



Finnish Institute of
Occupational Health

Well-being through work



Finnish Institute of
Occupational Health

Longevity and Productivity at Work/ Longevidade e Produtividade no Trabalho

Anna Tienhaara

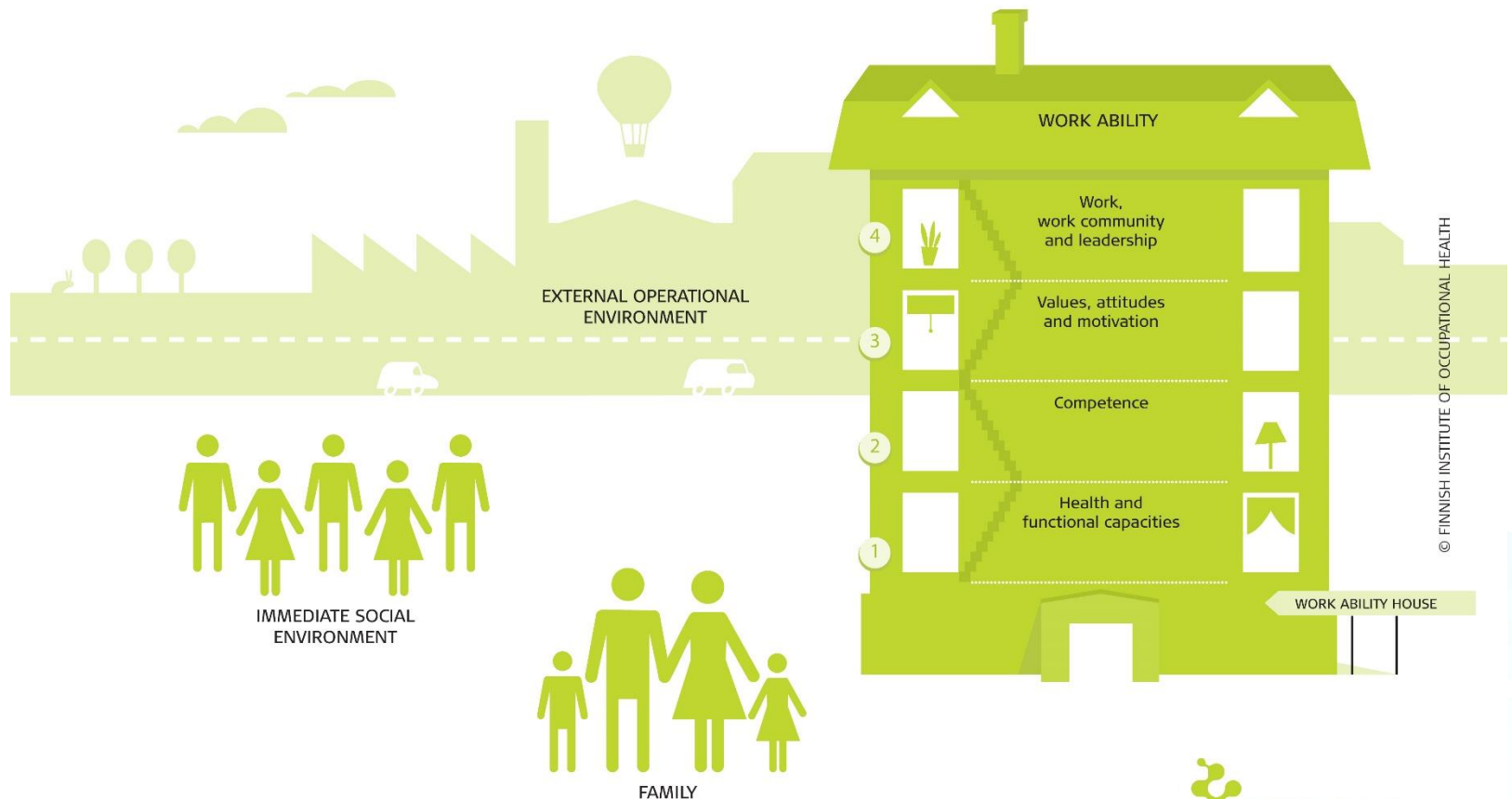
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Organizational Consultant (FINOD)

