Psychosocial Working Conditions in Britain in 2010

Statistics Branch
Health and Safety Executive
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SUMMARY

Introduction
This report presents analysis of 2010 data from an annual series of surveys on psychosocial working conditions which began in 2004, this is the last survey in this series. These surveys were set up to monitor changes in the psychosocial working conditions of Demand, Control, Managerial Support, Peer Support, Role, Relationships and Change in British workplaces. These are the working conditions which HSE is aiming to improve amongst British workers.

Results
Although Demand, Peer Support, Role and Relationships scores have not changed significantly between 2004 and 2010, these psychosocial working conditions have remained positive over this period. Scores on the Change and Managerial Support scales show a significant upward trend, indicating an improvement, whereas the Control scores show a significant downward trend when 2010 figures are added to the series, indicating a decline.

After an initial decrease in the early years of the survey, employees reporting that their job is very or extremely stressful have returned to 2004 levels. There has been little change in the number of employees surveyed who state they are aware of stress initiatives in their workplace, or reporting discussions about stress with their line managers.

Conclusions
Although upward trends were seen in Change and Managerial Support, and reported conditions were generally positive, psychosocial working conditions for British employees have not seen improvements over the course of the surveys.

The apparent lack of impact to date of the Management Standards could reflect the long latency between organisations first implementing the process and benefits being realised, and with so many other economic and social factors affecting worker perceptions of their working conditions, any effect may be masked. Without a control group, there is no way to assess how conditions may have changed without the management standards, and only in combination with other evidence can the effects of the Management Standards be understood.
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1. INTRODUCTION

This report provides results from the 2010 survey of psychosocial working conditions in Great Britain, the fifth in an annual series of surveys. It provides analysis of the 2010 data and tracks the changes from the corresponding surveys in 2004-2009. It aims to assess changes in the 6 key areas of psychosocial working conditions, namely demand, control, support, role, relationships and change, as covered by HSE’s Management Standards for work-related stress. Results will be used to inform the assessment of current HSE activities on work-related stress.

Full details of the rationale for these surveys can be found in past survey reports published on the HSE website (HSE, 2004; HSE & HSL, 2005; HSE, 2006c; Webster, Buckley and Rose, 2007). Information on the Management Standards for work-related stress including details of how the stress indicator tool questions used in this survey were developed are also published on the HSE website (HSE, 2006a).

2. METHODOLOGY

2.1 Omnibus survey

HSE commissioned a series of questions in two of the Office for National Statistics (ONS) Omnibus Surveys, carried out in March and April 2010. The Omnibus survey is a multi-purpose survey developed by the ONS for use by Government departments and other public bodies. It is a vehicle for questions on topics too brief to warrant a survey of their own and also for topics of immediate interest. Since April 2005, interviewing has been carried out every month (previously the survey was run in two months out of every three – eight months of the year in all). Each month’s questionnaire covers a variety of modules each sponsored by a Government department or public body, and a core of demographic questions. The number of questions contained within a module is limited by ONS, and each sponsor is limited to a single module within any given survey. Due to these restrictions, HSE ran questions in consecutive (March and April) Omnibus surveys.

2.1.1 Sample

The Omnibus survey sample is a random probability sample stratified by region, the proportion of households where the household reference person is in the National Statistics Socio-economic Classification (NS-SEC) categories 1-3 (i.e. employers in
large organisations; higher managerial occupations; and higher professional employees/self-employed), and the proportion of people who are aged over 65 years. The Office for National Statistics website provides a fuller description of the stratification (ONS, 2006). The Royal Mail’s Postcode Address File (PAF) of ‘small users’ provided the sampling frame used. The PAF contains the addresses of approximately 27 million private households in the UK, which receive fewer than 50 items of mail per day, and is the most complete and up to date address database in the UK.

Until March 2005, the Omnibus survey was based upon 100 postal sectors, and within each sector 30 addresses were selected at random. However, from April 2005, when the Omnibus survey became a monthly survey rather than running in 8 months of the year, the survey consisted of 67 postal sectors, with 30 addresses selected at random from each of these sectors. The postal sectors were selected with probability proportionate to size (number of addresses within the postal sector).

In the cases where an address contained more than one household, the interviewer used a standard ONS procedure to randomly select a single household. Within households containing more than one adult member (aged 16 years or above), a single participant was selected using a Kish Grid. The interviewers endeavour to interview that person – proxy interviews are not taken.

