

# Supporting mental health at work

*From prevention of psychosocial risks to supporting job quality*



1. The association between psychosocial risks and health and well-being and performance

**The high cost of psychosocial risks**

2. Job quality in Europe

**Policies and practices supporting good working lives, well-being and performance**

3. A workforce ready for future challenges ?

**The role of job quality in performance, decarbonisation and addressing labour shortages**



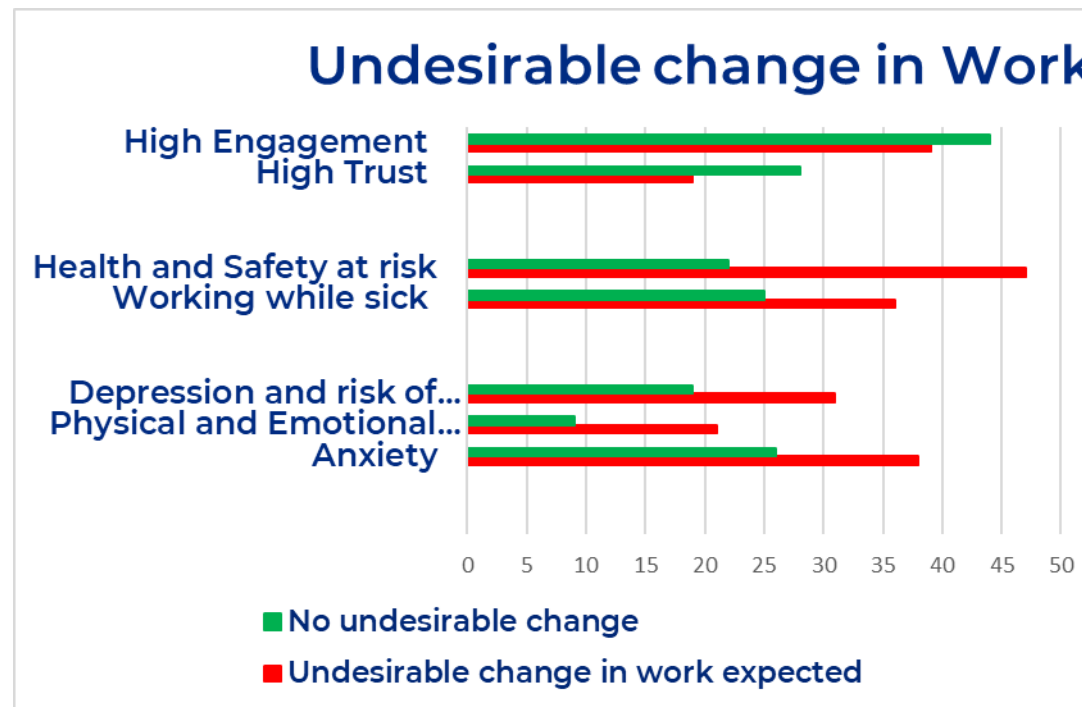
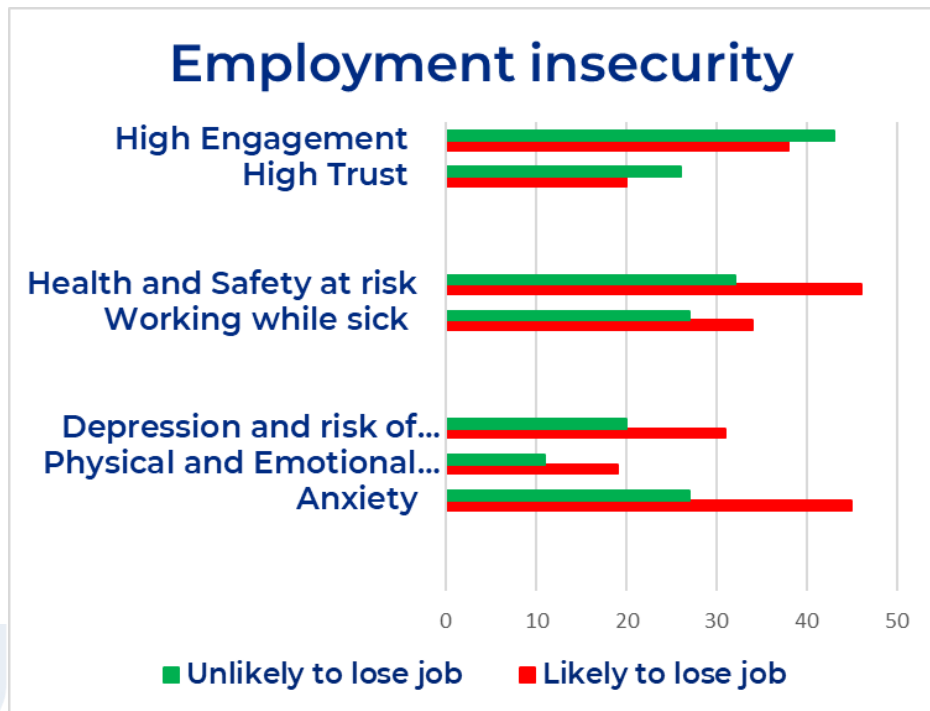