Management of Longevity

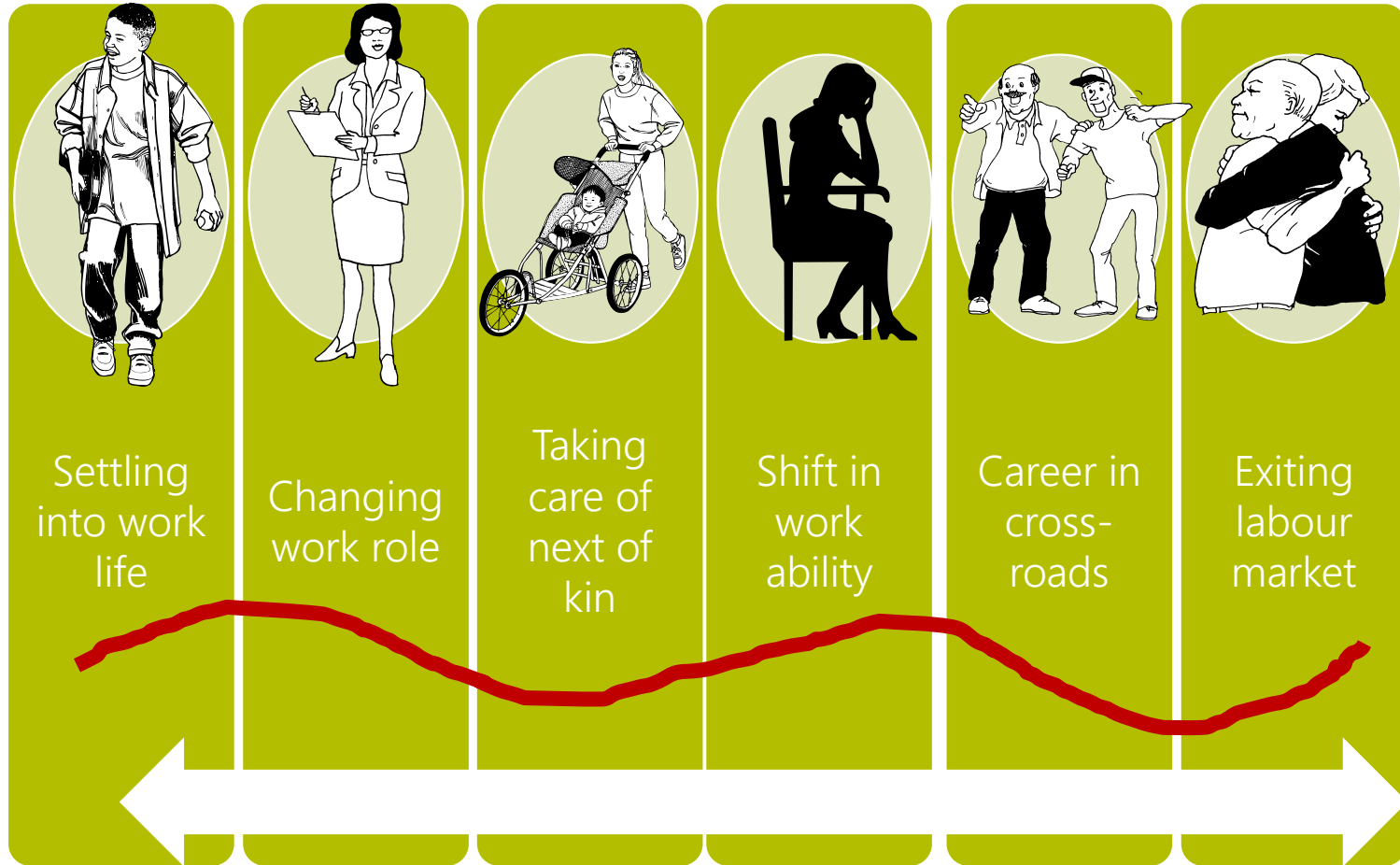
- Consideration of **age-related factors** affecting both blue and white collar workers **in daily leadership and management** on individual tasks and work environment, so that everyone, regardless of age feels empowered in reaching both personal and corporate goals.

