

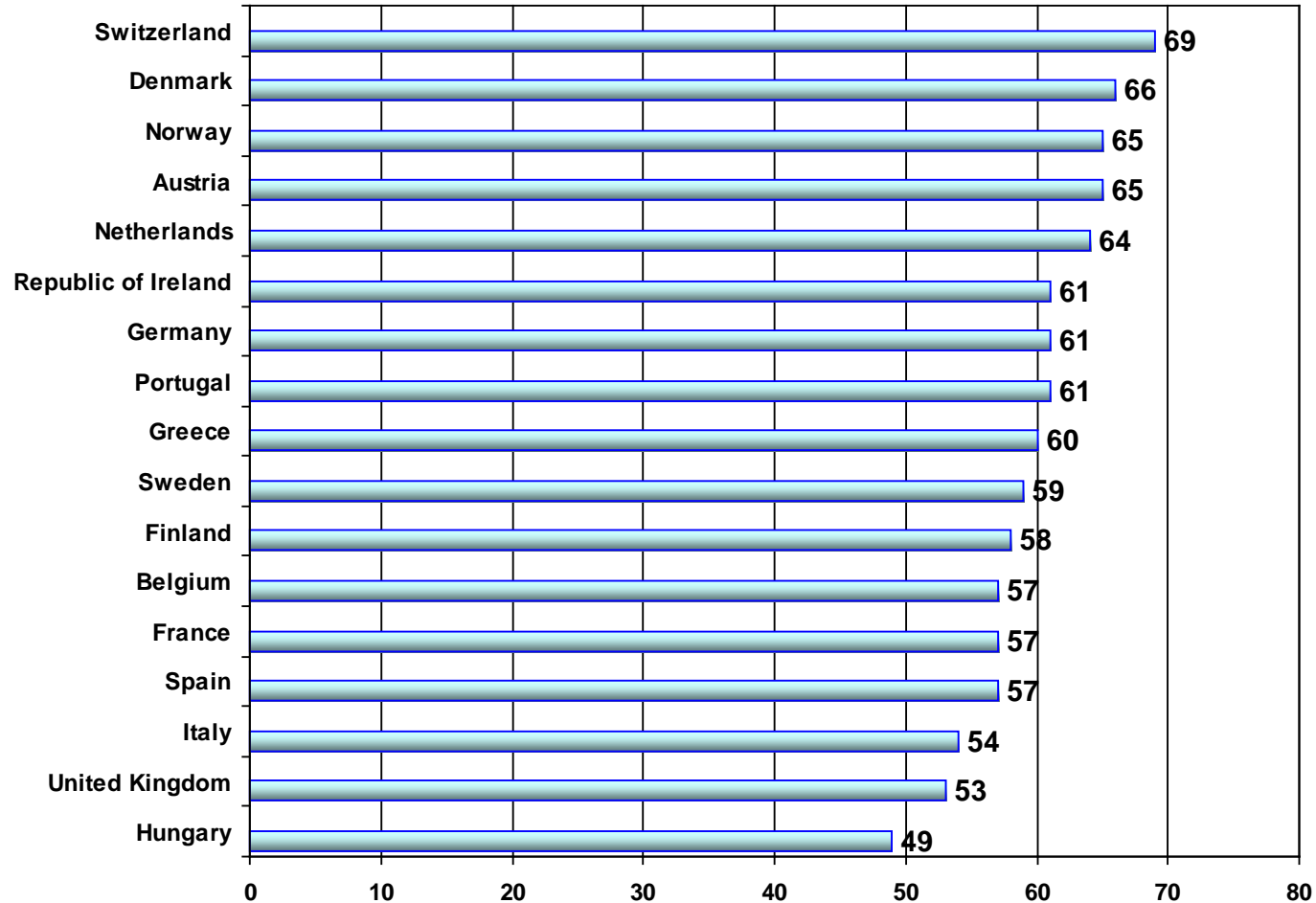


Professor Cary L. Cooper, CBE

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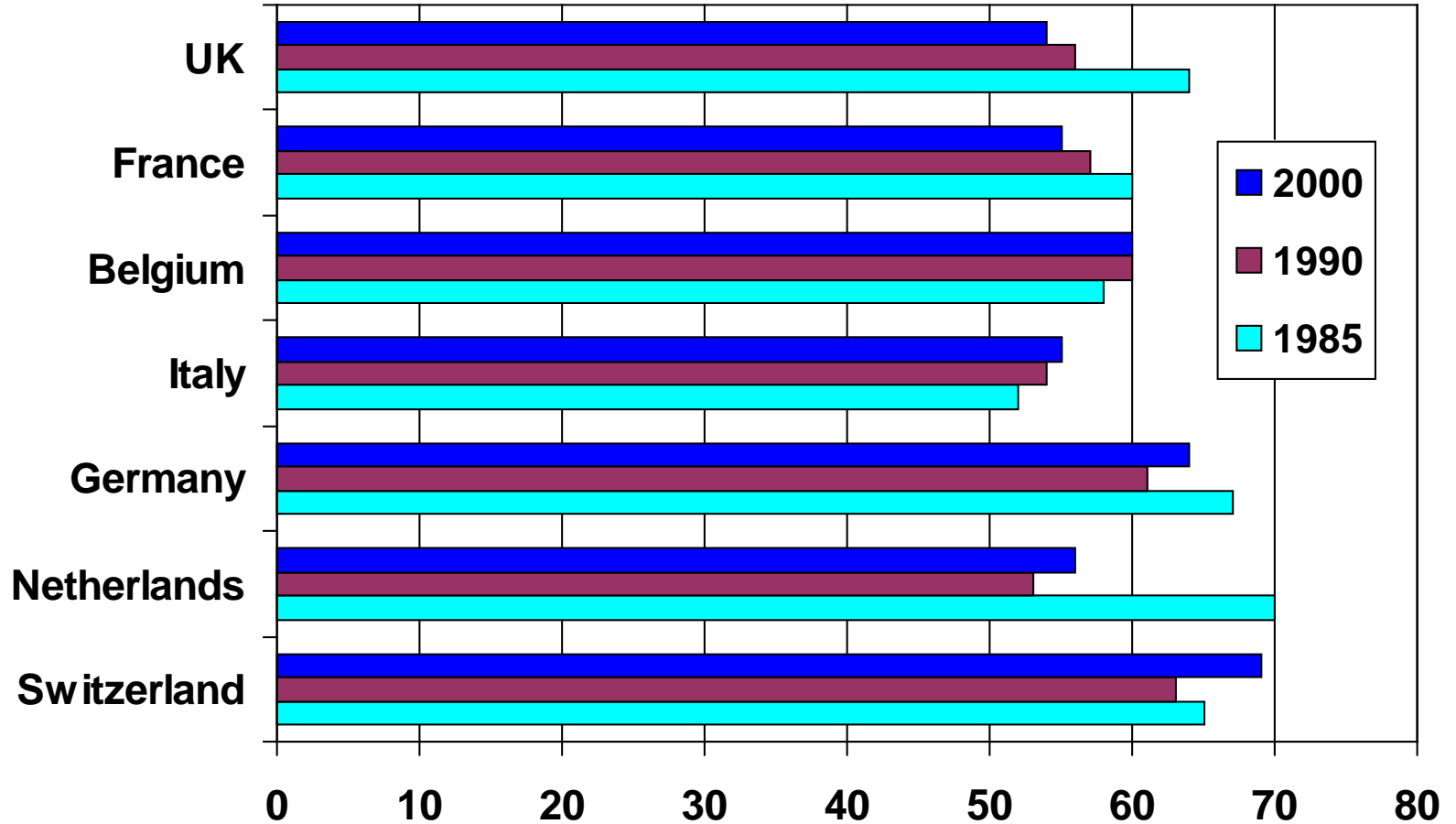
Employee Satisfaction

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)

	All	Manufacturing and Production	Private Services	Public Services	Non- Profit
Stress	58	38	55	70	69
Mental health	46	32	50	53	43
Acute medical conditions	57	61	56	59	51
Recurring medical conditions	28	34	29	29	20
Back pain	50	55	41	56	57
Musculo-skeletal injuries	57	61	44	73	55
Minor Illness	11	4	13	14	10
Injuries/accidents not related to work	30	30	32	25	31
Home/family responsibilities	13	11	15	14	8

Estimated Annual Costs to UK Employers of Mental Ill Health (Sainsbury Centre for Mental Health, 2007)

	Cost per average employee (£)	Total cost to UK employers (£billion)	Per cent of total
Absenteeism	335	8.4	32.4
Presenteeism	605	15.1	58.4
Turnover	95	2.4	9.2
Total	1035	25.9	100

Presenteeism

	Health “Good”	Health “Not good”
No absences	Healthy & present	Unhealthy and present “Sickness Presentees”
Some absences	Healthy and not always present	Unhealthy and not always present

