




Bi-directional Relationship Between Poor Sleep and Work-related Stress:

**Management through transformational
leadership and work organization**





Sleep & its Importance

-  Most vital episode of human life!
-  Psychological and somatic restorative processes happen during sleep.
-  One-third of a day is spent sleeping and another one-third in paid employment for most adults.



Causes for Poor Sleep: Home Front

-  Financial Issues;
-  Stressful interactions with spouses or partners;
-  Disciplining children;
-  Expected liabilities and commitments;
-  Health conditions.

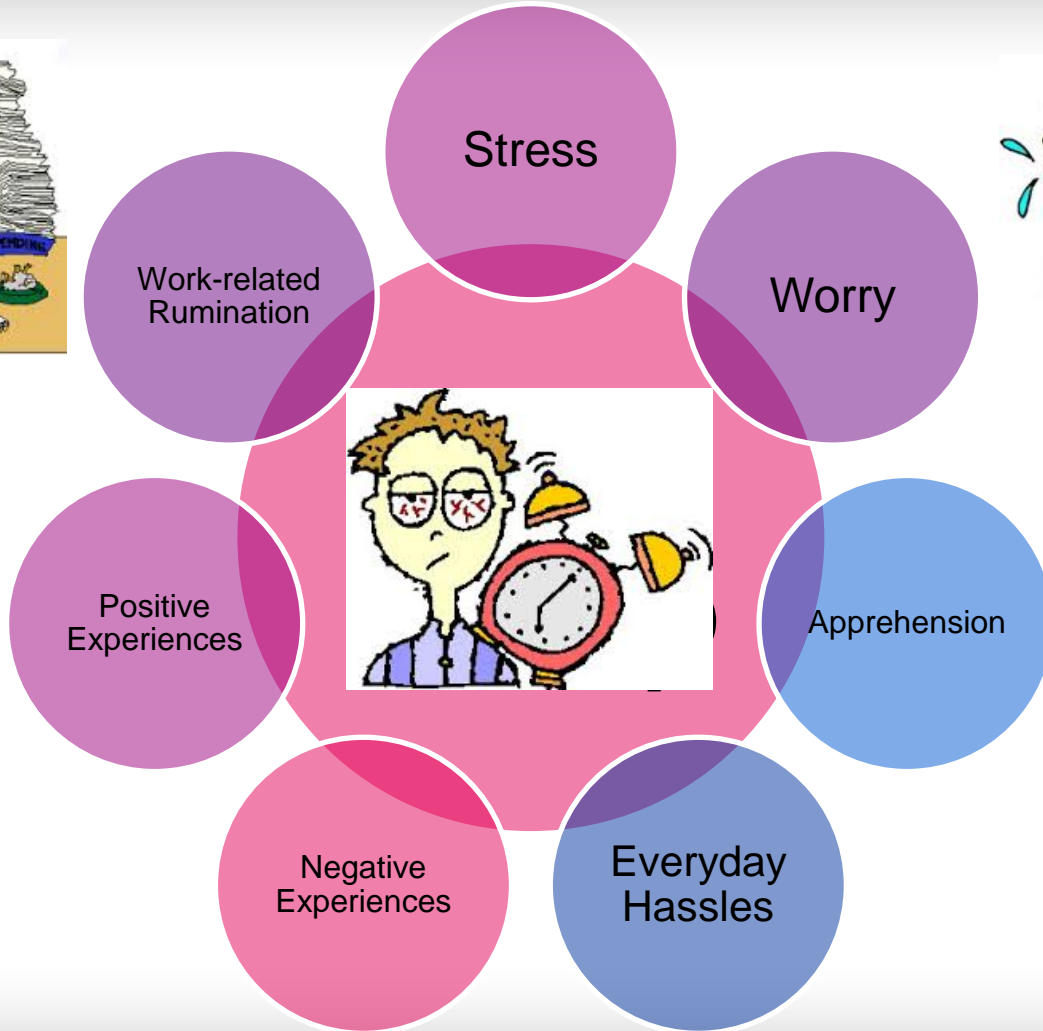


"Maybe you could get someone to steal just the parts of your identity that annoy me."



