

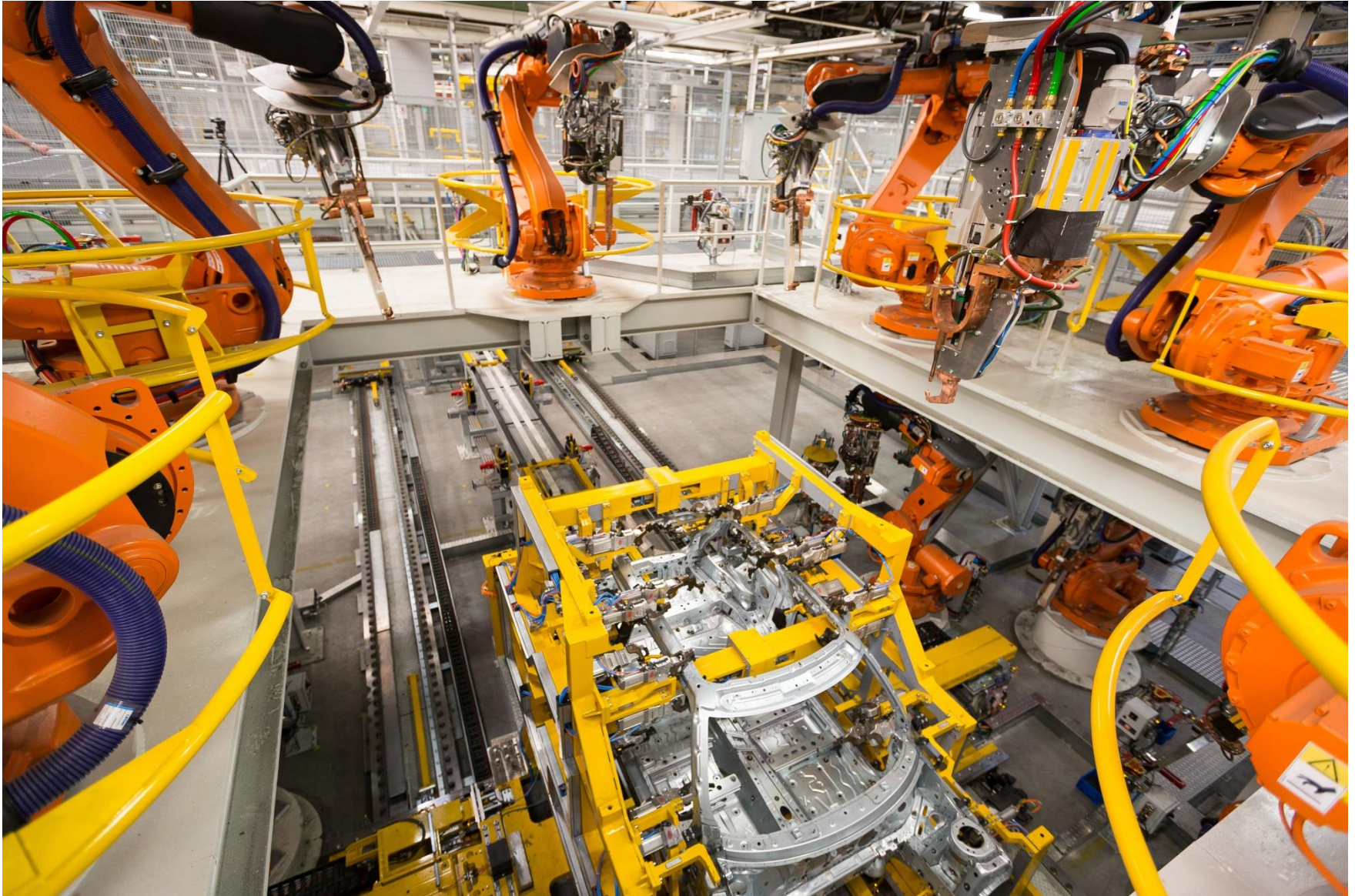
Mental health and wellbeing in the workplace 23 March 2021

## Workplace innovation and health

Frank Pot



# VDL Nedcar: body shop 2014



1,5 km assembly tasks of 61 seconds, 2018



# *Vision picking* DHL Bergen op Zoom, (NL) productivity and intensification





## Bosch Hinges, NL

Work cells with self-managing teams and cross trained employees. This ensures not only more flexibility, but also job satisfaction.