2.1.2 Weighting

Weighting factors are applied to Omnibus data to correct for unequal probability of selection caused by interviewing only one adult per household, or restricting the eligibility of the module to certain types of respondent. The weighting system also adjusts for some non-response bias by calibrating the sample to ONS population totals.

2.1.3 Fieldwork

All interviews are carried out face to face by members of the general field force of interviewers trained to carry out National Statistics surveys. Advance letters are sent to all addresses, prior to the interview, giving a brief account of the survey. The interviewing period starts in the first week of the calendar month and continues for the duration of the month in question. Interviewers call at all the selected addresses unless a refusal has been made beforehand in response to the advanced letter. The interviewer makes at least three calls at an address at different times of the day and
week before coding the household as a non-contact. After the field period, a proportion of the non-contacts and refusals are sent to the Telephone Unit who attempts to obtain an interview over a four-day period.

### 2.2 Questionnaire

The psychosocial working conditions questions used consisted of all questions developed as part of the HSE Management Standards indicator tool. Some details of the development of this tool are given in Cousins et al (2004) with full details in Clarke (2004). The indicator tool comprises 7 separate scales of Demand, Control, Managerial Support, Peer Support, Role, Relationships and Change that map onto the 6 Management Standards. Additional questions to identify eligible respondents (see section 2.3.1 below) and to assess current activity in respect to the management of stress were also included. For reasons stated below, the questionnaire had to be split into two separate modules. These modules are shown in Appendix A.

Along with the module on psychosocial working conditions, each Omnibus survey also contained other modules and a core set of demographic and occupational questions. In Omnibus surveys, the number of questions per module are strictly limited and organisations are only permitted one module in each survey month. Due to these restrictions the psychosocial working conditions questions were split into two modules; (i) role, relationships and change questions and (ii) demands, control and support questions; these modules were included in the March and April surveys respectively. However, both HSE modules contained key questions termed first pass questions, that were thought to best represent each of the six standards.

An error in the implementation of the April 2005 Omnibus survey resulted in the re-running of the March module for that year. Consequently little information on demand, control and support are available for 2005.
2.3 Response Rate and numbers sampled

The response rate is calculated as the number of achieved interviews as a percentage of the eligible sample. The response rates for the 6 survey modules included in this analysis are shown in Table 1.

### Table 1. Response rates for Omnibus survey modules

<table>
<thead>
<tr>
<th>Module</th>
<th>Selected addresses</th>
<th>Ineligible addresses</th>
<th>Eligible addresses</th>
<th>Refusals</th>
<th>Non-contact</th>
<th>Interviews achieved</th>
<th>Response rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2004</td>
<td>3000</td>
<td>225</td>
<td>2775</td>
<td>707</td>
<td>317</td>
<td>1751</td>
<td>63%</td>
</tr>
<tr>
<td>April 2004</td>
<td>3000</td>
<td>222</td>
<td>2778</td>
<td>742</td>
<td>350</td>
<td>1686</td>
<td>61%</td>
</tr>
<tr>
<td>March 2005</td>
<td>3000</td>
<td>238</td>
<td>2762</td>
<td>739</td>
<td>310</td>
<td>1703</td>
<td>62%</td>
</tr>
<tr>
<td>April 2005*</td>
<td>2010</td>
<td>191</td>
<td>1819</td>
<td>440</td>
<td>127</td>
<td>1251</td>
<td>69%</td>
</tr>
<tr>
<td>March 2006</td>
<td>2010</td>
<td>195</td>
<td>1815</td>
<td>470</td>
<td>144</td>
<td>1220</td>
<td>66%</td>
</tr>
<tr>
<td>April 2006</td>
<td>2010</td>
<td>185</td>
<td>1825</td>
<td>434</td>
<td>103</td>
<td>1295</td>
<td>71%</td>
</tr>
<tr>
<td>April 2005**</td>
<td>2010</td>
<td>163</td>
<td>1667</td>
<td>453</td>
<td>134</td>
<td>1088</td>
<td>65%</td>
</tr>
<tr>
<td>March 2007**</td>
<td>2010</td>
<td>271</td>
<td>1664</td>
<td>483</td>
<td>187</td>
<td>1083</td>
<td>62%</td>
</tr>
<tr>
<td>March 2008</td>
<td>2010</td>
<td>190</td>
<td>1818</td>
<td>549</td>
<td>153</td>
<td>1087</td>
<td>60%</td>
</tr>
<tr>
<td>April 2008</td>
<td>2010</td>
<td>179</td>
<td>1830</td>
<td>538</td>
<td>123</td>
<td>1156</td>
<td>63%</td>
</tr>
<tr>
<td>March 2009</td>
<td>2010</td>
<td>230</td>
<td>1779</td>
<td>555</td>
<td>133</td>
<td>1092</td>
<td>61%</td>
</tr>
<tr>
<td>April 2009</td>
<td>2010</td>
<td>179</td>
<td>1830</td>
<td>573</td>
<td>252</td>
<td>974</td>
<td>54%</td>
</tr>
<tr>
<td>March 2010</td>
<td>2010</td>
<td>185</td>
<td>1820</td>
<td>557</td>
<td>173</td>
<td>1049</td>
<td>58%</td>
</tr>
<tr>
<td>April 2010</td>
<td>2010</td>
<td>193</td>
<td>1807</td>
<td>499</td>
<td>185</td>
<td>1070</td>
<td>59%</td>
</tr>
</tbody>
</table>