**01**

# **Psychosocial risks at work: The impact on health and well-being, and performance**

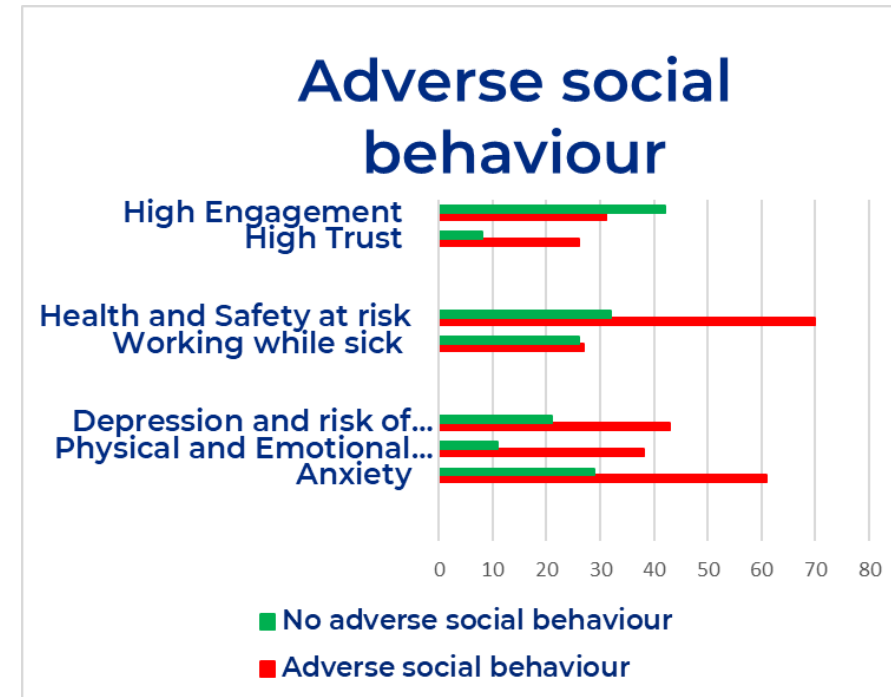
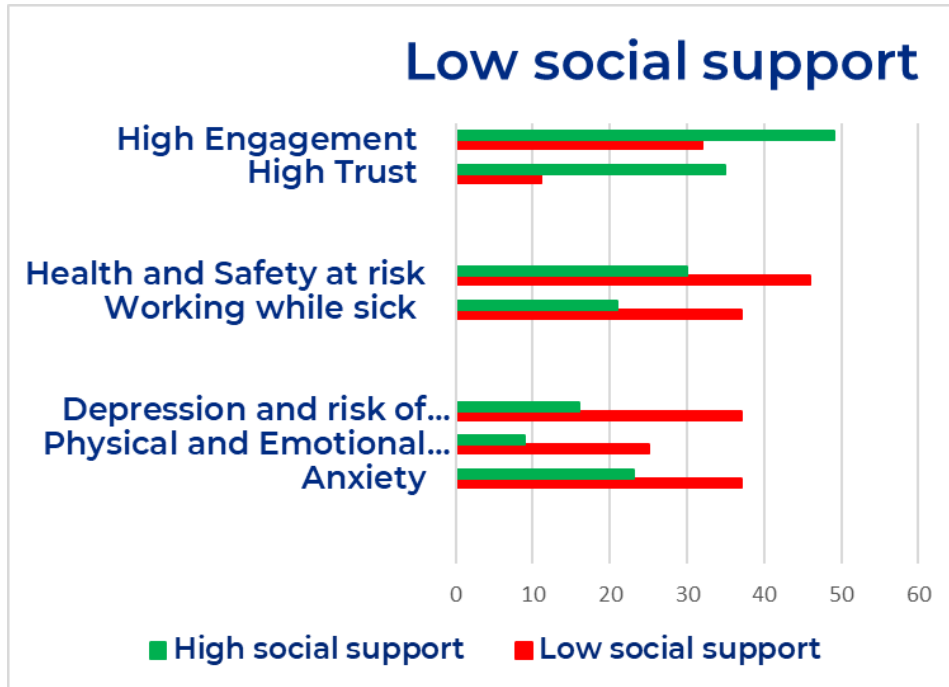


# Insecurity at work



15% of respondents reported job insecurity  
 22% reported an undesirable change in their work

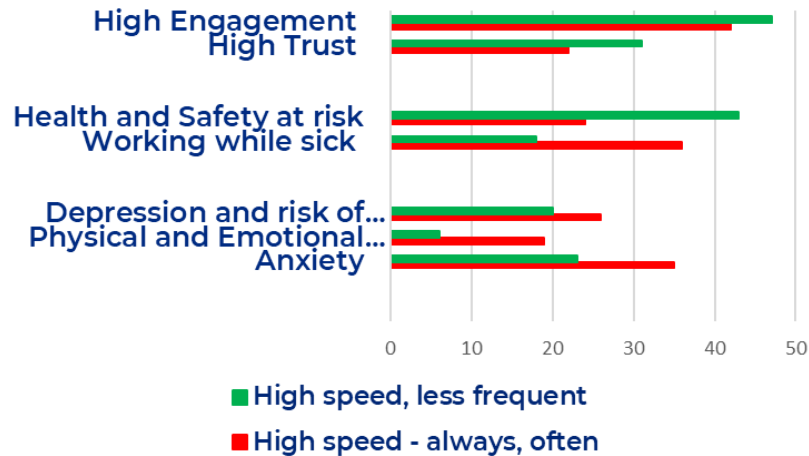
# Poor social relationships at work



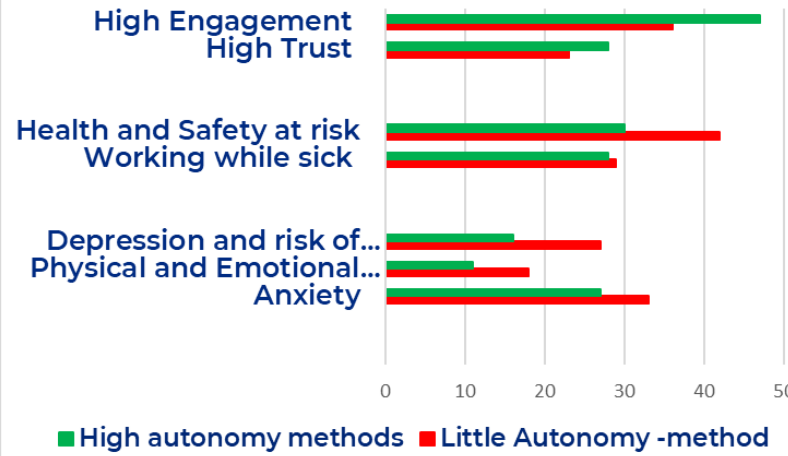
8% of respondents reported low social support by their colleagues  
6% reported adverse social behaviour

