Anticipating health effects caused by psychosocial risks work-related in Social Lca

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Changes to the world of work

Three major forces have led to significant changes in the world of work in industrialised countries over past decades:

- Demographic shifts
- Increased economic globalisation
- Rapid technological change

Health is not the absence of stress or illness: it is "a state of complete physical, mental and social well-being, [which] is not merely the absence of disease or infirmity" (World Health Organization, 1946) . If health means well-being, companies can not limit their action to psychosocial risks: it is only one element of a broader issue , the enhancement of welfare of employees in the company.

(Lachmann et al.,2010)

Psychosocial risks: what are we talking about?

- The European Agency for Safety and Health at Work offers an official definition of stress: "a state of stress occurs when there is imbalance between a person's perception of the constraints imposed by the environment and resources it has to deal with. "
- In a broader sense, we refer to "psychosocial risks". This expression considers a wide variety of work settings and all risks that involve psychic and mental health of employees: work overload, excessive time constraints, disorientation, difficulty in finding meaningful work, conflict of values, lack of recognition, lack of support from colleagues and hierarchy ...

« Le bien-être au travail est-il un facteur de performance organisationnelle ? » Delobbe et De Hoe (2012)

1. The characteristics of the work environment, namely the content and working conditions, industrial relations and management practices, are significantly associated to working well-being of employees.
2. The characteristics of the work environment are perceived by employees significantly correlated to their well-being at work.
3. The management practices reported by the company management are significantly correlated well-being at work of employees.
4. Well-being at work of employees is significantly correlated with intention to leave the company, the number of days of absenteeism reported in their in-role performance and self-reported extra-role.
5. Well-being at work and individual performance variables are significantly correlated with organizational performance.

The basical hypothesis

With the right approach, psychosocial risks and work-related stress can be prevented and successfully managed, regardless of business size or type. They can be tackled in the same logical and systematic way as other workplace health and safety risks.

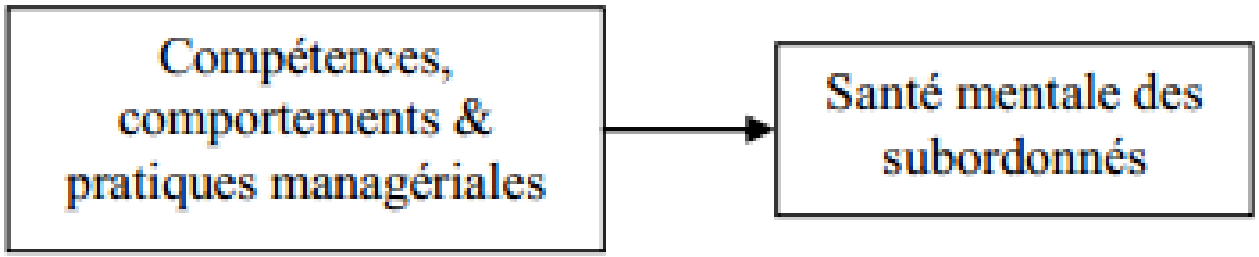
Specific policy initiatives to better manage psychosocial risks

- Framework Directive 89/391/EEC on Safety and Health of Workers at Work
- European Commission's Guidance on Work-Related stress(1999)
- The European Framework Agreement on Work-Related Stress(2004)
- European Framework Agreement on Harrassment and Violence at Work (2007)

- World Health Organization (WHO) and International Labour Office (ILO) guidance on psychosocial risks, work-related stress and psychological harrassment

« Quelle formations pour positionner les managers comme acteurs de sante mentale? » Pezé S. et Journoud S.(2011)

- If the manager has an important role for the mental health of their subordinates, however, it is not the only actor affecting the employees well-being. In addition, these levers do not always allow to effectively play its role.



« Prevenir les risques psychosociaux par le management du travail »
Patrick Conjard (2011)

- Manager as a vector of well-being at work.
- The job of management is determined, in large part, on the one hand by the role and leeway granted to managers, on the other hand by the strategies and methods of the organization.