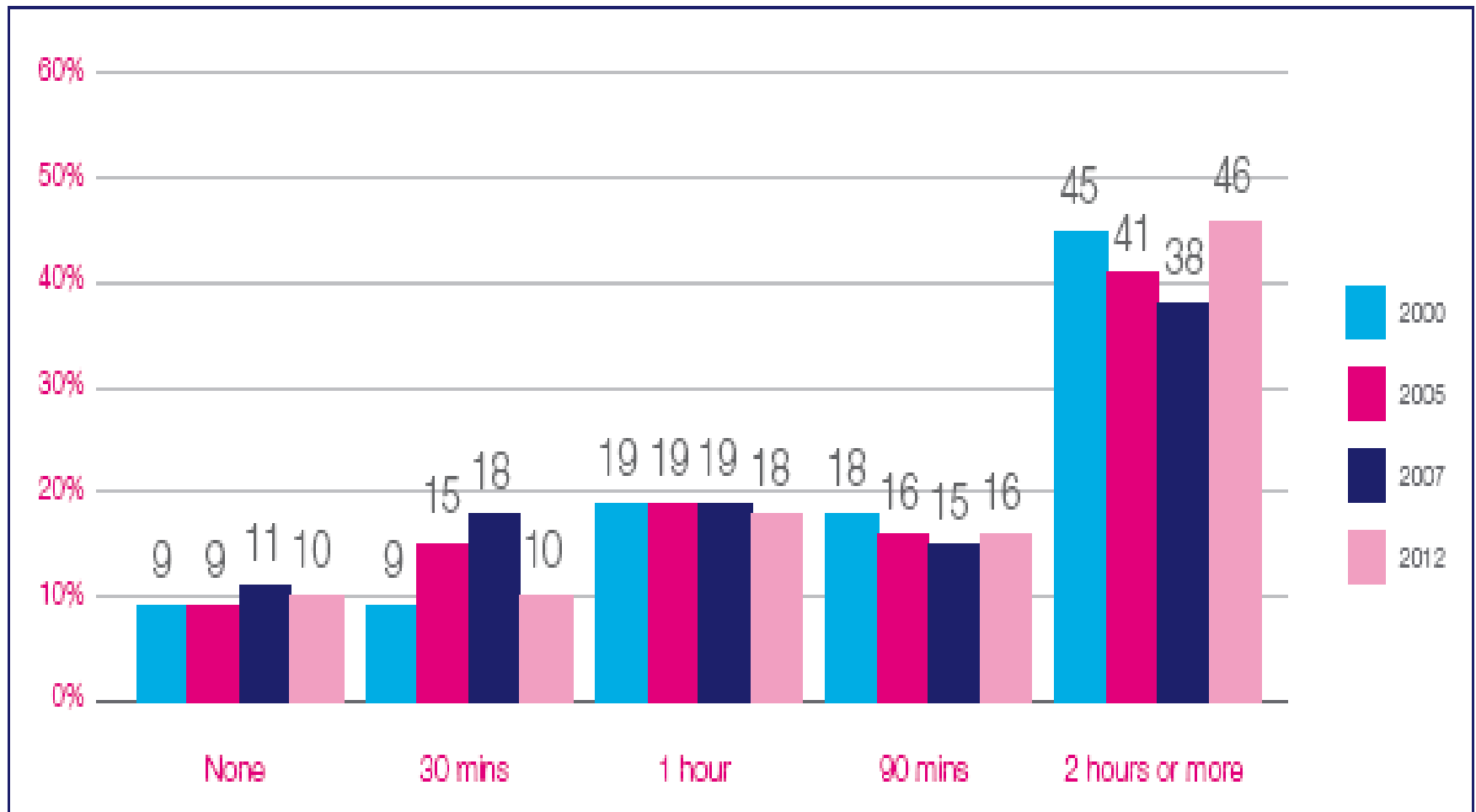
How common is sickness presenteeism?