* Note a change in ONS methodology from April 2005 reduced the number of selected address by just under 1000
** Note that in March 2007, 180 households were unallocated to interviewers due to limited resources and in April 2007, 233 households were unallocated for the same reason.

2.3.1 Responses to HSE modules

HSE’s psychosocial working conditions modules were administered to a sample from the population of all current employees and those currently self-employed who worked like employees. This was because the questioning was based largely on work-relationships and structures that would be of little relevance to self-employed people who worked largely on their own with control over their work. Those eligible to answer HSE modules were those in paid employment who stated that they were classified as employees or those who were self-employed and reported that they worked like an employee.
Numbers eligible to answer HSE questions by Module are shown below in Table 2.

**Table 2. Numbers eligible to answer psychosocial working conditions questions**

<table>
<thead>
<tr>
<th>Module</th>
<th>Eligible</th>
<th>Ineligible</th>
<th>Total interviews achieved for module</th>
</tr>
</thead>
<tbody>
<tr>
<td>March 2004</td>
<td>891</td>
<td>860</td>
<td>1751</td>
</tr>
<tr>
<td>April 2004</td>
<td>836</td>
<td>850</td>
<td>1686</td>
</tr>
<tr>
<td>March 2005</td>
<td>845</td>
<td>858</td>
<td>1703</td>
</tr>
<tr>
<td>April 2005*</td>
<td>631</td>
<td>620</td>
<td>1251</td>
</tr>
<tr>
<td>March 2006</td>
<td>606</td>
<td>614</td>
<td>1220</td>
</tr>
<tr>
<td>April 2006</td>
<td>639</td>
<td>656</td>
<td>1295</td>
</tr>
<tr>
<td>March 2007*</td>
<td>562</td>
<td>526</td>
<td>1088</td>
</tr>
<tr>
<td>April 2007</td>
<td>507</td>
<td>576</td>
<td>1083</td>
</tr>
<tr>
<td>March 2008</td>
<td>503</td>
<td>584</td>
<td>1087</td>
</tr>
<tr>
<td>April 2008</td>
<td>566</td>
<td>590</td>
<td>1156</td>
</tr>
<tr>
<td>March 2009</td>
<td>527</td>
<td>565</td>
<td>1092</td>
</tr>
<tr>
<td>April 2009</td>
<td>452</td>
<td>522</td>
<td>974</td>
</tr>
<tr>
<td>March 2010</td>
<td>491</td>
<td>558</td>
<td>1049</td>
</tr>
<tr>
<td>April 2010</td>
<td>478</td>
<td>592</td>
<td>1070</td>
</tr>
</tbody>
</table>

* Note changes in ONS methodology from April 2005 and from March 2007 reduced the number of selected address and hence numbers asked HSE questions

### 2.4 Analysis

#### 2.4.1 Derivation of Scale scores

Working conditions questions derived from HSE’s indicator tool represent 7 scales of Demand, Control, Managerial Support, Peer Support, Role, Relationships and Change. One of two 5-point Likert response scales were used for all psychosocial working conditions questions. These were either a 5-point balanced frequency scale from Never to Always, or a 5-point balanced scale of agreement from Strongly Disagree to Strongly Agree, with responses coded 1 to 5 respectively. However, in derivation of scores for the scales the numerical values for the question items were realigned so 1 always represented the most unfavourable working conditions and 5 the most favourable. This resulted in question items in the demand and relationships
scales having their scoring reversed as the “strongly agree” and “always” responses for questions in these scales represent the most unfavourable working conditions.