Work ability promotion, longevity and productivity

Work Ability House

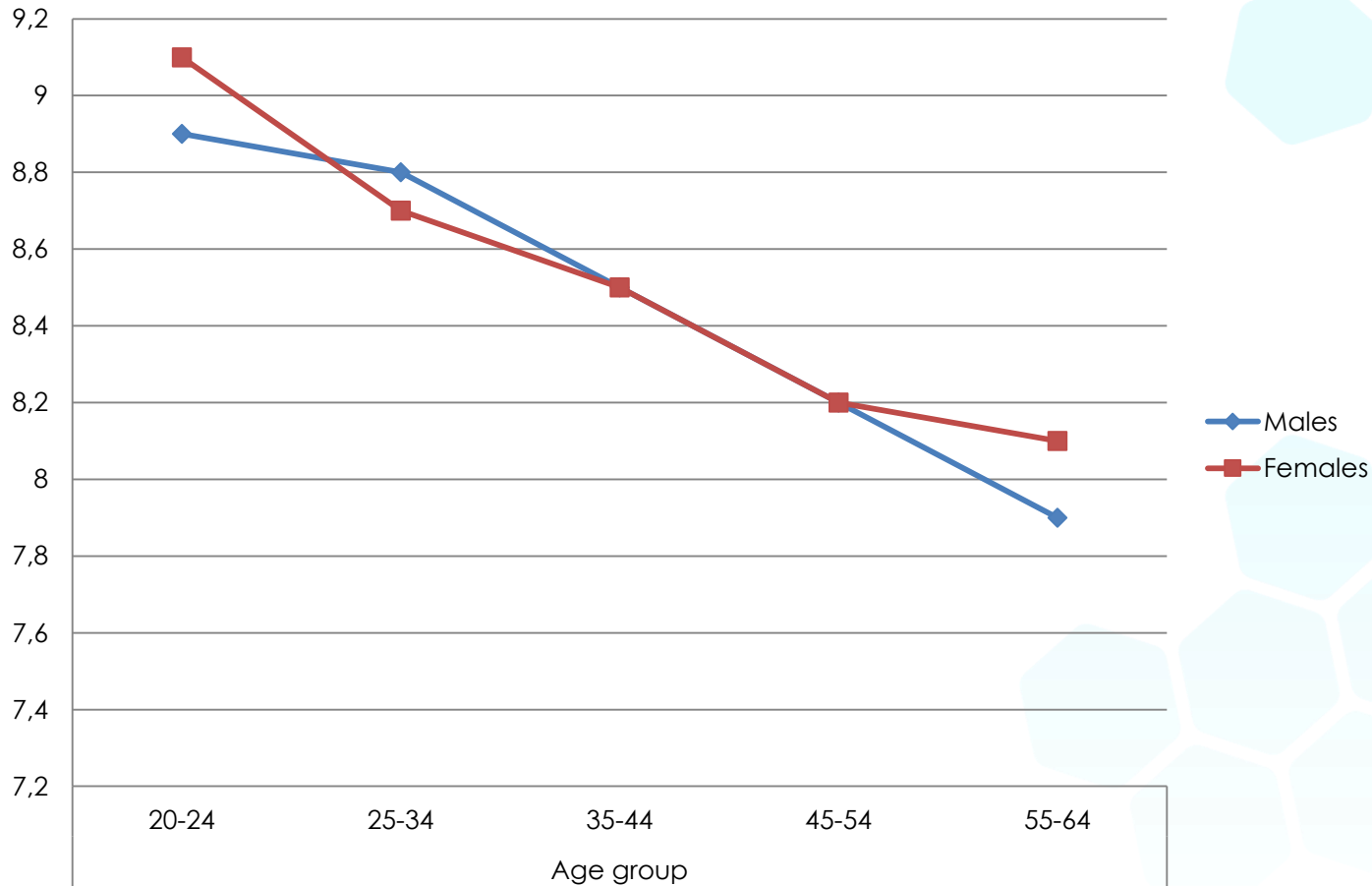


Longevity, Productivity and Critical Transitions



Age and work ability score

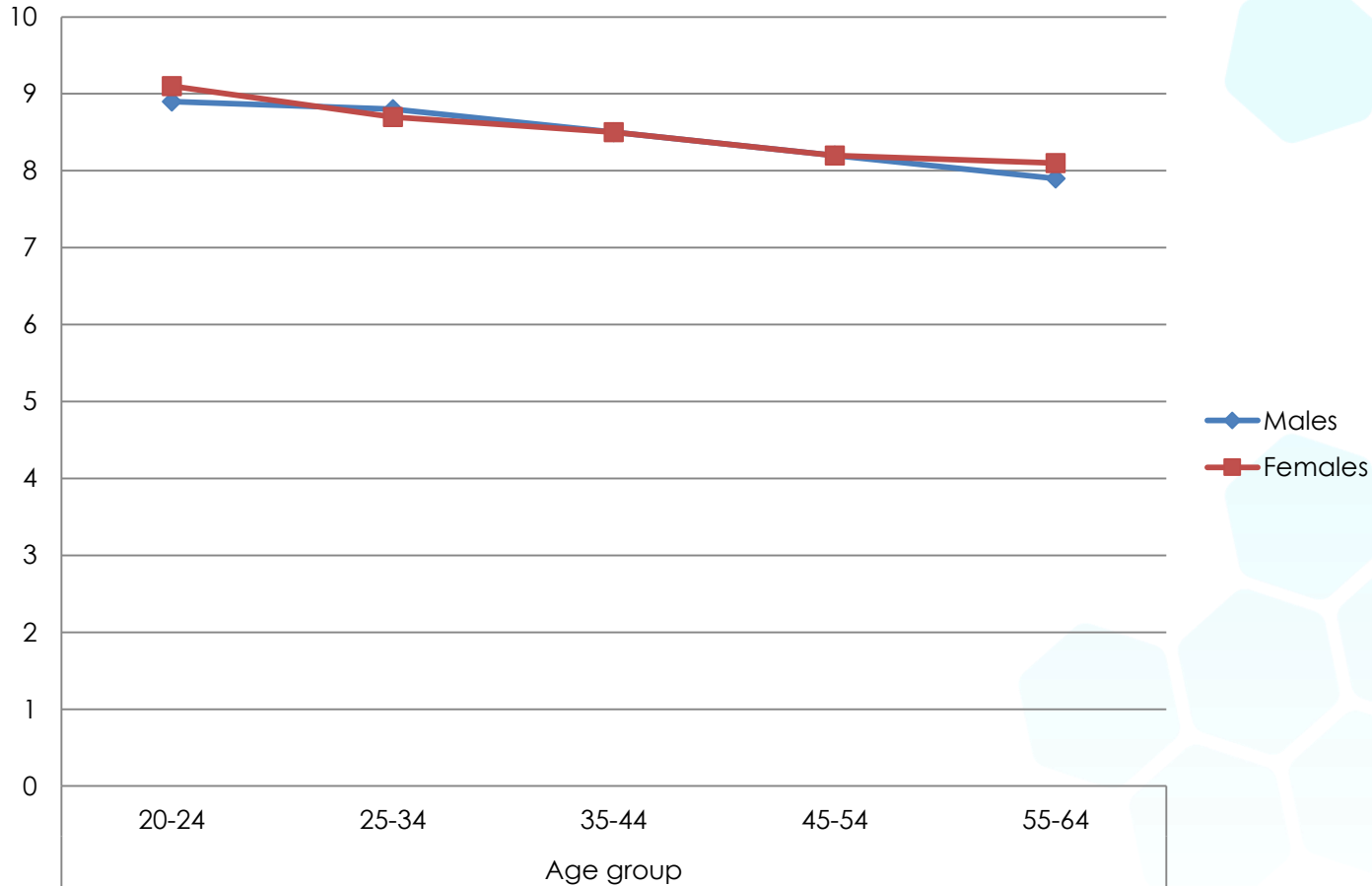
Current work ability in scale 0-10



Work and health Survey 2009, FIOH

Age and work ability score

Current work ability in scale 0-10



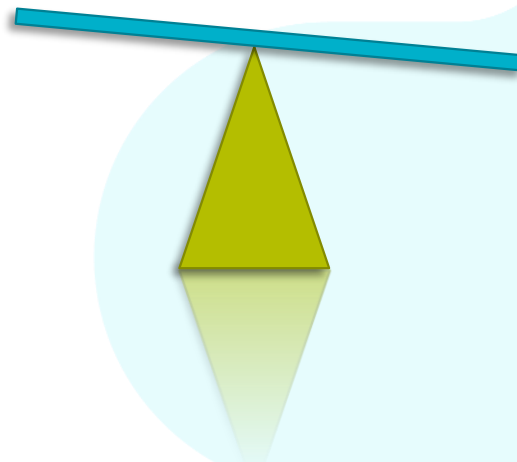
Work and health Survey 2009, FIOH

Work Demands and Work Resources

– the balance promotes longevity

Work Demands