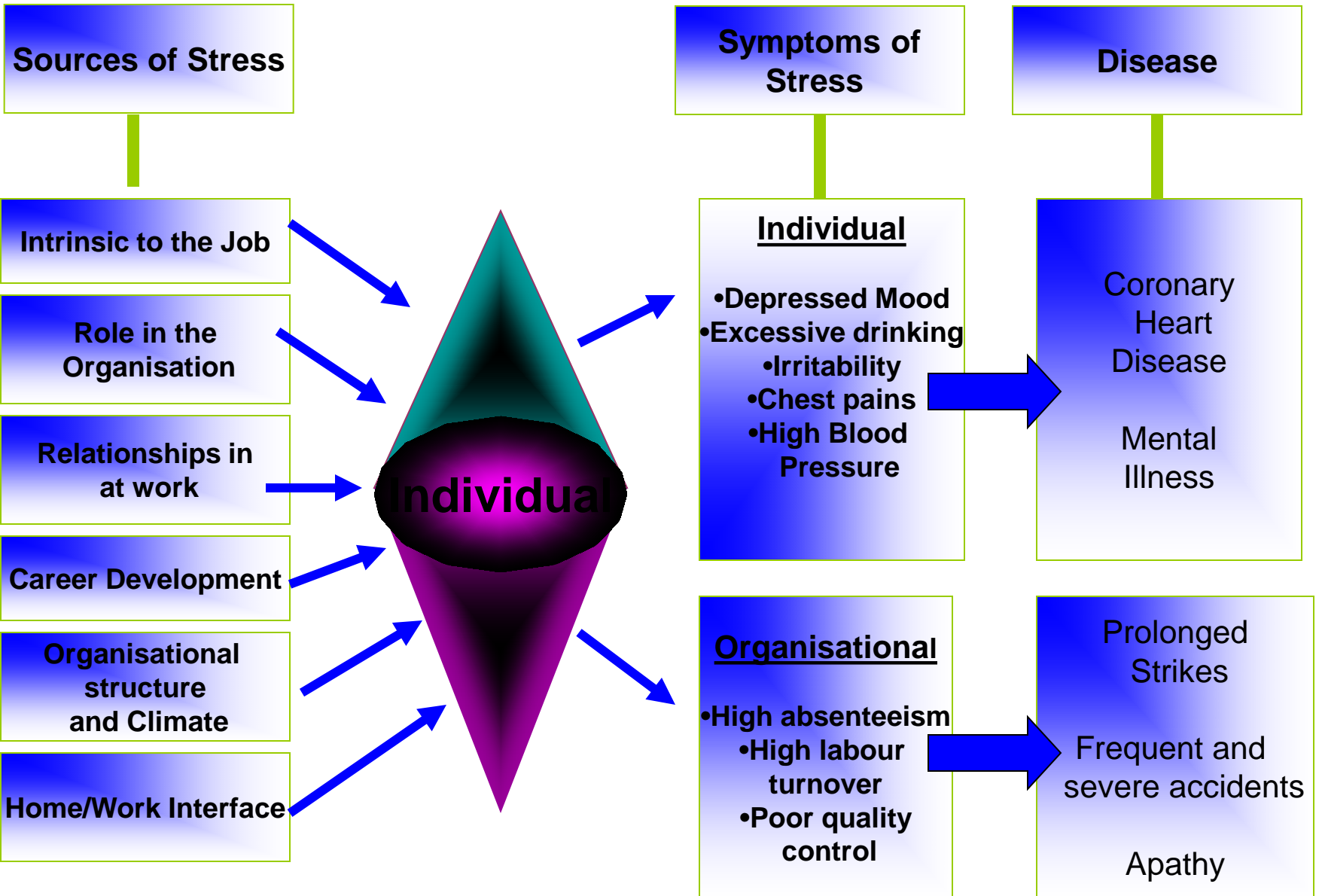
	Health “Good”	Health “Not good”
No absences	35%	28%
Some absences	13%	24%

N=39,000 employees from general working population (UK)

Percentage of Managers working Over their Contract Hours per Day

(Source: CMI Quality of Working Life 2012)





Intrinsic to the Job

- Too much work
 - quantitative
 - qualitative
- Too little work
- Time pressures and deadlines
- Poor physical working conditions
- Mistakes
- Too many decisions