# The impact of poor job design

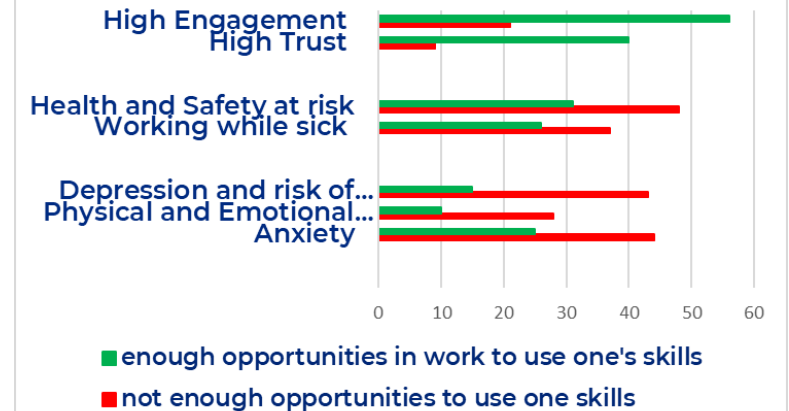
## High Speed work



## Low autonomy

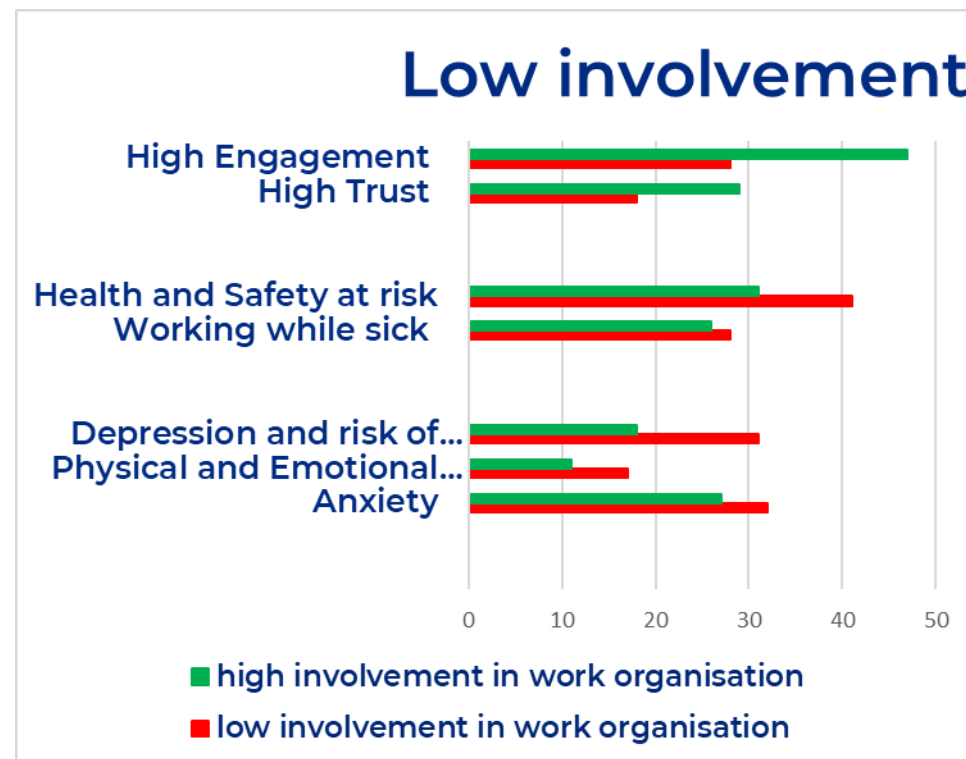
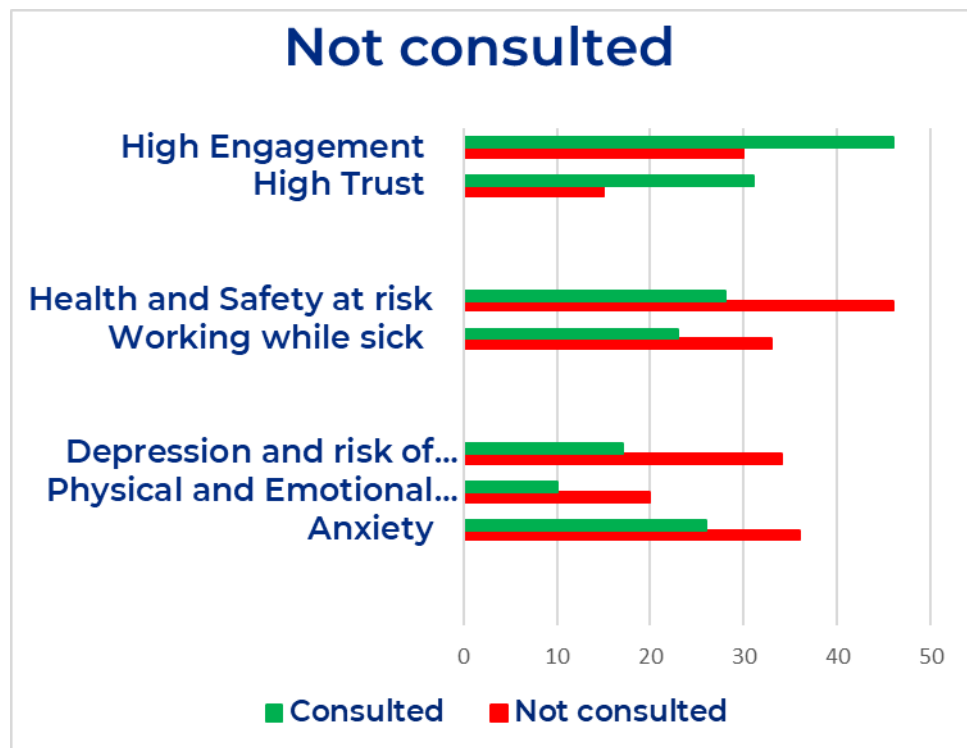


