

Towards The Healthy Enterprise - What We Know About Good Practice

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DP workplaces without GD and different forms of GD workplaces according to reported effects on indirect labour costs through the introduction of direct participation (N=5525; percentages) - EPOC 1999 -

	Decrease in sickness	Decrease in absenteeism
Team- based	48	52
Medium GD	33	38
Weak GD	36	35
Other DP	33	34

GD = Group Decision
DP = Direct Participation

Current Situation

”Persistent stress at the workplace is a major factor in the occurrence of *depressive disorders*. These disorders rank fourth in the global disease burden. By 2020 ischemic heart conditions are expected to rank second in the league of all other diseases. (World Health Organisation 2001).”

(Lennart Levi 2002, p. 11)

Work Design and Health

- Interrelation and Cost -

“In 1998, DM 20.3 billion direct costs for ill-health treatment are attributed to ‘work severity/ lifting heavy loads’ and DM 18.1 billion to ‘low scope for action’ and DM 10.5 billion to ‘low psychological demands.

The magnitude of these costs show the potential savings for health insurance companies. The indirect costs which define the potential savings for companies are almost of the same order. By comparison these are relatively low and underestimated because only the years of productivity lost due to work incapacity are included in the indirect costs” (BAuA 2001).

Importance of Human Labour

"At least 70% of national income in the economically developed countries is generated by human labour while just under 30% is attributable to capital investment. This ratio is not expected to change in the future. Consequently, human labour - as the provider of the work production factor - continues to remain by far the most important element for a company and the production process."

(Kuhn 2004, p. 9)

Company Strategies and Demographic Consequences

“The better the ‘social compatibility’ and cost-incentive for persuading those of changed circumstances to leave a company including older employees, and if new staff can be recruited, individual companies see less necessity for organising workplaces and careers in the company to suit older workers...

The opportunities available for externalisation mean that companies can afford to design workplaces and careers that wear out workers at an early age. It is therefore unnecessary to create the resources required for re-qualification and organisation to enable workers of a given profession to change their activity (job).

And vice versa: Since workplaces wear out the workers prematurely and since the qualification and organisational resources for changing jobs do not exist, the only alternative in the end appears to be externalisation”

(Excerpt from: Behrens 2004, p. 255).

Company Strategies and Demographic Consequences

”The unequal opportunities that exist for remaining in gainful employment ... appears to be almost exclusively a result of

- creating jobs that prove to be a dead end in terms of qualifications and health, and by**
- assigning people to these jobs after they have left school, completed training and according to region.**

It is obviously not enough only to react to the second factor by creating a more equal access to the existing dead-ends - and thereby increasing equal opportunities. This will not end the impasse. Only a change of activity and work design conducive to a career development can improve the opportunities for a longer working life”.

(Excerpt from: Behrens 2004, p. 261).

Biological and Man-Made Ageing

A distinction should be made between the present endogenous that cannot be influenced a great deal, i.e. genetically and somatically induced ageing, and man-made work induced ageing which depends on exogenous factors.

Living and working conditions can accelerate ageing (premature ageing is possible) or, ideally, delay ageing. Definite findings on this were delivered by the Leipzig Ageing Research (Ries and Sauer 1991). Accordingly a distinction should be made between *calendar* and *biological* age. Working conditions hazardous to health, for instance neurotic gases in the respiratory air, can accelerate ageing. A 30-year old individual exposed to such air can have the age of a 45-year old not exposed and have lower physical and sometimes lower intellectual capabilities.

Conversely, health promoting work processes with learning/training opportunities can reverse the age-related decline in performance. Working conditions that cause premature ageing still continue to dominate in most working processes”.

(Excerpt from: Hacker 2004, p. 164)

Characteristics of Motivating, Personality and Health Promoting Task Design

- **Completeness of the task**
- **Variety of demands**
- **Opportunities for social interaction**
- **Autonomy**
- **Opportunities for learning and development**
- **Opportunities for stress-free regulation**
- **Meaningfulness**

(according to: Ulich 2005)

Theses on Health Management

- (1) Although person-related orientation is logically subordinate to condition-related orientation, the importance of health promoting work design is hardly recognised in practice.**
- (2) 'Modern' organisational concepts, such as lean management, downsizing, outsourcing, etc., have contributed significantly to the increase in stress and the effect of gratification crises.**
- (3) Health management is a part of the company management and, as such, is the responsibility of the company management.**

(Ulich 2003)

Savings Potential through Company Health Promotion

According to experts 30 to 40 per cent of work incapacity can be avoided by company preventative interventions. (Thiehoff 2002). This applies especially to bone and muscular system disorders and the connective tissue which rank top of the causes of illness-induced loss of production.