Role in the Organization

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

Relationships

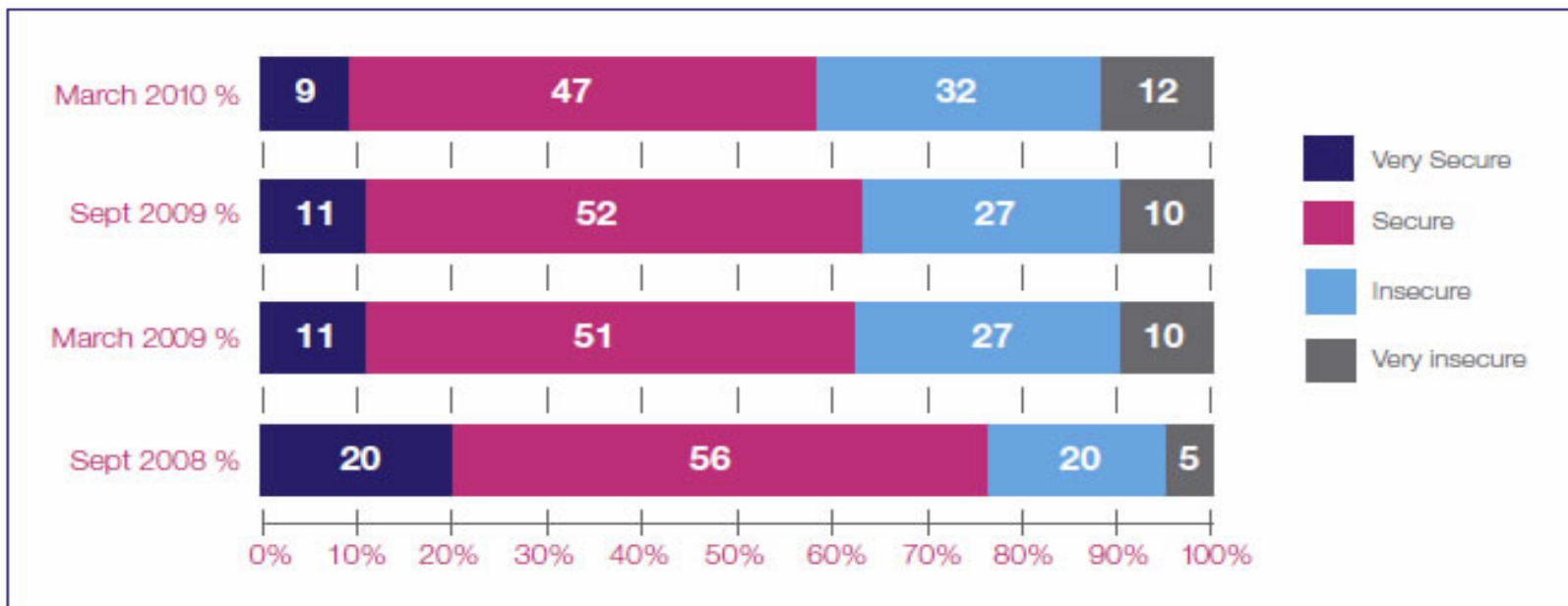
- Relationships with boss
- Relationships with colleagues
- Relationships with subordinates
- Difficulties in delegating
- Personality conflicts

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)



