

Master Thesis

EXAMINING THE RELATIONSHIP
BETWEEN BURNOUT,
EMPLOYEE MOTIVATION
AND
JOB SATISFACTION
IN MODERN FIRMS



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Master Thesis:

**Examining the Relationship between Burnout, Employee Motivation
and Job Satisfaction in modern firms**

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To the people who are next to us,
and to those who inspire us.

ABSTRACT

Job burnout is a multidimensional concept that has been linked to a number of negative consequences among which decreased employee motivation and job satisfaction. Burnout frequently occurs in client-centered professions. While in Germany burnout is considered to be a problem of the health care system, in other countries it is considered as a work-related syndrome and is thus understood as a problem of the working world and therefore as a topic of occupational psychology (Berger, et al., 2012).

The aim of this study is to examine the relationship between burnout, employee motivation and job satisfaction in modern firms. In the first two chapters it will be presented a theoretical background of the main terms and in the chapters three and four it will be presented case studies and findings from Germany and German firms.

In more detail, in the third chapter it is presented a research from a health insurance company in Germany with data that they collected from all the health insurance companies of the country. In the next section the research project of the Federal Ministry of Labor and Social Affairs of Germany, seeks to establish a status-quo-analysis of the perceived organizational culture in Germany. The relationship between organizational culture and quality of work, and employee engagement and business success will be described. The discrepancies between different-sized organizations and the considerable differences between the industries were examined in this study as well. Inter alia, we will present five of the industry sectors examined in this study. In the last chapter, it will be presented the “Stress report in Germany”, which investigates the extent to which employees in Germany currently are exposed to psychological stress and psychological demands at work.

Keywords: burnout, job satisfaction, employee motivation, modern firms, Germany, health insurance company, organizational culture, quality of work, employee commitment, business success, psychological stress

ΠΕΡΙΛΗΨΗ

Το εργασιακό «κάψιμο» ή αλλιώς burnout όπως είναι γνωστός ο όρος, είναι μια πολυδιάστατη έννοια που έχει συνδεθεί με μια σειρά αρνητικών συνεπειών, μεταξύ των οποίων μειωμένο κίνητρο των εργαζομένων και μειωμένη εργασιακή ικανοποίηση. Το burnout εμφανίζεται συχνά σε πελατοκεντρικά επαγγέλματα. Ενώ στη Γερμανία το burnout θεωρείται πρόβλημα του συστήματος υγειονομικής περίθαλψης, σε άλλες χώρες θεωρείται ως σύνδρομο που σχετίζεται με την εργασία και ως εκ τούτου θεωρείται ως πρόβλημα του εργατικού κόσμου, επομένως ως θέμα της επαγγελματικής ψυχολογίας (Berger, et al., 2012).

Σκοπός αυτής της μελέτης είναι να εξετάσει τη σχέση μεταξύ του burnout, του κινήτρου των εργαζομένων και της ικανοποίησης από την εργασία στις σύγχρονες επιχειρήσεις. Στα δύο πρώτα κεφάλαια θα παρουσιαστεί ένα θεωρητικό υπόβαθρο των βασικών όρων και στα κεφάλαια 3 και 4 θα παρουσιαστούν μελέτες περιπτώσεων και ευρήματα από τη Γερμανία και τις γερμανικές επιχειρήσεις.

Πιο αναλυτικά, στο τρίτο κεφάλαιο παρουσιάζεται μια έρευνα από μια ασφαλιστική εταιρεία υγείας στη Γερμανία, με στοιχεία που συγκέντρωσαν από όλες τις εταιρείες ασφάλισης υγείας της χώρας. Στην επόμενη ενότητα το ερευνητικό πρόγραμμα του Ομοσπονδιακού Υπουργείου Εργασίας και Κοινωνικών Υποθέσεων της Γερμανίας επιδιώκει να κάνει μια status-quo-ανάλυση της αντίληψης της οργανωσιακής κουλτούρας στη Γερμανία. Θα περιγραφεί η σχέση ανάμεσα στην οργανωσιακή κουλτούρα και την ποιότητα της εργασίας, την δέσμευση των εργαζομένων και την επιχειρηματική επιτυχία. Οι διαφορές μεταξύ των οργανισμών διαφορετικού μεγέθους και οι σημαντικές διαφορές μεταξύ των βιομηχανιών εξετάστηκαν επίσης στην παρούσα μελέτη. Εμείς ενδεικτικά θα παρουσιάσουμε δύο από τους τομείς της βιομηχανίας που εξετάστηκαν σε αυτή τη μελέτη. Στο τελευταίο κεφάλαιο θα παρουσιαστεί μια έκθεση που αφορά το άγχος στη Γερμανία, η οποία διερευνά το βαθμό στον οποίο οι εργαζόμενοι στη Γερμανία εκτίθενται σήμερα σε ψυχολογικό στρες και ψυχολογικές απαιτήσεις στην εργασία.

Λέξεις-κλειδιά: εργασιακό «κάψιμο», burnout, κίνητρο εργαζομένων, εργασιακή ικανοποίηση, σύγχρονες επιχειρήσεις, Γερμανία, εταιρείες ασφάλισης υγείας, οργανωσιακή κουλτούρα, ποιότητα εργασίας, δέσμευση εργαζομένων, επιχειρηματική επιτυχία, ψυχολογικό στρες

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CHAPTER 1: THEORETICAL BACKGROUND - JOB BURNOUT

Burnout was first introduced into the literature by Freudenberger in the 1970s in the United States (Freudenberger, 1974) and initially there was no standard definition, although there were a wide variety of opinions about what it was and what could be done about it. Burisch (2010) has proposed the term "fuzzy set" to identify these weaknesses of finding a term, which is equivalent to the task of describing the boundaries of a large cloud. Freudenberger defined burnout as a state of fatigue or frustration that resulted from professional relationships that failed to produce the expected rewards (Freudenberger, 1974; Freudenberger & Richelson, 1980). Maslach and Jackson later defined burnout syndrome as a chronic, negative psychological experience that consists of three dimensions (components); emotional exhaustion, depersonalization (cynicism) and low personal accomplishment, occurring among individuals who work with people. In Maslach's view, burnout undermines the care and professional attention given to clients of human service professionals such as teachers, police officers, lawyers, nurses, and others (Maslach, 1982).

A first step towards a uniform definition was made in 2007 by founding the Swiss Expert Network on Burnout (SEB). The founder of the association is a group of experts who formulated a general definition of burnout for Switzerland and it has been formulated as followed: "Burnout is a work-related stress reaction leading to a persistent, negative state of mind in "normal" individuals that is primarily characterized by exhaustion, which is accompanied by distress, a sense of reduced effectiveness, decreased motivation, and the development of dysfunctional attitudes and behaviors at work, Burnout shows on the somatic level by dysregulation of neuroendocrine stress regulation mechanisms which may present with vegetative symptoms. This physiological condition develops gradually but may remain unnoticed for a long time by the individual involved. It results from a misfit between the person and the job concerning six strategic areas: workload, community, support, values, fairness and control. When an imbalance exists in one or more of these areas, the individual's resources no longer suffice to deal with the circumstances at work. Often burnout is self-perpetuating because of increasingly inadequate coping strategies that are associated with the syndrome."

1.1 Three Dimensions of Burnout

Despite the multiplicity of definition attempts, there was actually an underlying consensus about three core dimensions of the burnout experience, and subsequent research on this issue led to the development of a multidimensional theory of burnout (Maslach 1982, 1998). This theoretical framework continues to be the predominant one in the burnout field. Christina Maslach, a social psychologist, also examined people in stressful occupations since the 1970s and formulated the three core aspects of burnout, as Freudenberger had also formulated it:

1. Emotional exhaustion
2. Depersonalization
3. Reduced personal performance/ accomplishment

Emotional exhaustion refers to feelings of being emotionally overextended and drained by contact with other people. Emotional exhaustion is often seen as the central quality of burnout and the most obvious manifestation of this complex syndrome. The emotional exhaustion manifests itself in the relationship to one's own psychobiology as chronic and emotional fatigue or tiredness at the thought of work, insomnia, susceptibility to disease or diffuse physical symptoms. For example, symptoms of fatigue, depression or the onset of stress states are associated with the lack of energy (Maslach & Jackson, 1981). Of the three aspects of burnout, exhaustion is the most widely reported and the most thoroughly analyzed. The strong identification of exhaustion with burnout has led some to argue that the other two aspects of the syndrome are incidental or unnecessary (Shirom 1989).

Depersonalization (often manifest as cynicism), or the display of negative attitudes to customers, co-workers or managers, builds in employees when they perceive a lack of control over key aspects of their job, such as the demands of the job. It represents a dysfunctional style of coping with work-related stressors. Personal non-accomplishment appears to be a function, to some degree, of either exhaustion, cynicism, or a combination of the two (Byrne 1994, Lee & Ashforth 1996). It develops when employees feel their best efforts are not producing intended results or are not being recognized.

Personal performance refers to the relationship to oneself. The authors interpret this as the extent to which those affected can use their own performance effectively at work and can accordingly achieve their professional and personal goals. Those affected increasingly lose confidence in their own performance, develop a great uncertainty regarding their own qualifications and lose the feeling of success in their own work. So, reduced personal accomplishment reflects reduced feelings of efficiency and productivity at work. Regarding the sequence of the appearance of the components of the burnout syndrome, emotional exhaustion is considered as the first step, followed by depersonalization, which leads to a reduced sense of personal accomplishment.

1.2 Consequences of Job Burnout

Job burnout has been associated with a number of negative consequences such as physical, emotional, interpersonal, attitudinal and behavioral consequences. The causes of burnout are somewhat complex and are associated with two separate factors: the work environment related factors and the individual related factors (Cordes & Dougherty, 1993). Tennant (2001) has explained the individual consequences as depressive disorder arising from stress. The effect on organizational employee burnout includes decrease in employee's job performance and job satisfaction, diminished organizational commitment and increase in employee's absenteeism and turnover (Cordes & Dougherty, 1993; Leiter, 2005).

Baldauf, Cravens, Zeller defined job satisfaction as the outcome of an individual's cognitive evaluation process with regard to his or her needs and the possible rewards he or she may receive in return for the additional contribution. Job satisfaction generally depends on different aspects such as environment characteristics (working conditions, tasks, benefits, pay, job security), personal characteristics (interests, attitudes, valued skills, needs, values and others), and those behaviors which are the outcome of the relation of both person and environment with each other (tension, concord, competitive, co-operative, loose and rigid).

Fogarty, Singh, Rhoads, and Moore (2000) stressed the importance of job satisfaction as a consequence of burnout based on two arguments. Firstly, burnout is an outcome of an appraisal process by which an individual evaluates the demands vis-a-vis his/her resources. The outcome of this appraisal is expected to affect the psychological well-being of an employee, including job satisfaction. The second argument highlighted the

affective responses of both constructs, and consequently it can be hypothesized that burnout feelings should be related to job satisfaction. Furthermore, job satisfaction is an important construct and it has long been associated with higher organizational performance. Additionally, in the modern economy, customer satisfaction is conditioned by a high-quality service that can be delivered only by satisfied, loyal and productive employees. Harrison, Newman and Roth provided evidence that overall job attitude (job satisfaction and organizational commitment) is positively related to job performance and negatively related to turnover intentions. Moreover, Jaramillo, Mulki, Boles found that negative job attitudes are detrimental to the firm because they discourage extra-role behaviors (i.e. behaviors that go beyond the call of duty).

1.3 Defining the neighboring term “stress”

Numerous authors accentuate stress as a key phenomenon for burnout (e.g., Burisch, 2006, Freudenberger & North, 1992, Maslach & Leiter, 1997). So, what is the difference between burnout and stress and where are the boundaries between the two terms? Well, while burnout has always negative consequences and effects, stress does not always have to be negative. Stress can definitely have a positive effect, be motivating and / or activating. Stress can thus be divided into two forms (Kirchler, 2008):

- eustress: positive stress
- distress: negative stress

However, there is undoubtedly a close relationship between stress and burnout. Kleiber and Enzmann (1990) report that in many publications the terms stress and burnout were used synonymously.

The term "stress" comes from the Latin verb "stringere" and means translated "squeeze together" (Litzcke & Schuh, 2007). Originally, the term "stress" came from the technical field and was used exclusively by materials scientists who used the term for forces acting on solid bodies and strains that may deform it. In the field of human science, the term was first used by Selye (1946). Selye (1981) defines stress as "a non-specific reaction of the organism to every requirement". Greif, Bamberg and Semmer (1991) define stress as "theoretical constructs of external, but also intrapsychic stimuli of the factors that hypothetically trigger the stress reactions." According to Weinert

(2004), one of the prerequisites for the production of stress is that one is not aware of the outcome of a situation or that the result is important to the person. Also, stressors are those factors that may cause stress. These include any form of external loading conditions and requirements (Kaluza, 2007).

1.4 Stress and Burnout

Maslach was able to detect a possible connection between stress and the development of burnout syndrome in 1982. A particularly representative study is by McManus, Winder and Gordon (2002), who examined the relationships between the individual burnout dimensions and stress. The authors came to the conclusion that reduced performance and fatigue are classic stress reactions. In addition, depersonalization and cynicism influence the perception of stress and provide a defense mechanism against stress (McManus et al., 2002). Similarly, the commonalities of stress and burnout describe the authors Richter and Hacker (1998), according to which an essential continuum is the involvement of both constructs in exhaustion and fatigue. Burnout is therefore not just a result of work stress, but the relationship between the motives and values of the workers and their activities. Barth as well, describes burnout as the last step in a process after failed attempts to deal with negative stress conditions. According to him, burnout is not the result of stress itself, but of unresolved social stress (Barth, 1997). In any case, stress and burnout have one thing in common, that is the multitude of definition attempts.

CHAPTER 2: THEORETICAL BACKGROUND – JOB SATISFACTION AND EMPLOYEE MOTIVATION

2.1 Job Satisfaction

Job satisfaction refers to the overall positive feelings people have about an organization and is considered as most important attitude. The most widely accepted theory of job satisfaction was proposed by Locke (1976), who defined job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences” (Locke, 1975, p.1304). Some years later also Mowday, Porter and Steers defines job satisfaction as short-term positive state that reflects affective response to the job experience (Mowday, Porter & Steers, 1982).

Job satisfaction has emotional, cognitive, and behavioral components (Bernstein & Nash, 2008). The emotional component refers to job-related feelings such as boredom, anxiety, acknowledgement and excitement. The cognitive component of job satisfaction pertains to beliefs regarding one's job whether it is respectable, mentally demanding / challenging and rewarding. Finally, the behavioral component includes people's actions in relation to their work such as tardiness, working late, faking illness in order to avoid work (Bernstein & Nash, 2008).

Job satisfaction is a result of employees’ perception of how well their job provides those things that are viewed as important. It is generally recognized that job satisfaction is the most important one. Research findings indicate that high job satisfaction leads to an increase in motivation (Ololube, 2007), performance (Iaffaldano and Muchinsky, 1985; Podsakoff et al., 2000) and efficiency (Sagie et al, 2002) and to a decrease in stress (Kim et al, 2009), absenteeism (Gellatly 1995; Sagie, 1998) and employee turnover (Iverson and Deery, 1997).

There are three generally accepted dimensions to job satisfaction:

(i) Job satisfaction is an emotional response to a job situation.

It cannot be seen; it can only be inferred.

(ii) Job satisfaction is often determined by how well outcomes meet or exceed expectations.

For example, if organizational participants feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or coworkers. They will be dissatisfied conversely if they feel they are being treated very well and are being paid equitably, they are likely to have a positive attitude toward the job. They will be job satisfied.

(iii) Job satisfaction represents several related attitudes:

The following five job dimensions have been identified to represent the most important characteristics of a job about which employees have effective responses.

- a. The work itself - Interesting tasks, opportunities for learning, accept responsibility
- b. Pay - Financial remuneration
- c. Promotion opportunities - Chances for advancement
- d. Supervision - ability of the supervisor to provide technical assistance & behavioral support
- e. Coworkers - Technically proficient of follow workers and socially supportive

Job satisfaction is also referred to one's positive attitude on his or her assigned tasks (Daft, 2010 in Choi & Lee, 2011). A worker needs to be given encouragement towards achieving his personal goals while his efforts are being guided towards the attainment of organizational objectives (McGregor, 1960:60).

