply with an occupational health and safety order of the employer, a working environment specialist, occupational health doctor, labour inspector and working environment representative;

Use work equipment and dangerous chemicals in conformity with the requirements

Refrain from disconnecting, changing or removing arbitrarily safety devices fitted to tools or buildings, and use such safety devices correctly

It is prohibited for an employee to work while under the influence of alcohol, narcotics or toxic or psychotropic substances

* Occupational Health and Safety Act, § 14

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Occupational disease versus work-related disease

- ✓ Work-related disease = work is a contributing factor
- ✓ Occupational disease = work is a cause of disease

- ✓ Work-related stress = UK, The Netherlands

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

UN Universal Declaration of Human Rights (1948)

Everyone has the right to work, to free choice of employment, to just and favorable conditions of work (Article 23)

In EU 4% GDP lost due to work accidents and occupational illnesses (EU-OSHA, ILO)

In Estonia average absence from work due to serious work accident is 64 days (Estonian Labor Inspectorate, 2012)

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Evidences

(European Foundation for the Improvement Living and Working Conditions, 2009)

- 78% of European employees work under an indefinite-term or open-ended contract
- The services sector is the largest sector in the EU27 and is still growing: it employs around 66% of EU workers
- High-skilled jobs (both blue and white collar) account for more than half (55%) of all jobs in Europe
- One quarter of all workers reports having to work at very high speed all or nearly all of the time
- More than 60% of workers are able to choose or change the order in which they perform tasks, their speed of work or their working methods

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Evidences

(European Foundation for the Improvement Living and Working Conditions, 2008)

- 60% of workers have to work fast
- 23% of workers report work-related stress
- 50% work in un-ergonomic conditions
- almost 1/3 of workers is exposed to noise
- almost 1/4 of workers is exposed to extreme temperature, dust or vibration
- 82% is satisfied or very satisfied with their working conditions

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

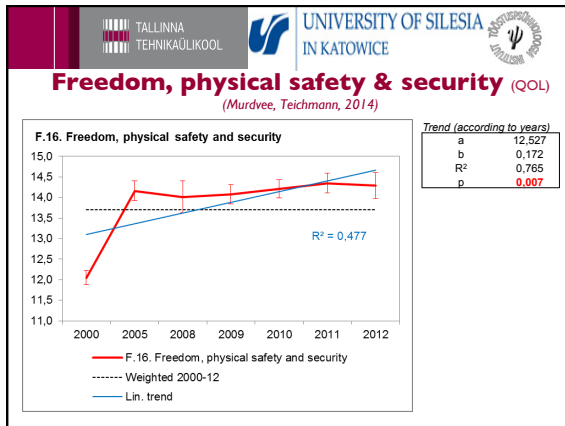
Physical environment (QOL)

(Murdvee, Teichmann, 2014)

F.22. Physical environment (pollution/noise/traffic/climate)

Trend (according to years)	
a	13.931
b	0.058
R ²	0.617
p	0.030

Legend:
 - F.22. Physical environment (pollution/noise/traffic/climate)
 - Weighted 2000-12
 - Lin. trend



Evidences
(European Foundation for the Improvement Living and Working Conditions, 2009)

According the Fourth European Working Conditions Survey (2005)

- Over 80% of workers say they are 'satisfied' or 'very satisfied' with working conditions in their job
- 80% of workers say they are satisfied with their work-life balance, although more than 44% of those working long hours – over 48 hours a week – report being unhappy with their work-life balance
- Around 5% of workers say they have experienced violence, or bullying or harassment in the workplace. Workers in the education and health sector are six times more likely to have encountered the threat of physical violence than their counterparts in the manufacturing sector

Evidences
(European Foundation for the Improvement Living and Working Conditions, 2009)

- Public-sector workers are twice as likely to receive training as those in the private sector (41% and 21% respectively)
- While men work longer than women in paid employment in all countries, women work more hours than men if paid and unpaid working hours are combined
- The two most common risks for men and women are repetitive hand/arm movements and working in painful or tiring positions: over 62% make repetitive hand/arm movements a quarter of the time or more, while 46% work in painful or tiring positions

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Evidences

(European Foundation for the Improvement Living and Working Conditions, 2009)

Part-time and non-permanent workers are less likely to have received training than their full-time, permanent colleagues – 25% of part-time and 23% of non-permanent employees receive training, compared to around 30% of full-time and permanent employees

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Evidences

(European Foundation for the Improvement Living and Working Conditions, 2009)

Evolution of weekly working hours (%)

Year	less than 20 hours	21-24 hours	25-28 hours	29-41 hours	42-48 hours	More than 48 hours
1995	8.5	8.7	16.0	35.5	12.9	18.5
1995	8.7	10.4	19.9	32.2	12.4	16.5
2000	11.5	11.5	20.1	32.8	9.5	14.7
2005	10.6	10.2	20.4	32.9	11.2	14.8

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Evidences

(European Foundation for the Improvement Living and Working Conditions, 2009)

Organization of working hours

Over half of all workers (56%) have their working-time arrangements set by the company with no possibility of change; 9% of workers can choose between several fixed working schedules, 17% can adapt their working hours within certain limits and, in 18% of cases, it is the worker who decides individual working hours (for instance, self-employed workers).

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Evidences
(European Foundation for the Improvement Living and Working Conditions, 2009)

Part-time work
Part-time work is more prevalent than the average (17%) in the Netherlands (34%) and the UK (29%); it is least prevalent in Cyprus, the Czech Republic, Greece, Hungary, Latvia, Lithuania, Malta, Portugal, Slovakia and Slovenia (where fewer than 10% of workers work part time).
Part-time work is most prevalent in other services (30%), health (28%), hotels and restaurants (27%), education (24%) and the wholesale and retail trade (23%), all of which are female-dominated sectors.
Slightly more than three quarters of those working part time are women

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Evidences
(European Foundation for the Improvement Living and Working Conditions, 2009)

Long working hours
Long working hours in the context of the fourth European Working Conditions Survey refers to a working week of 48 or more hours.
On average, 15% of workers in Europe are required to work long hours.
Long working hours (in paid employment) is a predominantly male phenomenon: 20% of men work long hours, compared to just over 8% of women.
44% of the self-employed work more than 48 hours per week, compared to just over 9% of employees.

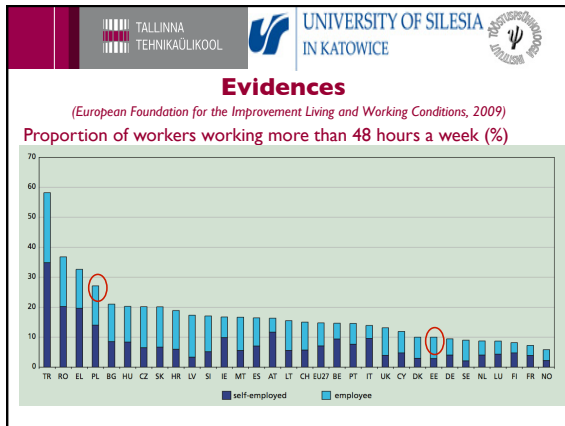
TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Evidences
(European Foundation for the Improvement Living and Working Conditions, 2009)

Weekly working hours indicator, by type of employment and gender (EU27 only)

Employment Type	Gender	paid working hours main job	+paid working hours second job	-commuting time	+unpaid working hours
Part-time	Male	23.5	7.3		
Part-time	Female	21.3	32.7		
Full-time	Male	43.1	7.9		
Full-time	Female	40.0	23.0		



Working hours – Evidences

Possible non-linear relationship with health problems (Sparks et al., 1997)

Moderating variables: type of work, relationships, level of responsibility, family support

Women may be more susceptible to the impact of long working hours to self reported health behaviours (Jones et al., 2007)

No optimal number of working hours per week

Evidences
 (European Foundation for the Improvement Living and Working Conditions, 2009)

Work-life balance
 Four out of five workers (80%) report that they are satisfied with how their working-time arrangements fit in with their non-work responsibilities

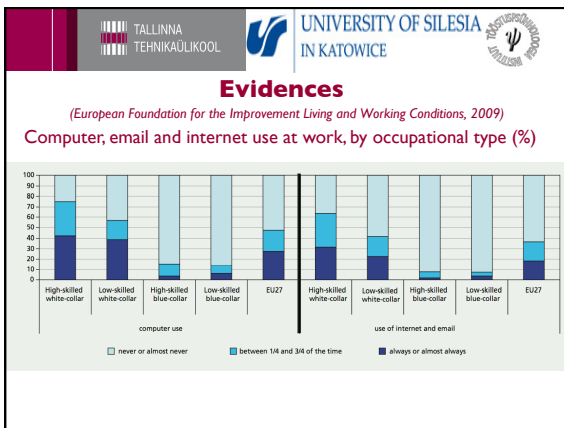
TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