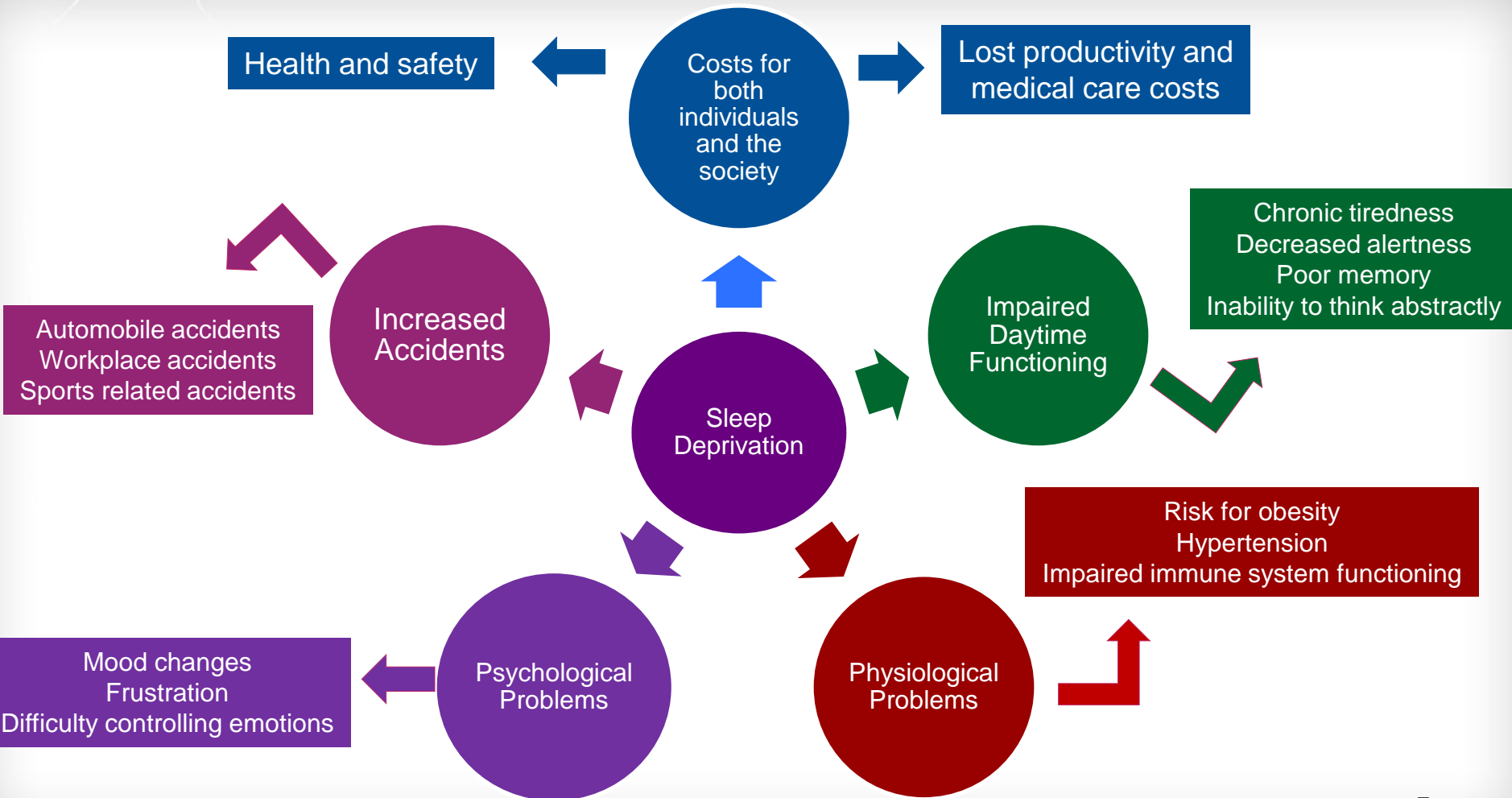


Causes for Poor Sleep: Work Place








Consequences of Sleep Deprivation





So, what is stress?

-  An interaction between the coping skills of the person and the demands of the environment.
-  Surplus of demand over available resources at any given time.
-  We all respond to stress differently.