Job satisfaction is important for reducing turnover rate and increase motivation. Prior studies identified that there are different instrument for managing job satisfaction like pay, recognition and working environment (Mathauer et al., 2006). Job satisfaction is very important not only for employees but also for the success of the organization (Lim & Chiaburu, 2008) because if an employee is not satisfied with his job then he will not be loyal with the organization and dissatisfaction with a job and/or lack of loyalty to the organization, may search for other jobs (Reed et al., 1994).

It has also been proven that job satisfaction has a positive effect on organizational commitment (Payne and Morrison, 2002; Shaw et al., 2003; Karatepe and Uludag, 2006). In a study carried out by Karatepe et al. (2006) on front office personnel, it was found that such factors as gender, age, education and working hour were correlated with job satisfaction.

According to studies on the correlation between professional burnout and job satisfaction (Sobreques et al, 2003; Sarmiento et al, 2004; Davies et al, 2006), there was an inversely proportional and positive correlation between professional burnout and job satisfaction. In other words, the higher the employees' job satisfaction levels are, the lower their professional burnout levels are.

2.2 Variables of Job Satisfaction

People tend to evaluate their work experiences based on feelings of satisfaction or dissatisfaction regarding their job, as well as the organization in which they work (Jex, 2002). There are many probable influences that affect how favorably an individual appraises his or her job. Through years of extensive research, Industrial Organizational (I/O) psychologists have identified numerous variables that seem to contribute to either job satisfaction or organizational commitment (Glisson & Durick, 1988). To explain the development of job satisfaction, researchers have taken three common approaches: job characteristics, social information processing (organizational characteristics), and dispositional (worker characteristics), (Glisson & Durick, 1988; Jex, 2002).

2.2.1 Job Characteristics

Job Characteristics are essential to maintaining high satisfaction levels with employment. There have been many contributions to the ideals that go into defining job characteristics, the most popular being the work itself, supervision, opportunities for advancement, pay, and co-workers (Smith et al., 1969). Job characteristics approach research has revealed that the nature of an individual's job or the characteristics of the organization predominantly determines job satisfaction (Jex, 2002). According to Hackman & Oldham (1980), a job characteristic is an aspect of a job that generates ideal conditions for high levels of motivation, satisfaction, and performance.

Furthermore, Hackman & Oldham (1980) proposed five core job characteristics that all jobs should contain: skill variety, task identity, task significance, autonomy, and feedback. They also defined four personal and work outcomes: internal work motivation, growth satisfaction, general satisfaction, and work effectiveness which have been added to the more popular dimensions of job satisfaction assessment: the work itself, pay, promotional opportunities, supervision, and co-worker relations (Smith et al.,

1969). Weiss and Shaw conducted a study that required subjects to view a training video where assembly-line workers either made positive or negative comments regarding their jobs. The subjects who viewed the video were then given the opportunity to perform the job. The study found that the subjects who were shown the positive video enjoyed performing the job tasks more than the subjects who viewed the negative tape (Aamondt, 2009). Generally, “the research on social information processing theory supports the idea that social environment does have an effect on employees’ attitudes and behaviors” (Aamondt, 2009, p. 374). As an application of social information processing theory, Netzwerk, an IT company in Germany, implemented rules in their contracts. Employees who work at this company must sign a contract agreeing not to whine or complain and have even fired employees for excessive whining (Aamondt, 2009).

2.2.2 Social information processing (organizational characteristics)

Based mainly on Festinger’s (1954) Social Comparison Theory, Jex (2002) explains that during social information processing, employees look to co-workers to make sense of and develop attitudes about their work environment. In other words, if employees find their co-workers positive and satisfied then they will most likely be satisfied; however, if their co-workers are negative and dissatisfied then the employee will most likely become dissatisfied. New hires may become “tainted” during the socialization process if placed around employees who are dissatisfied (Jex, 2002). Although laboratory studies have found that social information has a prevailing impact on job satisfaction and characteristic perceptions, organizational tests have been less supportive (Jex & Spector, 1989).

2.2.3 Dispositional (worker characteristics)

Internal disposition is the crux of the latest method of explaining job satisfaction which hints some people being inclined to be satisfied or dissatisfied with their work irrespective of the nature of the job or the organizational environment (Jex, 2002). More simply put, some people are genetically positive in disposition (the glass half full), whereas others are innately negative in disposition (the glass half empty). For instance, a study of twins who were reared apart (same genetic characteristics but different experiences) found that 30 percent of inconsistency in satisfaction was accredited to genetic factors (Arvey et al., 1989). Although individuals change jobs and employers,

individual disposition has been shown to be consistent by the use of survey results on job satisfaction (Staw & Ross, 1985). Additionally, Staw et al. (1986) found that adolescent evaluations of affective disposition were correlated with adult job satisfaction as many as forty years later. Several years of research have been conducted on the dispositional source of job satisfaction, and have presented strong evidence that job satisfaction, to some extent, is based on disposition (Judge & Larsen, 2001). Dispositional affect is the predisposition to experience related emotional moods over time (Judge & Kammeyer-Mueller, 2008). Accordingly, this approach assumes that an employee's attitude about his or her job originates from an internal (mental) state. Positive affect is a predisposition favorable to positive emotional experience, whereas negative affect is a predisposition to experience a wide array of negative emotions (Watson, Clark, & Carey, 1988). Positive affective people feel enthusiastic, active, alert and optimistic while negative affective people feel anger, contempt, disgust, guilt, fear and nervousness (Watson, Clark, & Tellegen, 1988).

Social Cognitive aspects have been found to contribute significantly to job satisfaction; however, researchers have not conducted simultaneous comparison of these approaches (Baker, 2004). Job characteristics have been shown to impact job satisfaction (Baker, 2004). Recent studies on social informational processing have found that leadership actions influence job satisfaction (Baker, 2004). Various research findings have indicated that a relationship between disposition and job satisfaction does in fact exist. Weiss and Cropanzano (1996) advocated that emotionally significant procedures at work may be influenced by disposition, which in turn influences job satisfaction. Job characteristics have been favored in research (Thomas et al., 2004); however, less research has been conducted on the dispositional approach, since it is fairly new (Coutts & Gruman, 2005).

2.3 Employee Motivation

Motivation is a term subjected to multidimensional definitions. It refers to conditions that determine why people do or refrain from doing things. In this way, the concept of motive becomes central, referring to the driving force within a person. Taken together, the process of motivation involves choosing alternative form of action in order to achieve some desired ends or goals. Motivation is the driving force to pursue and satisfy ones needs. Motivation is a term employed generally for phenomena involved in the

operation of incentives, drive and motive. It is the process of stimulating people to action, to achieve desired goals. Interestingly, Denga (1988:83) listed a string of verbs that explains motivation, "wings forces which ignite, propel, poke, spur, or energize direct and sustain behavior towards goal attainment. This pool of verbs helps to illuminate the definition. A lack of motivation is manifested in a worker's lack of interest in performing because he/she has no goal to attain. Truancy, idleness, absenteeism, frequent application for excuse duty and deliberate laziness are signs that indicate a lack of motivation.

Herzberg (1987:262) stresses the relevance of content or need theory. For him, it is based on the fact the content of motivation consists of needs. An unsatisfied need creates tension and a state of disequilibrium. To restore the balance, a good that will satisfy the need is identified and a behavior pathway that will lead to the achievement of the goal is selected. All behavior is therefore motivated by unsatisfied needs.

According to Lazear (2002:1347), a central tenet of economics is that individuals respond to incentives. For psychologists and sociologists, in contrast, rewards and punishments are often counterproductive, because they undermine "intrinsic motivation". We reconcile these two views, showing how performance incentives offered by an informed principal (manager) can adversely impact an agents (worker) perception on the task, or of his own abilities. Incentives are then only weak reinforcers in the short run and negative reinforcers in the long run. We also study the effects of empowerment, help and excuses on motivation, as well as situations of ego bashing reflecting a battle for dominance within a relationship.

CHAPTER 3: RESEARCHES AND FINDINGS

3.1 Increase in mental illness in Germany?

BKK (Betriebskrankenkasse) is a health insurance company, which belongs to the statutory health insurance in Germany. The BKK Dachverband e. V. founded on January 2013 in Berlin because of a political interest. Association members are currently 76 health insurance companies and 4 regional associations. The association, which acts at a federal level, primarily represents its members vis-à-vis the health policy makers, towards the professional circles in the social security systems and the media.

According to data that collects from all these health insurance companies, BKK published in 2015 a fact sheet with the name Health Atlas. Let's take a look at the findings.

More than 30% of BKK insured persons were diagnosed with mental illnesses in 2013. 15% of all sick days are due to mental illness. Furthermore, mental illnesses are averaging 40 days per case. Over the past 10 years there has been a significant increase in sick days due to mental disorders.

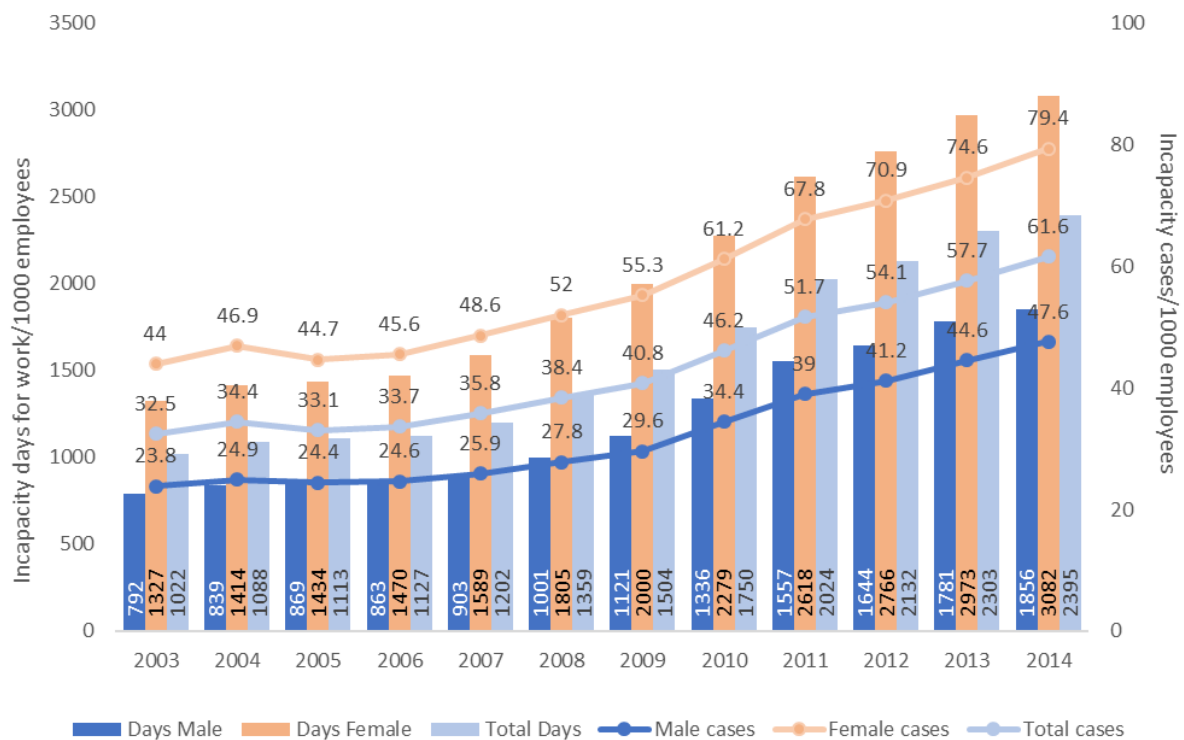


Figure 1: Incapacity for work ratios over time 2003-2014 by gender

3.1.1 Depression and burnout: who are those who are affected?

9.5% of health insured people were diagnosed with a depressive episode and 2.6% with a recurrent depressive disorder.

A burnout syndrome was found in 1.2% of the insured persons. Women have consistently higher prevalence than men and are also more likely to show it, but not sick longer.

The depression diagnoses were most frequently made in the 55-59-year-old people (see following figure).

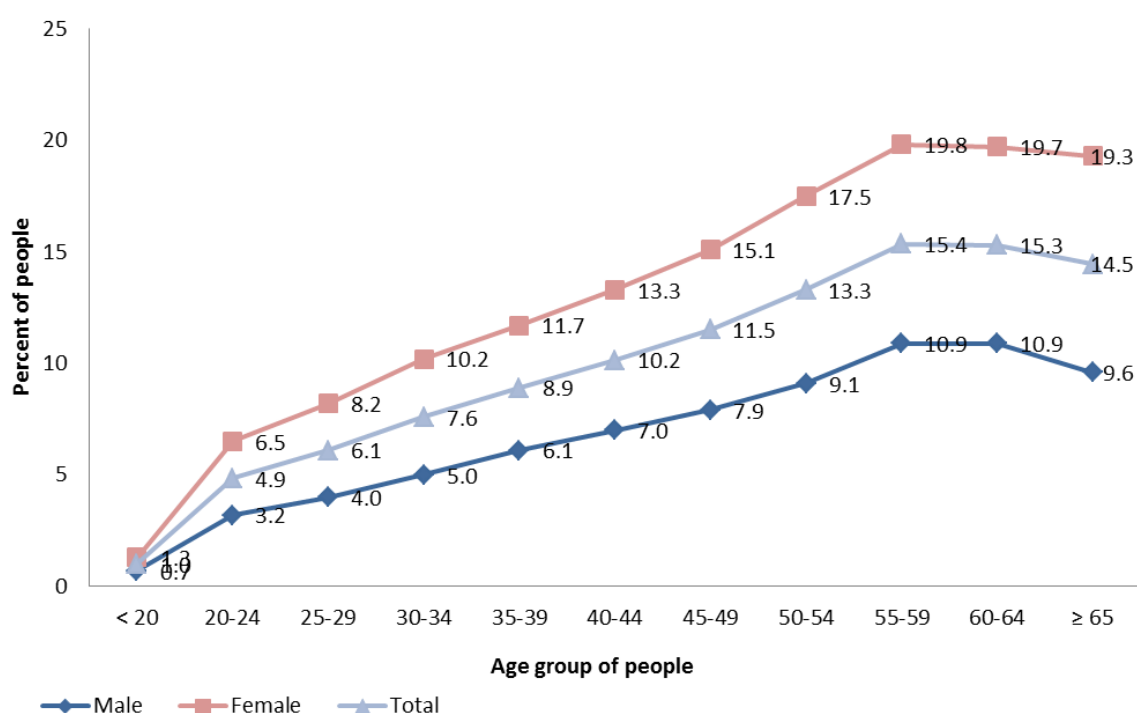


Figure 2: Percentage of health insured persons with a depressive episode by age group and gender.

On the other hand, in the case of burnout syndrome, the diagnostic frequencies between 30 and 59 years are approximately the same. The age groups just before the retirement age are the most frequently and longest for all the diagnoses considered.

The depression diagnoses are most frequently made with the insured group of pensioners. Likewise, high proportions can be found among the unemployed. Burn-out is most often diagnosed among employees (compulsory and voluntary members), (see following figure).