The overall score for each of these seven scales was calculated for each respondent by adding the item scores for each question in that scale answered and dividing by the total number of questions answered in that scale. In this way a mean score standardised to a range between 1 and 5 was derived for each of the seven scales representing the standards. This had the effect of standardisation of scale scores regardless of the number of items in the scale and treating missing items as being the equivalent of the mean of other items in the scale for that individual respondent.

2.4.2 Additional questions on stress

All the interviewees were asked three additional questions about stress. The first asked the interviewee how stressful they found their job to be and was answered using a balanced 5 point Likert scale, with responses ranging from 1 = “Not at all stressful” to 5 = “Extremely stressful”. The remaining questions asked about initiatives to reduce stress in the workplace and discussion of job stressors with managers and required yes/no/don’t know responses. These later questions were used to provide a surrogate indicator of visible employer activity on stress. The question on job “stressfulness” has been used elsewhere and the responses “very” and “extremely” stressful were identified as indicators of high job stress (Smith et al. 2000).

2.5 Statistical Techniques

Data files from the surveys in 2004-2010 were combined using PASW Statistics 18 (SPSS Inc., 2009) and converted to Stata format. All analysis was undertaken in Stata version 11 (StataCorp, 2009).

An extension of the Wilcoxon rank-sum test was used as a non-parametric trend test across ordered groups to assess trends over more than two time points (Cuzick, 1985). When only two time points are under consideration, a Wilcoxon rank-sum test or Mann Whitney U-test was used (Wilcoxon, 1945; Mann and Whitney, 1947). Frequencies, proportions, and means with their appropriate confidence intervals were produced using the appropriate survey commands in Stata using the analytical weights provided by ONS (StataCorp, 2009).
3. RESULTS

3.1 Trends for all employees

3.1.1 Distribution of Role scores for all employees

The distribution of the scale score for Role by year and the change in overall mean score for Role by year is shown in Figures 1 and 2 below.

Figure 1. Distribution of Role score by study year

Baseline scores were high in this domain, and analysis suggests no significant trend across the seven survey years in the mean score for Role (p=0.53). The increase between 2009 and 2010 is marginally significant (p=0.07).
3.1.2 Distribution of Relationship scores for all employees

The distribution of the scale score for Relationships by year and the change in overall mean score for Relationships by year is shown in Figures 3 and 4 below.

**Figure 3. Distribution of Relationships score by study year**

Baseline scores were high, and analysis suggests no clear trend in relationships at work between 2004 and 2010 among all British employees (p=0.69). Improvement between 2009 and 2010 was not significant (p=0.20).
3.1.3 Distribution of Change scores for all employees

The distribution of the scale score for Change by year and the change in overall mean score for Change by year is shown in Figures 5 and 6 below.

**Figure 5. Distribution of Change score by study year**

![Figure 5: Distribution of Change score by study year]

**Figure 6. Mean Change score by year**

![Figure 6: Mean Change score by year]

Analysis suggests a statistically significant upward trend across years in the mean score for Change among all employees in Britain (p<0.01). Between 2009 and 2010 the mean score decreased, but this change was not found to be statistically significant (p=0.26).
3.1.4 Distribution of Demands scores for all employees

The distribution of the scale score for Demands by year and the overall mean score for Demand by year are shown in Figures 7 and 8 below.

**Figure 7. Distribution of Demand score by study year**

**Figure 8. Mean Demand score by year**

Analysis suggests no significant trend in Demand score among British employees between 2004 and 2010 (p=0.11); nor is the increase between 2009 and 2010 statistically significant (p=0.17).
3.1.5 Distribution of Control scores for all employees

The distribution of the scale score for Control for by year and the overall mean score for Control by year are shown in Figures 9 and 10 below.

Analysis suggests a decrease in Control score among British employees between 2004 and 2010 (p=0.05). This is largely driven by the decrease between 2009 and 2010, although this change in itself was only marginally significant (p=0.08).
3.1.6 Distribution of Managerial Support scores for all employees

The distribution of the scale score for Managerial Support by year and the overall mean score for Managerial Support by year are shown in Figures 11 and 12 below.