“If the same logic to establish the potential savings is applied to unfitness to work as a whole, then one third of this potential is avoidable by health promoting activities within the company”

(Thiehoff 2002, 955).

Health Promotion and Economic Benefits

"Realistically, it is fair to say that comprehensive workplace well-being initiatives have a high potential to benefit both employees and the organisation ...

Regardless, some employers are still unconvinced of the need for healthier workplaces."

(Lowe 2003, p. 31)

Health Promotion (WHO 1986)

Health promotion should be a process that enables everyone to determine their own living conditions and environment more effectively and thereby enabling them to improve their health. People can only develop their health potential if they are able to influence the factors that have a bearing on their health.

The manner in which a society organises work and working conditions should be a source of health and not illness. Health promotion creates safe, stimulating, satisfactory and pleasant working and living conditions.

(according to: Ottawa Charter for Health Promotion, WHO 1986)

Health Promotion and Economic Benefits

"Health promotion has made tremendous progress in documenting over the past 2 decades in documenting its financial value ... the returns from well-designed comprehensive programs may be at least \$ 3 to \$ 8 per dollar invested within 5 years following initiation.

Additionally, health programs are popular with employees and improve their health and quality of life - which benefits the employee, the sponsoring employer, and the nation"

(Anderson, Serxner & Gold 2001, p. 287)

Health Rate Instead of Sick Rate

A rapidly growing number of companies no longer report absenteeism or sick rate, but rather the attendance or health rate, yet systematic health management still does not take place. Focusing on the health rate can only be associated with progress if the associated working conditions are systematically analysed and changed whenever necessary.

Otherwise it is accepted that sick employees suffering health impairing working conditions are present without actually being 'healthy'.



The European Work and Technology Consortium (2000)

Work Organisation, Competitiveness, Employment.

The European Approach

There is little doubt, that new forms of work organisation based on high skills, high trust and high quality can achieve outstanding levels of productivity and efficiency in all sectors, both in manufacturing and services ...

We learn that increases in productivity of 50% and more can be realised, while stocks and throughput times are reduced by half ...

One study involving some 6000 companies in ten European countries reported quite dramatic gains from the introduction of semi-autonomous group work, with 68% of respondents reporting a general reduction in costs, 87% a reduction of throughput times, 98% an improvement in the quality of products or services and 87% an increase in total output. Company surveys in Denmark, Germany and Sweden broadly confirm these findings ...

However evaluations of policy measures in these fields ... reveal again and again that the dissemination and diffusion of good practice in work organisation remains the most serious weakness

Once again we are confronted with the European paradox. Europeans can draw on a rich and diverse experience of developing new organisational concepts and strategies. In this field Europeans may even be ahead of our Western and Eastern partners in the global triad. But, by one way or another, we seem to block ourselves in turning our knowledge and experience into competitive advantage ... ".

Strategies to Reduce Workplace Stressors

- Redesign task
- Redesign the work environment
- Establish flexible work schedules
- Encourage participative management
- Include the employee in career development
- Analyse work roles and establish goals
- Provide social support and feedback
- Build cohesive teams
- Share the rewards

The General Branch and Activity Rate of Combinations Prone to Risk

- Insufficient completeness of tasks**
- Insufficient requirements variety**
- Little autonomy**
- Lacking possibility of supportive co-operation**
- Contradictory assignments without the possibility of individual solutions**
- Pressure of time**
- Excessive qualitative demands**

(according to: Hacker, Schroda, Riemer & Ishig 2000)

Characteristics of Personality and Health Promoting Work Design

- High demands
- Full tasks
- Autonomy
- Collective self-regulation

are **condition**-orientated characteristics of personality and health promoting work design. At the same time they generate and enable orientations and manners of **conduct** that stabilise and even strengthen the effects resulting from the working conditions.