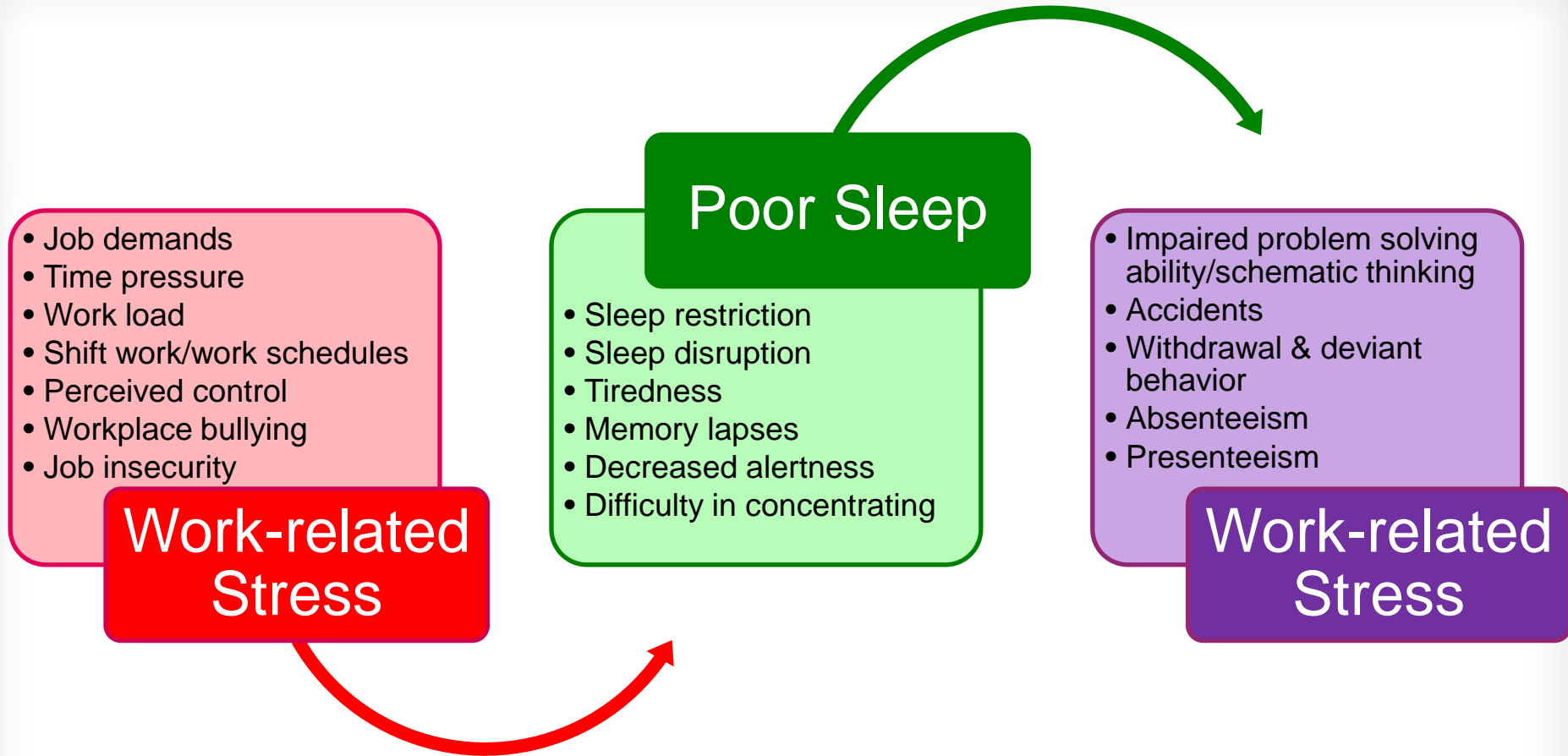


Work-related Stress

- 🧠 Negative emotional load;
- 🧠 Poor relation with co-workers;
- 🧠 Poor relationship with immediate supervisors;
- 🧠 Day-time interpersonal conflicts;
- 🧠 Perceived low job control;
- 🧠 Personality dispositions;
- 🧠 Perceived job insecurity;
- 🧠 Upset on the job;
- 🧠 High work demands;
- 🧠 Time pressure;
- 🧠 Effort-reward imbalance;
- 🧠 Workplace bullying;
- 🧠 Role conflict;
- 🧠 Interpersonal tensions at work;
- 🧠 Lack of recognition and support;
- 🧠 Career concerns;
- 🧠 Administrative tasks.