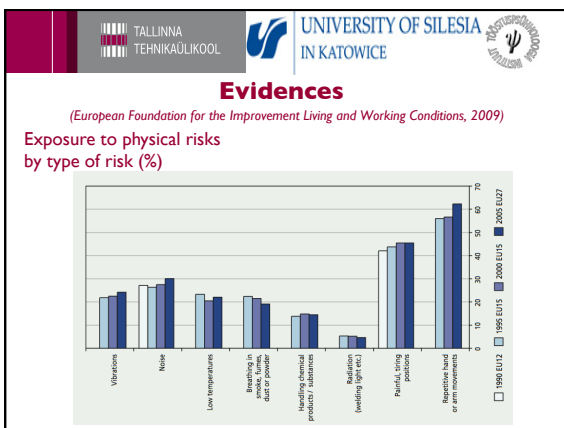
Evidences

(European Foundation for the Improvement Living and Working Conditions, 2009)

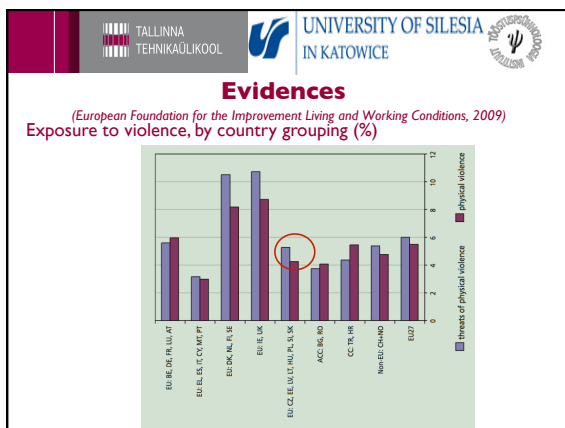
Computer use

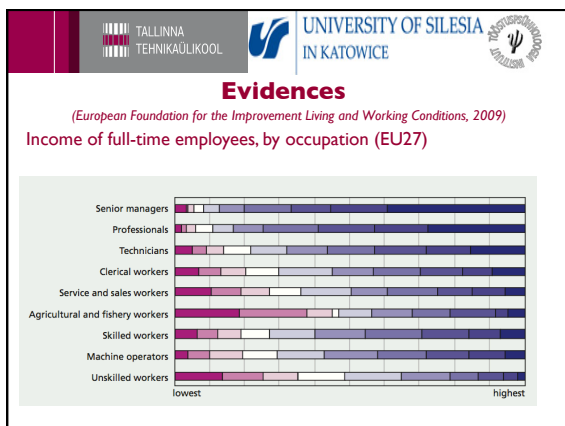
Computer use has been steadily on the increase since the first European Working Conditions Survey in 1990. Around 27% of workers now work with computers all, or almost all, of the time; in 1990, the equivalent figure was around 13%. However, a sizeable proportion (64%) of workers still never or almost never use internet or email, and around only 2% telework full time.











TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Evidences
(European Foundation for the Improvement Living and Working Conditions, 2009)

Overall, work appears to be a positive and satisfying experience for the majority of European workers: over 80% report that they are 'satisfied' or 'very satisfied' with working conditions in their main paid job, a picture that has changed little since 1995. A number of factors seem to favour high levels of job satisfaction:

- the feeling of 'belonging' to one's organisation;
- the perception of being well-rewarded (the feeling appears to be much more important than the level of income itself);
- greater autonomy and control over one's work;
- greater intellectual demands in the job, without
- excessive pressure or work intensity;
- potential opportunities for career advancement;
- general satisfaction with work–life balance.

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Evidences
(European Foundation for the Improvement Living and Working Conditions, 2009)

Lower levels of satisfaction tend to be linked to:

- long or non-standard working hours;
- high levels of work intensity;
- low levels of job control.

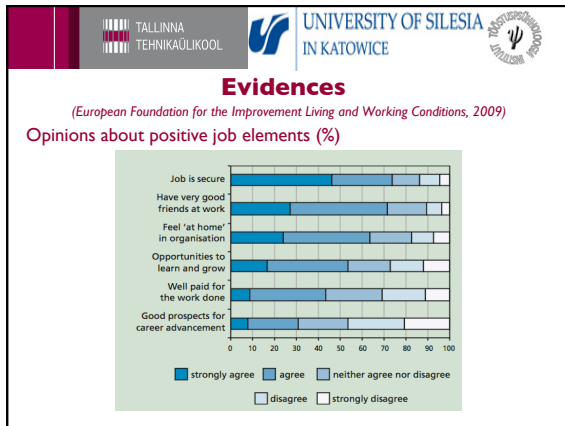
TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Evidences
(European Foundation for the Improvement Living and Working Conditions, 2009)

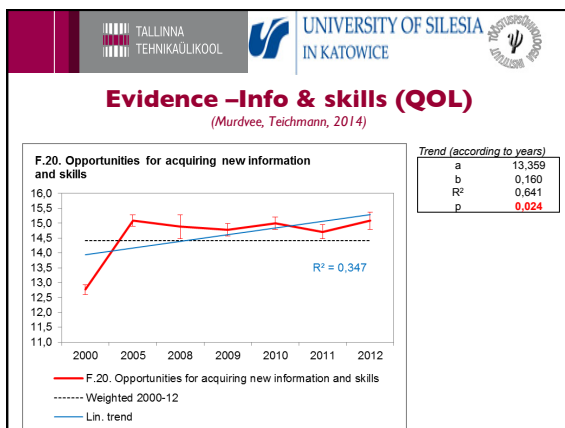
Job satisfaction

Legend: very satisfied, satisfied, not very satisfied, not at all satisfied



Polish visiting workers in Denmark
(Larsen et al., 2010)

	Polish visiting workers	Danish employees in general
Nightshifts	25%	11%
Working on Saturdays	64%	18%
Lack of influence on work tasks	48%	22%
Rarely take initiative	37%	9%
Unable to use their qualifications	71%	3.7%
Access to further training	9%	38-40%



TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Psycho-social risk factors

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Psycho-social risk factors

Psychosocial risk factors are associated with the way individuals interact with the demands of their job and their work environment. This includes the social contacts within their job. Important psychosocial risk factors with examples are shown in the table below *(Kompier, Van Den Beek, 2008)*

It is important to be clear that the term 'psychosocial' is different from 'psychological', which refers more narrowly to thought processes and behavior of individuals *(Burton, Kendall, Pearce, Birrell, Bainbridge, 2008)*

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Psycho-social risk hazards *(ILO, 1986)*

Psychosocial risk hazards among job content, work organization and management and other environmental and organizational conditions, on the one hand and the employee's competences and needs on the other that prove to have a hazardous influence over employee's health through their perceptions and experience

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Psycho-social risk hazards (Cox, Griffiths, 2005)

Those aspects of work design and the organization and management of work, and their social and organizational contexts which have the potential for causing psychological, social or physical harm

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Psychosocial risk factors and hazards (WHO, 2003)

Reaction people may have when presented with demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope

Pressure versus Stress
Stress is not an injury, it is a state of mind that can cause injury (Buchan, 2001)

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Psychosocial risk factors and hazards (WHO, 2013)

For many working people it is all too frequent that the working environment is where they spend most of their waking hours. According to a number of surveys, many perform activities that they perceive as demanding, constraining, and otherwise stressful

Mental health problems and other stress-related disorders are recognized to be among the leading causes of early retirement from work, high absence rates, overall health impairment, and low organizational productivity

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Psychosocial risk factors and hazards
(Cassitto, Fattorini, Gilioli, Rengo, 2004)

Psychological harassment is a form of employee abuse arising from unethical behaviour and leading to victimization of the worker. It is an increasing worldwide problem which is still largely unknown and underestimated

It can produce serious negative consequences on the quality of life and on individuals' health, mainly in the emotional, psychosomatic and behavioural areas

In addition, society as a whole becomes a victim because of increased pressure on social services and welfare

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Psychosocial risk factors and hazards
(WHO, 2013)

Work-related stress has the potential to negatively affect an individual's psychological and physical health, as well as an organisation's effectiveness. Therefore, it is recognized worldwide as a major challenge to workers' health and the health of their organizations

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Psycho-social risk factors

The psychosocial risk factors construct includes emotional and social states, such as anxiety or depression, that may increase problematic behavior

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

From hazards to harm (Cox, 1993)

```

    graph LR
      A[Psychosocial hazards] --> B((RISK))
      B --> C[Ill health / harm]
  
```

Psychosocial hazards = stressors

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Health consequences

<p>Threat of redundancy <i>(Pollard, 2001)</i></p> <ul style="list-style-type: none"> • High blood pressure • Increased cholesterol levels • Increased stress hormone production 	<p>Job insecurity <i>(Probst, 2005)</i></p> <ul style="list-style-type: none"> • Depression • Anxiety • Psychological strain • Intention to leave and low job performance
--	--


TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Psycho-social risk factors


(Canadian Centre for Occupational Health and Safety (CCOHS))

Thirteen psychosocial risk (PSR) factors have been identified by researchers at Simon Fraser University "based on extensive research and review of empirical data from national and international best practices. The factors were also determined based on existing and emerging Canadian case law and legislation."