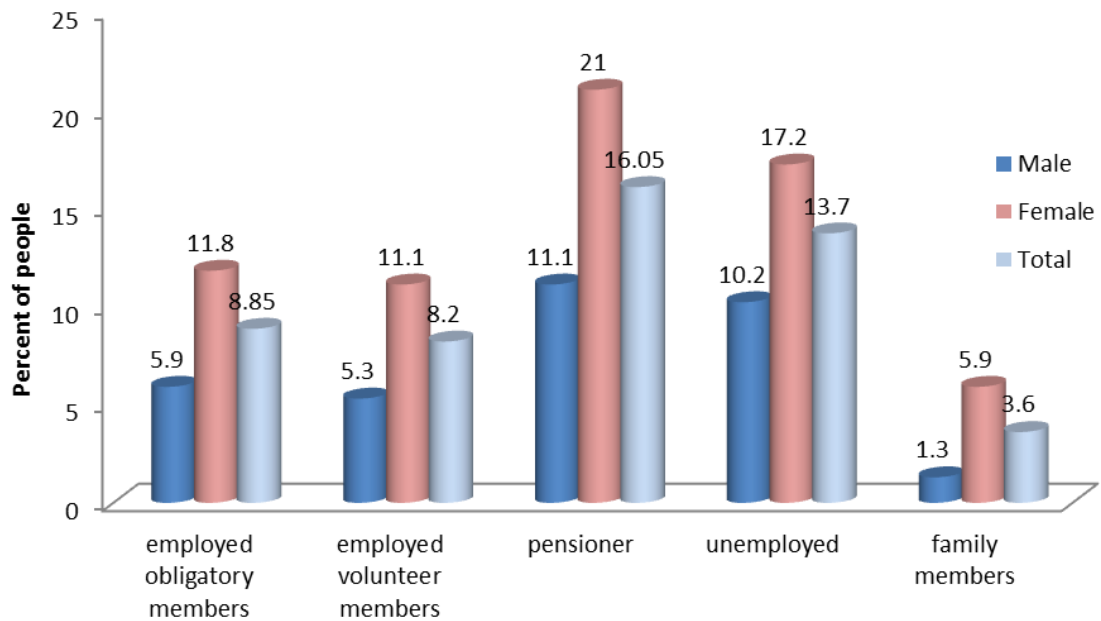


Figure 3: Percentage of insured groups with depressive episodes

In the service sector, the diagnoses of depression and burnout and the associated inability to work are much more common than in the manufacturing sector.

3.1.2 The region makes the difference

Depression and burnout are more prevalent in the urban area; especially large cities such as Hamburg and Berlin have high rates of diagnosis. Depression is rarely diagnosed in the eastern German states, but large accumulations of diagnoses can be observed in the south, and especially in Bavaria. Also, fewer antidepressants are prescribed in the East than in the West (especially in East Bavaria, Saarland, Rhineland-Palatinate and North Rhine-Westphalia). The differences in quantity are large, so in Straubing (Bavaria) in comparison to Meissen (Saxony) more than 2.5 times as often antidepressants are prescribed.

In terms of the number of sick leave days, absenteeism due to depression and burn-out are particularly high in comparison to other federal states, especially in Hamburg as well as Schleswig-Holstein and North Rhine-Westphalia. At country level, Bavaria is the state of big opposites. There were found with both least and most days off work.

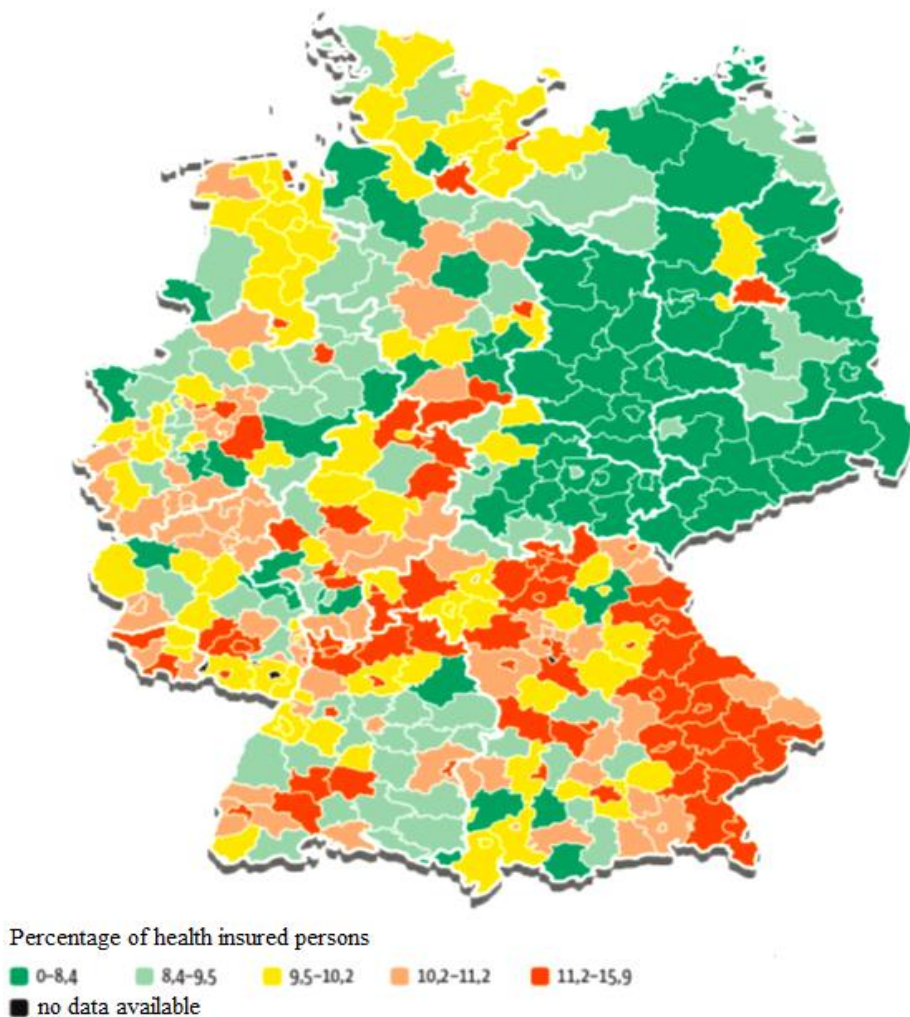


Figure 4: Percentage of insured persons with depressive episodes by region. Source: BKK Dachverband e. V

3.1.3 Conclusion

- In recent years there has been a tremendous increase in days of sick leave due to mental disorders, the proportion of sufferers and the prescriptions of antidepressants – according to the insurance data of the health insurance companies. By contrast, in empirical studies, there has been no relevant increase for the incidence of mental disorders in recent years.
- The analysis of health insurance data for depression and burnout reveals significant differences between the regions of Germany.
- This high regional fluctuation range cannot be explained by actual disease frequencies. Rather, a correlation with regional indicators such as: medical doctor density (neurologist, family doctor, psychiatrist / psychotherapist) is detectable.

3.2 Report: Organizational Culture, Quality of Work and Employee Commitment in Companies in Germany

In the next pages it will be presented a research project of the Federal Ministry of Labor and Social Affairs of Germany, examining the relationship between organizational culture, quality of work, employee engagement and business success in companies in Germany.

It is carried out in a total of 314 companies in Germany, based on a random sample where employees and management representative took part. Only companies with at least 20 employees were surveyed. The total number of surveyed was 37.151. The participation rate in the employee surveys averaged 58%. 122 small (20-99 employees), 132 medium (100-499 employees) and 60 large (500 and more employees) companies were participated voluntary in the research project (See Table 1).

The sample includes companies from the twelve largest corporate and employee-owned areas in Germany: Food industry, chemical industry, metal industry, engineering, automotive industry, construction, commerce, logistics and transport, financial services industry, business services, public administration, health and social services.

The employee survey uses a standardized questionnaire to record employees' experience of key aspects of corporate culture and employee engagement. The management survey includes general information on company and personnel structure questions. From these questions it was possible to understand what kind of personnel management tools was used and business success.

Table 1: "Company size categories"

Company size	Number of Companies	Number of Employees
Small (20-99 employees)	122 (38,8%)	3.867 (10,4%)
Medium (100-499 employees)	131 (41,8%)	15.385 (41,4%)
Large (500+ employees)	61 (19,4%)	17.899 (48,2%)

3.2.1 Job Satisfaction and Employee Commitment/ Engagement

Job satisfaction, i.e. the general attitude of employees to their work, is positively assessed by the majority of the employees in the companies in Germany. In this study, job satisfaction was measured by the question "How satisfied are you with your work in general?" on a 7-point scale (1 = completely dissatisfied to 7 = completely satisfied). About four out of five respondents (77%) report being overall satisfied with their work. 6% report being completely satisfied and 31% very satisfied. (See figures 5 & 6).

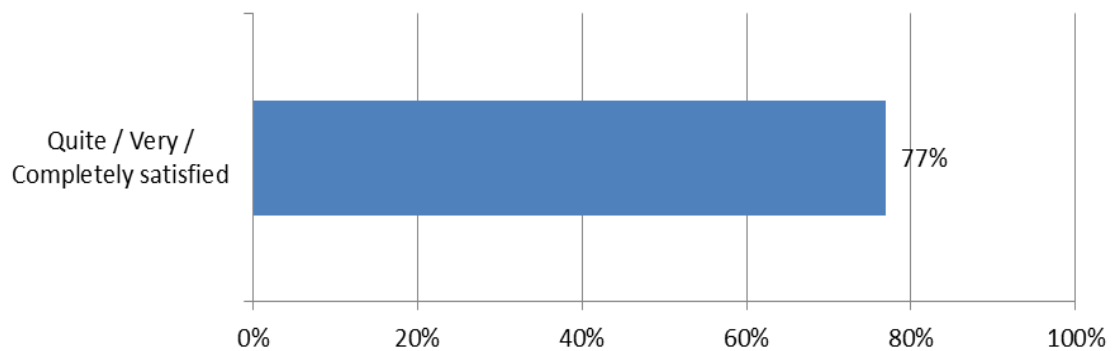


Figure 5: "Job Satisfaction", N=37,151.

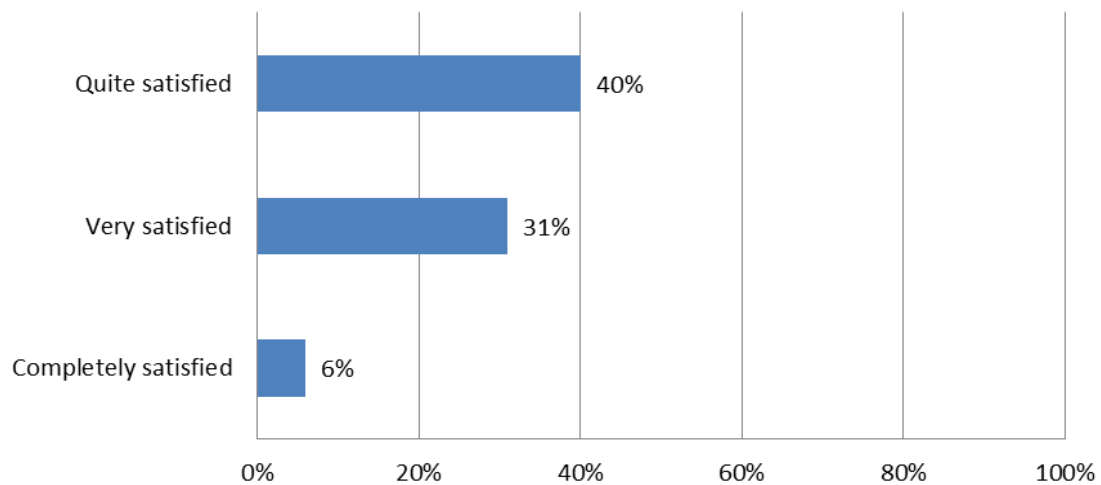


Figure 6: "Job Satisfaction", N=37,151.

A similar picture can be seen in the commitment/ engagement of the employees: More than three quarters of the respondents want to work at least for the next 5 years at the present employer (77%). A clear identification with their company, respectively proud of their company, as well as high commitment shows just under two-thirds (63%), (figure 7). Passive attachment characteristics are thus more pronounced than the active features of employee engagement. Overall, around 40 percent of respondents are

considered to be fully engaged, as they value all three aspects of engagement (attachment, pride and commitment) with high approval.

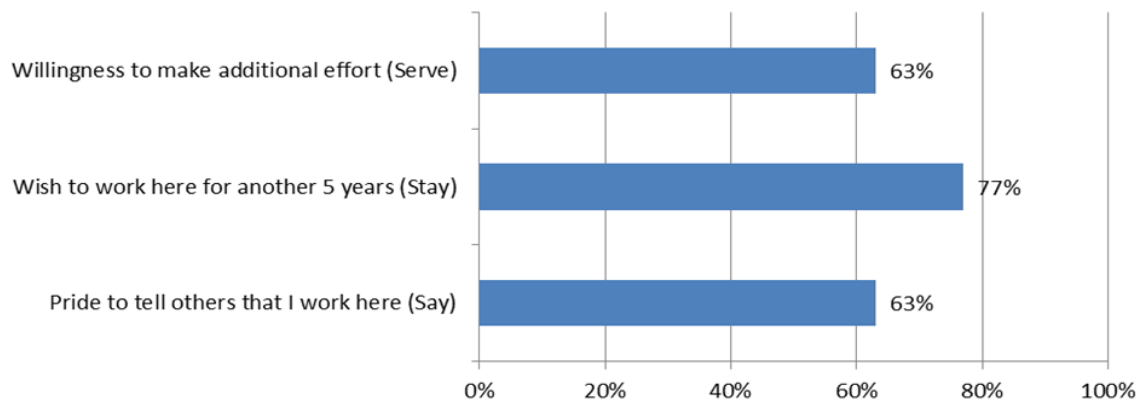


Figure 7: “Employee Commitment”, N=37,151.

3.2.2 Organizational Culture

In terms of cultural orientation, companies in Germany are strongly characterized by customer orientation (77%) and performance orientation (70%). These respondents see the related principles and practices in their company clearly positive pronounced. Only about 60% of the employees experience a generally concise and homogeneous corporate culture in which, for example, clear principles determine the work. The various dimensions of the quality of work, from leadership skills to development orientation, team orientation, fairness and communication culture, are rated positively by just half of the employees. The ability to innovate and change, which is becoming more and more important in the face of ever-increasing competition, is seen by only every second employee in his company as sufficiently available. (See following figure).

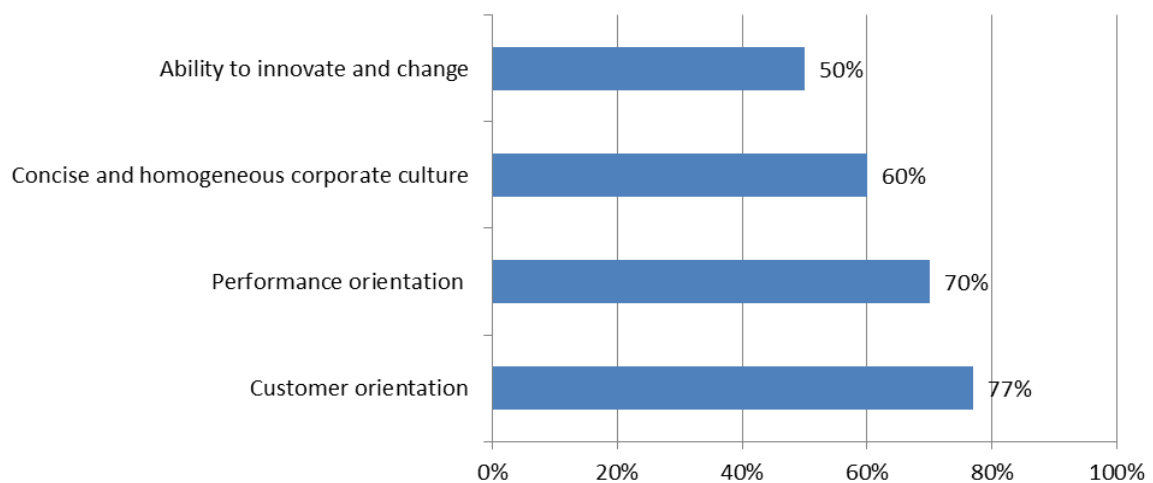


Figure 8: “Organizational Culture Dimensions”, N=37,151.

3.3 Results by industry

According to the differentiation on company size categories, this chapter explores the question of whether sectoral differences can be identified in terms of commitment, job satisfaction and business culture.

3.3.1 Case Study: Chemical industry

In the chemical industries, 3,242 employees from 31 companies were surveyed. Of these, 2,223 were male, 895 were female and 124 gave no information about their gender. From the participated chemical industries, 12 were small, 13 medium size companies and 6 large companies.

Job satisfaction and employee engagement in Chemical Industries

The overall job satisfaction is average at 76%. (See figure 9).

