

The role of organizational leadership in preventing work disability due to chronic pain

Duygu Biricik Gulseren

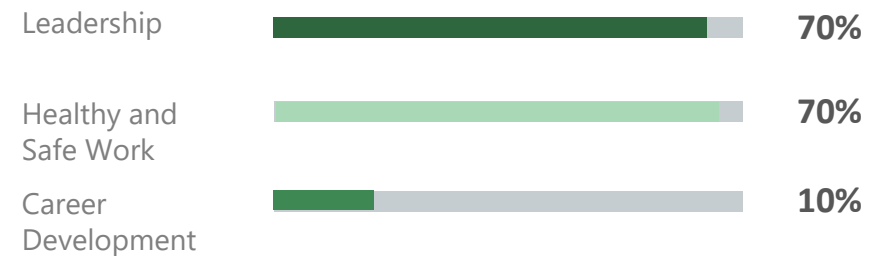
Who am I? How do I approach work disability?



About Duygu

Industrial and Organizational Psychology
Organizational Behaviour

Mostly individual, micro perspective



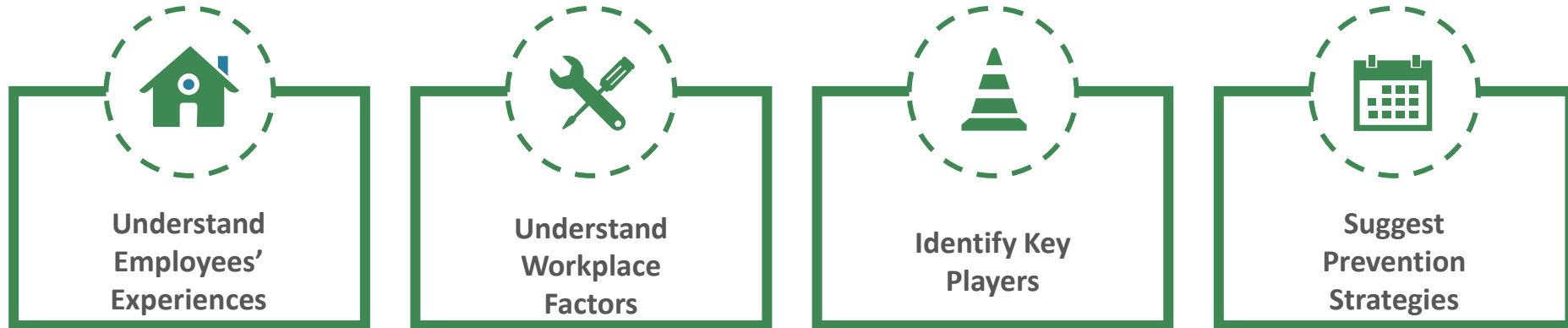


Me-search

How I started studying chronic pain?