1. Psychological Support
2. Organizational Culture
3. Clear Leadership & Expectations
4. Civility & Respect
5. Psychological Job Fit
6. Growth & Development
7. Recognition & Reward
8. Involvement & Influence
9. Workload Management
10. Engagement
11. Balance
12. Psychological Protection
13. Protection of Physical Safety



TALLINNA
TEHNIKAÜLIKOOL



UNIVERSITY OF SILESIA
IN KATOWICE




PSYCHOLOGIA


Psycho-social risk factors

(Cox, 1993)

1. Job content
2. Workload and workplace
3. Work schedule
4. Control
5. Environment and equipment
6. Organizational culture and functions
7. Interpersonal relationships at work
8. Role in organization
9. Career development
10. Home-work interface



TALLINNA
TEHNIKAÜLIKOOL



UNIVERSITY OF SILESIA
IN KATOWICE




PSYCHOLOGIA


Psycho-social risk factors

(Green, Taylor, 2008)


Psychosocial risk factor	Description	Examples of risk factor being present in the workplace
Work demands and mental load	The mental and physical requirements of the job.	<ul style="list-style-type: none"> • Working very fast • Working intensely • High work load • High information processing demands • Constant time pressures • Pressure to work overtime
Job control	The amount of input that workers perceive they have over the way they do their work.	<ul style="list-style-type: none"> • Little or no control over work speed • Little or no opportunity to schedule own work • Limited break opportunity • Poor task variation • Little or no opportunity to make own decisions
Co-worker social support	The support that workers perceive they receive from co-workers.	<ul style="list-style-type: none"> • Little or no help received from colleagues and immediate superiors • Poor willingness of colleagues and immediate superiors to listen to work problems
Sense of community	The degree to which workers feel that they are part of a community.	<ul style="list-style-type: none"> • Poor general atmosphere at work • Poor co-operation between colleagues • Poor relationships between colleagues
Management feedback	The feedback that workers perceive they receive from colleagues and immediate superiors.	<ul style="list-style-type: none"> • Little or no opportunity to talk about work performance with managers • Little or no opportunity to talk about work performance with colleagues
Quality of leadership	The degree to which workers perceive their immediate superiors to be good leaders.	<ul style="list-style-type: none"> • Poor ability of managers to plan work • Poor ability of managers to solve problems
Work stress	The degree to which workers are experiencing signs of work stress.	<ul style="list-style-type: none"> • High levels of fatigue • High levels of emotional tiredness • High levels of frustration • Poor work-life balance



TALLINNA
TEHNIKAÜLIKOOL



UNIVERSITY OF SILESIA
IN KATOWICE



PSYCHOLOGIA




Rise in psychosocial risk factors at the workplace

(European Foundation for the Improvement Living and Working Conditions, 2009)

Increasingly diverse working conditions




The breakdown of workers in precarious employment is as follows (Survey, 2005):

- 10% hold fixed-term employment contracts;
- 2% hold temporary work agency contracts;
- 4% feel underemployed and would like to work more;
- 10% hold an open-ended or permanent employment contract but fear losing their job within the year.

Rise in psychosocial risk factors at the workplace
(European Foundation for the Improvement Living and Working Conditions, 2009)




Increasingly diverse working conditions
 While 37% of workers have a 'normal' working day, almost two out of three wage earners work on a so-called 'atypical' work schedule:
 some 19% of the working population is affected by regular night or weekend work,
 and 10 % by occasional night and weekend work.

Psychosocial hazards
(European Agency for Safety and Health at Work: Van Stolk, Staetsky, Hassan, Woo Kim, 2012)

In 2009, EU-OSHA completed fieldwork on an establishment survey on health and safety at the workplace in the EU-27
 Our literature review outlined the emergence of psychosocial risks, the problem of not managing psychosocial risks properly, and initiatives taken to manage these risks

1. Significant changes in the world of work over the recent past decades have raised concerns about the deterioration of job quality in Europe, in particular, workers' health and safety. These changes have contributed to the emergence of many of the so-called 'psychosocial risks', aspects of the workplace and social contexts, which have the potential for causing psychological, social and physical harm.

Psychosocial hazards
(European Agency for Safety and Health at Work: Van Stolk, Staetsky, Hassan, Woo Kim, 2012)

2. The main psychosocial hazards relate to both the content of and context to work. These psychosocial hazards can affect both physical and mental health through work stress
3. According to the EU labour force survey ad hoc module 2007 on health and safety at work, 27.9 % of the workers reported exposure affecting mental well-being, which corresponded to about 55.6 million workers. Related to psychosocial hazards, occupational health and safety issues, such as work stress, have increasingly affected workers across the European Union.

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Psychosocial hazards

(European Agency for Safety and Health at Work: Van Stolk, Staetsky, Hassan, Woo Kim, 2012)

In 2009, EU-OSHA completed fieldwork on an establishment survey on health and safety at the workplace in the EU-27. Our literature review outlined the emergence of psychosocial risks, the problem of not managing psychosocial risks properly, and initiatives taken to manage these risks.

1. Significant changes in the world of work over the recent past decades have raised concerns about the deterioration of job quality in Europe, in particular, workers' health and safety. These changes have contributed to the emergence of many of the so-called 'psychosocial risks', aspects of the workplace and social contexts, which have the potential for causing psychological, social and physical harm.

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Psychosocial hazards

(European Agency for Safety and Health at Work: Van Stolk, Staetsky, Hassan, Woo Kim, 2012)

Areas of psychosocial hazards	Most important emerging psychosocial hazards
New forms of employment contracts and job insecurity	Precarious contracts in the context of an unstable labour market
	Increased workers' vulnerability in the context of globalisation
	New forms of employment contracts
	Feeling of job insecurity
The ageing workforce	Lean production and outsourcing
	Risk for the ageing workforce
Work intensification	Long working hours
	Work intensification
High emotional demands at work	High emotional demands at work
Poor work-life balance	Poor work-life balance


Source: based on EU-OSHA (2007).

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE


Psychosocial hazards

(European Agency for Safety and Health at Work: Van Stolk, Staetsky, Hassan, Woo Kim, 2012)


Work characteristics	Examples of conditions defining hazards
Content of work	
Job content	Lack of variety, fragmented or meaningless work, under use of skills
Workload and work pace	Work overload or under load, machine pacing, high levels of time pressure, continually subject to deadlines
Work schedule	Shift working, night shifts, inflexible work schedules, unpredictable hours, long or unsociable hours
Environment and equipment	Inadequate equipment availability, suitability or maintenance, poor environmental conditions such as lack of space, poor lighting, excessive noise



TALLINNA
TEHNIKAÜLIKOOL



UNIVERSITY OF SILESIA
IN KATOWICE




PSYCHOLOGIA

Psychosocial hazards


(European Agency for Safety and Health at Work: Van Stoik, Staetsky, Hassan, Woo Kim, 2012)

Context of work	
Control	Low participation in decision-making, lack of control over overload, pacing, shift-working, etc.
Organisational culture and function	Poor communication, lack of definition of, or agreement on, organisational objectives
Interpersonal relationships at work	Social or physical isolation, poor relationships with superiors, interpersonal conflict, lack of social support, bullying/harassment/violence
Role in the organisation	Role ambiguity, role conflict, and responsibility for people
Career development	Career stagnation and uncertainty, under promotion or over promotion, poor pay, job insecurity, low social value to work
Home-work interface	Conflicting demands of work and home, low support at home, dual career problems


Source: adapted from Cox (1993).



TALLINNA
TEHNIKAÜLIKOOL



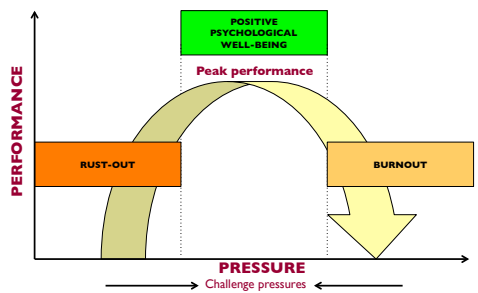
UNIVERSITY OF SILESIA
IN KATOWICE




PSYCHOLOGIA


Pressure performance curve

(Robertson, Cooper, 2011)






TALLINNA
TEHNIKAÜLIKOOL



UNIVERSITY OF SILESIA
IN KATOWICE

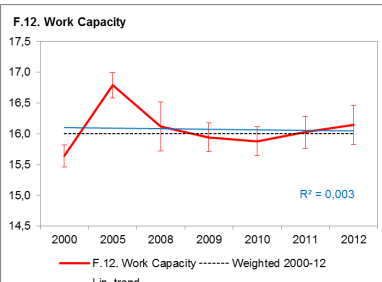


PSYCHOLOGIA

Work capacity (QOL)

(Murdvee, Teichmann, 2014)