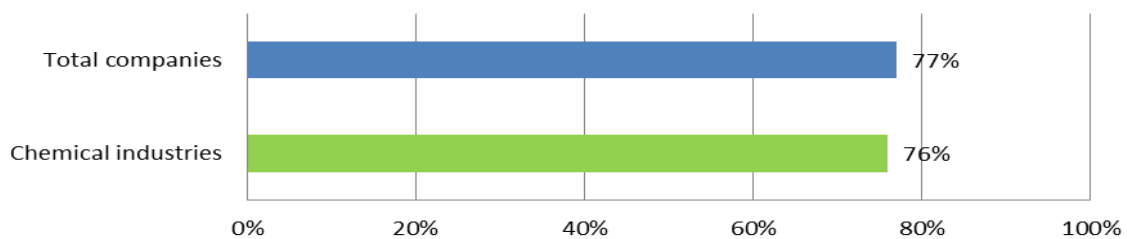


Figure 9: Chemical industries. "How satisfied are you with your work in general?", With work quite/very/completely satisfied, N= 3,242.

The pride about the company is on average in this industry sector and the desire to work here even longer is barely above average (figure 10). The willingness to make additional efforts is below 63%, but very close to the average.

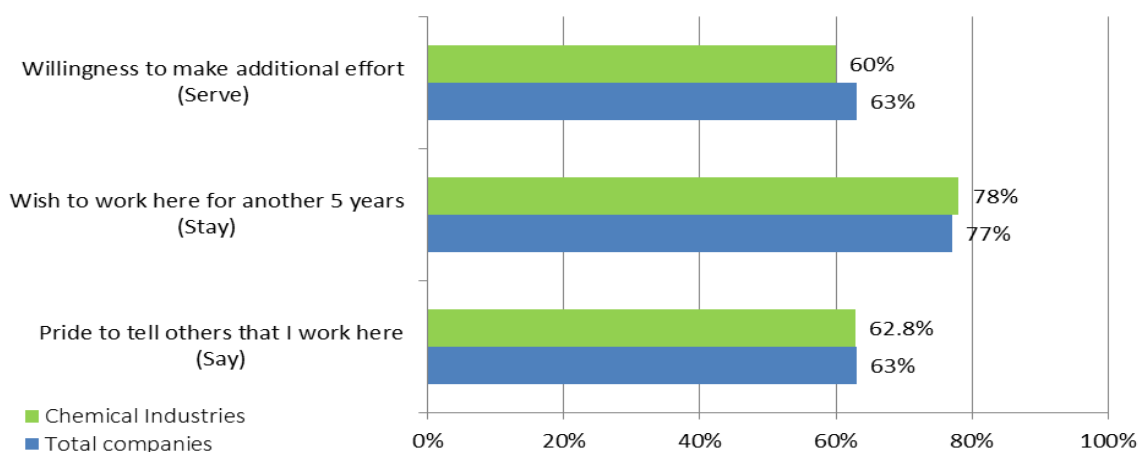


Figure 10: "Commitment in the chemical industries", N=3,242.

The change in the workplace situation in the chemical industry is also very close to the average across all sectors (figure 11). Only in terms of perceived job security is a slight deviation observed. 26% of interviewees stated that the trait had increased in the last three years and another 16% declared that had decreased. Another remarkable point is that 59% of respondents stated that the stress which is generated due to work has increased significantly.

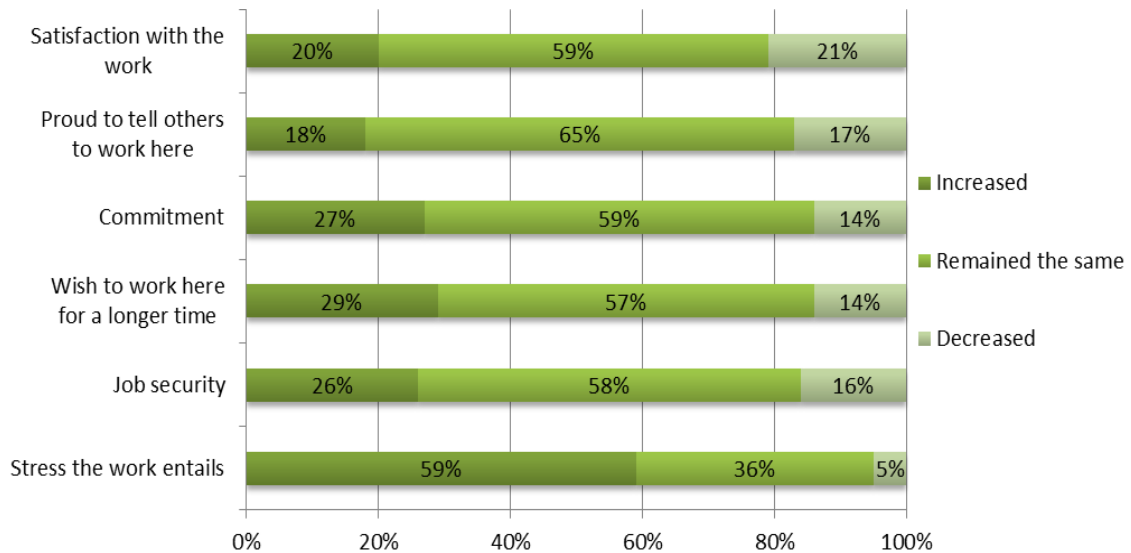


Figure 11: Development of the workplace situation in the chemical industries in the last 3 years. ("In your opinion, did the following things increased significantly, decreased significantly, or did they remain more or less the same?"), N = 3,242.

Organizational Culture in Chemical Industries

In a sector comparison, the chemical industry shows an average performance. None of the sectors deviates more than 4% from the industry average, so the differences are very small. Customer orientation and performance orientation are highest above average with 4 percentage points (see figure 12).

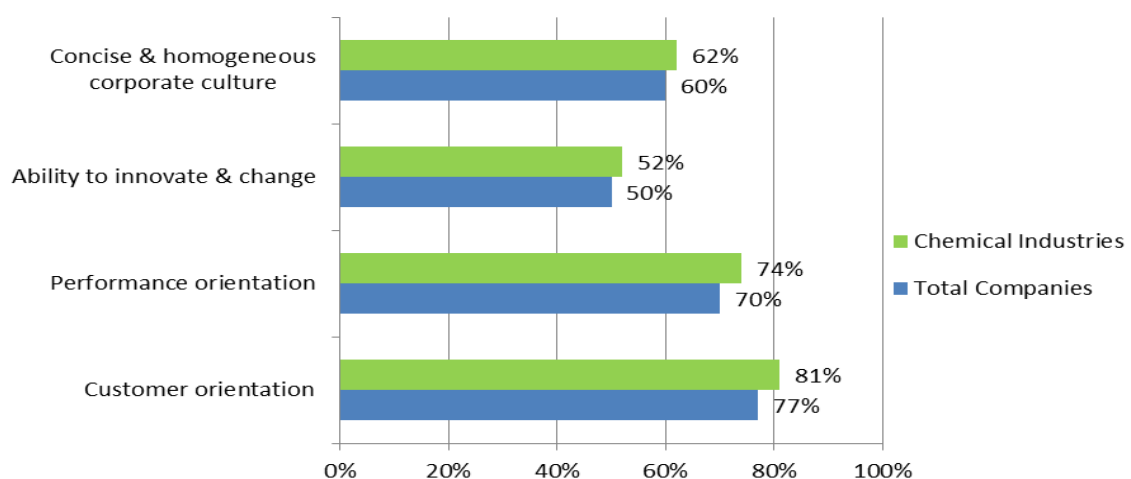


Figure 12: The chemical industry in comparison with the total number of participants.

Competitive factors and intervention measures

In the chemical industry, as in most other industries, employee engagement is the clearest competitive advantage. Also, on the open question, which of the evaluated factors is most important for the competitiveness, with $N = 5$ the employee engagement was mentioned most frequently. The classified as least important competitive factors are the company's reputation in society and its market share, as well as its partnership with suppliers (see figure 13). Exceptionally high compared to the other sectors, the importance of the time required for the performance and the rate of innovation in products and / or services as well as the qualifications of the employees are assessed here.

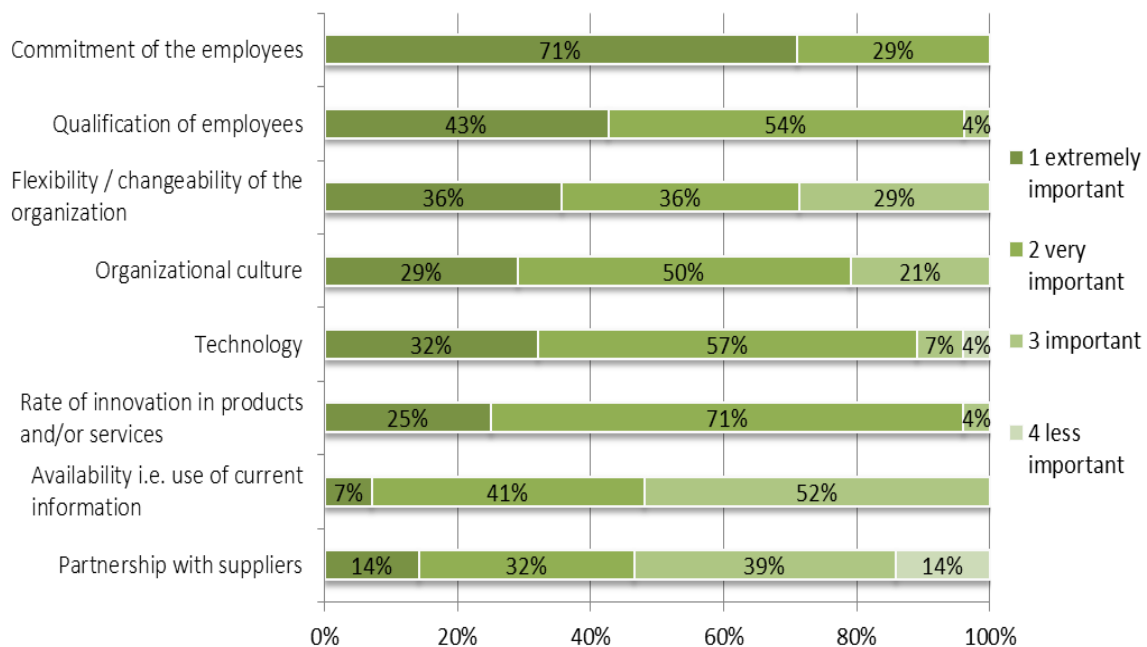


Figure 13: Importance of competitive factors in the chemical industry. (Percentage of executives who assessed the following competitive factors as "extremely important", "very important", "important" and "less important", $N=28$).

3.3.2 Case Study: Automotive Industry

In the automotive industry 2,678 employees from 19 companies were surveyed. Of these, 2,112 were male, 461 were female, and 105 gave no information about their gender. From the companies that participated in the survey, there were 5 small, 11 medium and 3 large companies.

Job satisfaction and employee engagement in Automotive Industries

The overall job satisfaction in the automotive industry is slightly above the average. (See next figure).

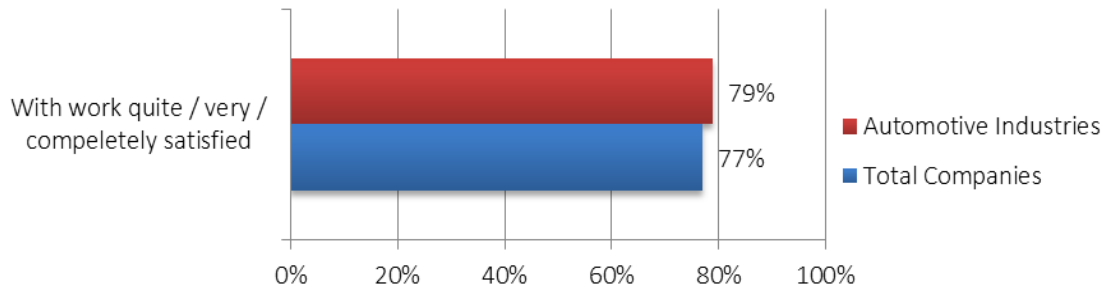


Figure 14: "Job satisfaction in the automotive industry". Question: "How satisfied are you generally with your work?" (Quite satisfied + very satisfied + completely satisfied), N = 2,678.

The most obvious difference here is the pride in the company, where it is 7 percentage points higher from the overall average (figure 15). The desire to be employed longer in the company and the willingness to additional employment are ranging in average levels.

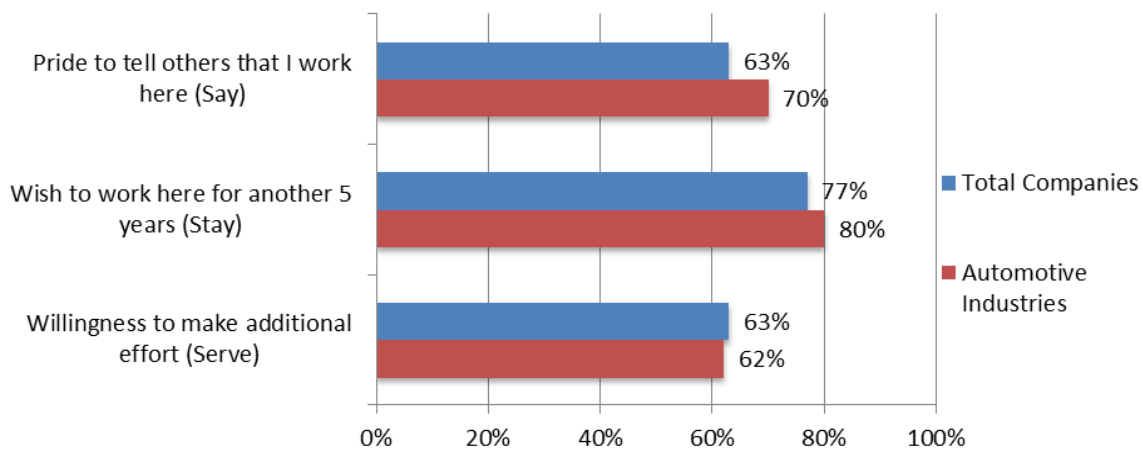


Figure 15: Engagement in the automotive industry, N = 2,678.

The change in the workplace situation differs slightly from the industry average in the automotive industry (figure 16). For all traits, an above-average number of respondents said they had increased, whereas about the same proportion said that the situation had remained the same or the trait had decreased. Compared to other sectors, stress was ranked by a relatively large number of people as a feature that increased by 6 percentage points. However, here again, the majority of respondents think that the situation has not changed fundamentally.

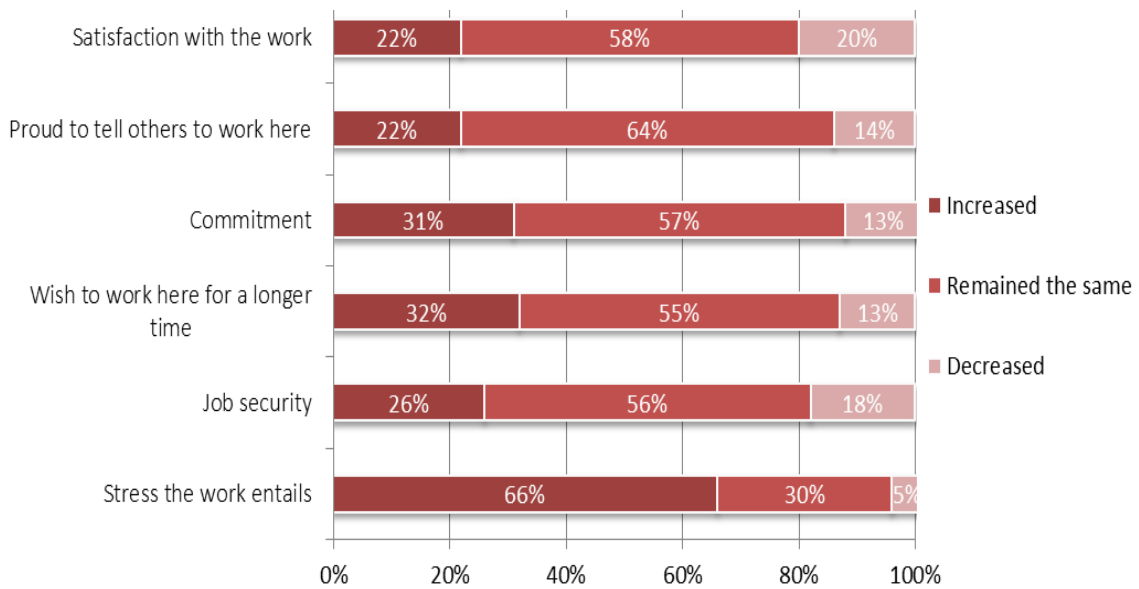


Figure 16: Development of the workplace situation in the automotive industries in the last 3 years. ("In your opinion, did the following things increased significantly, decreased significantly, or did they remain more or less the same?"), N = 2,678.