- **Quantitative:** amount of work, time pressure
- **Qualitative:** difficult tasks, conflicting objectives, role ambiguity, emotional load
- **Physical:** non-comfortable work environment, ergonomics, physical strain

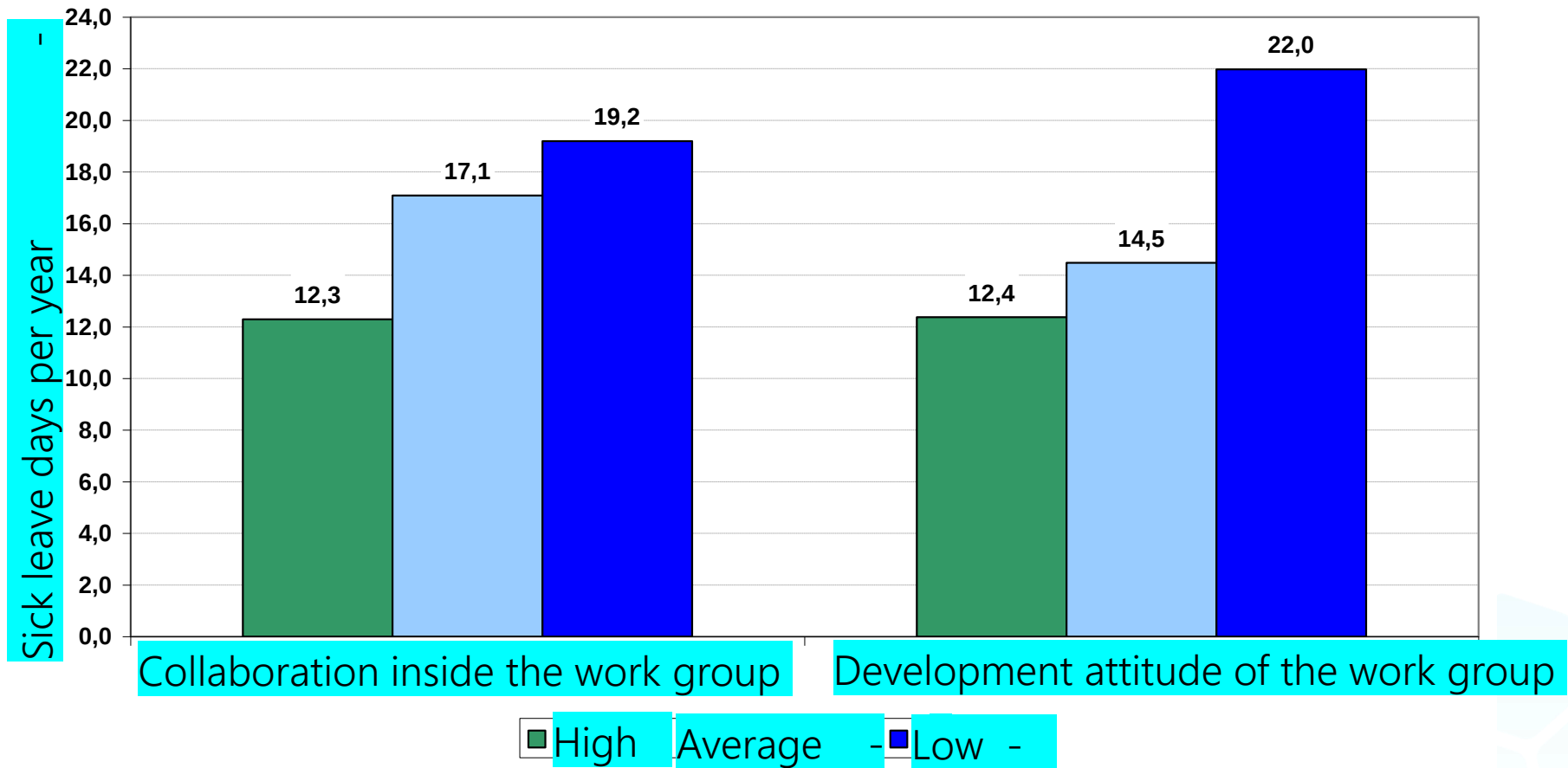


Work Resources

- **Task related:** task variety, professional development, autonomy
- **Social:** supervisory support, effective teamwork, appreciation, feedback
- **Job organization:** possibility to have control over work content or schedule
- **Organizational:** management culture, functional HR practices/models