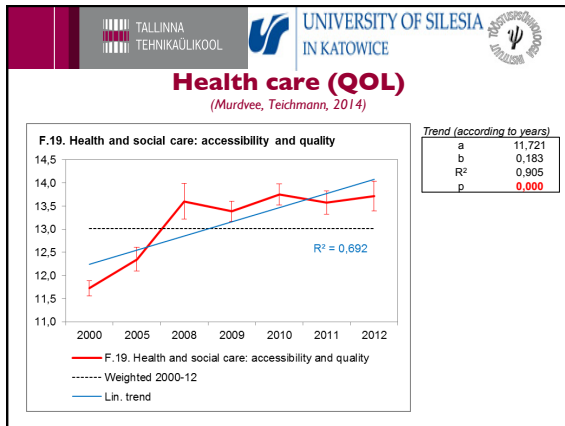
F.12. Work Capacity



— F.12. Work Capacity — Weighted 2000-12
— Lin. trend

Trend (according to years)

a	16,005
b	0,009
R ²	0,011
p	0,818



Perceived impact of job strain on health
(European Foundation for the Improvement Living and Working Conditions, 2009)

Job strain – as defined by the 'Karasek model' – is a health risk in which autonomy at work is too limited to allow workers to live up to work demands as they see them. To measure autonomy at work, Karasek referred to the degree of control or decision latitude of workers

Karasek Questionnaire

Karasek questionnaire is an internationally validated tool to assess the following three dimensions of work:

- 1) psychological demand
- 2) level of control
- 3) social support

I. The **psychological demand of work** is assessed through a set of nine questions referring to:

- work load and pace of work;
- complexity and intensity of work;
- fragmentation of work and unpredictability.

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Karasek Questionnaire

2. A worker's **level of control** is evaluated through nine questions covering three subject areas:

- decision latitude or 'room to manoeuvre';
- use of skills or competences in job;
- development of competencies.

3. Regarding **social support**, the questionnaire distinguishes between emotional and professional support given by colleagues and/or superiors.

Besides the Karasek questionnaire, included questions concerning:

- appreciation of the reduction of working time;
- self-assessment of health, job and the influence of work on health;
- sick leave and occupational accidents;
- violence in the workplace and hostile behaviour.

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Karasek Model

Demands

Control

Coping

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Theories of work-related stress (Cox, Griffiths, 2010)

```
graph TD; A[Theories of work stress] --> B[Early]; A --> C[Contemporary]; B --> D[Stimulus based]; B --> E[Responds based]; C --> F[Interactional (structural)]; C --> G[Transactional (process)];
```

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Stressor & strain approach

The diagram illustrates the Stressor & strain approach. A large, light blue arrow curves from the bottom left towards the top right. At the start of the arrow, the word "STRESSORS" is written in red. At the end of the arrow, the word "STRAIN" is written in red. A cartoon character is sitting on a grey rock labeled "MIND" with "STRESS" written on it. The character is looking towards the right, following the path of the arrow.

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

CISMS Model

The diagram illustrates the CISMS Model. On the right side, there is a yellow pyramid with several horizontal layers, each containing a factor: Workload, Personal responsibility, Work-life balance, Managerial role, Relationships, Hassles, Recognition, and Organizational climate. On the left side, there are two light blue boxes: the top one contains "Job satisfaction" and the bottom one contains "WLC". Below these boxes is a cartoon character of a man with orange hair, wearing a tiger-print shirt and blue pants, holding a spear. The text "Coping with stress" is written above the character.

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

OSI-2

Occupational Stress Indicator-2 (OSI2), which reliability and validity is investigated and reported by CISMS - Collaborative International Study of Managerial Stress (24 nations are involved).

OSI2 is a 90-item scale that assesses job strains, sources of stress, personality, coping with stress, the locus of control and work locus of control and additional questions, including demographics.

Forty items assessed perceived sources of job pressure (job stressors)

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

OSI-2

1 Job Satisfaction
The job itself
The organisation

2 Mental Wellbeing
A Contentment
Resilience
Peace of Mind
B Physical Wellbeing
Calmness
Energy

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

OSI-2

3 – Personality: Type A Behaviour
A - Patience
- Drive
B - Control, Influence, Locus of Control

4 – Pressures
Workload
Relationships
Home/Work balance
Managerial role
Personal Responsibility
Hassles
Recognition
Organisation climate

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

OSI-2

5 – Coping with stress
Control
Support

6 – Control over work
Work Locus of Control

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

OSI-2

5 – Coping with stress
Control
Support

6 – Control over work
Work Locus of Control

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

OSI-2

Sample 1.
Our first study (1996) was a part of the Collaborative International Study of Managerial Stress (CISMS), conducted as a cross-national research of 24 nations.
Estonian data were collected from 163 managers, 58% males and 42% females. Mean age was 38.6 years (SD = 6.4).
College graduates were 10% and married were 72%.


Sample 2.
The data were obtained from managers in 2002.
The data were collected from 164 managers, 129 males (79 %) and 35 females (21%). This sample had an average of 40.42 years (SD = 11.42).
There were no asked the questions about other demographics in this sample.

TALLINNA
TEHNIKAÜLIKOOL


UNIVERSITY OF SILESIA
IN KATOWICE

OSI-2


Sample 3.
The data were collected in 2004,
from 309 managers, 61% males and 39% females. Mean age was 39.1 (SD = 10.4) years. College graduates were 79,9% and married were 60.5%.



TALLINNA
TEHNIKAÜLIKOOL



UNIVERSITY OF SILESIA
IN KATOWICE



PSYCHOLOGIA

OSI-2


The OSI-2 factor **job satisfaction** incorporated two subscales:

- satisfaction with job itself
- satisfaction with the organization.


	Sample 1 1996	Sample 2 2002	Sample 3 2004
The job itself	27.2	26.2	24.1
The organization	24.6 <i>(p < .05)</i>	23.9 <i>(p < .05)</i>	20.4 <i>(p < .05)</i>

• **High score means higher job satisfaction**


Estonian managers were more satisfied with job itself than with the organization of work.



TALLINNA
TEHNIKAÜLIKOOL



UNIVERSITY OF SILESIA
IN KATOWICE




PSYCHOLOGIA

Estonian Occupational Stress Stud


Teichmann, M., TUT (2005 – 2007)

Stressors	Prosecutors	Engineers	Managers	Civil servants
Workload	25,2	23,9	23,8	22,8
Relationships	33	34,2	34	33,9
Home/work balance	19	20,7	21,3	19
Occupational roles	13,6	14,2	14,2	13,5
Personal responsibility	16	16,1	15,9	15,5
Hassles	14	13,7	13,7	13,1
Recognition	15	16,1	15,6	16,5
Organizational climate	15	15,5	15,2	15,5


* Higher score shows that stressor has more influence



TALLINNA
TEHNIKAÜLIKOOL



UNIVERSITY OF SILESIA
IN KATOWICE

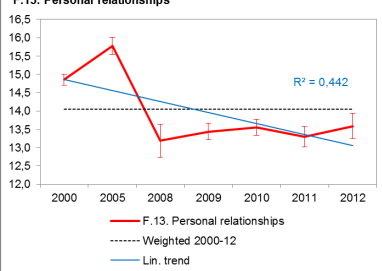


PSYCHOLOGIA

Relationships (QOL)

(Murdvee, Teichmann, 2014)

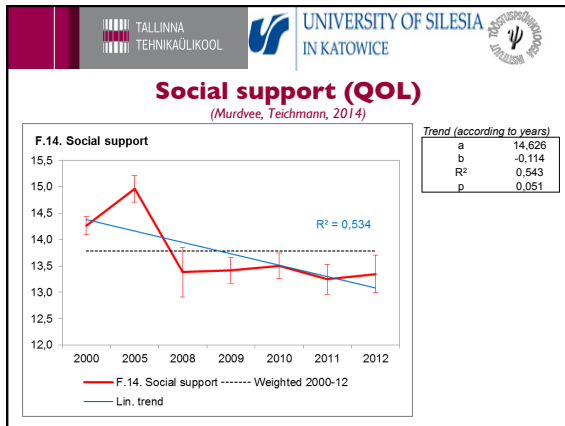
F.13. Personal relationships



R² = 0,442

Trend (according to years)