**Figure 11. Distribution of Managerial Support score by study year**

**Figure 12. Mean Managerial Support score by year**

Analysis suggests a statistically significant increase in the Managerial Support score among British employees between 2004 and 2010 (p=0.03). The decrease in mean score between 2009 and 2010 was not significant (p=0.52).
3.1.7 Distribution of Peer Support scores for all employees

The distribution of the scale score for Peer Support for by year and the overall mean score for Peer Support by year are shown in Figures 13 and 14 below.

Analysis suggests no significant difference in Peer Support score among British employees between 2004 and 2010 (p=0.14), neither was the decrease in mean score between 2009 and 2010 significant (p=0.17).
3.1.8 Trends in job stressfulness for all employees

Respondents on both survey modules were asked to rate how stressful they felt their job was, on a 5-point balanced Likert scale from Not at all stressful to Extremely stressful. Figure 15 below shows the distribution of scores in response to this single question by year.

**Figure 15. In general how do you find your job?**

In 2010, 15% (95% CI 12.8%, 17.6%) of respondents reported that they find their job either very or extremely stressful. Those reporting in either of these categories were considered to be under high work stress according to Smith et al., (2000), and this question and categorisation has been subsequently used as a crude single item surrogate indicator of job stressfulness. This year saw no statistically significant decline on 2009, (p=0.78) which had been one of the highest figures reported in the seven surveys between 2004 and 2010. There is no significant trend over the seven year survey period (p=0.97). A trendline is shown in Figure 16, along with the mean score on the job stressfulness scale.
*High job stress refers to those who indicated that their job was extremely or very stressful

3.1.9 Initiatives to reduce stress

To obtain an indication of whether employers are taking any visible measures to reduce stress in the workplace, respondents in both March and April surveys from 2004 to 2010 were asked whether they were aware of any initiatives undertaken by their company to reduce stress at work in the previous 12 months. Table 3 shows the percentage of employees indicating the presence of initiatives out of all those able to answer this question. There is no significant change over time with around a third of respondents indicating the presence of stress initiatives at work each year.

Table 3. Initiatives on stress by year

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
<th>CI Lower</th>
<th>CI Upper</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>34.6%</td>
<td>32.0%</td>
<td>37.2%</td>
</tr>
<tr>
<td>2005</td>
<td>34.7%</td>
<td>32.0%</td>
<td>37.6%</td>
</tr>
<tr>
<td>2006</td>
<td>36.9%</td>
<td>33.9%</td>
<td>40.0%</td>
</tr>
<tr>
<td>2007</td>
<td>32.8%</td>
<td>29.6%</td>
<td>36.1%</td>
</tr>
<tr>
<td>2008</td>
<td>33.7%</td>
<td>30.5%</td>
<td>36.9%</td>
</tr>
<tr>
<td>2009</td>
<td>36.5%</td>
<td>33.1%</td>
<td>40.1%</td>
</tr>
<tr>
<td>2010</td>
<td>32.8%</td>
<td>29.5%</td>
<td>36.3%</td>
</tr>
</tbody>
</table>

P value for trend across years = 0.71

* Around 10% indicated that they didn't know, and are excluded from calculations
3.1.10 Discussions with Line Managers about Stress

Respondents in both March and April surveys from 2004 to 2010 were asked whether they had discussed work-related stress with their line manager over the last 12 months. There was no trend over time with just over one third of British employees reporting such discussions (Table 4).

Table 4. Discussion of stress with line manager by year

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage</th>
<th>CI Lower</th>
<th>CI Upper</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>35.3%</td>
<td>32.8%</td>
<td>37.8%</td>
</tr>
<tr>
<td>2005</td>
<td>36.4%</td>
<td>33.8%</td>
<td>39.2%</td>
</tr>
<tr>
<td>2006</td>
<td>35.4%</td>
<td>32.5%</td>
<td>38.3%</td>
</tr>
<tr>
<td>2007</td>
<td>34.9%</td>
<td>31.8%</td>
<td>38.0%</td>
</tr>
<tr>
<td>2008</td>
<td>35.7%</td>
<td>32.6%</td>
<td>38.9%</td>
</tr>
<tr>
<td>2009</td>
<td>36.2%</td>
<td>33.0%</td>
<td>39.6%</td>
</tr>
<tr>
<td>2010</td>
<td>37.6%</td>
<td>34.4%</td>
<td>41.0%</td>
</tr>
</tbody>
</table>