## Not enough opportunities to use one's skills



49% of respondents reported working at high speed  
 26% reported low autonomy for determining work methods  
 and 10% are not able to use their skills in their job

# Low participation in decision-making



26% of respondents are not, or rarely consulted  
23% are not involved in decision-making

**02**

# **Job quality**

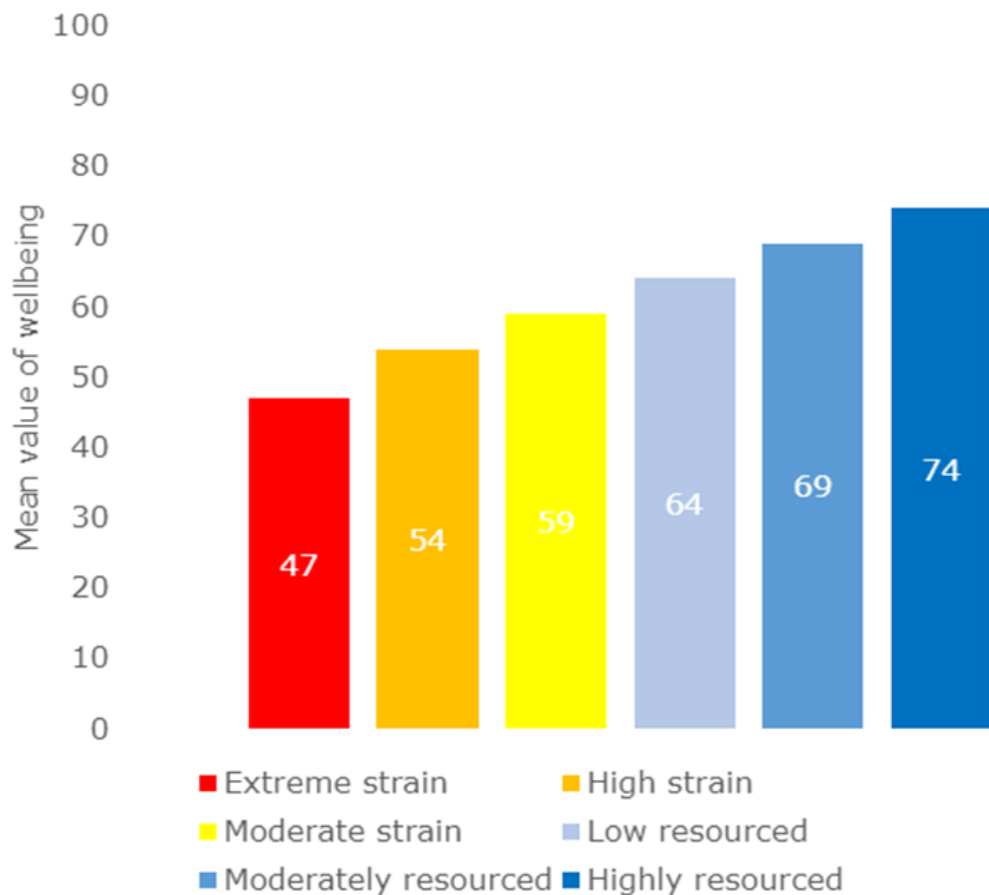
**Policies and practices supporting good working lives, well-being and performance**



# Dimensions of job quality and corresponding job demands and job resources

Dimension	Job demands	Job resources
Physical and social environment	Physical risks	
	Physical demands	
	Intimidation and discrimination	Social support
Job tasks	Work intensity	Task discretion and autonomy
Organisational characteristics	Dependence (self-employed only)	Organisational participation and workplace voice
Working time arrangements	Unsocial work schedules	Flexibility of working hours
Job prospects	Perceptions of job insecurity	Training and learning opportunities
		Opportunities for career development
Intrinsic job features		Intrinsic rewards
		Opportunities for self-realisation

