

## STRESSFUL CHARACTERISTICS OF WORK

### FEATURES OF WORK THAT ARE GENERALLY ACCEPTED AS POTENTIAL CAUSES OF STRESS

#### CHARACTERISTICS OF WORK

#### FACTORS THAT INFLUENCE

##### ORGANISATIONAL FUNCTION & CULTURE

Role & Function of organisation (i.e. its purpose – what is it there for) and ORGANISATIONAL CULTURE (what it feels like)

- Poor work environment
- Unclear objectives for the organisation and its employees
- Poor problem solving environment (that is difficulties do not get solved)
- Limited opportunities for development
- Poor/non existent appraisal/personal development process which leads to individual frustration and the lack of a clear link between personal development and the organisational objectives.
- Poor communication
- Non-supportive culture (that is people feel blamed/criticised rather than supported through difficulties and praised for good practice)

##### ROLE IN ORGANISATION

- Confusion and lack of clarity about the individuals role in the organisation
- Role conflict (inappropriate boundaries and/or overlap between roles) together with lack of clarity about the definition of an individuals role within the organisation can lead to conflict
- Lack of clarity about lines of accountability and responsibility
- Levels of responsibility that do not match an individual employees role and function.

##### CAREER DEVELOPMENT

- Career uncertainty (lack of certainty or clarity about where a career can progress within an organisation)
- Career stagnation (no clear career development path for employees)
- Individuals' role and function are not valued or there is confusion about their role
- Inadequate levels of pay
- Job security and fear of redundancy
- Work of an employee/team is not valued.

##### PARTICIPATION AND INFLUENCE UPON DECISION MAKING PROCESSES

- Limited participation in decision making
- Lack of influence and control over the individual employees area of work
- Little decision making in work.



**PAM  
OH Solutions**

People Asset Management

*Everyday things that matter....  
To be the best we can be.*



### **INTERPERSONAL RELATIONSHIPS AT WORK**

- Individual employees socially/physically isolated (that is they do not come into contact with others)
- Poor relationships with manager/colleagues
- Interpersonal conflict
- Experience harassment or other infringements of personal dignity
- Lack of social support.

### **HOME/WORK INTERFACE**

- Conflicting demands of work and home (for example work spilling into home life and causing friction)
- Limited personal support at home for employees can influence their ability to carry out their work
- Dual career problems (for example conflicting shift patterns when child care responsibilities need to be shared between partners or shift patterns mean that there is limited contact between an individual and their partner at home).

### **WORK DESIGN AND CONTENT OF DAILY WORK**

- The various tasks are not defined clearly
  - There is a high degree of uncertainty at work
  - Lack of variety (risk of boredom) or repetition
  - Fragmented or meaningless work
  - Underutilisation of employees skill/potential
- Employee comes into contact frequently with patients, service users and their carers who may be aggressive/hostile.

### **WORKLOAD**

- Lack of control over the amount of work the employee is given and the speed at which they are presented with it
- Work overload or underload
- Excessive time pressure