Functionality of the Work Group correlates to the amount of the sick leave days per year

Functionality of the work group



Työhyvinvoinnin kehittäminen ja sairauspoissaolojen hallinta paperiteollisuudessa 2010



Työsuojelurahasto
Arbetskyddsfonden
The Finnish Work Environment Fund

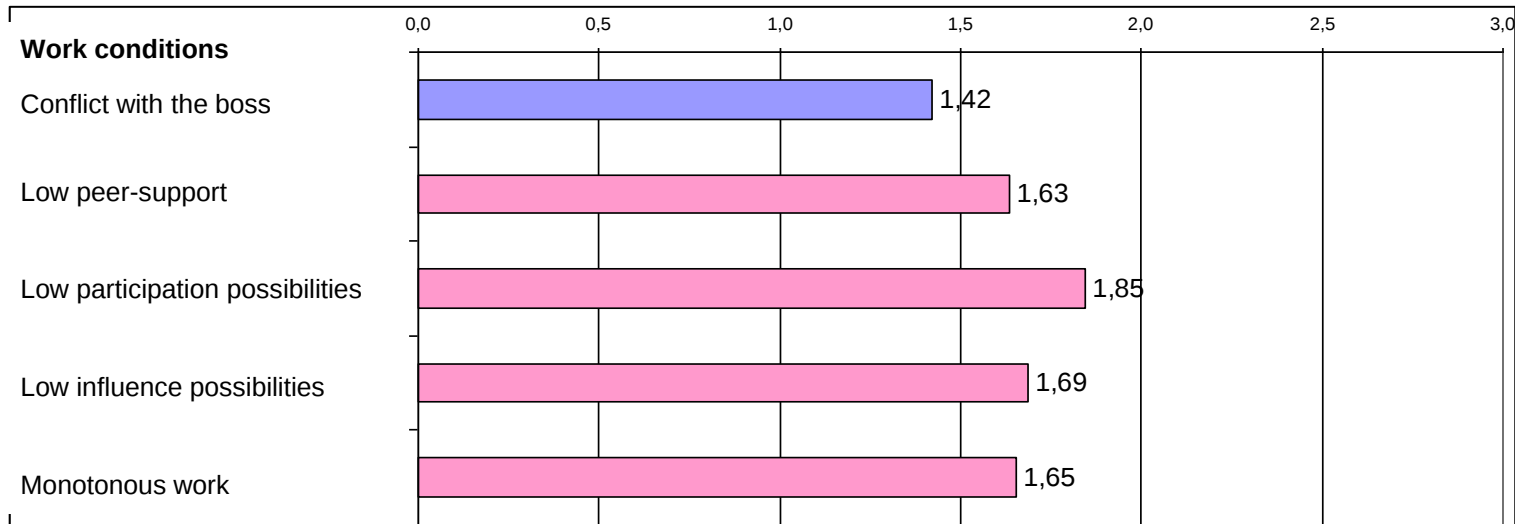
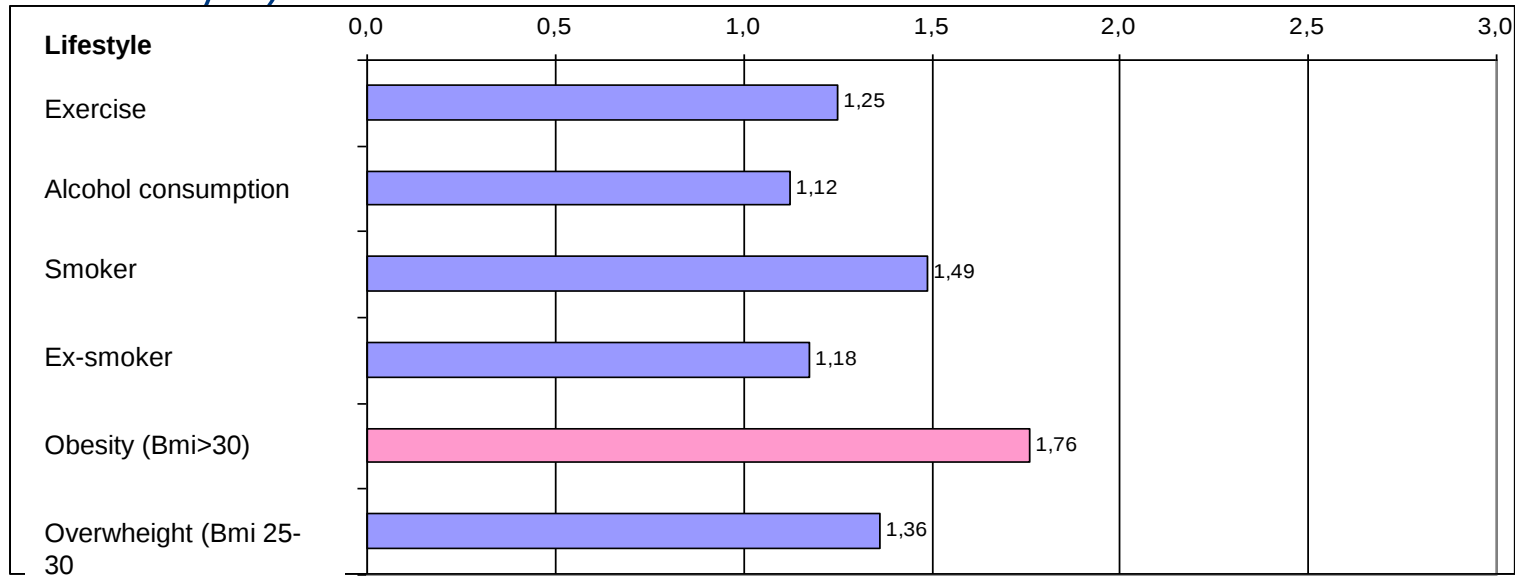