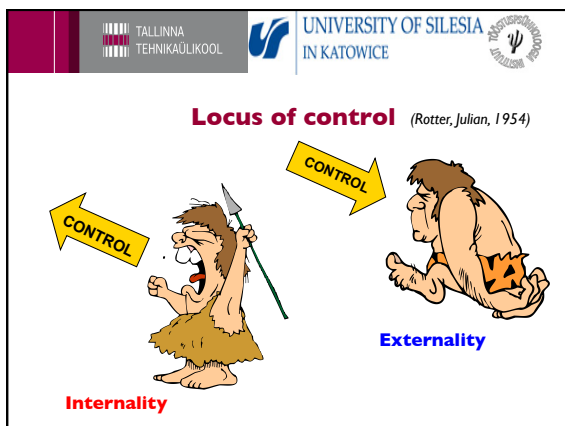
a	15,288
b	-0,170
R ²	0,518
p	0,060



OSI-2 & WHOQOL-100
Sources of pressure & QOL

	Work-load	Relation-ships	Home/Work balance	Managerial role	Personal Responsibility	Hassles	Recognition	Organisation climate
WHOQOL-100 Index	-.22***	-.05	-.13*	-.27***	-.26***	-.27***	-.04	-.16**
Physical health	-.22***	-.09	-.11*	-.22***	-.23***	-.26***	-.05	-.16**
Psychological well-being	-.22***	-.10	-.16**	-.30***	-.35***	-.27***	-.04	-.23***
Level of independence	-.19***	-.01	-.08	-.19**	-.17**	-.20***	-.00	-.14*
Social relationships	-.23***	-.05	-.19***	-.25***	-.17**	-.21***	-.04	-.09
Environment	-.22***	-.18**	-.16**	-.26***	-.26***	-.28***	-.17**	-.18**
Spirituality/ Religion/ Personal beliefs	.01	.11*	.05	-.06	-.05	-.05	.04	.01

*** p ≤ .001; ** p ≤ .01; * p ≤ .05

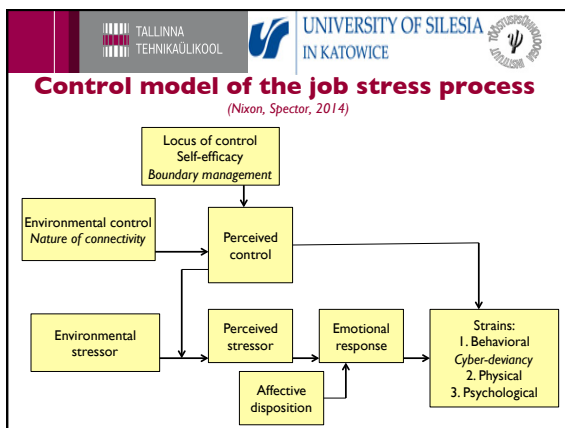


TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

OSI-2

Work Locus of Control

Rotter's original (1966) **locus of control** formulation classified generalized beliefs concerning who or what influences things along a bipolar dimension from internal to external control: Internal control is the term used to describe the belief that control of future outcomes resides primarily in oneself while external control refers to the expectancy that control is outside of oneself, either in the hands of powerful other people or due to fate/chance



TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

OSI-2

Work Locus of Control reflects an individual's tendency to believe that he controls events in his working life (internality) or that such control resides elsewhere, such as with powerful others (externality)

The Work Locus of Control Scale (WLCC).

The WLCS is a 16-item scale and it was a part of OSI-2 questionnaire. The Work Locus of Scale (Spector, 1988) assesses employee's beliefs about their control at work in general. Half the items indicate external locus of control, whereas the other half indicate internal locus of control. For all items, the six response choices range from "strongly disagree" to "strongly agree". High scores represent externality and low scores, internality

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

OSI-2
Managers' Work Locus of Control

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

OSI-2
Managers' Work Locus of Control & WHOQOL

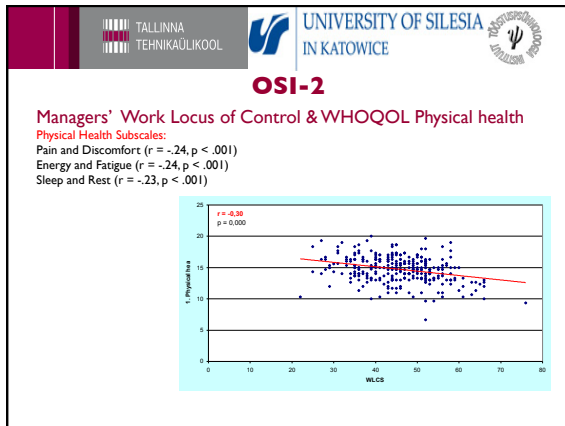
All the six domains of quality of life had significant, negative correlations on work locus of control, thus internal WLC leads to better QOL

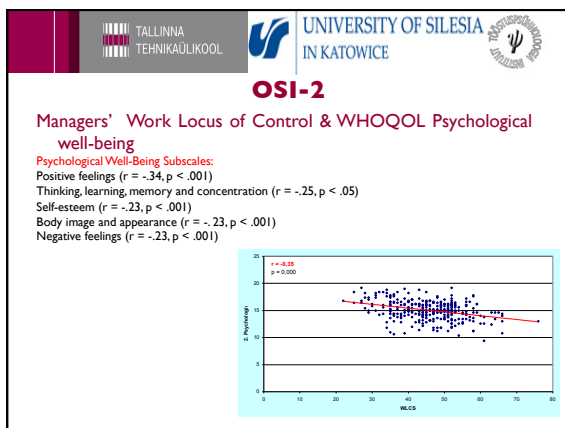
Work LOC	QOL Index	1	2	3	4	5	6
Work Locus of Control (Work LOC)	1						
WHOQOL-100 Index (Index)							
1. Physical health							
2. Psychological well-being							
2. Level of independence							
4. Social relationships							
5. Environment							
6. Spirituality / Religion / Personal beliefs							

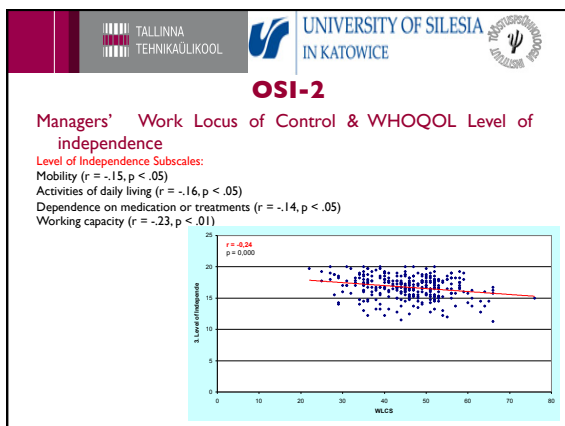
TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

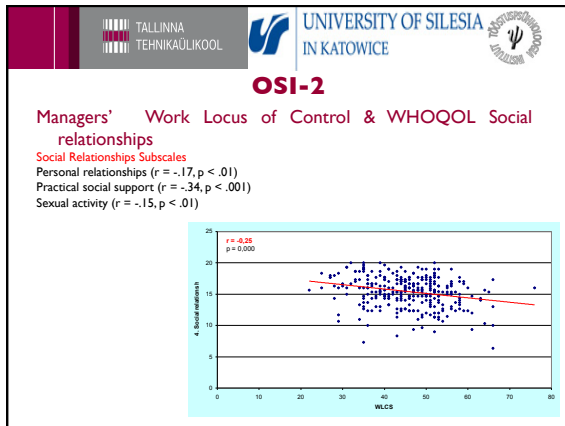
OSI-2
Managers' Work Locus of Control & WHOQOL Index

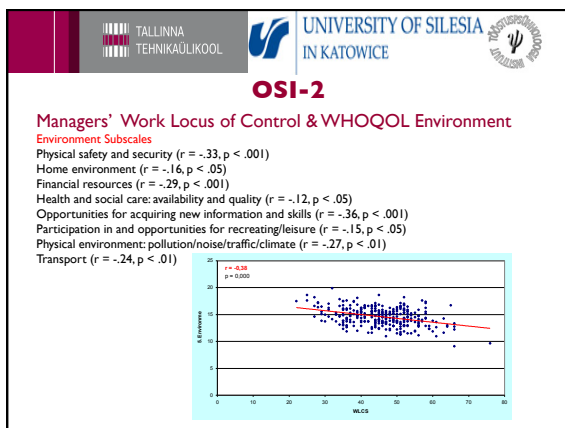
Quality of Life Domains:
 Physical Health ($r = -.31, p < .001$)
 Psychological Well-being ($r = -.35, p < .001$)
 Level of Independence ($r = -.24, p < .001$)
 Social Relations ($r = -.26, p < .001$)
 Environment ($r = -.38, p < .001$)
 Spirituality / Religion / Personal Beliefs ($r = -.22, p < .001$)

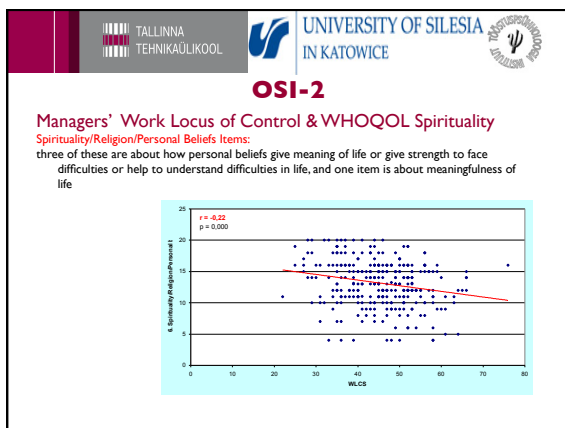




















OSI-2

Managers' Work Locus of Control & WHOQOL

The findings provide support to the idea that the person's internality is important not only for one's psychological and physical health, but also for the relations with others as well as with the environment.