Poor Sleep \Leftrightarrow Work-related Stress





Night / Rotating Shift Work



Much studied in terms of sleep disturbances:



Difficult to achieve a typical sleep schedule;



Disrupts sleep duration;



Changes sleep timings;



Alters the circadian rhythm.



Physiological Response...

Negative
Emotional
Experiences at
Work



Stress
Responses



Neurological
Arousal



Lack of Sleep



Depressed
Mood, Agitation,
Anxiety



Release of
Cortisol



Cortisol and Sleep

Cortisol

- Hormone in the hypothalamus-pituitary-adrenal (HPA) axis.
- Increase in response to stressful situations.
- Concentrations of cortisol are high in morning, decline over the day and are low at night.

CAR

- Cortisol Awakening Response.
- Sleep onset exerts an inhibitory effect on cortisol secretion.
- Cortisol concentrations increase up to 50% upon awakening.

CRH

- Corticotrophin-Releasing Hormone from HPA axis.
- Impairs sleep and enhances vigilance.













Vicious circle of arousal and poor sleep





Who is affected?

-  **Workers;**
-  **Their Families;**
-  **Co-workers;**
-  **Supervisors;**
-  **Employers /
Management;**
-  **Disability Insurers;**
-  **Government...**

-  **Workplace point of view:**
 -  Sickness absence (leave);
 -  Higher rates of absenteeism;
 -  Short-term disability spells;
 -  Higher rates of job turnover /
worker turnover;
 -  Long-term disability;
 -  On-the-job health-related poor
performance;
 -  Work-functioning related
productivity losses;
 -  Higher injury and accident
rates;
 -  Early retirement costs