Työterveyslaitos www.ttl.fi



Metsäteollisuus P PAPERILIITTO

Factors that increase the risk for sickleave (> 3 days)



Vahtera: Työ ja terveys; Kunta8-tutkimus

Burn-out:

Interaction between psychosocial work environment and the worker

(Aronsson et al., 2017, BMC Public Health; Alarcon et al., 2009, Work & Stress)

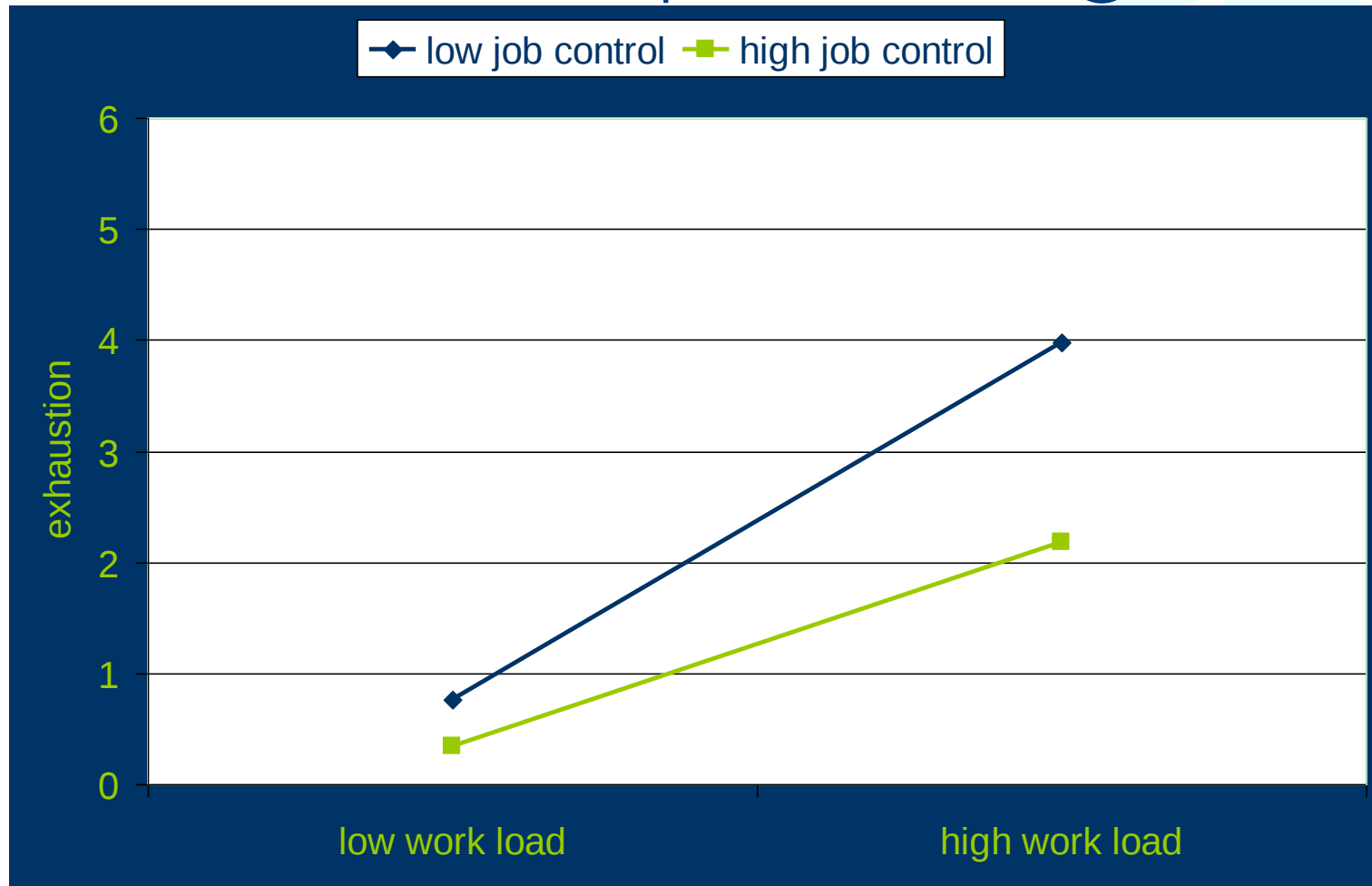
Work factors:

- Strong evidence:
 - between job control and reduced emotional exhaustion
 - between low workplace support and increased emotional exhaustion
- Evidence:
 - between demands, high work load, low rewards, low workplace justice, low supervisor and co-worker support, job insecurity and change in emotional exhaustion