Internality is associated with managers' satisfaction with their quality of life







OSI-2

Job satisfaction & sources of pressure at work

	Work-load	Relation-ships	Home/VWork balance	Managerial role	Personal Responsibility	Hassles	Recognition	Organisation climate
Job satisfaction	-.12 *	-.06	-.07	-.14 *	-.13 *	-.16 *	-.11 *	-.01

*p < .05

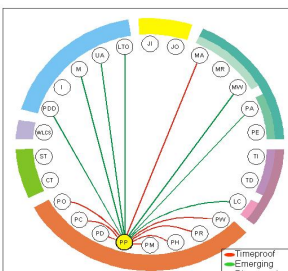


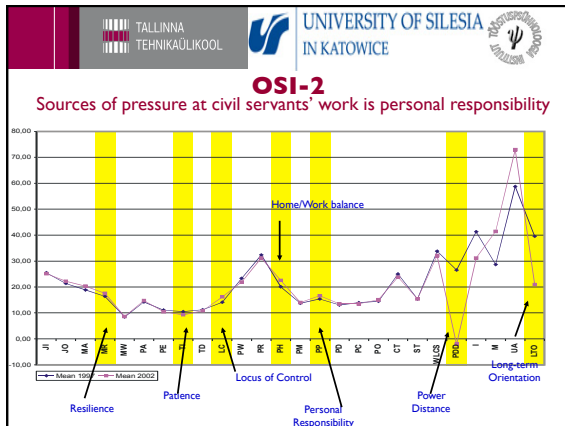


OSI-2

Sources of pressure at civil servants' work is personal responsibility

- J - Puhutus tööst
- J2 - Puhutus töö eesmärgest
- MA - Üldine rahulolu
- MA2 - Auhinnad
- MA3 - Määratlus
- MA4 - Puhutus
- RE - Emotsionaalne stress
- TI - Kannatlikkus
- TD - Võimekuse rakendamine
- LC - Mõeldamine, informatsioon
- PM - Töö tempo
- PR - Suhted tööga
- PR2 - Kõne / rääkimine
- PR3 - Juhit rollid
- PR4 - Tööle vastus
- PD - Pika stressorid
- PC - Tööaeg
- PD - Organisatsioonilised probleemid
- CT - Kontroll stressorid
- ST - Informatsioonid
- WELC - Informatsioonid
- PDG - Võim
- I - Individuum
- MA - Resolutsioon
- UA - Enesestap
- LIG - Olemasoleva subvõime





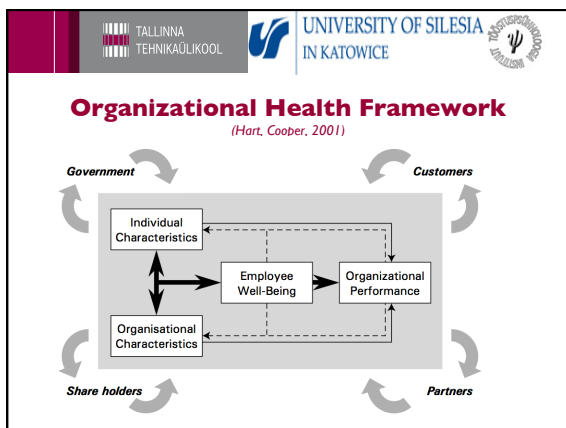
The Price

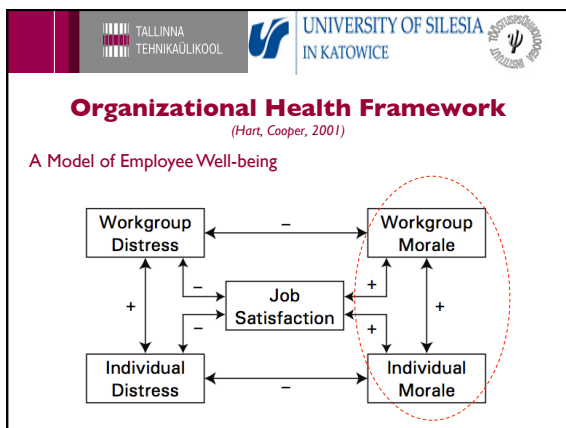
Organisational level (Cooper et al., 1996)
 National level (Levi, Lunde-Jensen, 1996)
 Global level (European Agency for Safety and Health, 1999)

28% Europea workers (Cooper, 2002)
 20% American workers (RoperASW poll, 2002)
 38% Estonian workers (Ministry of Social Affairs, 2002)

Organizational Health Indicator
OHI-2
<http://www.tpi.ee/ohi2.php>







TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Employee morale

(Bowles, Cooper, 2009)

Performance is the key outcome of high morale and the reason why it should be taken so seriously

Morale is:
... a state of individual psychological well-being based upon a sense of confidence and usefulness and purpose
.... a spirit of a group that makes the members want the group to succeed (Pfeffer, 1998) and willingness to perform assigned tasks (Terrence, Kennedy, 2000)

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Employee morale

(Bowles, Cooper, 2009)

Employee satisfaction – how they feel about it
Employee well-being – emotional state of employees at work as opposed to their physical health
Employee engagement – a higher level of emotional state, beyond simply an elevated of morale, in which employees feel a strong bond with their organization and will go extra mile for it
Employee commitment } are used to describe various levels
Employee passion } of emotional attachment to, and feeling
Employee enthusiasm } for the job and organization
Employee involvement – describes the extent to which management creates a work situation which is less 'top down' and more collaborative
Employee empowerment – an extension of involvement, in that both involve some devolution of power to the individual worker
Job enlargement – workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Factors affecting work morale

(Bowles, Cooper, 2009)

- ✓ Individual job and organization image
- ✓ Compensation and benefits
- ✓ Career and development
- ✓ Job security
- ✓ Communications
- ✓ Productivity
- ✓ Working conditions
- ✓ Management and supervision
- ✓ Decision making

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Factors affecting management morale

(Bowles, Cooper, 2009)

- ✓ Sense of direction
- ✓ Performance focus
- ✓ Speed and urgency
- ✓ Leadership style and decision making
- ✓ Management development and promotion
- ✓ Management compensation

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

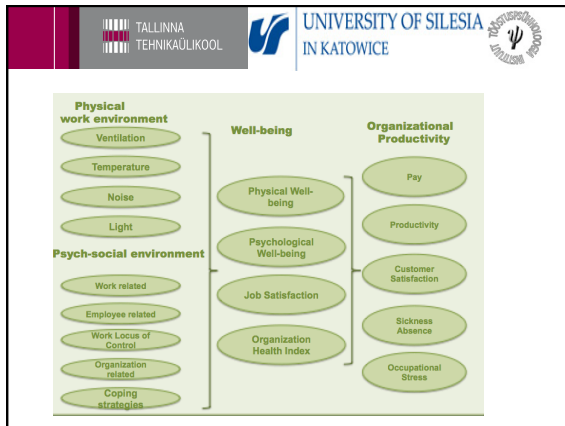
Psychosocial work environment

(Teichmann, 2011)

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

TÖÖKESKKOND

Work related factors	Work quantitative requirements, qualitative requirements of the work, psychological requirements, emotional Requirement sensory requirements, requirements for social, organizational requirements
Employees' related factors	job satisfaction, health, psychological well-being, performance and fatigue, sleep and rest, work relationships
Work Locus of Control	Internality / externality
Org related factors	emotional coping strategies, positive experiences, negative experiences, problem-solving strategies, self-esteem, work-family conflict
Coping	development and career opportunities, meaningful work, a sense of security, professional recognition, management, psychological micro-climat



OHI-2 <http://www.tpi.ee/ohi2.php>
WORK-RELATED DEMANDS

Quantitative demands

- 1 Do you have to work very quickly?
- 2 Is your pace of work is unevenly distributed?
- 3 Do you usually have enough time to finish your work?
- 4 Do you usually can do their work without haste?

Qualitative demands

- 5 Does your work require great accuracy?
- 6 Does your job require a very high level of quality?
- 7 Does your work is so great responsibility that being wrong can lead to serious problems?
- 8 Is your job requires a high level of expertise and knowledge of continuous improvement?

Psychological demands

- 9 Do your job requires a good memory?
- 10 Does your job require the submission of new ideas?
- 11 Do you have to deal with many things at the same time?
- 12 Does your job require complex problem solving?

OHI-2
WORK-RELATED DEMANDS

Emotional demands

- 13 Is your work is related to emotions?
- 14 Is your work makes high demands on emotionally?
- 15 Does your job require you to concealing his emotions?
- 16 Does your work put you in emotionally intimidating situations?