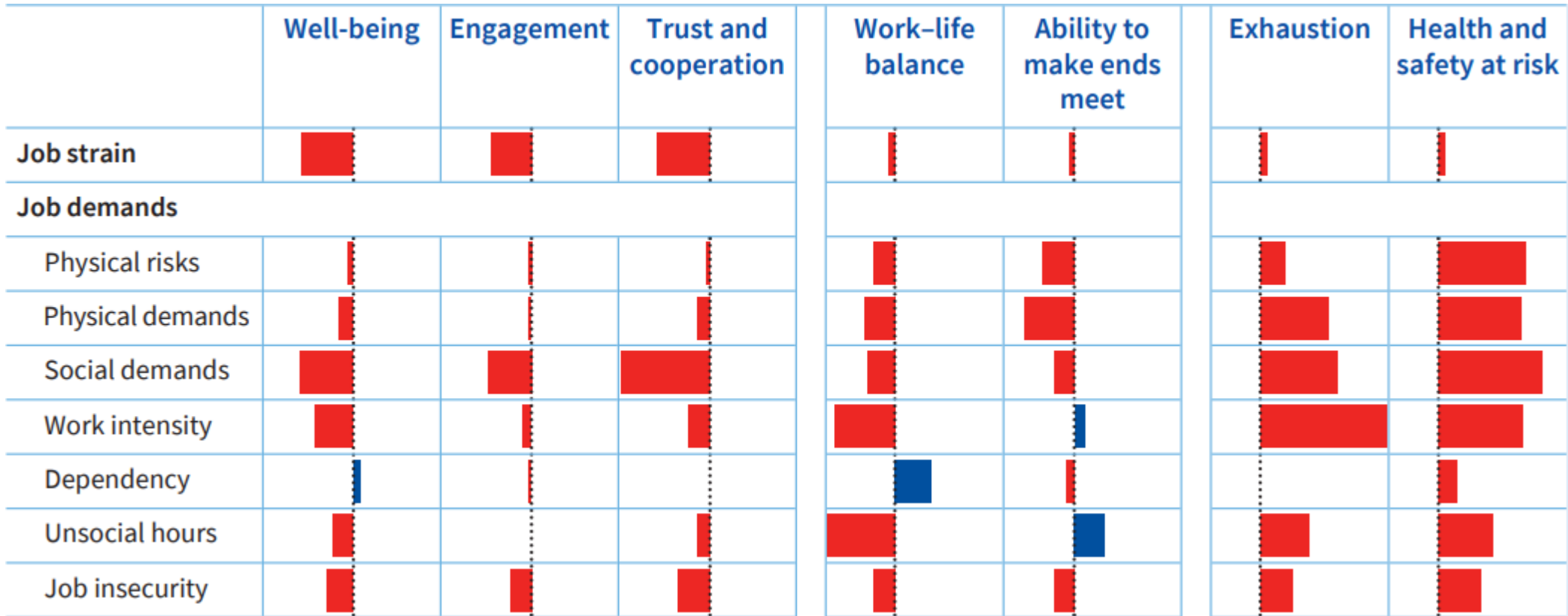
# The benefits of job quality



Positive association of job quality with a good working life :

- Health and well-being
- Engagement, trust and cooperation
- Making ends meet
- Work life balance

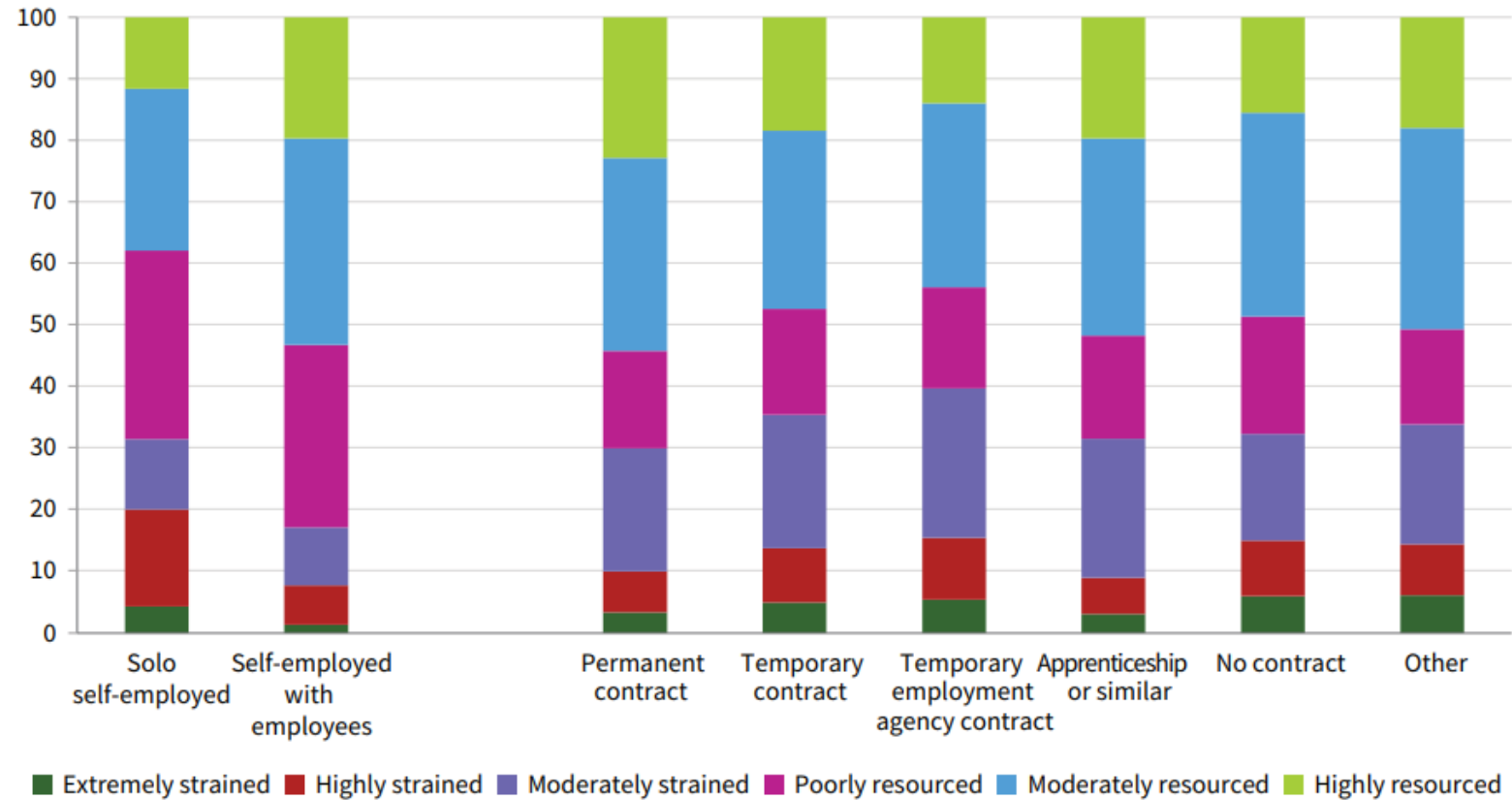
# Association between job quality and job demands and well-being and quality of working life indicators



Notes: The bars represent regression coefficients. Each row shows the relative association between an indicator on the left and well-being and other quality of working life indicators. The red bars indicate a negative outcome for workers, while the blue bars indicate a positive outcome. For example, social demands have a strong negative impact on well-being. The analysis controlled for country, occupation, industry, age, sex and employment status. Only significant results are shown.