Organizational Culture in Automotive Industries

In the automotive industry, the dimensions of customer orientation and performance orientation are the most pronounced from the employee's point of view, which is also confirmed in comparison to other sectors. These dimensions show slight deviations from the average values with a difference of 7 percentage points. The strength of the corporate culture is also slightly above the average at 6 percentage points, which is due to the high average values of large companies.

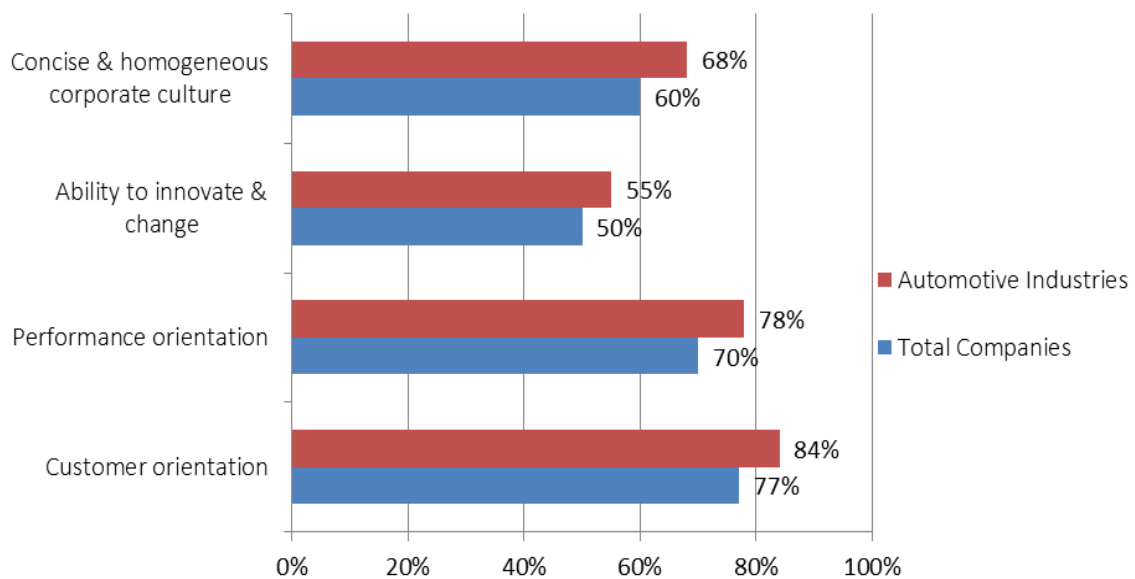


Figure 17: Automotive industry in comparison with the total number of participants.

Competitive factors and intervention measures

The competitive factor with the greatest importance in the automotive industry is clearly the commitment with 72% of surveyed to characterize it as extremely important and another 22% as very important; and the factor with the second largest importance is the technology with a total of 78% to characterize it as extremely or very important (figure 18). Also, the qualification of the employees and the innovation rate are attributed great importance in this industry sector.

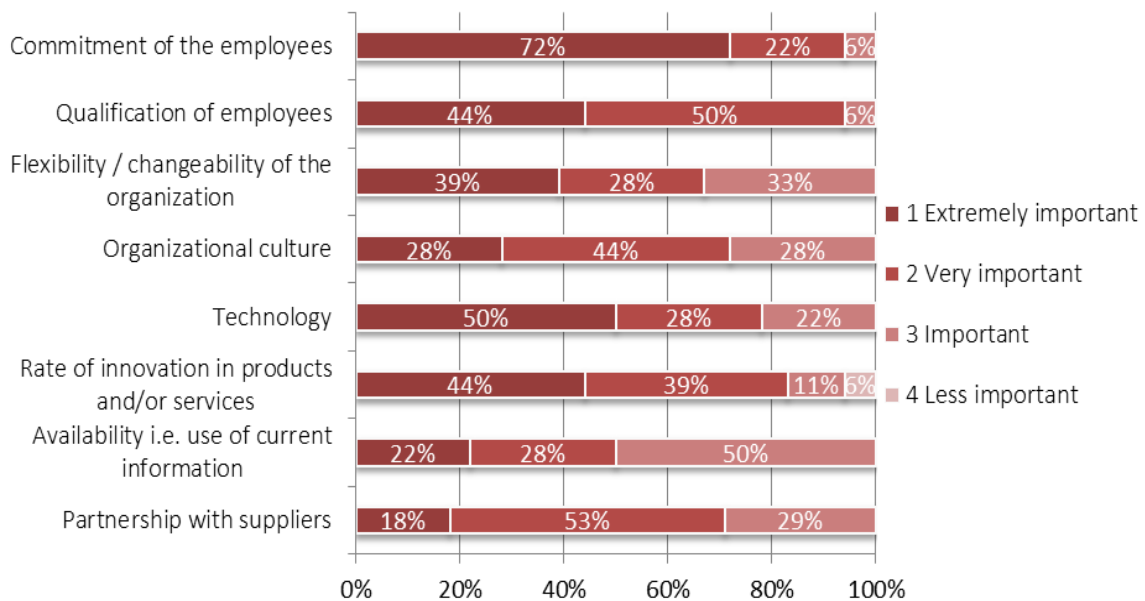


Figure 18: Importance of competitive factors in the automotive industry (Percentage of Executives who assessed the following competitive factors as "extremely important," "very important," "important," and "less important").

3.3.3 Case Study: Healthcare and Social Services

In healthcare and social services, 4,359 employees from 34 companies were surveyed. Of these, 1,047 were male, 3,229 were female, and 83 did not provide information on their gender. From the companies that participated, 11 were small, 14 medium and 9 large companies. In the healthcare and social services sector, there are 14 social providers (mostly Christian providers of social services with several facilities such as kindergartens, drug and youth services, nursing homes, outpatient services, counseling and training facilities), 5 clinics, 5 institutions for handicapped people, 4 homes for the elderly/ retirement homes, 2 children's homes/ day-care centers, 2 care institutions i.e. providers of outpatient care, and 2 vocational training institutions, work and education assistance.

Job satisfaction and employee engagement in Healthcare and social services

The overall job satisfaction is average (80%). (See figure 19).

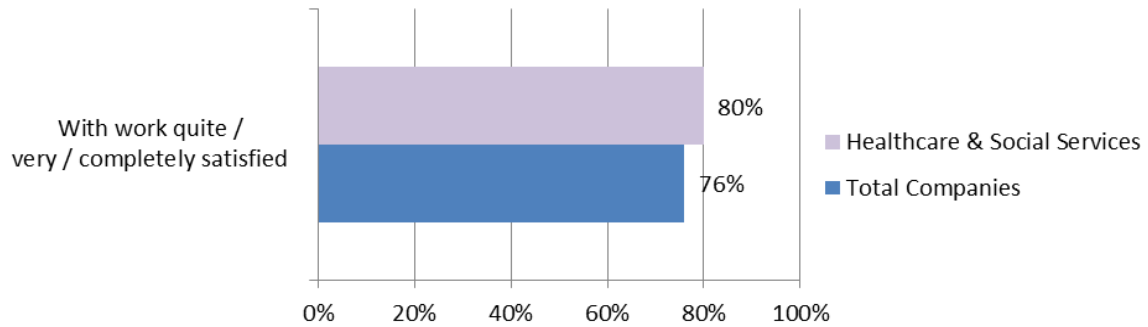


Figure 19: Job satisfaction in healthcare and social services. Question: "How satisfied are you generally with your work?" (Quite satisfied, very satisfied, totally satisfied), N = 4,359.

The desire to stay in business is average (Figure 20). Although the pride and the willingness to additional commitment are just above the overall average, but come very close to this.

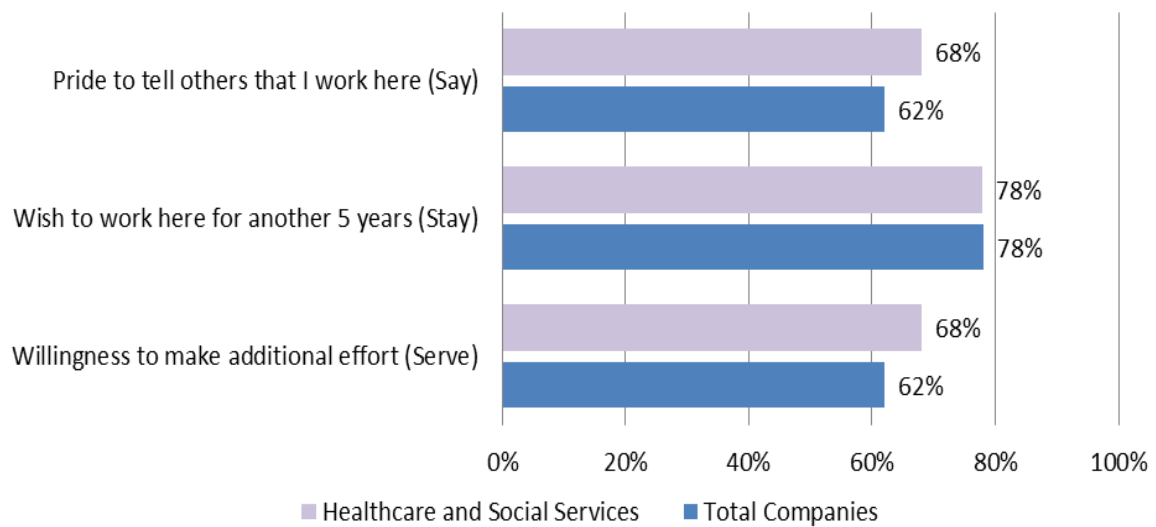


Figure 20: Engagement in healthcare and social services (mostly true and almost entirely), N = 4,359.

The evaluation of the development of the job situation in the health and social care sector is also in the industry average. The stress factor is rated as above average, but all the other characteristics are perceived as average.

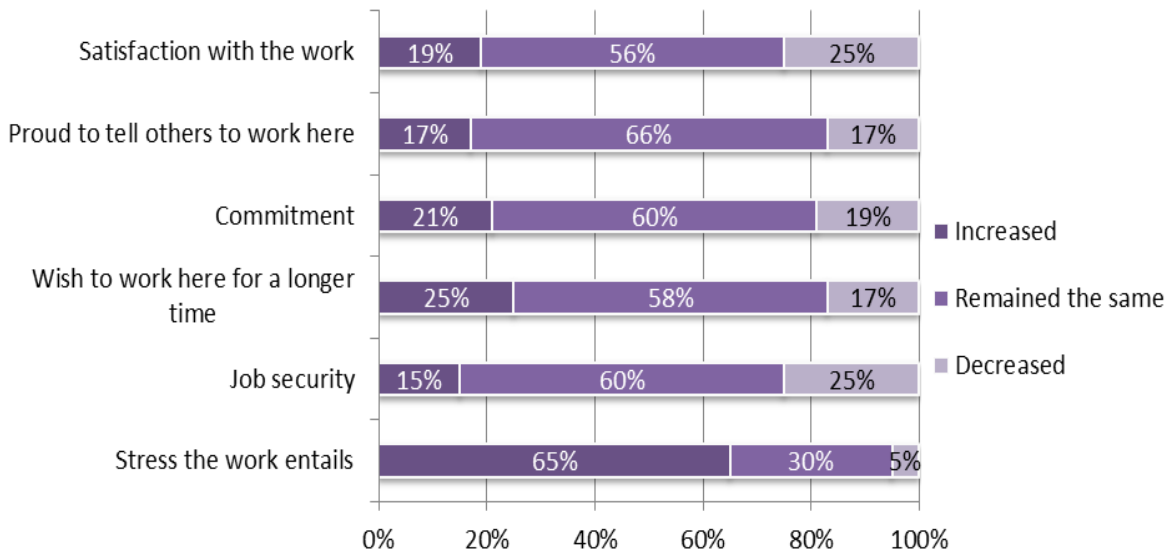


Figure 21: Development of the employment situation in the health and social care sector in the last 3 years (in your opinion, have the following things increased significantly, decreased significantly or did they remain more or less the same?), N = 4,359.

Organizational Culture in Healthcare and Social Services

Compared to the overall average, the health and social care services performed well in all dimensions (Figure 22). All dimensions except customer and performance orientation show slight upward bias, which means that the industry average differences exceed 5%. The assessment of leadership competence and participation is the highest with a difference of 9% above the total value. The positive assessment of the dimensions accumulates in an overall strong corporate culture from the point of view of the employees.

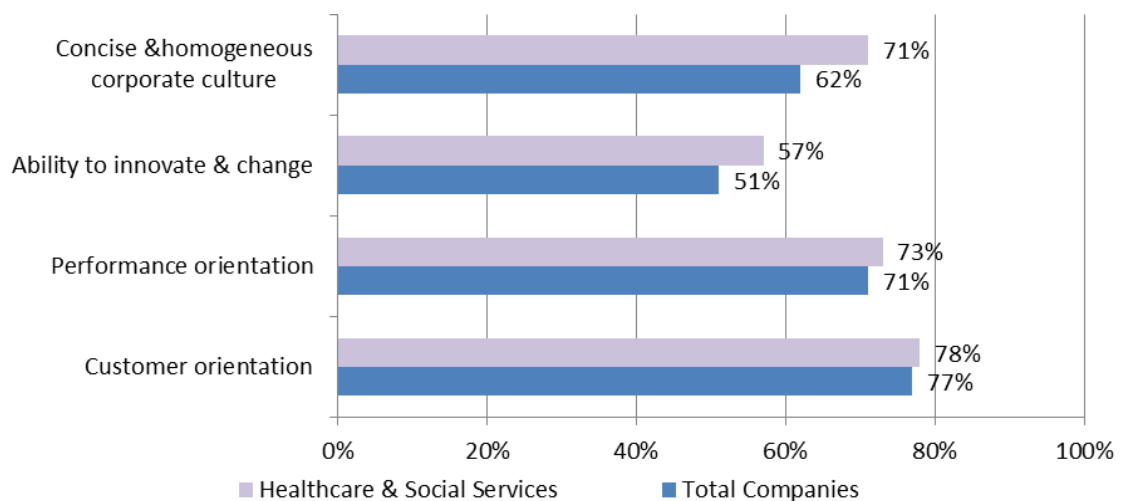


Figure 22: Health and social services in comparison to the total number of participants (4 = predominantly, 5 = almost entirely).

Competitive factors and intervention measures

In the healthcare industry, employee engagement and corporate culture are seen as the key competitive factors (Figure 23). The least importance for competition is attributed to access to raw materials in the industry. Technology and partnership with suppliers are also considered less important. In an open question about the importance of the various competitive factors, the quality of the offer with 13 mentions was most frequently stated.