Sensory demands (requirements)

- 17 Do your job requires excellent eyesight?
- 18 Is your work requires great concentration?
- 19 Does your work require constant attention?
- 20 Does your job require machines or processes sounds or conversation careful listening?

Social demands

- 21 Do your job requires constant interaction with many people?
- 22 Does your job require you to be constantly available and visible?
- 23 Does your job depend on the results of other people's work?
- 24 Does your work affects the work of others and / or well-being?

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

**OHI-2
WORK-RELATED DEMANDS**

The operational requirements (work organization)

25 Do you usually get your order to decide on the work?
26 Have you given tasks to be fulfilled immediately (yesterday was already in need)?
27 Do you need to perform a number of different drivers (colleagues, clients) orders?
28 Is the telephone conversations, mail replying to interfere with your work and waste the time?

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

**OHI-2
EMPLOYEES' RELATED OF FACTORS**

Job satisfaction

29 In so far as you are happy with the work that you do?
30 Since you can use your current work to apply their knowledge, skills and abilities?
31 In so far as you are satisfied with the information about the movement of your organization?
32 Inasmuch as you are happy with your work arrangements?

Health

33 In so far as you are concerned about your health?
34 Do you continue to have enough energy to cope with all of your work?
35 Do you have periods where you will eat, drink, or smoke more than usual?
36 Do you have pain?

Psychological well-being

37 Do you often reluctant to go to work?
38 Would you say that you have optimism to overcome the problems and difficulties encountered at work?
39 Are you upset that things did not work running as needed?
40 Do you often worry about their daily work and at home after?

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

**OHI-2
EMPLOYEES OF FACTORS**

Ability to work and Fatigue



41 In so far as you are concerned about your ability to work after?
42 Are you able to meet all the requirements to submit work for you?
43 Do you have periods when you possess an immeasurable feeling of tiredness or exhaustion?
44 Since you feel that you do not want, cannot afford to get up in the morning?

Sleep and rest

45 In so far as you are concerned about your sleep time?
46 Do you have periods when you have trouble sleeping?
47 Do you retain enough free time to rest up after work?
48 In so far as you are satisfied with the work of leisure activities that can be done to restore the environment and the ability to work?

Relationships at work

49 Since you will be satisfied with your working relationship?
50 Inasmuch as you feel shortage of advice from colleagues and managers, feedback and support?
51 Does your organization there are hidden discrimination and bias in favor of favorites?
52 Does your subunit often labor conflicts?

OHI-2
EMPLOYEES OF FACTORS

Ability to work and Fatigue



41 In so far as you are concerned about your ability to work after?
 42 Are you able to meet all the requirements to submit work for you?
 43 Do you have periods when you possess an immeasurable feeling of tiredness or exhaustion?
 44 Since you feel that you do not want, cannot afford to get up in the morning?

Sleep and rest

45 In so far as you are concerned about your sleep time?
 46 Do you have periods when you have trouble sleeping?
 47 Do you retain enough free time to rest up after work?
 48 In so far as you are satisfied with the work of leisure activities that can be done to restore the environment and the ability to work?

Relationships at work

49 Since you will be satisfied with your working relationship?
 50 Inasmuch as you feel shortage of advice from colleagues and managers, feedback and support?
 51 Does your organization there are hidden discrimination and bias in favor of favorites?
 52 Does your subunit often labor conflicts?






OHI-2
WORK LOCUS OF CONTROL (Spector 'WLC)

COPING

Emotional coping strategies

53 When the work is strenuous period, either sympathetic to chat with friends or colleagues?
 54 If the work is intense period of the deal and hobbies outside the work?
 55 If the work is strenuous period, whether you are looking for as much social support as possible?
 56 When the work is strenuous period, whether you are looking for ways to live out their emotions?

OHI-2
COPING

Positive feelings



57 Inasmuch as you enjoy your life?
 58 Would you rather a good-humored person?
 59 Are you optimistic about the future?
 60 Are you generally satisfied with their lives?

Negative feelings and experiences

61 In so far as your work creates negative emotions?
 62 Would you rather melancholy person?
 63 Are you pessimistic about the future ?64 Do you feel sad, anxious and / or depressed mood ?

Problem-solving coping strategy

65 When the work is strenuous period, whether you're trying to address situations objectively and without emotion?
 66 When the work is strenuous period, whether you are trying to use the office hours to better
 67 If the work is strenuous period, whether you are trying to plan their work better?
 68 When the work is strenuous period, whether you are trying to solve the problems according to their importance?

OHI-2


COPING

Self-esteem

69 Inasmuch as ye yourself and what you are doing at work, an essential?
 70 Are you a confident person?
 71 In so far as you are happy with yourself?
 72 In so far as you are comfortable with your abilities and your work performance?

Work-family conflict

73 Since your job keeps you away from the more family-living activities, if you like?
 74 Is it not time that you devote to work, does not allow you (spouse, children) equally homely household duties?
 75 Does the time you spend with family responsibilities, interferes with the performance of duties?
 76 Does your family spend time results that you do not spend enough time in your career that might benefit from activities?

OHI-2

THE ORGANISATIONAL FACTORS

Development and Career Opportunities

77 Is your work requires initiative?
 78 Does your job allow you to learn something new?
 79 Inasmuch as you are happy with your career opportunities?
 80 Inasmuch as you are happy with your training organization operating system?

Meaning of work

81 Is the work you are doing is important?
 82 Do the job you are doing, interest you?
 83 Does your work is useful to people?
 84 Does your work is part of a larger whole?

The feeling of security

85 Are you worried about losing a job?
 86 Are you worried about a new technique or technology, the introduction of redundancy due to the following?
 87 Are you worried that you would have a hard time finding a new job?
 88 Are you worried that you will have to give up your job for health reasons?




OHI-2

THE ORGANISATIONAL FACTORS

Professional recognition

89 How satisfied are you good work for the recognition system in your organization?
 90 Does your organization employ dedicated employees are valued?
 91 Does your organization recognizes job performance?
 92 In so far as your direct manager approves you?

Management

93 In so far as your direct control must be important to employee satisfaction in their work?
 94 In so far as your direct manager is able to communicate with their subordinates?
 95 How satisfied are you managing, monitoring, supervision style, which uses your direct control?
 96 In so far as your direct manager is able to plan work, timely and understandable instructions to inform?

Organization psychological microclimate

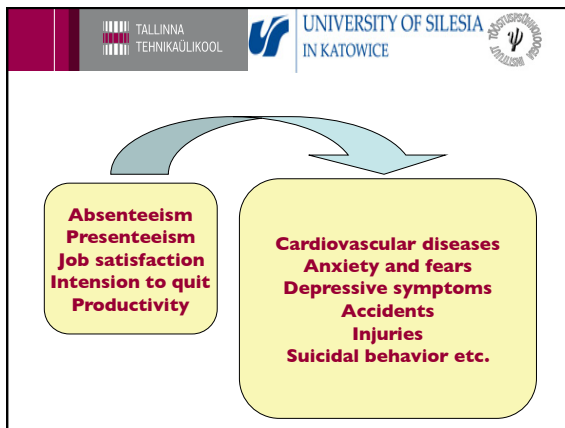
97 Does your organization have a high morale?
 98 Does your organization people know how to resolve conflicts?
 99 Does your organization manage and assist each other in friendly cooperative relations?
 100 Can people communicate with each other even outside working hours?

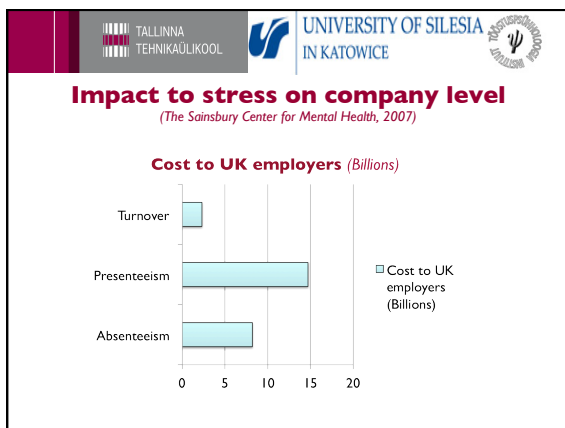
TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Psychosocial factors at work
 Standards on mental work load (ISO EN 10075)
 Standards on task design (EN 614-2)
 Guidelines on task design for office workers (ISO EN 9241)
 Guidelines on task design safety of machinery (EN 614)
 Standards on ergonomics (ISO/TC 159; CEN/TC 122)

- ✓ European Commission
- ✓ Directorate-General for Employment and Social Affairs, Health and Work Safety

MENTAL STRESS = STRAIN
 (EU documents)





TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Psychosocial risk assessment

As underlined by Leka and Cox (2010), risk assessment comprises six steps:

1. hazard identification;
2. assessment of harm;
3. identification of likely risk factors;
4. description of underlying mechanisms;
5. audit of existing management systems and employee support;
6. drawing conclusions about residual risk and priorities.