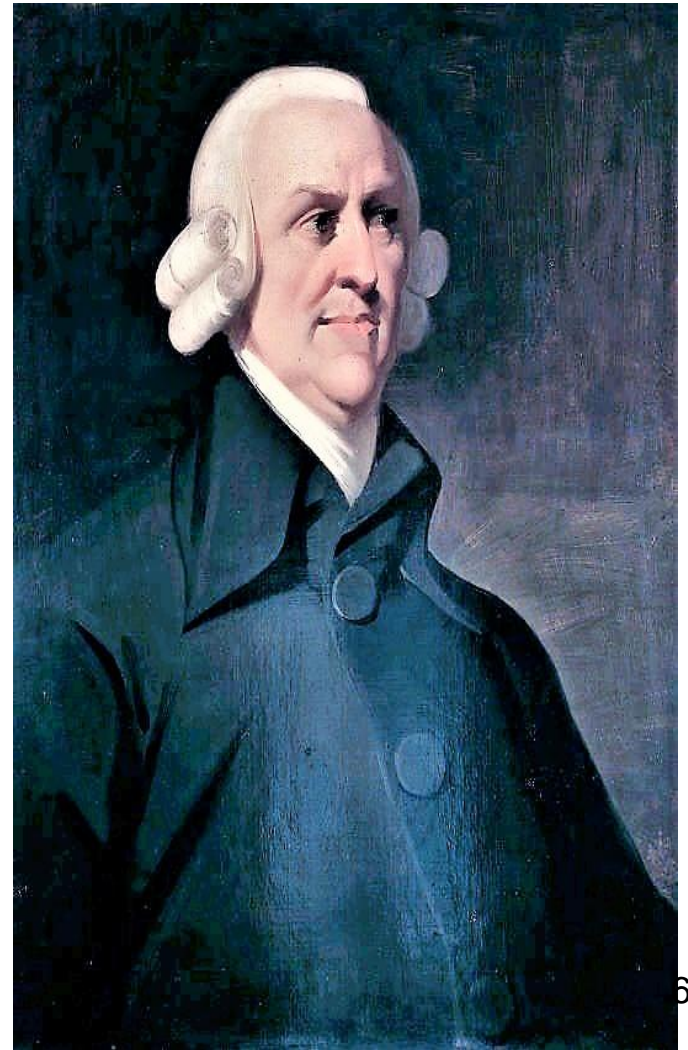
Smartest company  
Netherlands 2013

Quick Response  
Manufacturing 5

# Machines and division of labour

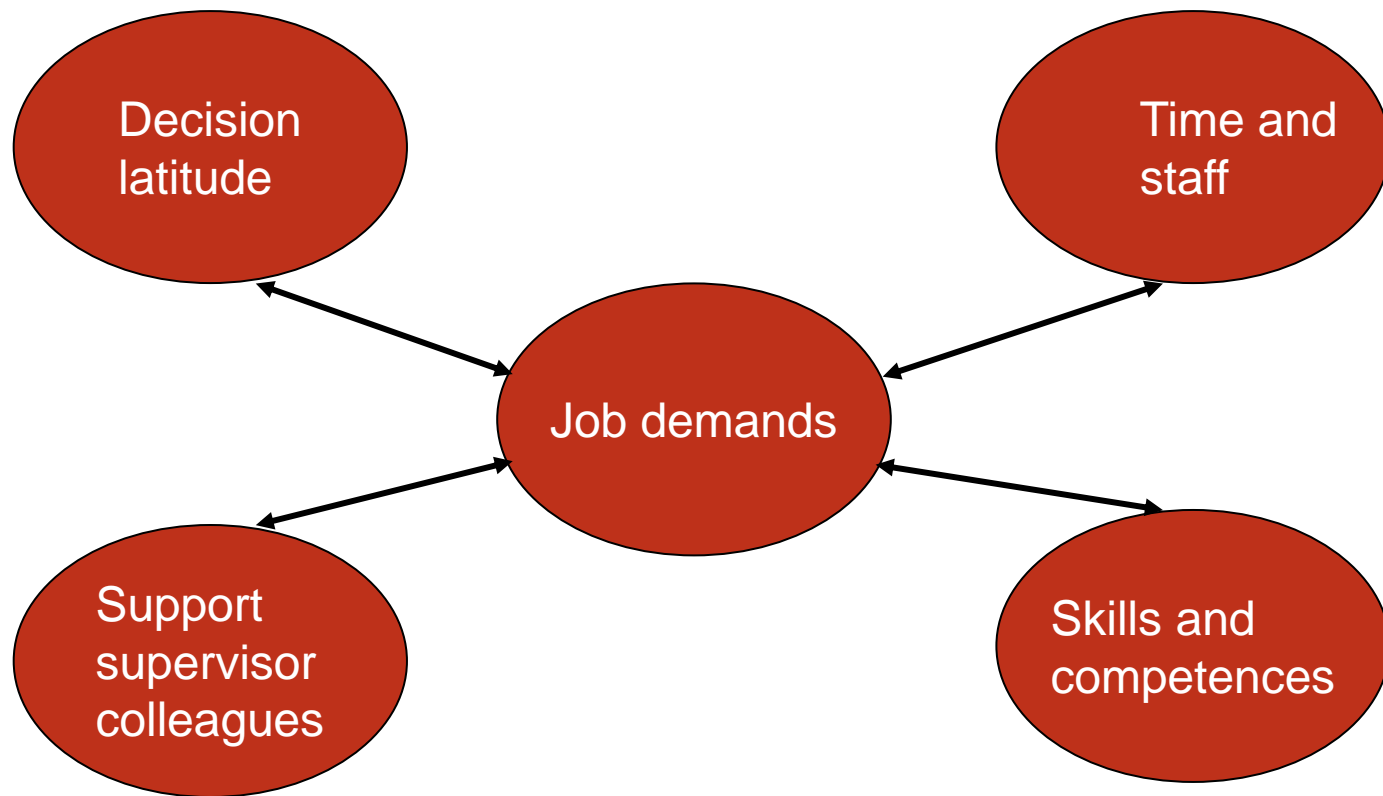
## Adam Smith, 1776

- Higher productivity and wealth
- “At the expense of intellectual, social and martial virtues”
- “Labouring poor fall in this state”
- “Unless government takes some pains to prevent it”