Other factors influencing the health of employees

•The decision-making autonomy of employees in the organization of their work, psychological demand linked to the achievement of the activity (amount of work and stress cognitive and temporal) and the social support of the group as at technical and socio-emotional (Karasek 1979, Karasek and Theorell, 1990);

•The balance between the efforts of the individual to his work and rewards expected in return (Siegrist, 1986);

•The involvement of subordinates in decision-making processes and the importance of a participatory management style (Chanlat, 1999);

•Individual factors highlighted in transactional approaches pointing internal perceptions of employees on the constraints imposed by work and resources they have to cope (Lazarus and Folkman, 1984 Mackay and Cooper, 1987).

•And so on…

1) Previous research

Objective: helping decision makers to choose between different alternatives and evaluate which organization is more pathogenic than another

2) Previous research

	Troubles Musculo-squelettiques	Troubles de la santé mentale	Maladies cardio-vasculaires	Cancers
Forte demande / faible contrôle (Karasek)	**x 1,64** (*Koehoorn, 2006*)	**x 4,7** (dépression) (*Tsutsumi, 2001*)	**x 3,55** (cols bleus) (*Johnson, 1988*) **x 1,03** (cols blancs) (*Johnson, 1988*)	Effet négatif (*Légeron, 2003*)
Déséquilibre efforts / récompense	Effet négatif (*Roquelaure, 2006*)	**x 4,1** (dépression) (*Tsutsumi, 2001*)	**x 6,15** (*Siegrist, 1996*)	
Emplois « flexibles »		**13,7% à 24,6%** (dépression) (*Santin, 2010*)	Effet négatif (*Siegrist, 1996*)	**x 2** (si chômage plus de 6 mois) (*Légeron, 2003*)
Travail flexible (par rotation, posté etc.)	Effet négatif (*Roquelaure, 2006*)	**x 2,43** (fatigue) (*De Raeve, 2007*) **x 6,08** (travail de nuit plus de 4 ans => dépression) (*Bara, 2009*)	Effet négatif (travail de nuit) (*Härma, 2006*)	**x 1,50** (travail de nuit => cancer) (*Messing, 2000*)
Longues heures de travail		+ 11h/ jour : **x 2,43** (dépression) (*Virtanen, 2012*)	+ 11h / jour : **x 3** (infarctus) (*Härma, 2003*)	

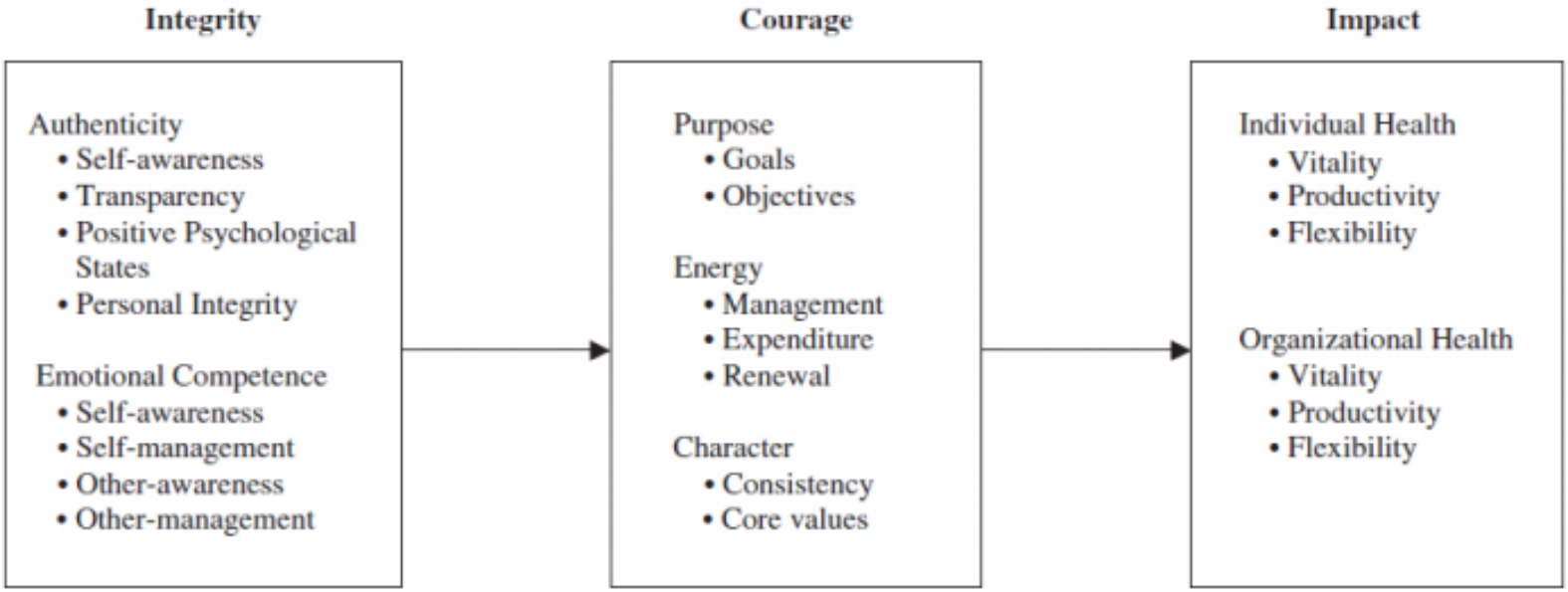
Matrix extract (Gasnier, 2012)