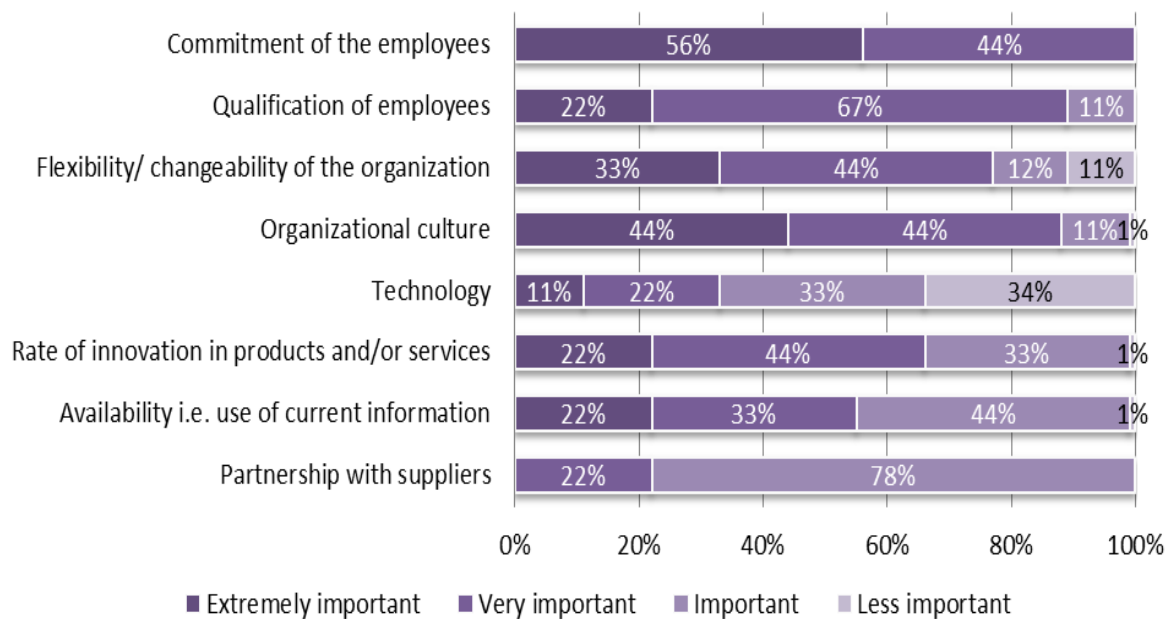


Figure 23: Importance of competitive factors in health and social care (percentage of executives who have rated the following competitive factors as "extremely important," "very important," "important," and "less important", N=33).

3.3.4 Case Study: Metal Industry

In the metal industry 2,621 employees from 26 companies were surveyed. Of these, 1,828 were male, 720 female, and 73 did not comment their gender. The companies that examined were 9 small, 11 medium and 6 large companies. The metal industry is a comparatively homogeneous industry, which differs only in the produced goods.

Job satisfaction and employee engagement in metal industry

The overall job satisfaction is rated with 73% and is barely below the overall average (see Figure 24).

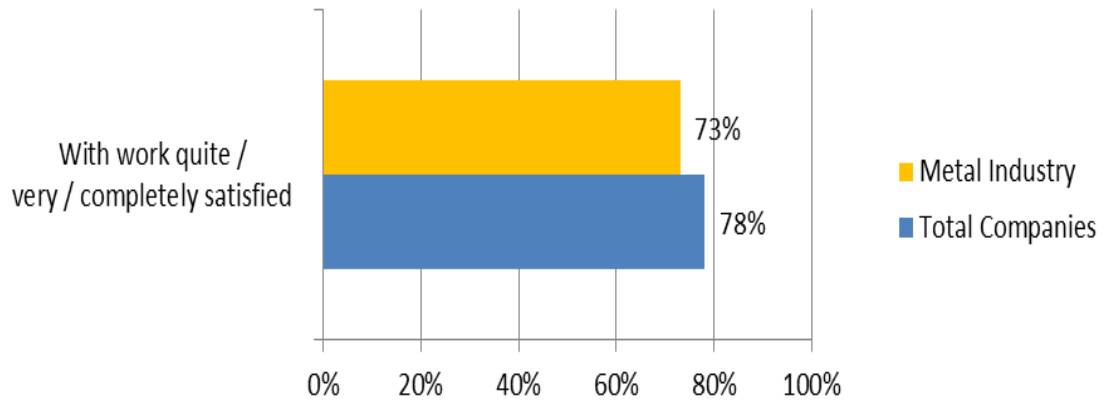


Figure 24: Job satisfaction in the metal industry. Question: "How satisfied are you generally with your work?", (quite satisfied/ very satisfied/ totally satisfied), N = 2,621.

Here, the pride of the employees about the company, with 8% below the overall average, shows the largest deviation (Figure 25). The desire to work in the company longer and the willingness of additional commitment are very close below the average.

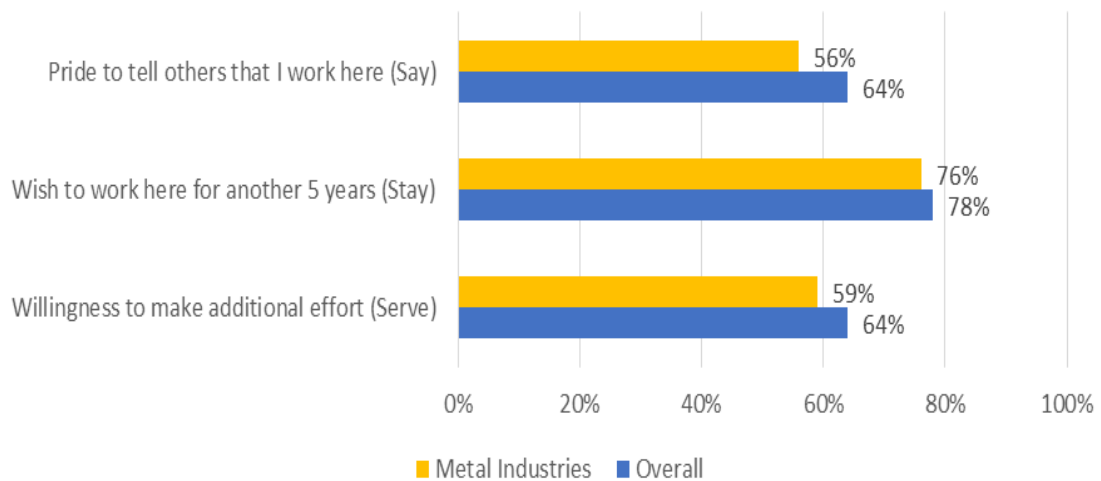


Figure 25: Employee engagement in the metal industry (applies mainly and meets almost entirely), N= 2,621.

The workplace situation in the metal industry has an average rating (Figure 26). According two-thirds of the respondents, stress factor has been increased, while job satisfaction is with 30% a decreased feature according to all asked respondent.

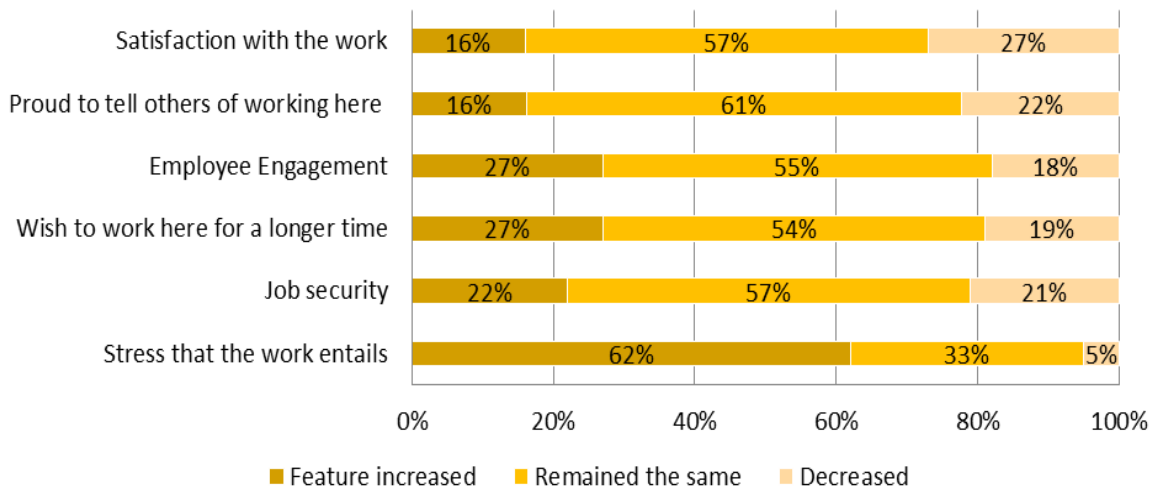


Figure 26: Workplace development in the metal industry in the last 3 years ("Have the following items in your opinion increased significantly, decreased significantly or are they more or less the same?"), N = 2,621.

Organizational Culture in Metal Industry

Compared to the other industries, the metal industry shows slight deviations for all dimensions except the customer and performance orientation (see Figure 27). However, the metal industry isn't scored as the worst industry compared to other industries.

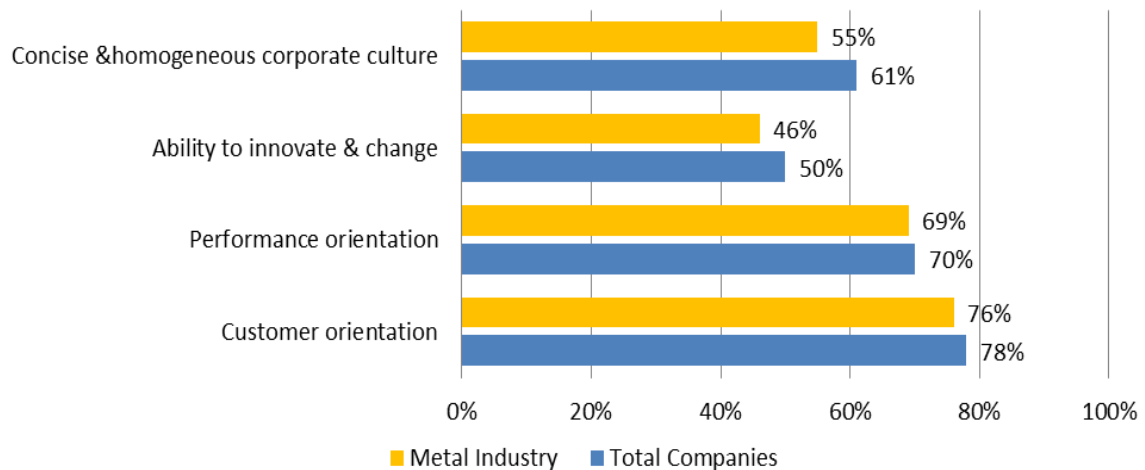


Figure 27 Metal industry in comparison to the total number of participants (4 = predominantly, 5 = almost entirely).

Competitive factors and intervention measures

The most important competitive factor in the metal industry is not, like the others industries, the employee engagement, but it's the technology. As shown in Figure 28, the employee engagement is with 32% considered as extremely important, and 55%

considered it very important. The least important for the respondents is the availability of usage current information.

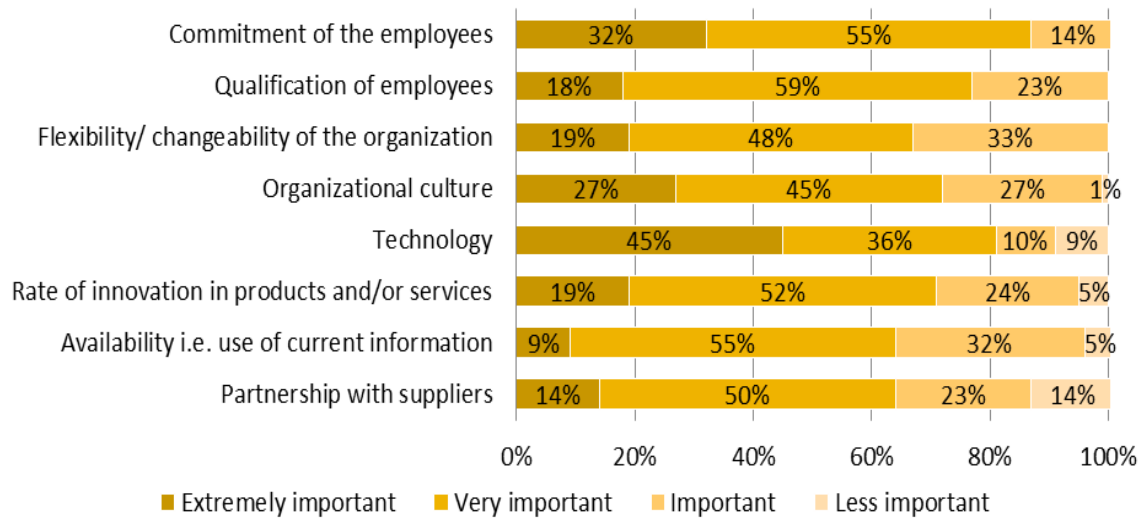


Figure 28: Importance of competitive factors in metal industry (percentage of executives who have rated the following competitive factors as "extremely important," "very important," "important," and "less important", N=33).

3.3.5 Case Study: Financial services

In the financial services industry, 4,377 employees from 24 companies were surveyed. Of these, 1,927 were male, 2,213 were female, and 237 gave no information about their gender. Among the financial service providers were 9 small, 11 medium and 4 large companies.

Job satisfaction and employee engagement in the financial services

The overall job satisfaction for the industry is above average and slightly off-set at 6 percentage points of the total. (See figure 29).

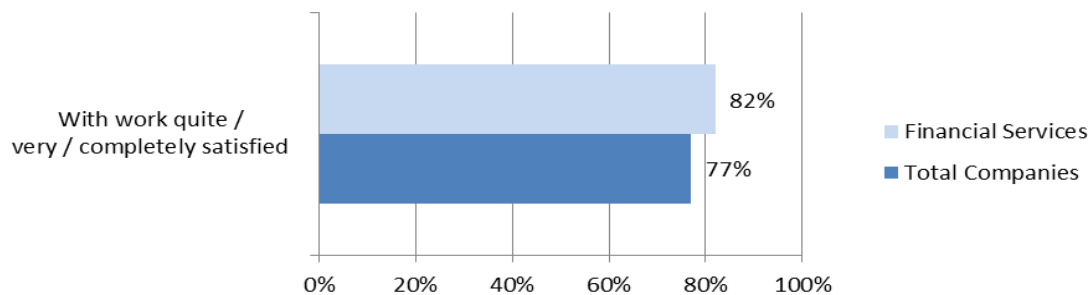


Figure 29: Importance of competitive factors in metal industry (percentage of executives who have rated the following competitive factors as "extremely important," "very important," "important," and "less important", N=33).

The pride in the company shows a slight deviation from the overall average of 5% above the average (Figure 30). The pride and willingness to do extra work are on average.

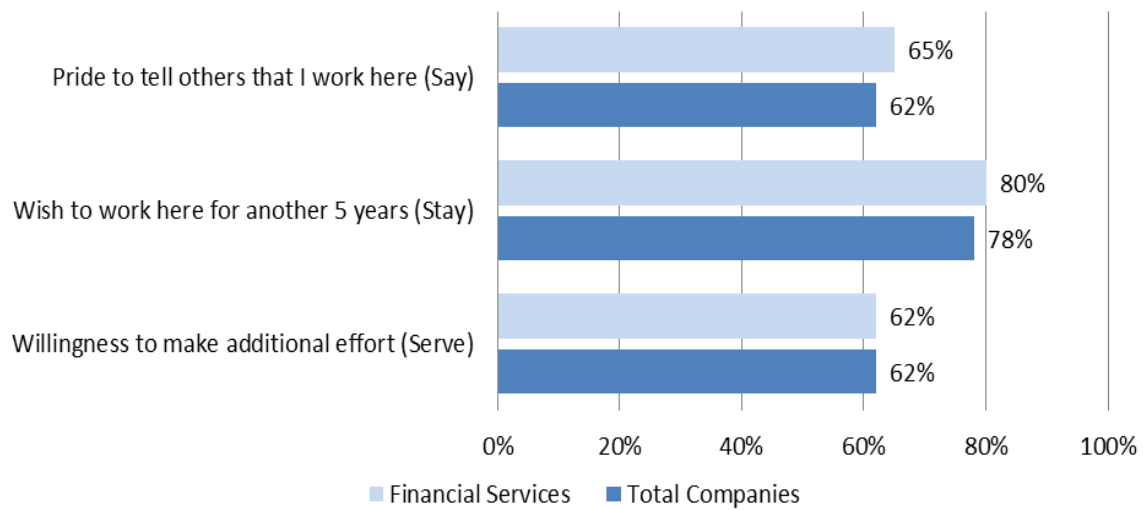


Figure 30: Engagement in financial services (mostly true and almost entirely), N = 4,377.

Regarding the development of the job situation, the assessment of satisfaction with work, the desire to work there for even longer, and the work stress are among the industry average (Figure 31). The first two factors were perceived by the majority as constant, 60% of respondents in the financial services industry perceive stress as rising. By contrast, pride, commitment and job security are rated as more consistent than average. Three quarters and more of respondents feel no change in these factors.