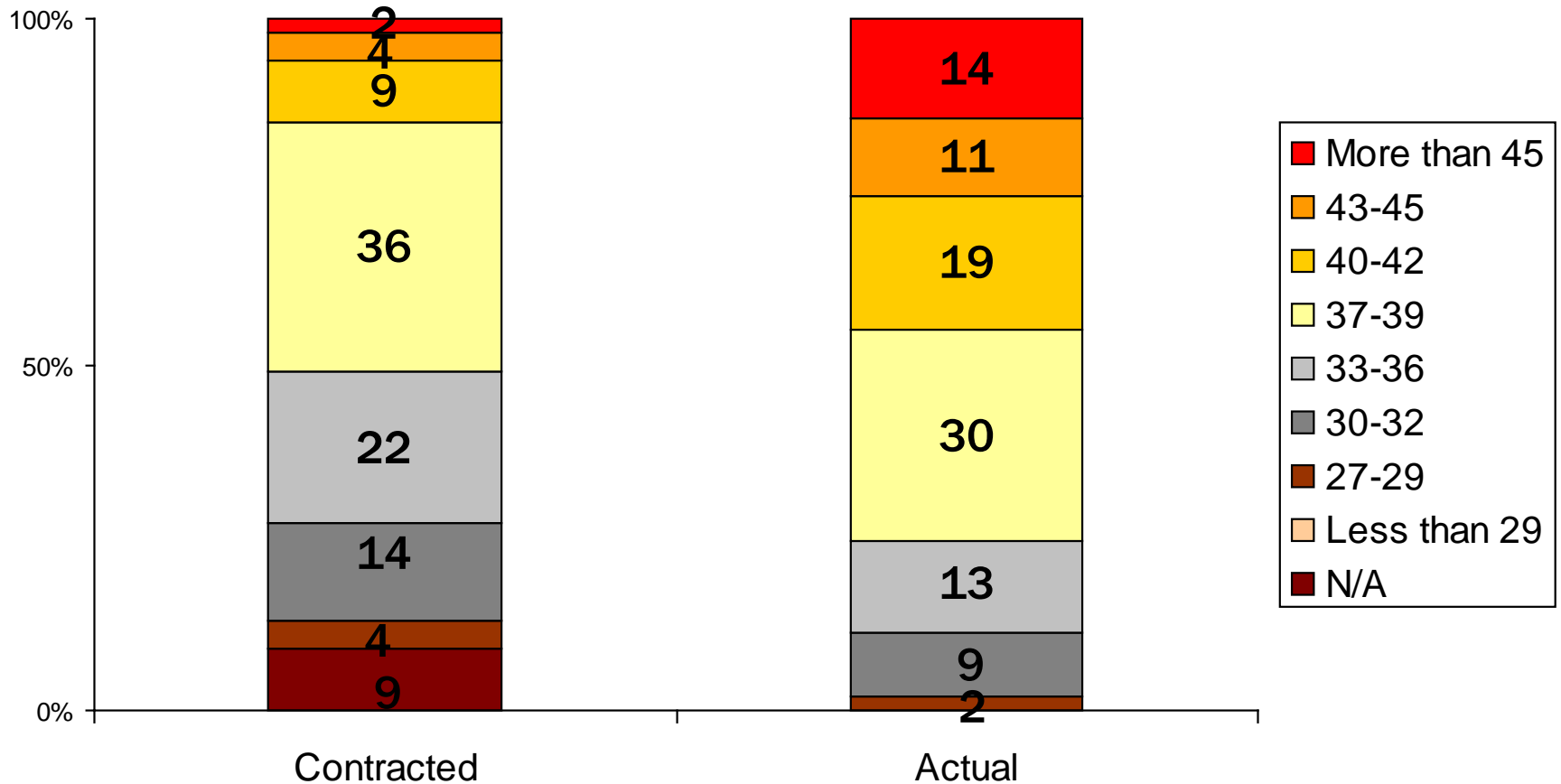
Organizational Structure and Climate

- 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

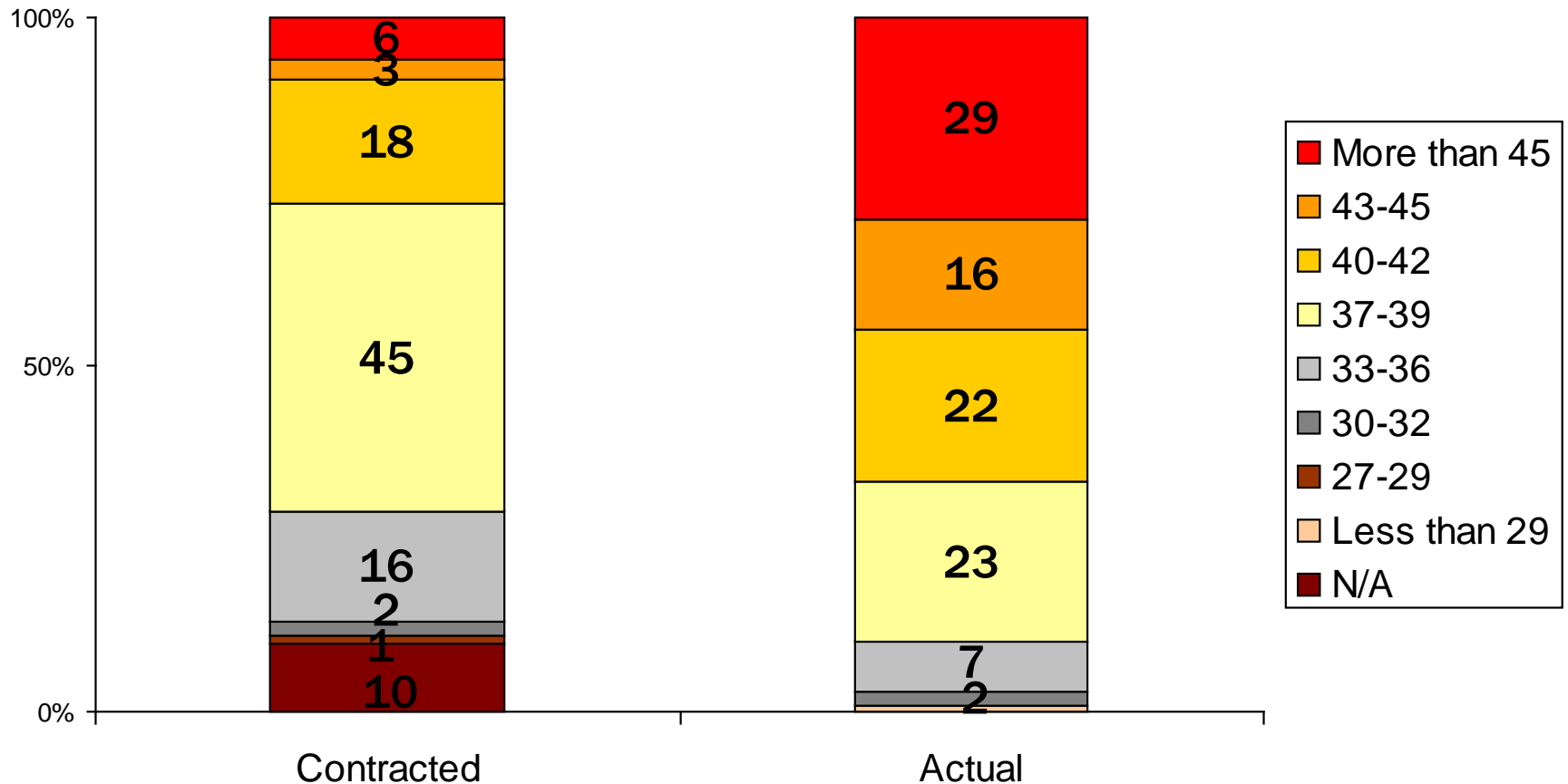
Women: hours contracted vs hours actually worked