Thesis question

It is possible to build an assessment tool to anticipate the effects on workers' health caused by psychosocial factors?

Thanks for your attention!

The Goolsby Leadership Model (Quick, et al., 2007:195)



The manager (leader here) has a direct impact on individual health. Its impact depends on two major individual characteristics such as courage and integrity

Seven levers identified by Jean-Pierre Brun (2009):

1. The development of accolades (recognition);
2. Support (social) staff;
3. Respect for employees;
4. The balance between work and personal life;
5. regulation (over) workload;
6. participation in decision making;
7. Clarifying roles.

These practices include the implementation of procedures, rules and chat rooms which are all supports organizational nature to promote the mental health of employees. Everything is therefore not a matter of behavior.

The behavior and practice's manager arise from "behavioral" skills of the manager…

- It seems that managers expect their employees to have a problem and prefer responses at the individual level, rather than answers at the organizational level.

  (Manos, 2009)

What are the key skills that a manager must have?

Compétences	Sous-compétences
Respectueux et responsable : gérer ses émotions et être intègre	**Etre intègre** – être respectueux et honnête envers les employés **Gérer ses émotions** – se comporter de façon cohérente et calme au sein de l'équipe **Avoir de la considération** – être attentif dans la gestion des autres et des délégations données
Gérer et communiquer sur le travail présent et futur	**Gérer le travail de façon proactive** – surveiller et réviser le travail actuel, planifier et allouer les priorités futures **Résoudre les problèmes** – gérer les problèmes rapidement, rationnellement et avec responsabilité **Faire participer, développer l'autonomie (*empowerment*)** – écouter, rencontrer et consulter l'équipe, donner la direction, l'autonomie et des opportunités de développement aux individus
Résoudre et gérer les situations difficiles	**Gérer les conflits** – rapidement, de manière objective et avec fermeté **Mobiliser les ressources de l'organisation** – chercher des conseils si nécessaire auprès de son manager, des RH ou des experts santé et sécurité **Prendre ses responsabilités** – avoir une approche responsable et soutenir les individus lors de la gestion des questions et incidents rencontrés par l'équipe
Gérer les individus au sein de l'équipe	**Etre accessible** – être disponible pour une discussion personnelle **Etre sociable** – être détendu (relax), faire preuve d'humour et socialiser **Etre empathique** – chercher à comprendre chaque individu dans l'équipe, sa santé, sa satisfaction, sa motivation, son point de vue et sa vie hors travail

Managerial skills for the prevention and management of Stress at work (Yarker et al. 2008)