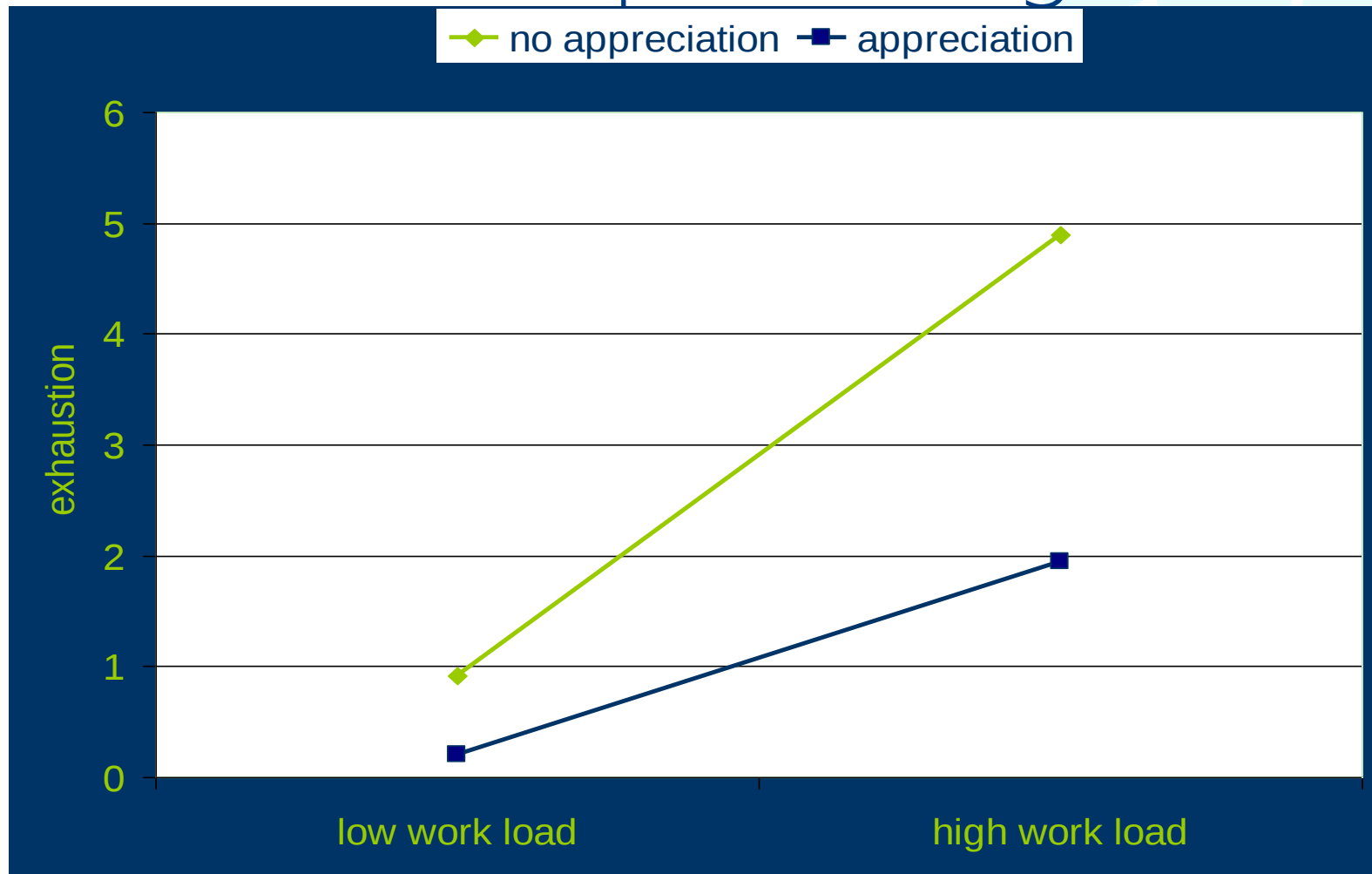
Individual factors and exhaustion:

- self-esteem -
- general self-efficacy -
- internal locus of control -
- emotional stability -
- extraversion -
- conscientiousness -
- agreeableness -
- positive - and negative affectivity +
- optimism -
- proactive personality -
- hardiness -