(Ulich 2003)

Subjective Experience, Economic Success, Sick Leave and Turnover Rates

Design characteristic	Anticipated effect	Implementation through ...
Completeness	<ul style="list-style-type: none"> • Employees recognise the importance and significance of their activity • Employees receive feedback on their own work progress from the activity itself 	... tasks with planning, execution and controlling elements and the possibility of checking the results of their own activity for compliance with the requirements set
Variety of requirements	<ul style="list-style-type: none"> • Different skills, know-how and abilities can be used • One-sided strains can be avoided 	... tasks with different requirements placed on physical functions and senses
Possibilities of social interaction	<ul style="list-style-type: none"> • Difficulties can be overcome together • Reciprocal support helps to cope better with stresses 	... tasks where their execution requires or presupposes co-operation
Autonomy	<ul style="list-style-type: none"> • Strengthens feeling of self-esteem and willingness to assume responsibility • Communicates the experience of not being without influence and importance 	... tasks with planning and decision-making options
Possibilities of learning and developing	<ul style="list-style-type: none"> • General mental flexibility is retained • Professional qualifications are acquired and further developed 	... problematic tasks for the performance of which existing qualifications have to be used and expanded or new qualifications have to be acquired
Time flexibility and ability to regulate freedom from stress	<ul style="list-style-type: none"> • Counteracts unreasonable work intensification • Creates latitude for stress-free reflection and self-determined interaction 	... the creation of time buffers in determining specified times
Sense and purpose	<ul style="list-style-type: none"> • Imparts the feeling of participating in the creation of socially useful products • Ensures the reconcilability of individual and social interests 	<p>... products whose social benefit is not questioned</p> <p>... products and production processes whose ecological safety can be examined and ensured</p>

Subjective Experience, Economic Success, Sick Leave and Turnover Rates

	Profit	Returns	Added value	Capital stock profitability	Sick leave	Turnover
Comprehensiveness of tasks (whole tasks)	.80	.78	.77	.78	-.82	-.82
Demands for qualifications and responsibility	.74	.74	.78	.74	-.78	-.76
Variety of tasks	.77	.78	.80	.77	-.80	-.80
Opportunity to acquire qualifications	.75	.73	.75	.73	-.76	-.75
Decision latitude (individual decision making and control)	.73	.73	.77	.74	-.76	-.75
Opportunities to express opinion	.72	.74	.73	.73	-.74	-.75
Occupational self-efficacy	.77	.78	.72	.77		

(28 IT-Enterprises with 2,856 employees - Spearman correlations according to: Degener 2004)

Performance Benefits of the Elderly Due to the Application of Appropriate Strategies

"They may process information more slowly but with greater efficiency and more precisely. They can distinguish between the essential and the insignificant and can deal with problems in their entirety. They may not be able to cope with some stressful situations quite so effectively, but they have the strategies to ensure that situations do not arise so often. In this respect, therefore, the elderly are often more beneficial (War, 2001)."

(Excerpt from: Semmer & Richter 2004, p. 104)

Looking Back on a Decade of Progress: Workplace Health Promotion in Canada

"For the most part, health and not profit is the real motivation for participation ... Our experience with evaluation has enabled us to arrive at six general conclusions.

- > Absence of an at-the-ready evaluation methodology has not thwarted access to large enterprises. Neither have senior management demanded cost-savings data prior to deciding whether or not to opt in ...**
- > All key players agree that evaluation is important but no one wants to take the time to do it;**
- > Enterprises do not have in-house expertise for carrying out complex evaluation methodologies;**
- > Evaluations, for the most part, will be done by lay people who are unfamiliar with the field ...**
- > Evaluation should apply a basic program logic model planning tool ...**
- > an evaluation guide is essential ..."**

(Dooner 1996, p. 31 f.)

Career Gratuity Crises and Cardiovascular Risks, Including CHD

(Results of longitudinal section examinations)

Author (year)	Dependent variables	Independent variables	Odds ration
Siegrist (1990)	Acute cardiac infarction, sudden cardiac death, subclinical CHD	ERI	3.42
Lynch (1997)	Progression of carotid art herocslerosis	ERI*	Principal main effect (p=.04)
Bosma (1998)	Newly arisen CHD	ERI and OC*	2.15
Joksimovic (1999)	Restenosis of coronary vessels acc. to PTCA	OC	2.86
Kuper (2002)	Angina pectoris, CHD (fatal), cardiac infarction (nonfatal)	ERI* OC*	1.3 1.3
Kivimäki (2002)	Cardiovascular mortality	ERI*	2.42