P value for trend across years = 0.28

* Around 2% indicated that they didn't know, and are excluded from calculations

4. DISCUSSION

This report presents analyses of HSE modules measuring psychosocial working conditions in Britain within the March and April ONS Omnibus surveys for each year between 2004 and 2010. The first of these surveys was run prior to the launch of the Management Standards in November 2004. Previous reports have looked at the findings for that year, the stability of the scales, identifying target levels based on score distribution and looking at differences between key industry sectors. (HSE 2004; HSL & HSE, 2005).

The survey provides face to face interviews, with well trained interviewers, a relatively good response rate and utilisation of probability selection of the sample. Therefore methodological biases will be relatively low compared to lesser quality survey designs.

Analysis of single question items measuring working conditions are by definition less reliable than looking at overall scale scores and any analysis to that effect presented should be interpreted with greater caution.
4.1 Working conditions

The working condition scales have been developed to provide a more robust way of identifying working conditions in relation to the areas covered by HSE’s Management Standards for work-related stress. The scores derived for each scale cannot be compared across scales. For example a Demand scale score of 4 does not have a similar level of effect or meaning to a Control scale score of 4. However, all scale scores are orientated so that high scores indicate more favourable working conditions and are internally comparable. Hence the most reliable way to analyse is by looking at changes in the same scale score over time, as has been the case in this report.

Generally the findings show little change in working conditions in Britain between 2004 and 2010, baseline scores generally reflected positive psychosocial working conditions, and this has not changed significantly over the course of the surveys for Role, Relationships, Demand or Peer Support. There was a significant improvement in the Change and Managerial Support scales, however the addition of 2010 results to the series has shown a significant decrease in Control scores over the time period of the survey, mostly driven by the decrease between 2009 and 2010. This decline must be considered in light of changing economic conditions and current insecurities in the job market.

The Management Standards for work-related stress aim to generally improve these working conditions in Britain. It is still unclear how long it would take to be able to see a visible impact at a population level, but this survey provides no evidence of a population level change. Implementation of the management standards is not a statutory requirement, the most substantial period of awareness raising of the Management Standards approach took place between Summer 2006 and Spring 2007 when HSE ran a series of workshops across several target sectors. It has been assumed that once the process is initiated by an organisation it could be at least 18 months before any benefits are realised from interventions introduced. While targeting to higher risk sectors is the most sensible operational approach, any resulting changes may not be detected in a population level survey such as this.
4.2 Job stressfulness

It is recognised that the single item measure of job stressfulness used in this survey has its weaknesses. However, within the Stress and Health at Work study (SHAW), increased reporting of stressfulness was found to be associated with poor mental health as measured by the General Health Questionnaire and Hospital Anxiety and Depression scale (Smith et al. 2000). Smith et al. (2000) considered that reports of a job as very or extremely stressful was a surrogate indicator of ‘high job stress’. The analysis here shows no significant trend over the period 2004 to 2010, although visual inspection shows higher levels in 2008 and 2009, and a slight, non-significant decrease for 2010. HSE’s model is to improve the working conditions of British workers by appropriate stress management using a Management Standards approach or equivalent with the aim of producing a reduction in stress ill-health outcomes. Job stressfulness in such a model can be used as a marker that would be a precursor to stress outcomes but follow changes in the working conditions. It is highly likely that population level figures are influenced by factors other than the working conditions as covered by the Management Standards for work-related stress. Over the same period, prevalence estimates for stress in GB (obtained from the Labour Force Survey) remained relatively stable, and without a control group there is no way to assess how conditions would have changed in the absence of the management standards.

4.3 Perceived employer activity on stress

Two questions to crudely elicit the levels of current employer activities on work stress were asked in these surveys. Given these surveys sample employees that would generally not be those implementing the Management Standards, asking survey respondents directly about the Management Standards would not have been useful. However, measures of whether managers were discussing stress with their staff and the level of employee awareness of stress initiatives within their organisation could provide useful surrogate indicators. Approximately a third of respondents reported initiatives to reduce stress at work in the previous 12 months and this level was stable across the years 2004 to 2010. Similarly, an estimated one third of respondents reported they had discussed the stresses of their job with their line

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manager within the last 12 months, this level was stable across the years 2004 to 2010. It was postulated in previous reports on this survey that a rise in the number of employees aware of initiatives may occur from 2008 as a direct result of the rollout of the Management Standards. However no such change is evident, there may be many factors affecting this, for instance employees may not mention long standing initiatives as being undertaken in the last 12 months.