Work demands – work resources – model: an example among teachers

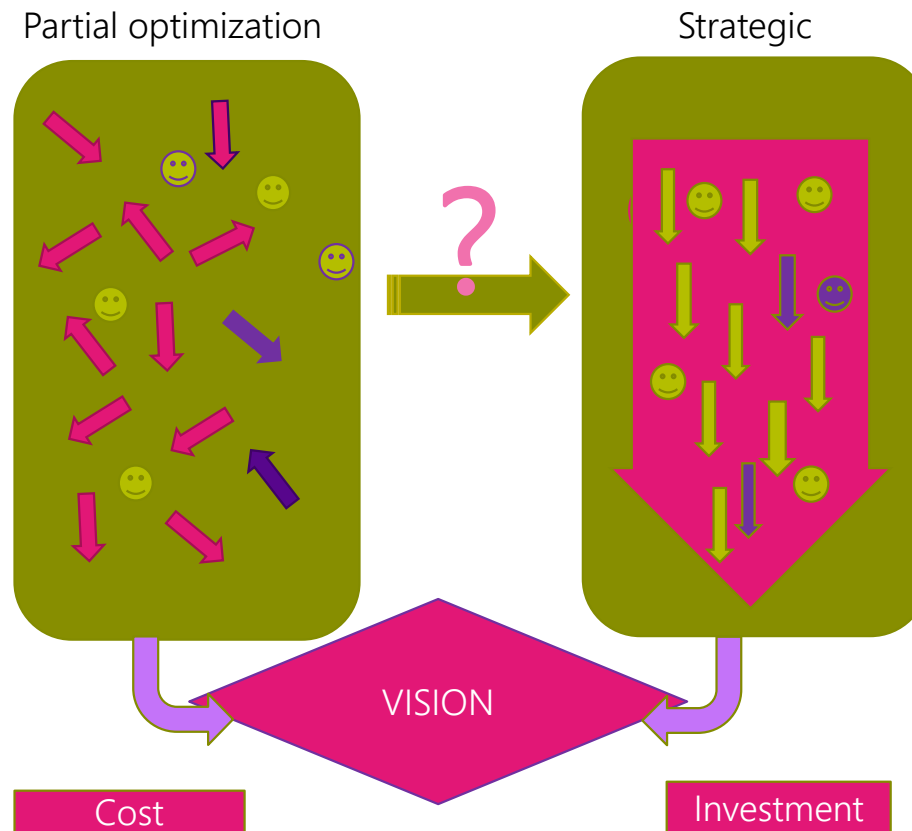


Work demands – work resources – model: an example among teachers



Source: Hakanen and Honkanen

The key to Longevity and Productivity is collaboration: HR-Occupational Health&Safety-Top Management- Leaders-Supervisors-Workers

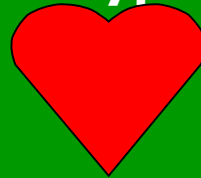


Age Power tool for companies

**Increasing
age
awareness at
work**



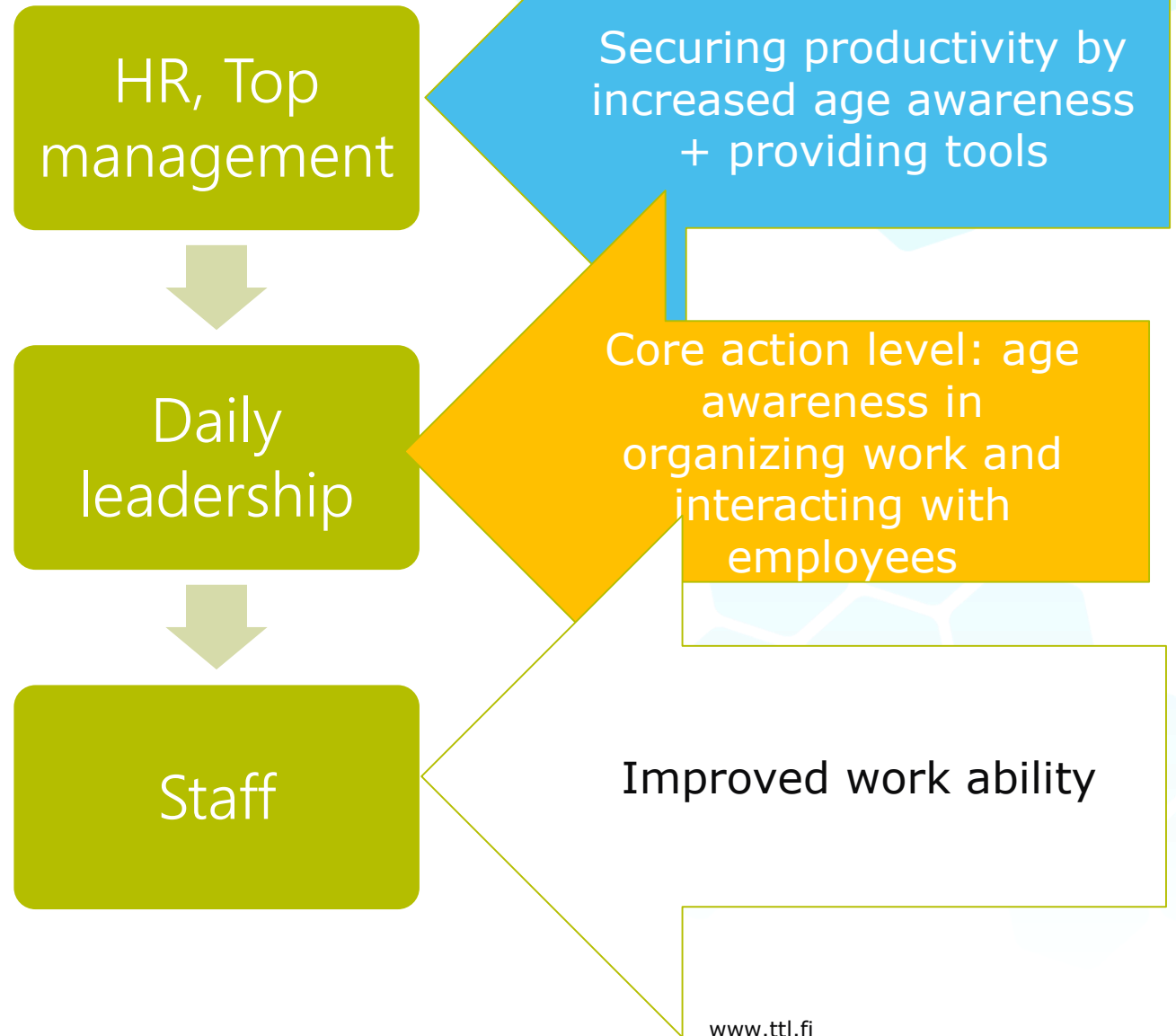
**Improving
positive age
attitudes –
avoiding age
stereotypes**



**Finding
solutions for
age related
challenges**



The key actors:





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Thank you!



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