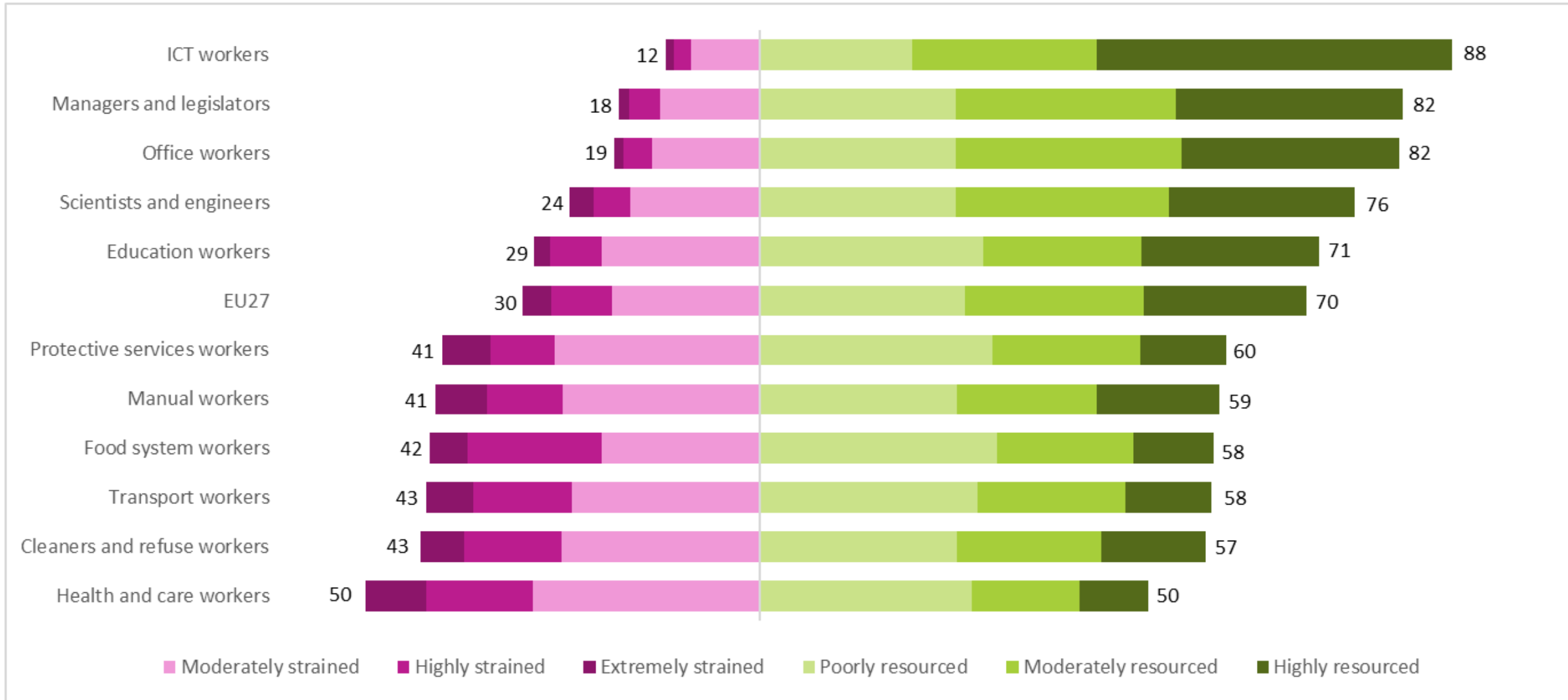
Source: EWCTS, 2021.

# Job quality index, by employment status, EU27 (%)



More employees (31%) worked in strained jobs than self-employed workers (27%)