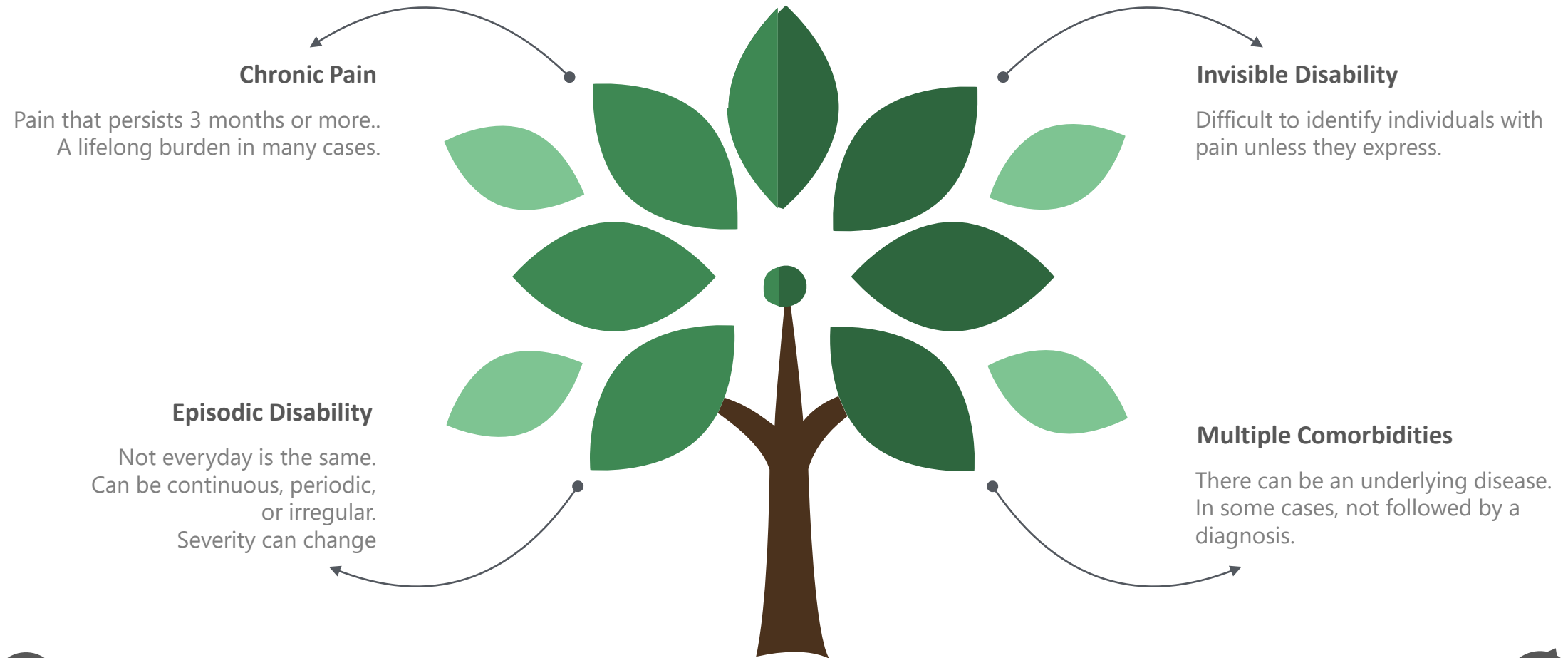
Research Program

From understanding to preventing.



Chronic Pain & Disability

Definition & Characteristics



How does chronic pain develop?