As organisations rolled out the Management Standards process, we would expect to have seen an increase in reporting of discussion with managers, although no increase has been seen despite the workshops held in 2006/07. It should be noted that if discussions centre around working conditions rather than the concept of stress, this question will not necessarily pick up Management Standards related activity. These may in general be acting as poor indicators of appropriate stress management activity and further data from other sources will be needed to properly understand what these questions are measuring.

4.4 Conclusion

In conclusion, the general picture is of little change in psychosocial working conditions in Britain between 2004 and 2010; employees have largely reported positive conditions over this period. There are signs of improvements in of management support, and improvements in management of change, but a decline in control in the most recent data, which is perhaps expected in light of changing economic conditions and insecurities in the jobs market.

The proportion of employees reporting their jobs as extremely or very stressful was lowest between 2005 and 2007, and despite the small decrease in 2010 this remains slightly elevated. It is unlikely that the rise and fall in those reporting their jobs as very or extremely stressful over the survey years is directly related to the Management Standards but impacted by additional factors already discussed in this report.
5. REFERENCES


Mann, H.B. and Whitney, D.R. (1947). On a test of whether one or two random variables is stochastically larger than the other. Annals of Mathematical Statistics, 18, 50-60.


Appendix A – Questionnaires

Responses relating to the following 35 statements have been sought in each of the seven survey years. Other demographic information is collected but the majority of the analyses presented relate to these core questions.

Respondents are asked to indicate on a Likert scale the most relevant response to the listed statements. There are two Likert scales used:

(a) Never – Seldom – Sometimes – Often – Always
(b) Strongly disagree – Tend to disagree – Neither agree/disagree – Tend to agree – Strongly agree

The Likert scale used for each statement is indicated with an (a) or (b) in parentheses below.

1. I am clear what is expected of me at work (a)
2. I am clear about the goals and objectives for my department at work (a)
3. I know how to go about getting my job done at work (a)
4. There is friction or anger between colleagues at work (a)
5. I am clear what my duties and responsibilities are at work (a)
6. I understand how my work fits into the overall aim of the organisation (a)
7. I am subject to personal harassment in the form of unkind words or behaviour at work (a)
8. I am subject to bullying at work (a)
9. I have unrealistic time pressures at work (a)
10. I have a choice in deciding how I do my work (a)
11. Staff are consulted about change at work (b)
12. Relationships at work are strained (b)
13. I have sufficient opportunities to question managers about change at work (b)
14. When changes are made at work, I am clear how they will work out in practice (b)
15. My line manager encourages me at work (b)
16. I can decide when to take a break at work (a)
17. I am pressured to work long hours (a)
18. I have unachievable deadlines at work (a)
19. I have to work very fast at work (a)
20. I am given supportive feedback on the work I do (a)
21. I have to work very intensively at work (a)
22. I have a say in my own work speed (a)
23. I have a choice in deciding what I do at work (a)
24. I have to neglect some tasks because I have too much to do at work (a)
25. Different groups at work demand things from me that are hard to combine (a)
26. I am unable to take sufficient breaks at work (a)
27. If the work gets difficult, my colleagues will help me (a)
28. I can rely on my line manager to help me out with a work problem (a)
29. I have some say over the way I work (b)
30. I get the help and support I need from colleagues at work (b)
31. I receive the respect I deserve from my colleagues at work (b)
32. I can talk to my line manager about something that has upset or annoyed me about work (b)
33. I am supported through emotionally demanding work (b)
34. My working time can be flexible (b)
35. My colleagues at work are willing to listen to my work-related problems (b)

The following core questions are also asked:

1. In general, how do you find your job?
   (not at all stressful; mildly stressful; moderately stressful; very stressful; extremely stressful)
2. As far as you are aware, has (your employer) in your main job undertaken any initiative in the last 12 months to reduce stress at work?
   (yes; no; don't know)
3. In the last 12 months, has your line manager discussed with you the stresses in your job?
   (yes; no; don't know)