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Psychosocial risk management

Risk management is process of risk identification, assessment, evaluation, reduction and control

Risk management process (PRIMA-EF project, Leka et al., 2008)

```

    graph TD
      A[Risk assessment and AUDIT] --> B[Translation / Action plans]
      B --> C[Risk reduction (interventions)]
      C --> D[Evaluation]
      D --> E[Organizational learning]
      E --> A
    
```

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

OSH management framework (EU-OSHA, 2012)

```

    graph TD
      subgraph Cycle
        P[Policy] --> O[Organizing]
        O --> PI[Planning and Implementing]
        PI --> MP1[Measuring performance]
        MP1 --> MP2[Measuring performance]
        MP2 --> RP[Reviewing performance]
        RP --> P
      end
      PD[Policy development] --> P
      OD[Organizational development] --> O
      DTR[Development technologies of planning, measuring and reviewing] --> PI
      DTR --> MP1
      DTR --> MP2
      DTR --> RP
      A[AUDITING] --> P
      A --> O
      A --> PI
      A --> MP1
      A --> MP2
      A --> RP
    
```

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Sources of information

Documentation

1. Previous assessment results
2. Data on sickness absence
3. Work accidents and occupational diseases
4. Productivity
5. Personnel turnover
6. Relevant policies and procedures
7. Studies and surveys

Verbal information

1. Developmental talks
2. Interviews
3. Focus groups
4. Meetings

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

The scope of management of psychosocial risks (EU)

Country	Predicted OSI psycho score
EL	1.7
BE	2.0
FR	2.0
IT	2.1
CY	2.1
HU	2.1
DE	2.2
LU	2.2
AT	2.2
CH	2.2
CZ	2.2
LV	2.2
TR	2.2
MT	2.2
IT	2.2
PT	2.2
SK	2.2
SI	2.2
PL	2.2
HR	2.2
BG	2.2
DK	2.2
RO	2.2
NO	2.2
NL	2.2
IE	2.2
UK	2.2
BE	3.1
FI	3.1
SE	4.0

NI: weighted results, N = 36,354 (92 % of the original unweighted sample). Source: RAND Europe calculations.

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Industries and reporting of aspects of psychosocial risk management (EU)

Industry	Predicted OSI psycho score
Manufacturing	2.5
Construction	2.6
Wholesale and retail trade	2.6
Hotel and restaurant	2.7
Retail	2.7
Transport storage	2.8
Mining	2.8
Other community social	2.9
Electric gas and water supply	2.9
Public admin	2.9
Financial intermediation	3.0
Education	3.4
Health and social work	3.5

NI: weighted results, N = 26,354 (92 % of the original unweighted sample). Source: RAND Europe calculations.

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Comprehensive Programme (Cooper, 2011)

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
- **Tertiary – Picking people back up**
 - Annual reviews & appraisals and personal development plans
 - Healthy Lifestyle & Well-being programmes
 - Employee Assistance Programmes

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Psychosocial risk interventions

INTERVENTIONS

```

    graph TD
      A[INTERVENTIONS] --> B[Individual level]
      A --> C[Organizational level]
      B --> D[Dealing with stressors]
      C --> D
      D --> E[Helping people to cope]
      E --> F[FIRST AID]
      E --> G[COPING STRATEGIES]
      E --> H[Picking people back up]
      F --> I[Problem focused strategies]
      F --> J[Emotional strategies]
      G --> I
      G --> J
  
```

© 2013, Teichmann

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Key elements for psychosocial risk management (Leka et al., 2008)

- ✓ Declared focus on a defined work population, workplace, set of operations or equipment
- ✓ Assessment of risk to understand the problem and its causes
- ✓ Design and implementation of actions to remove or reduce risks
- ✓ Evaluation of the actions
- ✓ Active management of the process

Ethical requirements

- ✓ Anonymity
- ✓ Confidentiality
- ✓ Voluntary participation

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Safety Culture

Safety culture has been defined in a variety of ways including:

- ✓ 'The way we do things around here' (Confederation of British Industry (CBI), 1990).
- ✓ A set of attitudes, beliefs or norms (Turner, 1989).
- ✓ A constructed system of meaning through which the hazards of the world are understood (Pidgeon, 1998).
- ✓ A safety ethic (Wert, 1986)
- ✓ 'The safety culture of an organisation is the product of individual and group values, attitudes, perceptions, competencies, and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation's health and safety management' (HSC, 1993)

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Safety Culture

A useful framework based on the work by Cooper (2000) is to distinguish between three interrelated aspects of safety culture, specifically:

- ✓ Psychological aspects (often referred to as 'safety climate')
- ✓ Behavioural (or 'organisational') aspects
- ✓ Situational (or 'corporate') aspects

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

A three aspect approach to Safety Culture

(based upon Cooper, 2000)

Safety Culture

"The product of individual and group values, attitudes, perceptions, competencies and patterns of behaviour that can determine the commitment to, and the style and proficiency of an organisation's health and safety management system".

ACSNI Human Factors Study Group, HSC (1993)

Psychological Aspects

'How people feel'

Can be described as the **'safety climate'** of the organisation, which is concerned with individual and group values, attitudes and perceptions.

Behavioural Aspects




'What people do'

Safety-related actions and behaviours

Situational Aspects

'What the organisation has'




Policies, procedures, regulation, organisational structures, and the management systems

Safety Culture
(Human Engineering, 2005)

Safety Culture
The research has highlighted some confusion and inconsistency in the literature over the use of the terms 'safety climate' and 'safety culture'.

The review has provided a useful framework for approaching these terms, based upon the work done by Cooper (2000). The term safety culture can be used to refer to the behavioural aspects (i.e. 'what people do'), and the situational aspects of the company (i.e. 'what the organisation has'). The term safety climate should be used to refer to psychological characteristics of employees (i.e. 'how people feel'), corresponding to the values, attitudes, and perceptions of employees with regard to safety within an organisation.








Safety Culture
(Human Engineering, 2005)

Safety Culture
The five indicators are as follows:

- Leadership,
- Two-way communication,
- Employee involvement,
- Learning culture,
- Attitude towards blame

Safety culture is a part of organizational culture

Safety Culture indicators

Ladbroke Grove Inquiry (2001) outlines five such priorities;

1. safety leadership
2. effective communication
3. staff motivation
4. continuous learning
5. blame culture

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Safety Culture indicators

(Human Engineering for the Health and Safety Executive, 2005)

Contrasting Qualities of Accountability and Blame

Accountability	Blame
Respect	Judgement
Trust	Anger
Inquiry	Fear
Moderation	Punishment
Curiosity	Self-Righteousness
Mutuality	

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Safety Culture is a part of organizational culture

Organizational culture is the collective behaviour of employees who are part of an organization and the meanings that the people attach to their actions

Organizational culture includes

- ✓ Values
- ✓ Visions
- ✓ Norms
- ✓ Working language
- ✓ Systems
- ✓ Symbols
- ✓ Beliefs

TALLINNA TEHNIKAÜLIKOOL UNIVERSITY OF SILESIA IN KATOWICE

Safety Culture is a part of organizational culture

Mearns et al., (2003) "Safety culture is an important concept that forms the environment within which individual safety attitudes develop and persist and safety behaviours are promoted"

A 'good' safety culture might both reflect and be promoted by at least four factors" (Pidgeon and O'Leary 1994)

These four factors include "senior management commitment to safety, shared care and concern for hazards and a solicitude for their impacts on people, realistic and flexible norms and rules about hazards, and continual reflection upon practice through monitoring, analysis and feedback systems (organizational learning)" (Pidgeon and O'Leary 2000)

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Safety Culture is a part of organizational culture

It has also been argued that fundamentally leadership is the key to affecting a safety culture (Burman & Evans 2008)

Broadbent (2007), in his vocal support of Burman et al. (2008) has specifically recorded the influences of transformational leadership within safety culture development and coined the phrase "transformational safety leadership" to describe the application of his principles

Ideal safety culture safety includes 5 main components: Systems/ Conditions, Leadership, Communication, Behavior, and Person Factors/Attitudes (Keeping People Safety: The Human Dynamics of Injury Prevention, 2011)

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Safety Culture is a part of organizational culture

It has also been argued that fundamentally leadership is the key to affecting a safety culture (Burman & Evans 2008)

Broadbent (2007), in his vocal support of Burman et al. (2008) has specifically recorded the influences of transformational leadership within safety culture development and coined the phrase "transformational safety leadership" to describe the application of his principles

Ideal safety culture safety includes 5 main components: Systems/ Conditions, Leadership, Communication, Behavior, and Person Factors/Attitudes (Keeping People Safety: The Human Dynamics of Injury Prevention, 2011)

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Safety Culture is a part of organizational culture

Culture eats strategy for breakfast! (Gostick, Elton, 2012)

Safety culture eats safety for lunch! (Teichmann, 2013)

TALLINNA
TEHNIKAÜLIKOOL

UNIVERSITY OF SILESIA
IN KATOWICE

Thank You!

mare@pekonsult.ee