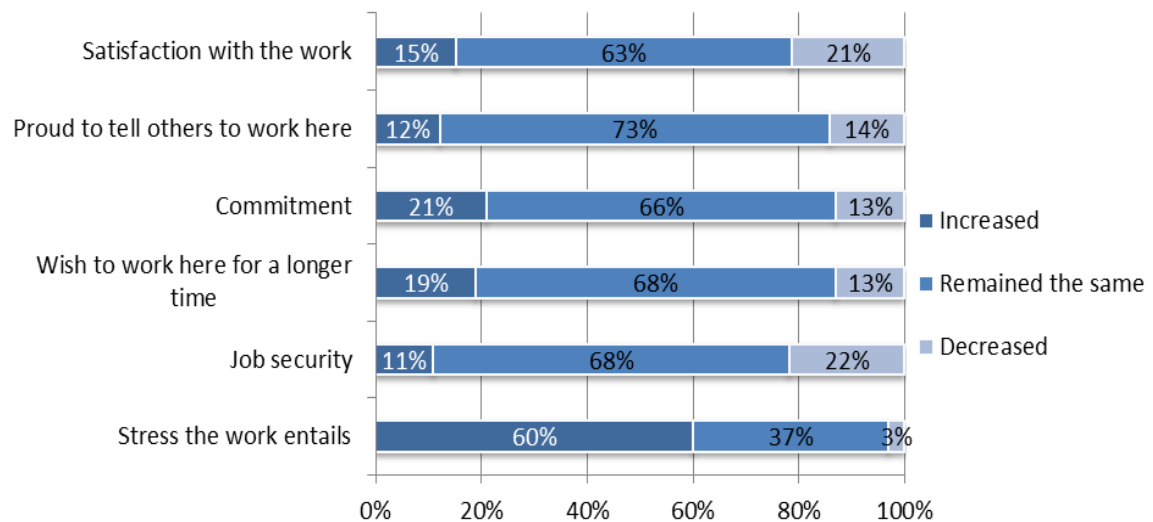


Figure 31: Development of the employment situation in the financial sector in the last 3 years (in your opinion, have the following things increased significantly, decreased significantly or did they remain more or less the same?), N = 4,377.

Organizational Culture in Financial Services

The dimension values in the financial services industry are for the most part above the industry average (See figure 32). Only the customer orientation and the participation dimension are below average. However, the differences are too small to speak of differences. Nevertheless, there are slight deviations in performance orientation, caring and professional development, where industry values are exceeded by up to 8%.

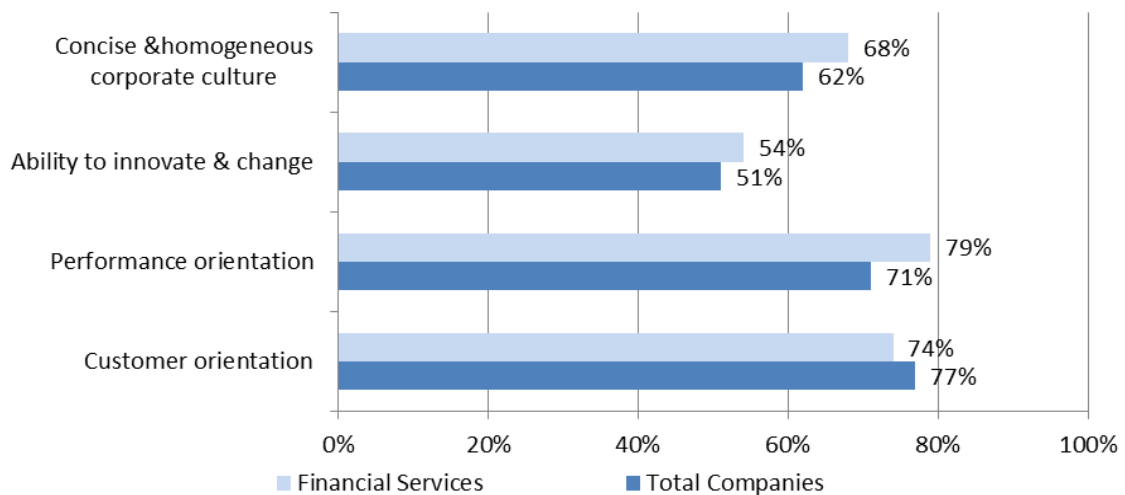


Figure 32: Financial services in comparison to the total number of participants (4 = predominantly, 5 = almost entirely).

Competitive factors and intervention measures

The commitment of employees and their qualifications are of the utmost importance to the financial services industry executives (Figure 33). Also, in an open question about the importance of the factors, engagement was named most frequently (N= 7). Furthermore, the reputation in the company and the market share are considered very significant. Access to raw materials is considered by all participants to be of little importance, and the innovation rate and variety of supply are also of little importance.

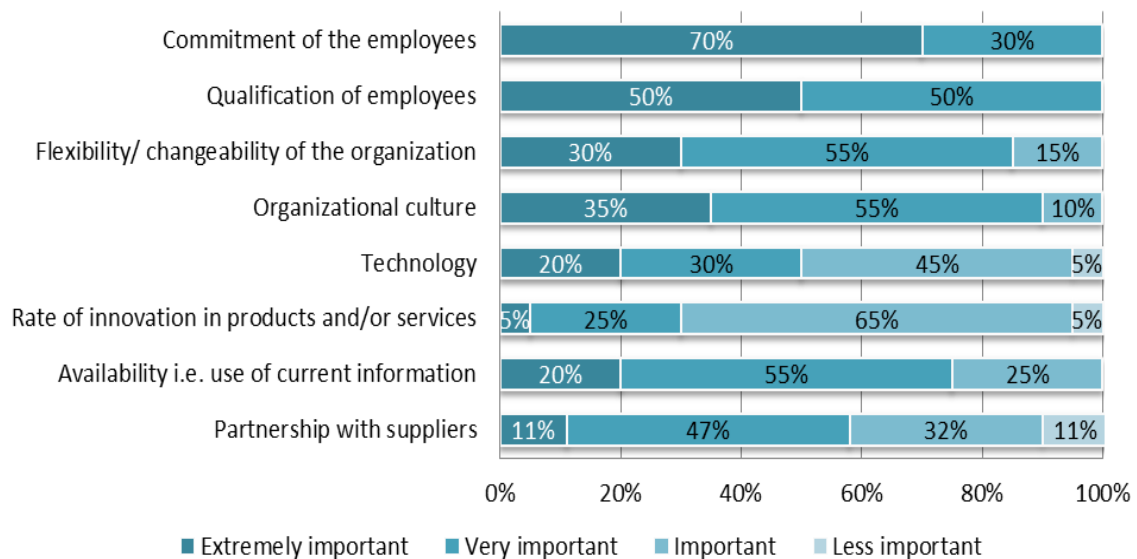


Figure 33: Importance of competitive factors in financial services (percentage of executives who have rated the following competitive factors as "extremely important," "very important," "important," and "less important", N=20).

3.4 Conclusion

The present study can show that an employee-oriented corporate culture or the quality of work and the associated commitment of employees represent a very important potential for the success and competitiveness of companies in Germany. This applies to companies of all sizes and industries. Here we presented just five of the industry sectors that took part in the study. The relationship between corporate culture and quality of work with employee commitment and the company's success is shown, whereby the analysis carried out show that there is a significant connection between corporate culture, employee engagement and corporate success.

It becomes clear that most of the companies and organizations are not yet making sufficient use of the potential that exists in principle - a situation which, in view of the increasing international competitive pressure, must be assessed particularly critically. The decisive question becomes how the existing potentials can be better utilized and in particular how the commitment of the employees in the companies can be further promoted and maintained. The answer is: by developing an employee-oriented corporate culture with a distinctive quality of work. The development of such a culture that promotes engagement and satisfaction as well as the success of a company can ultimately only take place at the level of the individual company and the individual organization.

CHAPTER 4: STRESS REPORT IN GERMANY

The “Stress report Germany” investigates the extent to which employees in Germany currently are exposed to psychological stress and psychological demands at work. It also describes the occurrence of those working conditions, which – as resources – have been shown to have positive effects. Moreover, it deals with a) changes in experienced stress, b) the extent to which people have the feeling that they are able to fulfil requirements and c) the impact of stress and strain at work. The results of the ‘Stress report Germany’ are based on the sixth wave of the BIBB/BAuA¹ employee survey, which has been carried out regularly since 1979, with the added participation of the Federal Institute for Occupational Safety and Health from 1998/99.

Thus, between October 2011 and March 2012, a total of 20.036 workers were interviewed by phone. Of the sample, 17.562 employees were included in the analyses. The data were collected by means of a computer assisted telephone interview (CATI) by TNS Infratest. The questionnaire underlying the interview consisted of about 370 questions, and the interview took on average 40 minutes. The aim of this survey is to describe the continuously changing world of work. The focus of the survey is questions about the workplace (main areas of activity, level of requirements, knowledge requirements, work requirements, training requirements, working conditions, workloads, etc.) and questions about stress and health complaints. Working persons aged 15 and over who paid at least ten hours a week were surveyed. Foreigners were interviewed only if they had sufficient knowledge of German. Also employed without fixed compensation as well as helping family members and persons with a maximum of three months interruption of the activity took part in the interview. Volunteers were excluded in the same way as people in employment during the initial training (Ausbildung). The error probability set as 5%.

¹ Federal Institute for Vocational Education and Training (BIBB) and the Federal Institute for Occupational Safety and Health (BAuA)

4.1 The sample

A total of 20.036 workers participated in the survey. These included workers, employees, civil servants, self-employed, freelancers and assisting family members. For the survey, however, only the employed persons were taken into account - self-employed persons, freelancers and assisting family members thus excluded from the evaluations. The sample size included for the following analyzes is therefore $n = 17.562$ persons (see Table 2). Of these 17.562 persons, about 54% are male and 46% are female. The age is between 15 and 77 and on average at 42 years. More than half of the respondents are married. A good 91% of those surveyed stated that they are German citizens. Just less than 30% of the sample has a simple school certificate. A middle degree has the 36% and almost 32% report having a degree that gives access to a university (high school diploma, advanced high school diploma, etc.).

Table 2: Professional Status

Professional status	n	%
included		
workers	5.075	25,3
employees	11.276	56,3
civil servants	1.141	5,7
Workers / employees (Person could not decide)	70	0,3
Subtotal	17.562	87,7
excluded		
self-employed	1.751	8,7
freelancers	584	2,9
assisting family members	107	0,5
not specified	32	0,2
Subtotal	2.474	12,3
Total	20.036	100,0

The vast majority of respondents, namely around 62%, work in small and medium enterprises. Most participants come from the “service” and “manufacturing professions“.

4.2 Psychological Distress

The mental stress was divided into three requirement areas during the evaluation:

1. Requirements for work content and organization
2. Requirements from the working time organization
3. Requirements from the employment situation

4.2.1 Requirements for work content and organization

Looking at the development of mental work demands, there is a rather mixed pattern of development. The frequency of aspects of 'constantly recurring operations' and 'having to work very fast' has fallen in comparison to the previous years. Overall, a few psychological requirements have decreased slightly. However, the sum of requirements has stabilized at a high level (figure 34).

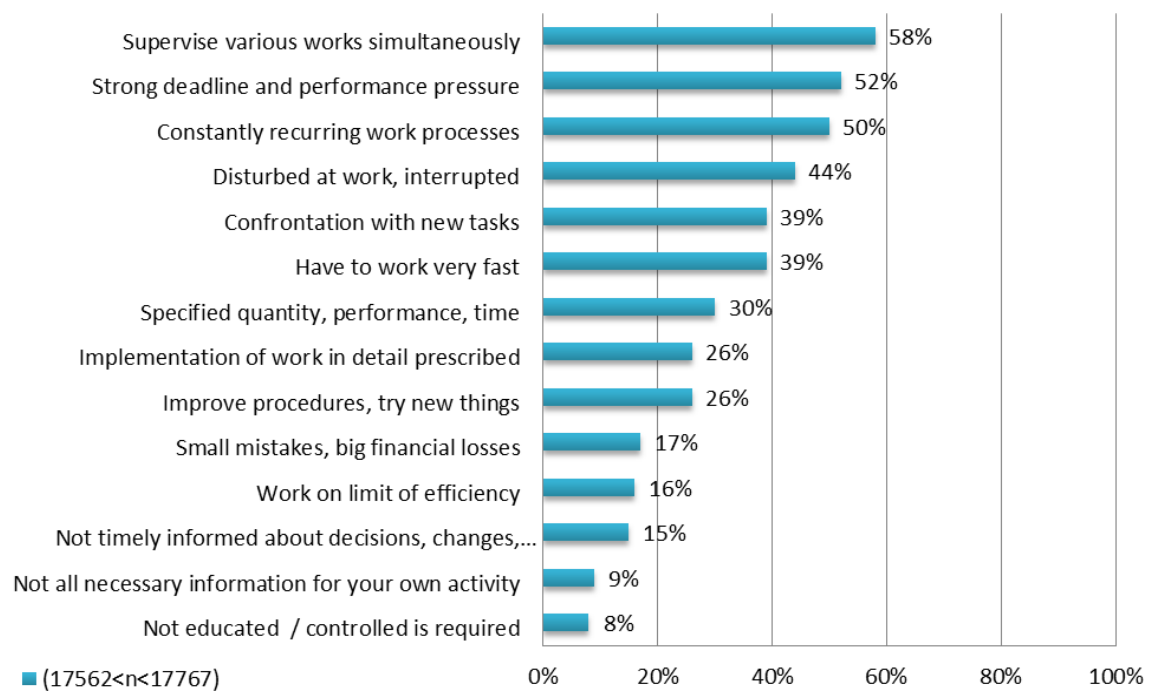


Figure 34: Development of requirements from work content and work organization

As we see from the previous figure, above the average of respondents declare that they have to do a lot of tasks at the same with strict deadlines and performance pressure as well. In general, the full-time employees surveyed here report having a greater extent on mental health requirements than part-time employees. Full-time or part-time employment is still inextricably linked to gender issues in Germany, with women still working part-time (women working part-time 44% and 56% full-time, men 6% part-

time and 94% full-time). In the statistical review, it should first be noted that both the length of working time (for all requirement characteristics) and gender (for almost all requirement characteristics) play a role in the level of mental health requirements indicated. If one compares the amount of influence; working time has a greater effect than sex (except for the two characteristics "constantly recurring work processes" and "small errors, large financial losses").

As regards the sectors in which mental health requirements for work content and organization are particularly frequent, it is important to note that these are mainly manufacturing, construction, transport and storage, and health and social care (see Table 3). In these industries, there are often above-average percentages for common requirements.

Table 3: Requirements of work content and organization (% frequent) - economic sectors

	Manufacturing	Construction	Transport and Storage	Health and Social Care
supervise various works simultaneously	56	48	55	68
strong deadline & performance pressure	54	58	59	57
constantly recurring work processes	51	45	65	54
disturbed at work	42	40	31	52
confrontation with new tasks	41	42	29	37
have to work very fast	40	41	36	44
specified quantity, time, performance	35	35	41	30
implementation of work in detail prescribed	27	22	18	28
improve procedures	32	28	40	27
small mistakes-big financial losses	23	17	29	8
work on limit of efficiency	16	21	20	21
not timely informed about decisions, changes, plans	16	15	18	25
not all necessary information for your own activity	10	10	13	8
not educated/controlled is required	8	10	6	7
n	5099	937	773	1991

4.2.2 Requirements from the working time organization

In addition to mental demands from the content, the design or the organization of the work itself, there are other conditions of work that make demands on the individual. One of these key influencing factors is the organization of the working time. The consideration of working time aspects is not interesting just because of the question of the stress exposure, i.e. the duration, which one is exposed to certain requirements. It is also because it sets itself requirements that can result in stress.

Since last years, the working hours of the respondents have hardly changed. The average actual working time is 38.3 hours per week. Even considering only those who work full-time, there is no substantial change comparing to the previous years, with an average of 43.0 hours per week. The proportion of those who work more than 40 to 48 hours a week is currently 22%. In terms of employees with full-time contracts, it remains almost the same as the other years at around 30%. However, there is a substantial decline compared to previous years for those full-time workers who work more than 48 hours per week. The proportion is currently 16%. (See following figure). In general, a quarter of respondents say that they skip breaks, and more than a third of those say that they have too much work to do.