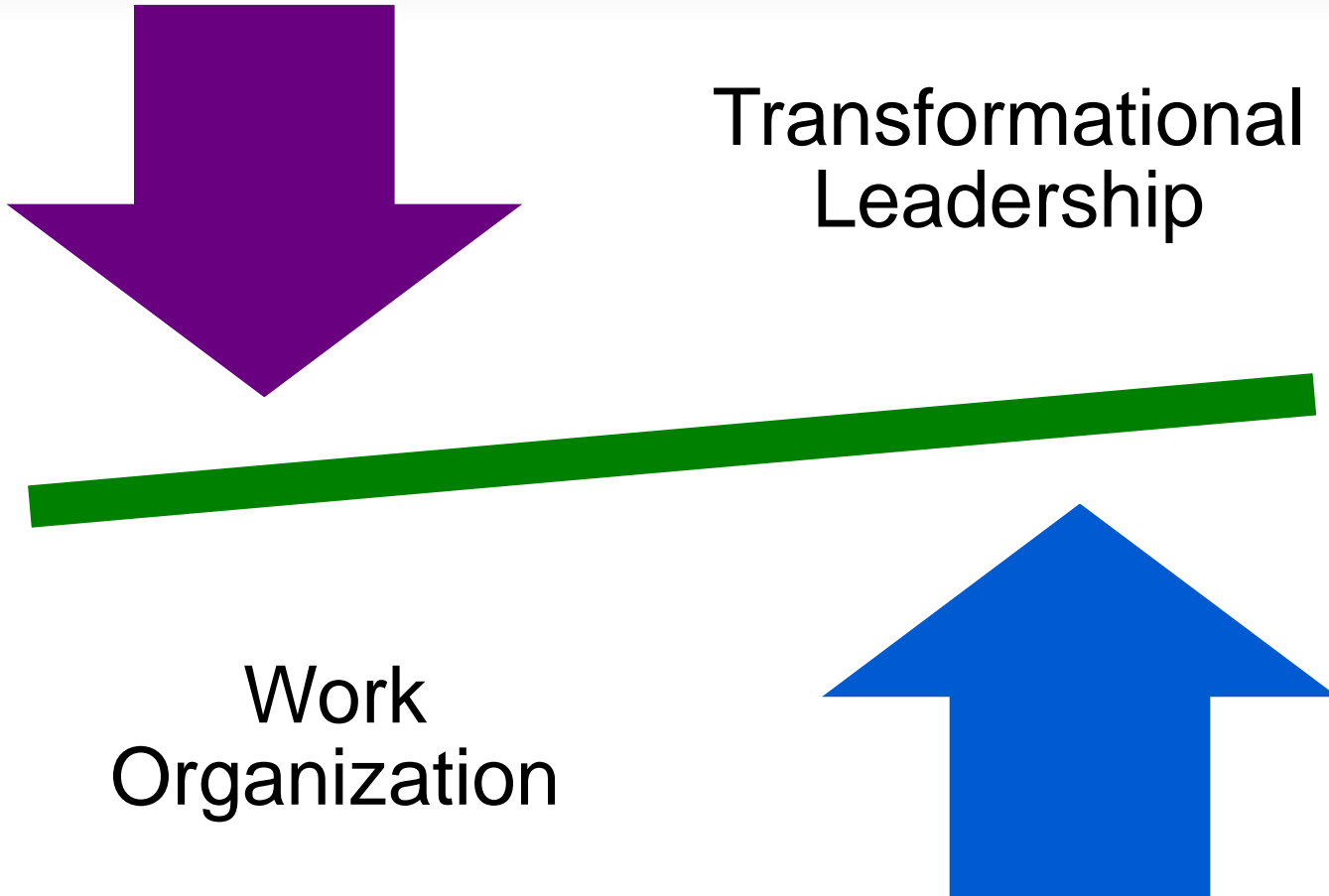


Intervention Practices





Management Techniques





Traits of a good leader...





Intervention Strategies – Management / Leaders

General Strategies for the entire workforce









- 🧠 General mental health literacy programs;
- 🧠 Programs to reduce stigmatization;
- 🧠 Overall mental health promotion programs;
- 🧠 Stress management & stress reduction programs;
- 🧠 Yoga and meditation;
- 🧠 Wellness and sport activities;
- 🧠 Social network development;
- 🧠 Reasonable job accommodation.

Strategies specific to managerial roles

- 🧠 **Mental health first aid course:**
 - 🧠 To improve mental health literacy & reduce stigmatizing attitudes among their workers.
- 🧠 **Strengths-based resilience building program:**
 - 🧠 To improve self-efficacy and coping skills.



Management should strive to...

-  Communicate a positive vision;
-  Set clear goals;
-  Let their employees think critically, seek new ways to approach problems and make independent decisions;
-  Provide autonomy over their employees' work;
-  Encourage peer support groups;
-  Improve organizational communication;
-  Improve general OHS conditions in the workplace;
-  Earn greater trust in themselves.