# Job quality of critical workers (EU27)



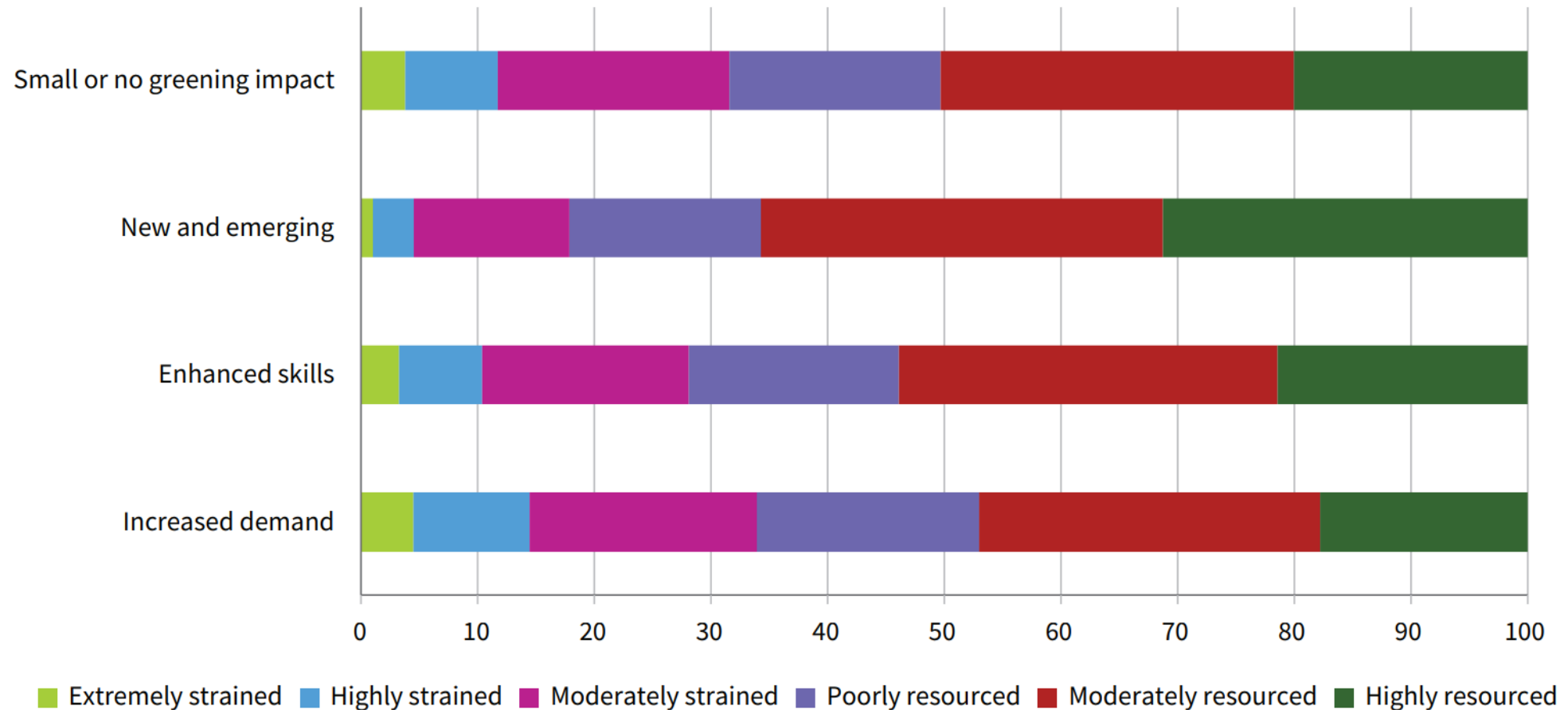
Source: Eurofound, EWCTS, 2021

**03**

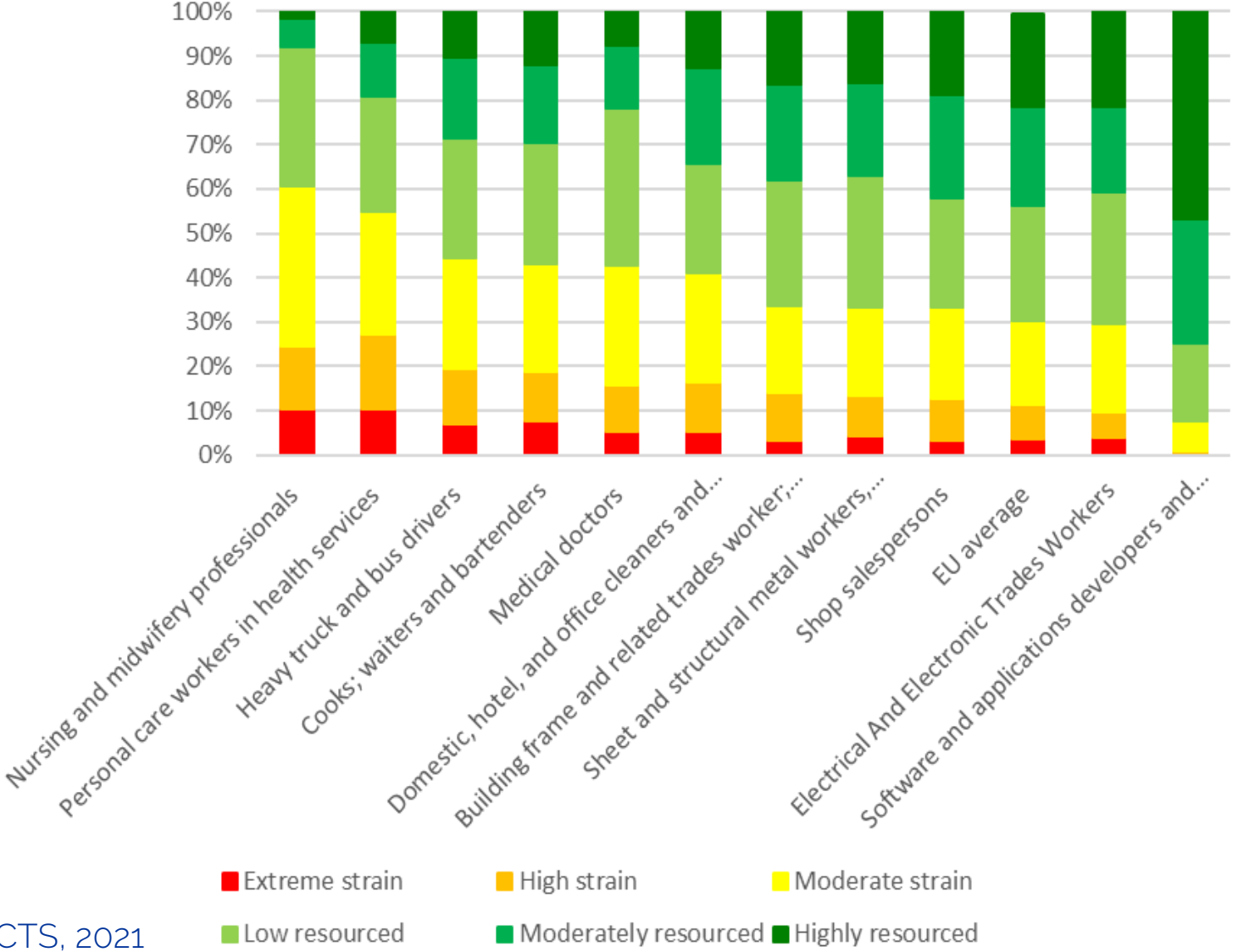
## **A workforce ready for future challenges ?**