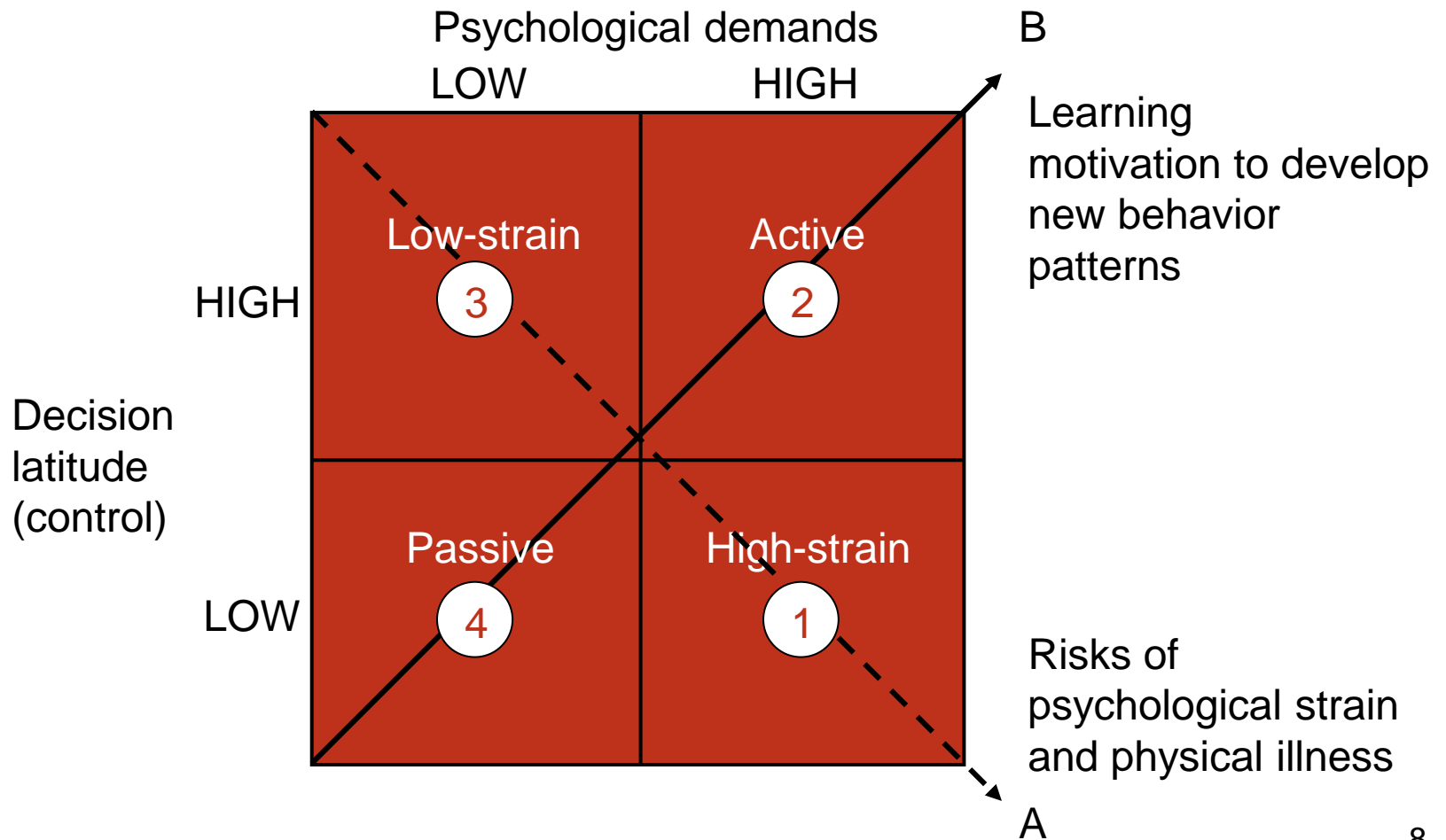


## Stress risks: discrepancies in work organisation





## Psychological demands/decision latitude model







## Workplace innovation and health

- The population fractions of cardiovascular mortality attributable to job strain were 5.64% for men and 6.44% for women (Niedhammer et al., 2020, 1976–2002 period).
- Workers with low job control have a 3 percent increased risk of all-cause mortality and a 19 percent increased