Workplace Stress Reduction



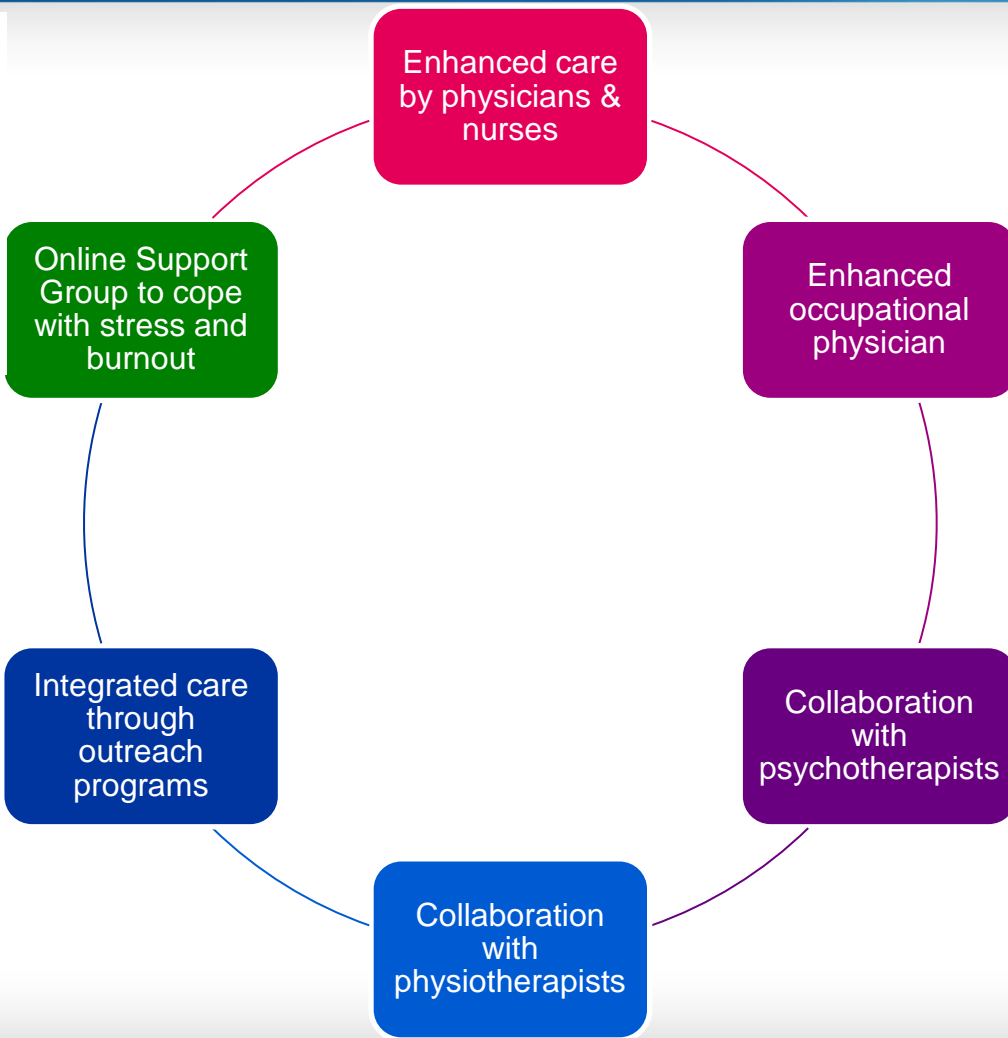


Occupational Therapy

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“What good is technology if it takes six seconds to send a message but six months to get someone to act on it?!”



“Visualize yourself not falling off the wall.”

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Work Organization

Work Time Control:









- 🧠 Start & end time of workday;
- 🧠 Length of workday;
- 🧠 Frequency and length of breaks during workday;
- 🧠 Planning holidays and taking paid annual leave
- 🧠 Taking unpaid leave.

Flexible Work Schedule

- 🧠 Based on seasonal variations;
- 🧠 Nature of work that needs to be performed:
 - 🧠 Physically demanding work;
 - 🧠 Emotional fatigue;
- 🧠 Skills and abilities of the workers involved;
- 🧠 Compatibility between work demands & workers' capabilities.



Work organization considering human circadian rhythms

-  **Daily productivity curves:**
 -  Increase from early morning to about 11 am;
 -  Declines in the afternoon;
 -  Post-lunch dip seen in most cases between 2 – 4 pm even if there is no food consumption;
-  **Weekly productivity curves:**
 -  Low productivity on Monday;
 -  Highest on Tuesday;
 -  Declines towards the end of the week.



Why work re-organization is difficult to be implemented?

- 🧠 “Workers not at risk” ...so why change?
- 🧠 Necessity for change not so obvious.
- 🧠 Cost of this intervention:
 - 🧠 Not monetary...but cultural!
 - 🧠 No need for new tools, equipment or training... but have to change the traditional way.
- 🧠 Difficult in jobs where tasks have to be performed are interdependent.
- 🧠 Can be practiced only in non-emergency situations.



To conclude...



Usual predictors of sleep quality:



Health conditions;



Personality dispositions;



Individual or behavioral causes.



However, social structure is also important.



Social stratification across jobs & within workplaces.



Transformational Leadership & Effective Work Organization can improve the social structure to a considerable extent!



Any Questions?



THANK YOU!