# Job quality index, by greening occupational groups (%)



# Labour shortages are especially prevalent in sectors with poor job quality



Source: Eurofound, EWCTS, 2021





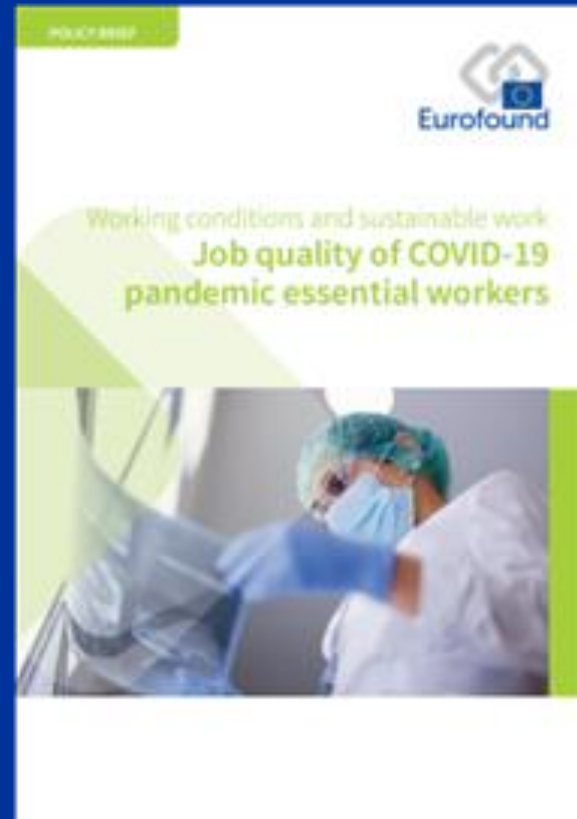
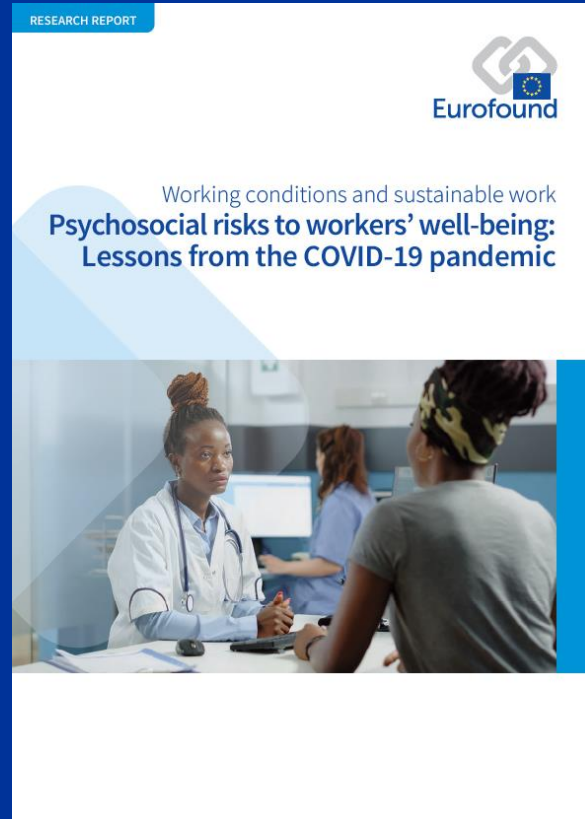
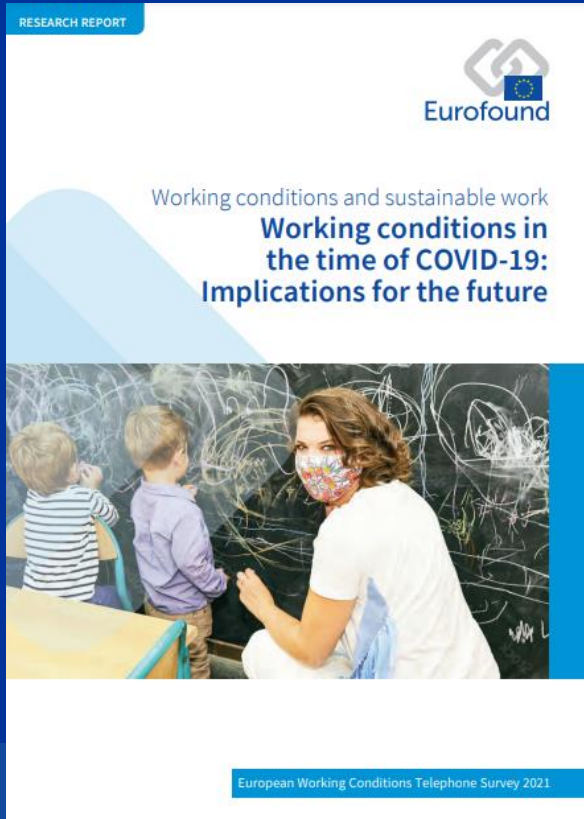
# Improving job quality : The case of high involvement work organisation

- High-involvement forms of work organisation offer a better work environment
- More decision-making in high-involvement organisation is motivating and perceived fairness of management practices has strong impact
- Employees more likely to be highly engaged in workplaces where employee involvement is inherent in job design
- Differences in opportunities for skill development between high-skilled and lower-skilled employees are less marked in high-involvement organisations.



Engagement : 80 /  
Well-being 69

Engagement : 64.75 /  
Well-being : 61



More info at [www.eurofound.europa.eu](http://www.eurofound.europa.eu)  
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On behalf of all the colleagues who have supported the development of this research