risk of CHD mortality compared to workers with high job control (Taouk et al., 2020, meta-analysis of 32 cohort studies).
- When workers had low job control, they were twice as likely to experience a common mental disorder (Too et al., 2020, cohort N=2106).

# Complete job (Hacker 1986, 2003)

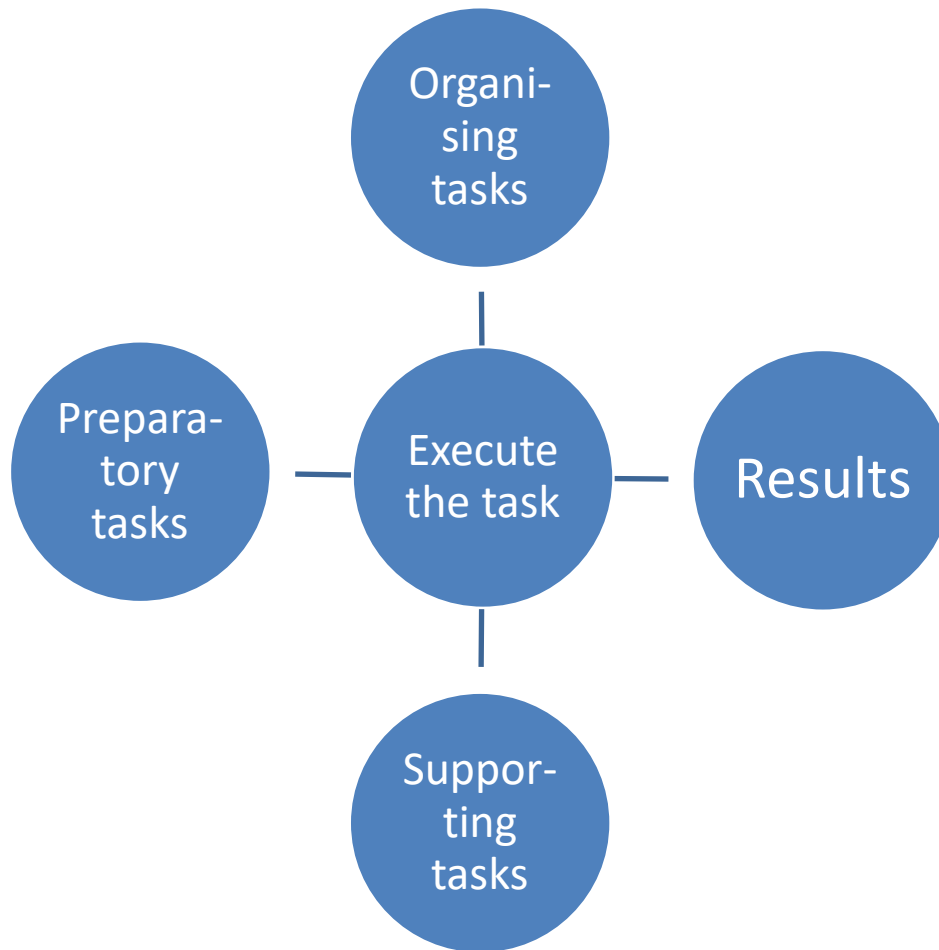


Figure 2: Workplace well-being and establishment performance, by establishment type – job complexity and autonomy (z-scores)