Base: Working mothers (254)

Source: Amvi

Men: hours contracted vs hours actually worked



Base: Working fathers (392)

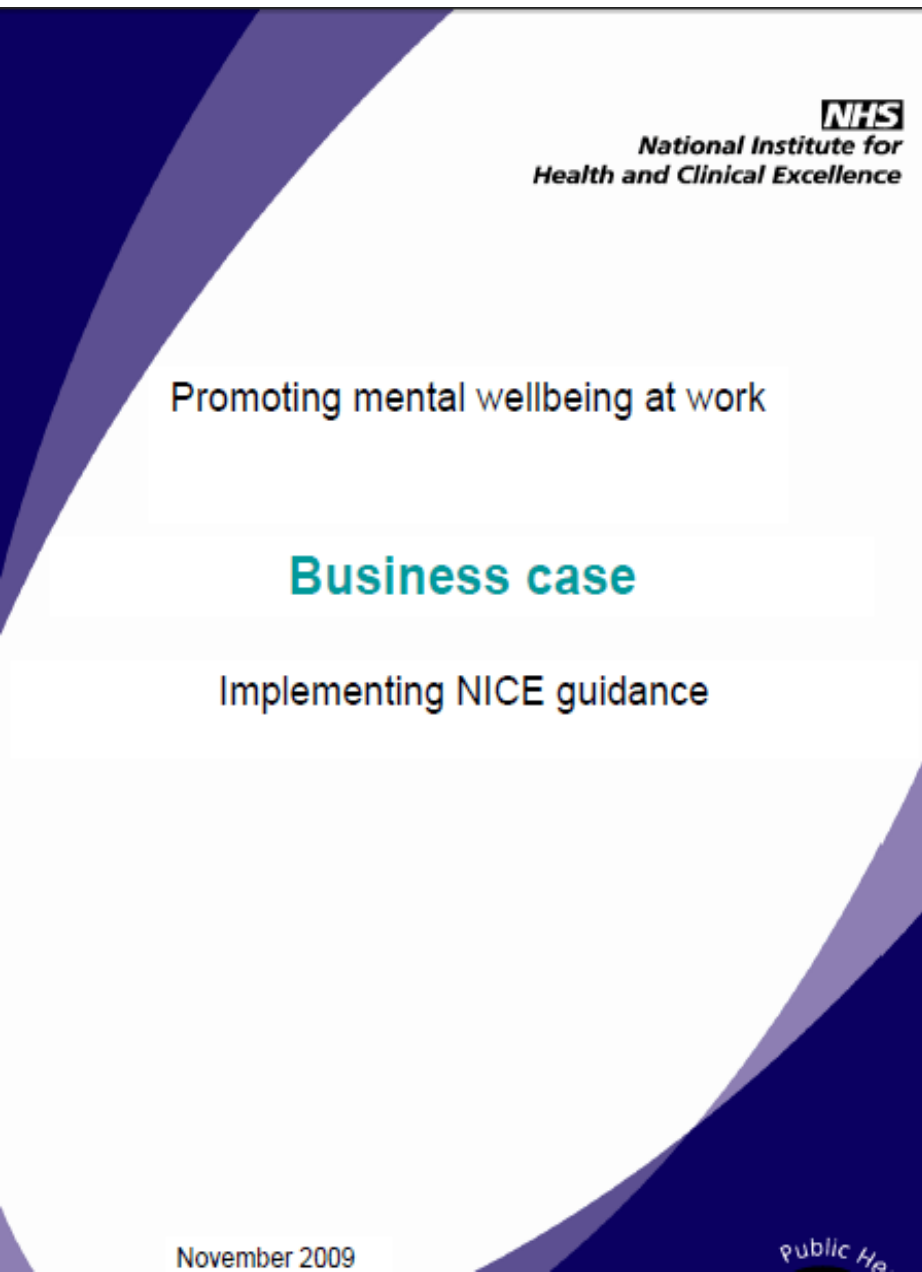
Source: Amvi

Comprehensive Programme

Interventions

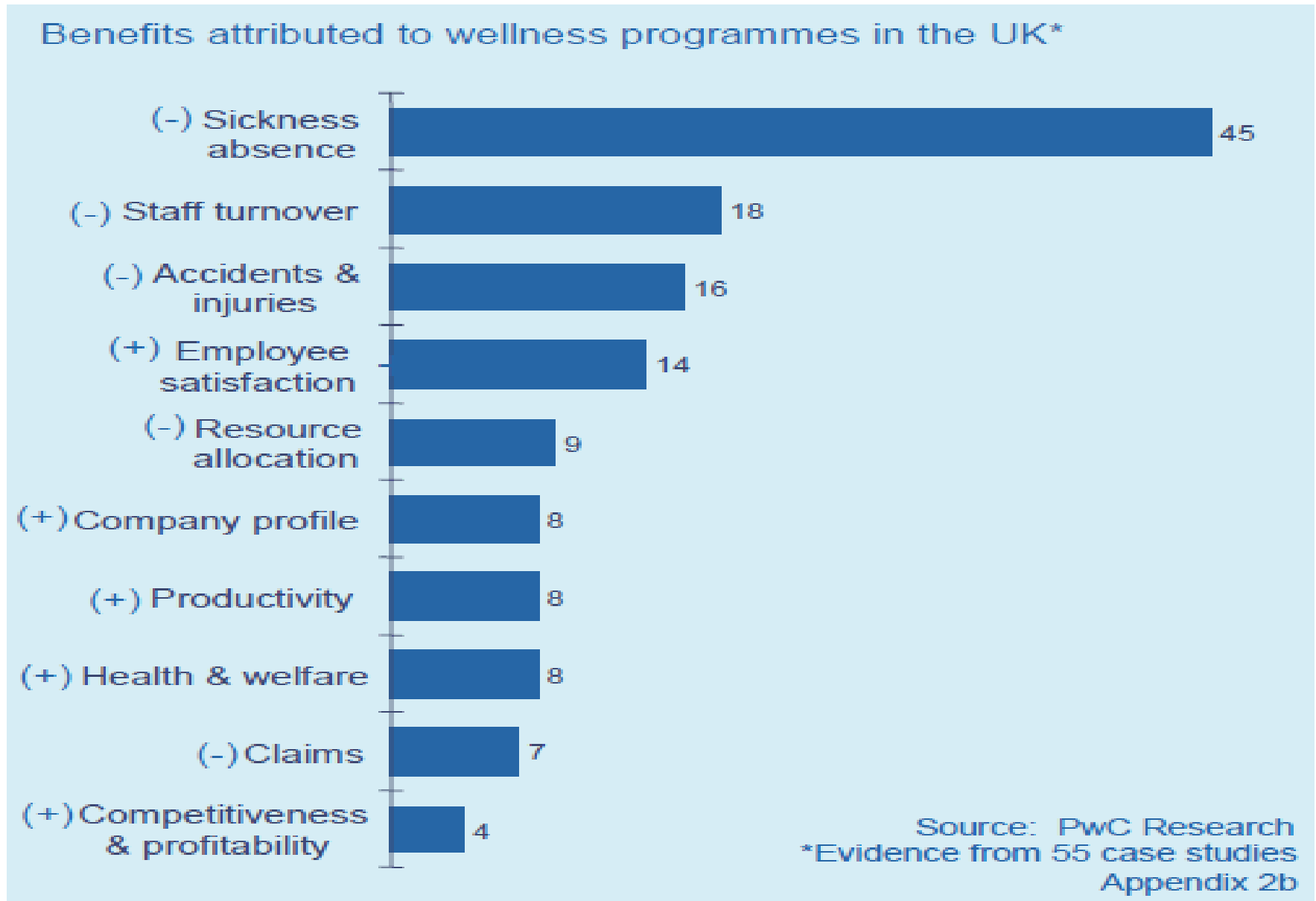
- ☐ **Primary – Dealing with the stressors**
 - ☐ Selection policies & induction
 - ☐ Workflow planning
(task allocation, matching resource to work flow demand, etc)
 - ☐ Work Life Balance initiatives
 - ☐ Management Development Programmes
- ☐ **Secondary – Helping people to cope**
 - ☐ Resilience training
 - ☐ Annual reviews & appraisals and personal development plans
 - ☐ Healthy Lifestyle & Well-being programmes
- ☐ **Tertiary – Picking people back up**
 - ☐ Employee Assistance Programmes

Making the business case



- Emphasis in NICE guidance on business case
- If mental illness costs employers £28.3 billion per annum in 2009
- Prevention and early identification of problems, should save employers at least 30% **£8 billion per annum**
- For 1,000 employee company annual costs can be **reduced by £250,000**

There is a business case for wellness programmes





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