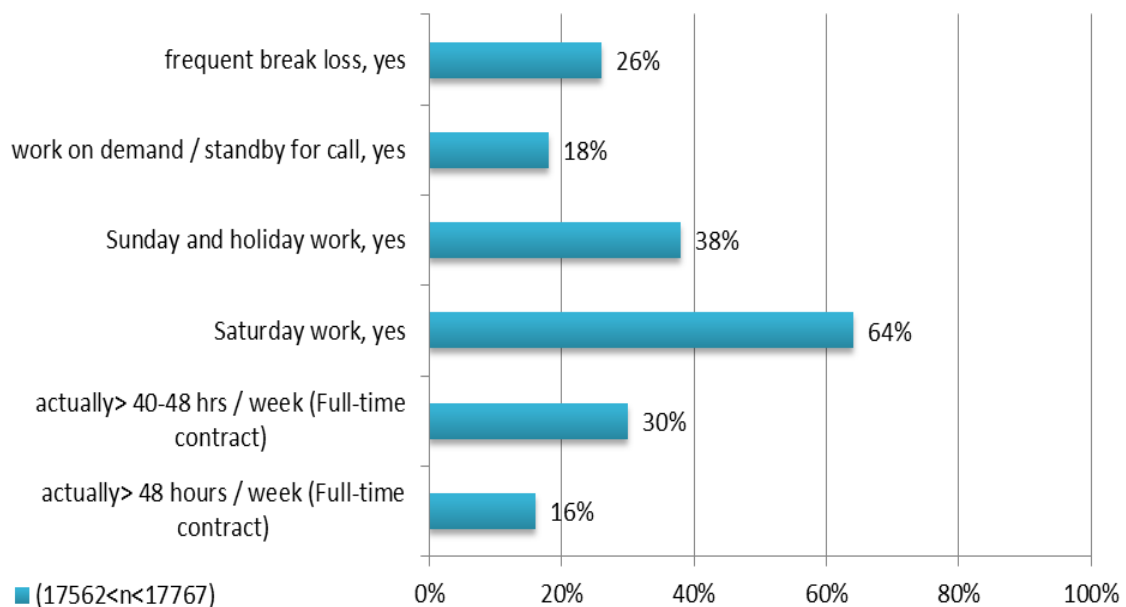


Figure 35: Development of the requirements of the working time organization

4.2.3 Requirements from the employment situation

It can be assumed that occupational uncertainty contributes to a considerable extent to the total mental health burden (European Expert Group on Health in Restructuring, 2009). As early as 2008, i.e. before the outbreak of the economic and financial crisis, 34% of employees reported severe stressful worries about their future career (DGB Index, Fuchs, 2009). Such uncertainty can arise from a variety of situations: Be it that you have a fixed-term contract or working in temporary employment, it is that the situation of the company does not look good or your own job no longer seems safe, etc. At the same time, however, the change in work described at the beginning is also noticeable in companies and organizations. Structures are being changed in companies at ever shorter intervals. These reorganizations, but also other organizational development measures as well as change management processes take place faster and faster and in ever more varied forms. In the current discourse, changes such as relocation, outsourcing, closures (even in part), mergers or takeovers, internal reorganizations and expansions are subsumed under the term restructuring (Beermann & Rothe, 2011). It can be assumed that these constant processes of change make increasing demands on the individual. And in fact: employees in organizations with restructuring measures reported higher requirements than employees who were not affected by such measures (Köper & Richter, 2012). Overall, however, such unsafe or precarious employment situations seem to have diminished slightly since last years. The proportion of those who fear dismissal and whose company is in a negative economic position has clearly decreased. The extent of temporary work, including the proportion of fixed-term contracts, remained almost the same (see figure 36).

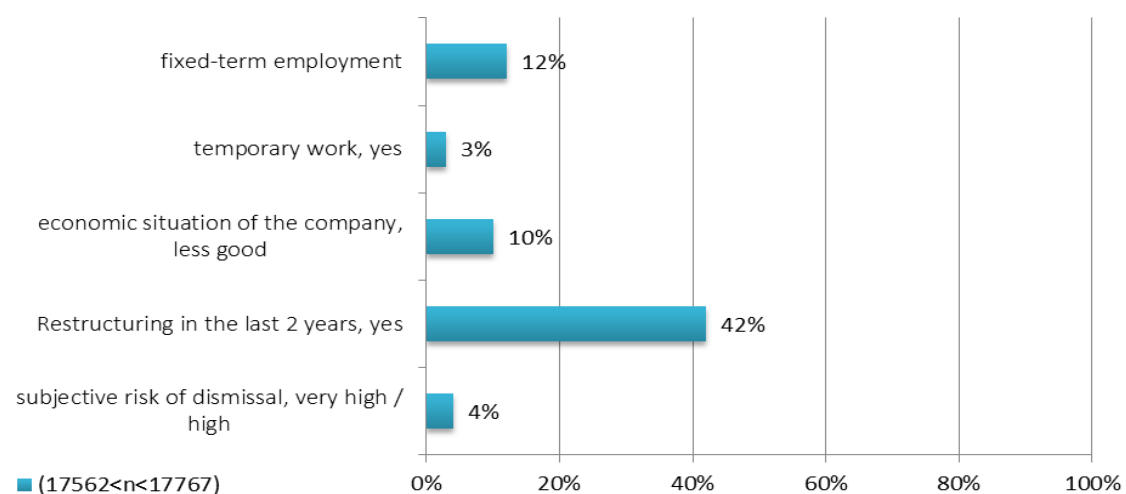


Figure 36: Development of the requirements from the employment situation

4.3 Immediate consequences of strain and stress

The field of the immediate consequences of strain and stress was covered with three questions. The first question was asked was about the increase of stress in the last two years (possibility of answer: increased, remained the same, decreased). Two additional questions were asked on how to fit individual employee requirements, which should give some indication of the extent of over or under-demands. The question of whether one meets the requirements or feels under- or over-challenged is divided into a qualitative (technical) and a quantitative (quantitative) aspect. The proportion of those who report an increase in stress and work pressure in the last two years is currently around 43%. It should be noted, however, that here was asked for changes to the stress, which does not allow a statement about the absolute level of stress (figure 37).

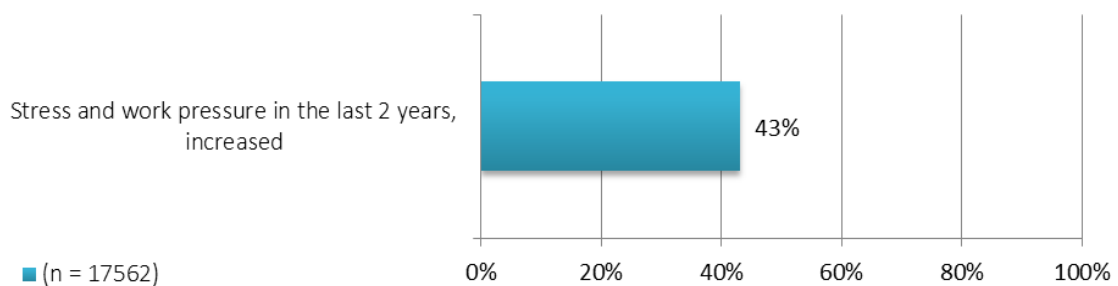


Figure 37: Reported stress increase in the last 2 years

The two "fit measures" have developed differently (see figure 38). The qualitative fit is 83%. The quantitative fit is 76 percent. On the whole, it is positive that more than three-quarters of the respondents feel that they are up to the quantitative requirements, with more than four-fifths of the qualitative requirements. On the other hand, it can also be said that about 19% feel overwhelmed in terms of volume, which is an indicator of the need for action. Likewise, around 13% are technically under-challenged, but there seems to be untapped potential here, which should be examined more closely.

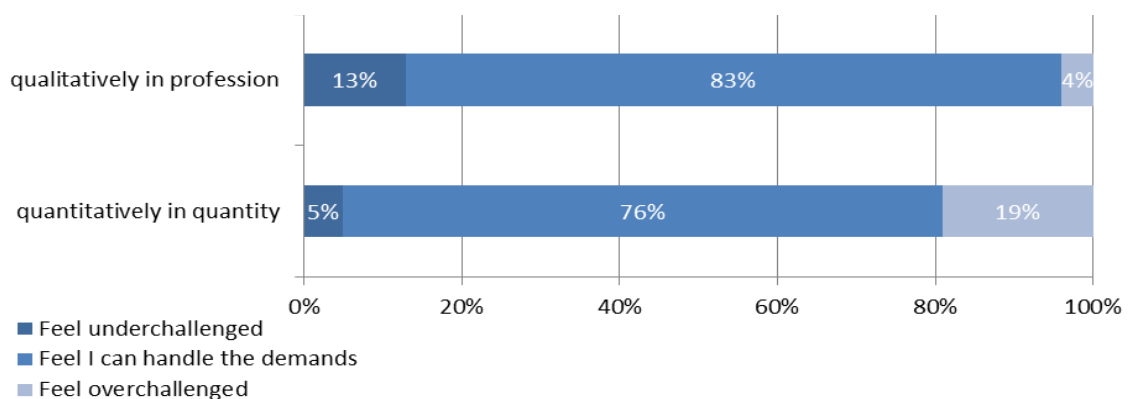


Figure 38: Fit measurements about requirements in work

4.4 Long-term stress and stress consequences

Handling and coping with short-term stress generally does not cause any difficulties in the first place. However, it can become problematic if stress persists for a long time. In the long term, this can lead to discomfort and illness. To illustrate such possible long-term stress / stress consequences, the complaint criteria in the questionnaire were used (for example, back pain, headache, emotional exhaustion, etc.). It was asked whether the respective complaint occurred frequently in the last twelve months during work or on a working day (possible answers yes or no). On the other hand, the question of "how would you describe your general state of health?", (possible answers 1: excellent, 2: very good, 3: good, 4: less good, 5: bad) asked about the subjective state of health. Values separately collected in this survey had to be reassembled (e.g., pain in the arms and legs).

Raised criteria (e.g., physical and emotional fatigue) were considered separately and are not included in index formation. In this way an overall complaint index as well as one for musculoskeletal and one for psychovegetative complaints was calculated. The total complaint index consists of a sum value, in which 21 complaints were summed up. The index of musculoskeletal discomfort was calculated from six features: (1) neck and shoulder pain, (2) lower back pain, low back pain, (3) pain in the a) arms / b) hands, (4) pain in the a) legs / feet / b) swollen legs, (5) pain in the hips and (6) pain in the knees. The index of psycho-vegetative discomfort consists of four features: (1) general fatigue, weakness, exhaustion, (2) nocturnal sleep disorders, (3) nervousness and irritability, and (4) depression (Holler et al., 2012). In each case, the percentage of those who report the frequent occurrence of at least one respective index complaint in the last twelve months during work or on a working day is shown. It also indicates the percentage of people reporting poor i.e. bad health (on the five-step response scale 4: less good and 5: poor). It also indicates the percentage of those reporting both physical and emotional fatigue.

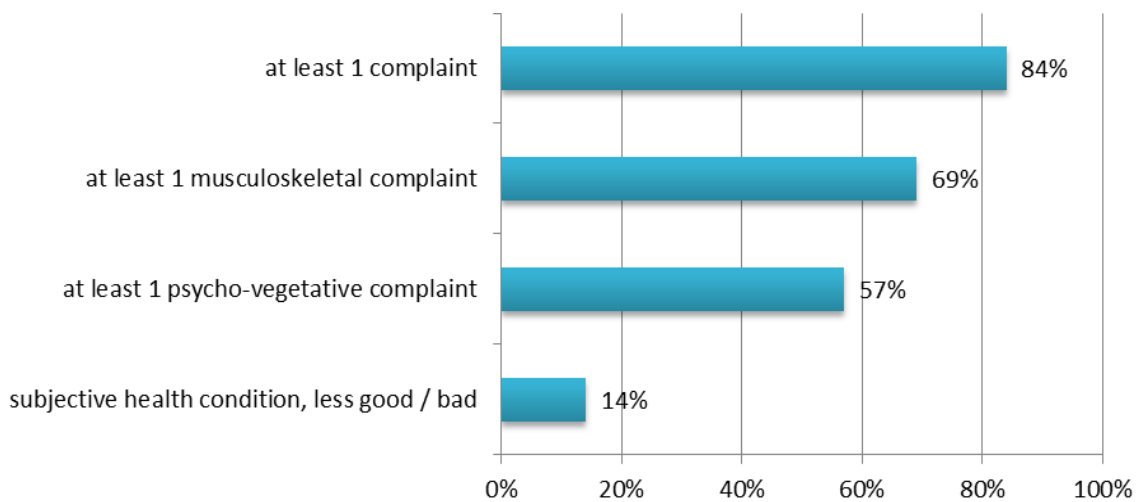


Figure 39: Development of long-term stress and stress consequences, (17562 < n < 17767)

4.5 Conclusion

First of all, it should be noted that there are a whole series of mental health requirements that have hardly changed in the last years based on the BIBB / BAUA employment survey. The level of work content and organization requirements has hardly changed. Also, the amount of the average working hours, Sundays and public holidays, on-call duty and problems of compatibility of professional and family or private interests, remained about the same.

In addition, it should be noted that although the perceived burden resulting from the requirements has also largely stabilized, it has just increased among some of the top performers, having to work very hard on "strong deadlines and performance pressure" and "very fast", but also in the case of "detailed work instructions".

It is also important to note that one in four respondents bypass their breaks and in more than a third of cases argues that they have too much work to do. If a quarter of those surveyed fail to take the prescribed breaks, this is a questionable finding. Organizational cultures, which are characterized by overlong or deviating working hours in connection with multitasking under time pressure without breaks, must be critically questioned in this context. About one fifth says that they are overwhelmed in terms of quantity, and almost half say that breaks do not fit into the workflow. On the other hand, more than one-eighth reports of technical under-demands.

At the same time, the health complaints that often occur in connection with the work have predominantly increased. And the more complaints are reported, the higher the

requirement values associated with work intensity, e.g. for “strong deadline and performance pressure” or multitasking. While complaints increase, fewer resources such as help and support from the direct supervisor are reported. Nevertheless, more than four-fifths of the respondents report frequent social support in terms of colleagues, community and cooperation; this suggests a good collegiality in the daily work of most employees. In addition, more symptoms of increased stress and of technical and quantitative excessive demands are reported. On the other hand, the feeling of under challenged seems to have little impact on health. Ultimately, more than three quarters say that they feel equal to the technical and quantitative requirements. Here, the qualitative fit of the requirements (requirement fit) has increased slightly, the quantitative has remained approximately the same and the number of those reporting an increase in stress has decreased since the last years.

CONCLUSION

In principle, work has a positive and psycho-stabilizing effect on most of us. It is no coincidence that the mental well-being of people affected by unemployment is usually lower than that of employees. Irrelevant of the type of job, title or position, employees at any organization are always at high risk of experiencing stress. The employees feel workplace stress because of numerous reasons, often linked to workplace factors but can also be caused by internal factors such as personality or personal health issues. Burnout on the other hand is less registered in the workplace than stress. While stress is a problem of the general population, burnout occurs only after living in extreme situations over a longer period of time.

According to the studies, an employee-oriented corporate culture or the quality of work and the closely related commitment of the employees represent a very important potential for the success and competitiveness of the companies in Germany. This applies to companies of all sizes and industries. At the same time, it becomes clear that most of the companies and organizations are not yet making sufficient use of the potential that exists in principle - a situation which, in view of the increasing international competitive pressure, must be assessed particularly critically.

According to theories and researches the more people practice yoga methods, the more symptoms of stress and burnout will be reduced. Several psychological problems found in the workplace, such as stress, depression and burnout could be reduced with the help of a yoga-program. Work performance, job satisfaction, employee motivation, physical wellbeing and mental wellbeing of the employees appear to improve in relationship with a yoga program. Because yoga methods are influencing the human being in a holistic way, the physical wellbeing and the mental wellbeing will also be influenced. When the physical and the mental wellbeing of an employee are in balance, it results in an improved work performance, job satisfaction and employee motivation.

It is sure that the transformation of the working world with its different effects will continue. However, we must not lose sight of negative consequences because the humane design of work must continue to be our goal. Even if success is not always immediate: Well-designed work today is the prerequisite for healthy and motivated working people of tomorrow.

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