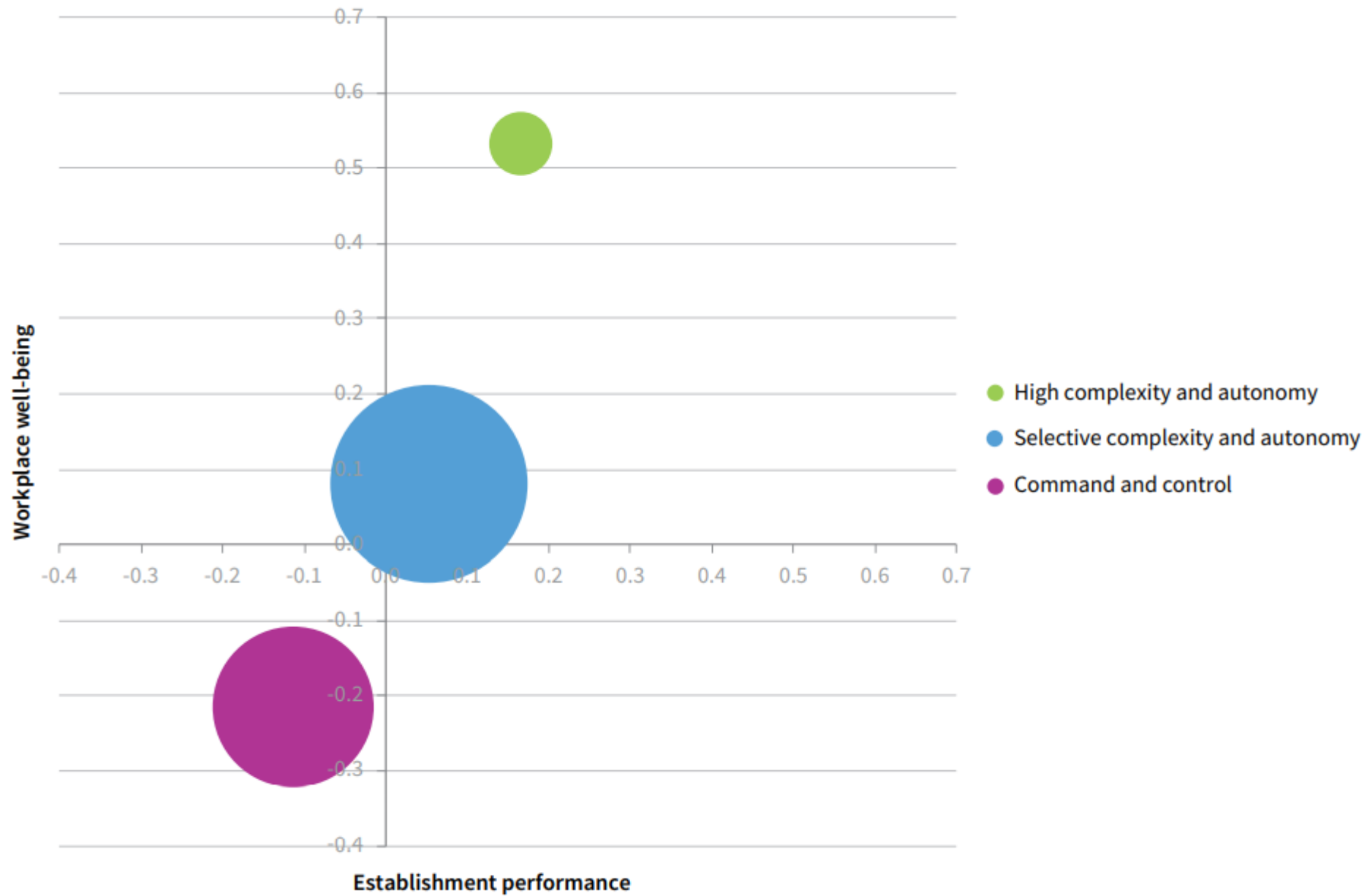
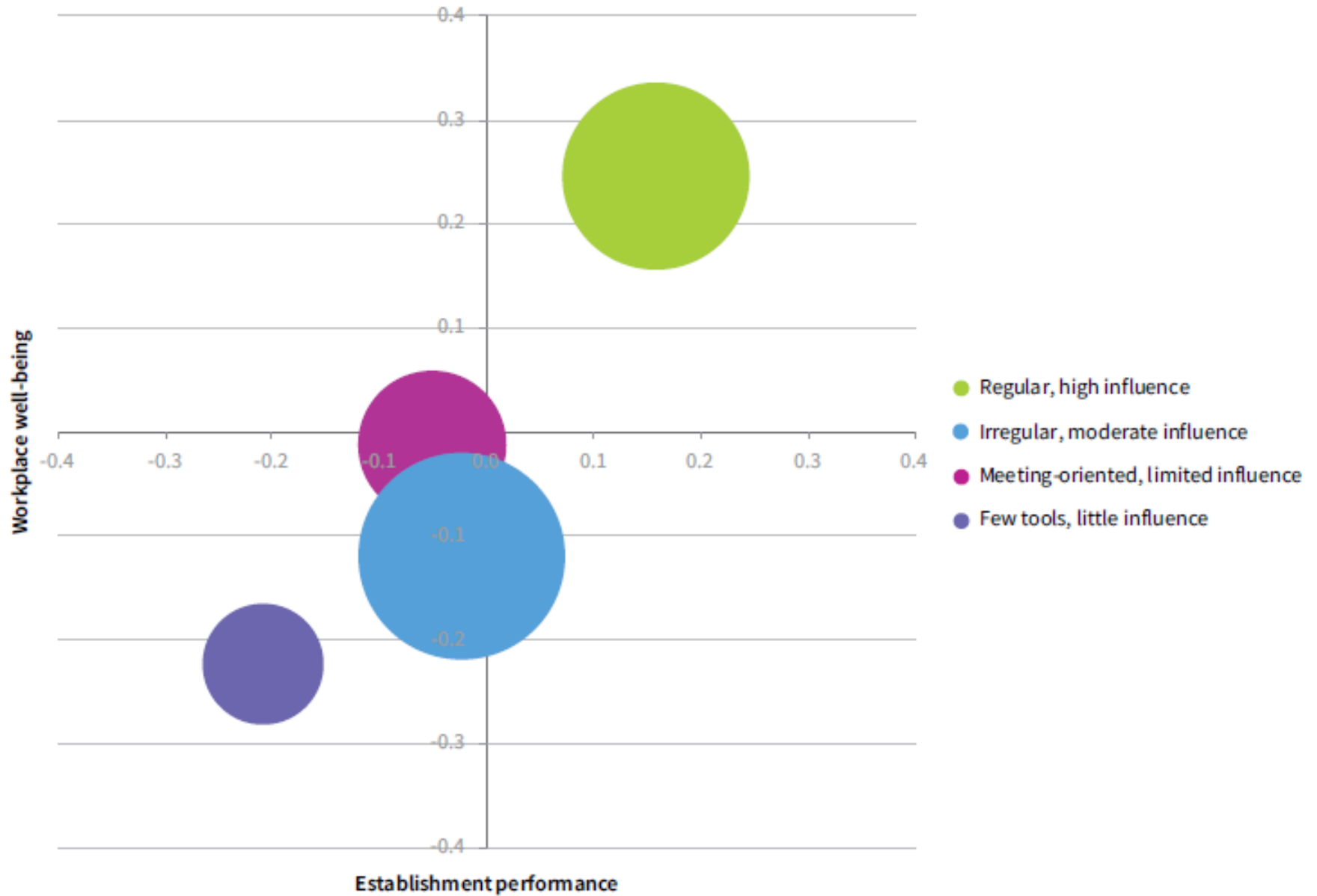


Figure 70: Workplace well-being and establishment performance, by establishment type – direct employee participation (z-scores)



Source: ECS 2019 management questionnaire

# Key results ECS 2019

- Autonomy and high complexity: 6% of establishments
- Employee voice regular and high influence: 31% of establishments
- More than two-thirds (70%) of managers think that involving employees in changes to the work organisation gives the establishment a competitive advantage.
- Conclusion: room for improvement