ERI = Effort-Reward Imbalance

OC = Over-commitment

* = Approximation to the model's original scale

Company Appraisal

"The Commission recommends the increased integration of structures, processes and results in the field of the company's health policy into the company appraisals. This applies particularly to banks and rating agencies with orientation on the reformulation of the guidelines to grant credits (Basel II) insofar as the significant factors for company appraisal can be measured"

(Experts Commission 2004, p. 67)

Workplace Health Promotion: Behaviour and Condition-Oriented Intervention

	Workplace health promotion	
	People-related intervention = behaviour-oriented	Condition-related intervention = circumstance-oriented
related to	Individuals -> individual-oriented	Work systems and groups of individuals ->structure-oriented
Examples of measures	Back school, stress immunisation training	Complete tasks, group work, working time organisation
Action level	Individual behaviour	Organisational, social and individual behaviour
Personal effects	Health, efficiency	Positive feeling of self-esteem, competence, experiencing cohesion, self-efficacy, internal control, health, motivation, efficiency
Economic effects	Reduction in illness-induced absenteeism	Improvement in productivity, quality, flexibility and innovation capability, less absenteeism and staff fluctuation
Duration of effect	short to medium-term	medium to long-term

Increasing Uncertainty Due to Social Changes

"In many cases globalisation and structural change in the direction of more knowledge-intensive service professions increase the time pressure, the complexity of the work and the responsibility of the employees. The pace of socio-economic change has increased significantly, while safety and the ability to calculate the market and working conditions have drastically declined. The economic changes and continuing restructuring processes in the companies often result in an intensification of the work combined with greater uncertainty, fears, mistrust and a feeling of helplessness as well as fears with regard to unemployment among the employees. This effects their health and productivity and, therefore, productivity in the company and the quality of its products and services (Rantanen 2001...)".

(from: Experts Commission 2004)

Contradictory Work Demands

The concept of contradictory work demands formulated by Moldaschl (2001, 2005) describes psychic stresses as a consequence of the "discrepancies between aims, rules and resources" (Moldaschl 2005, 255). Such discrepancies can arise as a result of the following:

- "1. **Between rules and resources**
(e.g. operating a new installation without sufficient qualifications);
2. **Between aims and rules**
(e.g. administering injections as a nurse without having the legal authority to do so due to the absence of physicians);
3. **Between rules and resources**
(e.g. every part has to be inspected within the framework of a zero-fault concept, but there is no time for such a procedure);
4. **Between explicit aims and informal expectations**
(e.g. winning clients with friendliness yet still taking advantage of them);
5. And finally **between rules**"

(Morschhäuser 2005, 256)

Possible Effects of Complete Tasks

"After a period of functioning group work we have noticed that some women were visibly more self-confident than in the past. One could actually see how they went around 'more upright'! We approached them and they confirmed that this was right, but also had its negative consequences. For instance, they were no longer prepared to be 'bossed around' by their husbands at home and this sometimes resulted in arguments. They also occasionally spoke of *their* work and this was not always well received by their husbands. Work had now become an important factor for them too".

(Frey 1993, p. 335)

Results

- Social and Economic Development
- Life and Work Quality
- Business Performance and Innovation

Management Process

Topics / Fields of Action

- Demographic Change
- Diversity
- Work-Life Balance
- Mental Health and Leadership
- Flexible Work
- Knowledge Management and Lifelong Learning

Health Determinants

- Human Resource Management and Leadership
- Work Environment
- Work Organisation and Job Design
- Job Security and Changes to the World of Work
- (Health) Competencies

Corporate Policy and Culture

Drivers

EfH Scorecard

Improved Stakeholder Value

Financial Perspective

Growth

- New Markets & Products (Innovation)
- Increased Customer Value

Productivity

- Improved Cost Structure
- Improved Efficiency

Customer Perspective

Customer Satisfaction and Retention

Internal Process Perspective

Health Determinants

- HR Management & Leadership
- Work Environment
- Work Organisation and Job Design
- Job Security and Change
- (Health) Competencies

Management Process

- Building Infrastructures
- Analysis and Planning
- Implementation
- Communication
- Evaluation

Learning and Growth Perspective

Corporate Policy and Culture

- Demographic Change
- Diversity
- Work-Life Balance
- Mental Health and Leadership
- Flexible Work
- Knowledge Management and Lifelong Learning

Changes to the World of Work

Values