Both nature & nurture

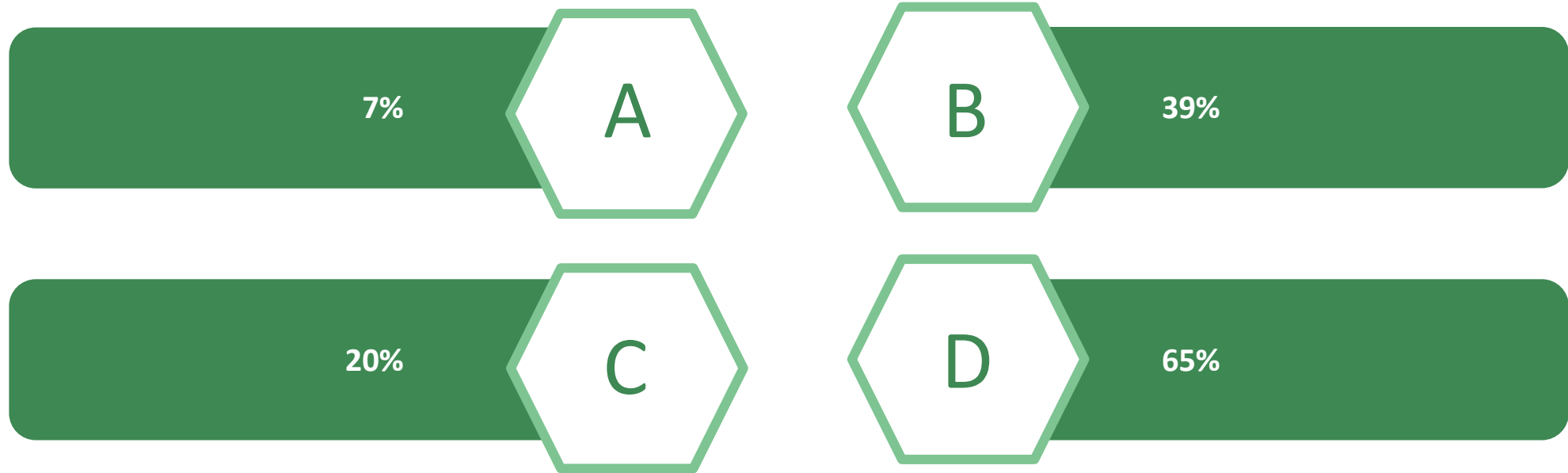


Chronic Pain is a Global Problem



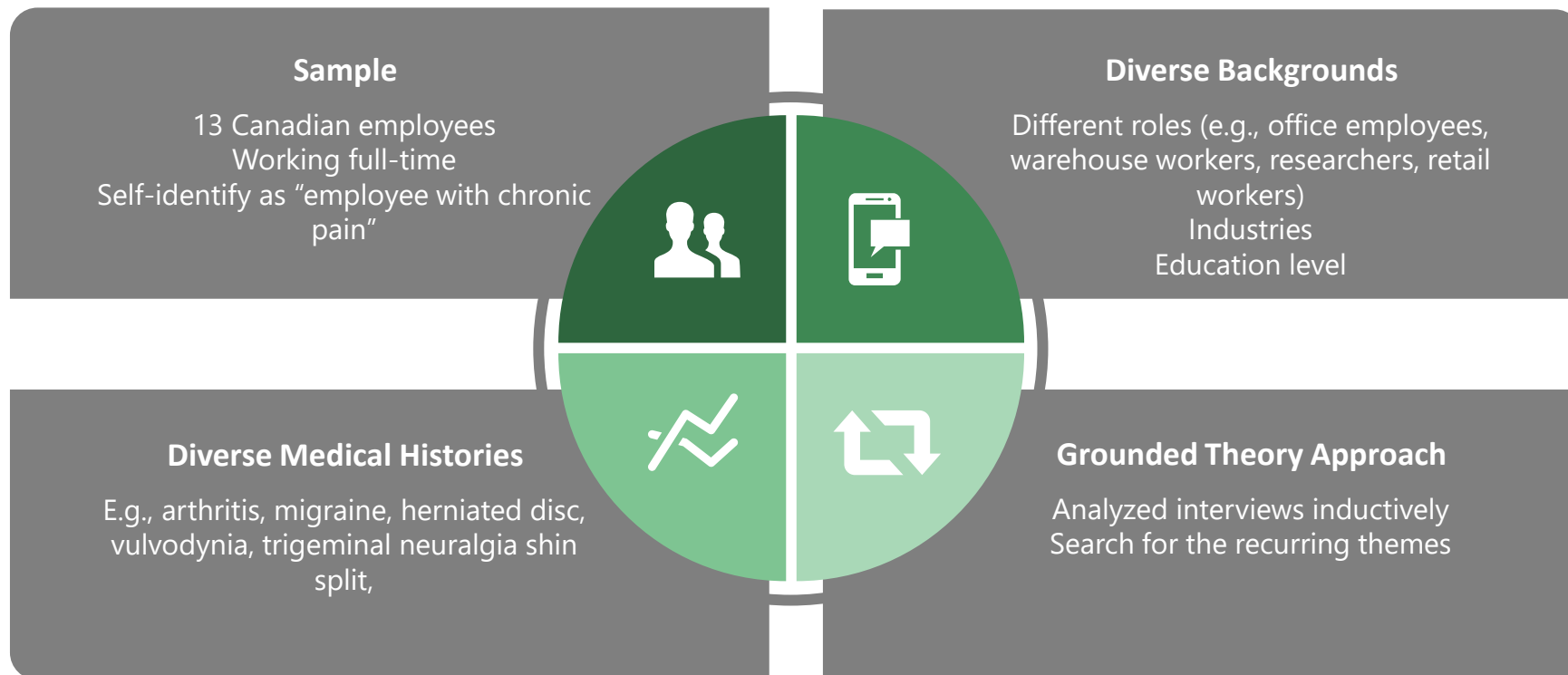
Question 1

According to Canadian Survey on Disability (2017),
what is the prevalence rate of chronic pain in the Canadian working population?



Gulseren & Kelloway (2020)

How does pain and work affect each other?



Gulseren & Kelloway (2020)

Qualitative Study of Canadian Employees with Chronic Pain



Pain is individualistic.

Employees experience pain in a unique way.



Pain is unpredictable.

Pain varies on throughout the day, so does work ability.



Pain communication is not always possible.

Employees hesitate to conceal their pain for various reasons..



Leaders play a critical role.

Employees working under effective leaders can manage both work and pain.



Chronic Pain is an Organizational Problem

Organizations pay for the costs of mismanaged chronic pain disability in many ways.

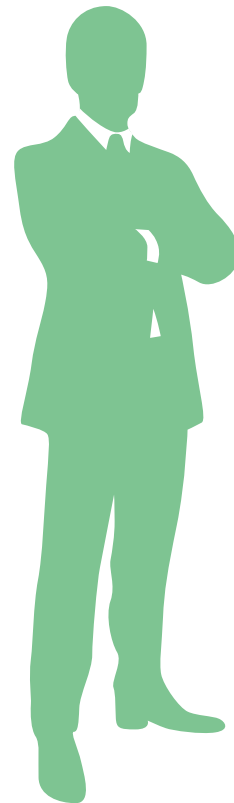
Performance
Reduced work performance



Absenteeism
Regular time off from work



Presenteeism
Being at work, but not being able to work



Medical Bills
Insurance costs, medical costs



Unhealthy Work Culture
Damaged social relationships,
negative work atmosphere



Legal Costs
Disputes due to violation of human rights



Leaders are in the best position to address chronic pain disability at work.

Gulseren, Sayin, Turner, & Kelloway (2020)

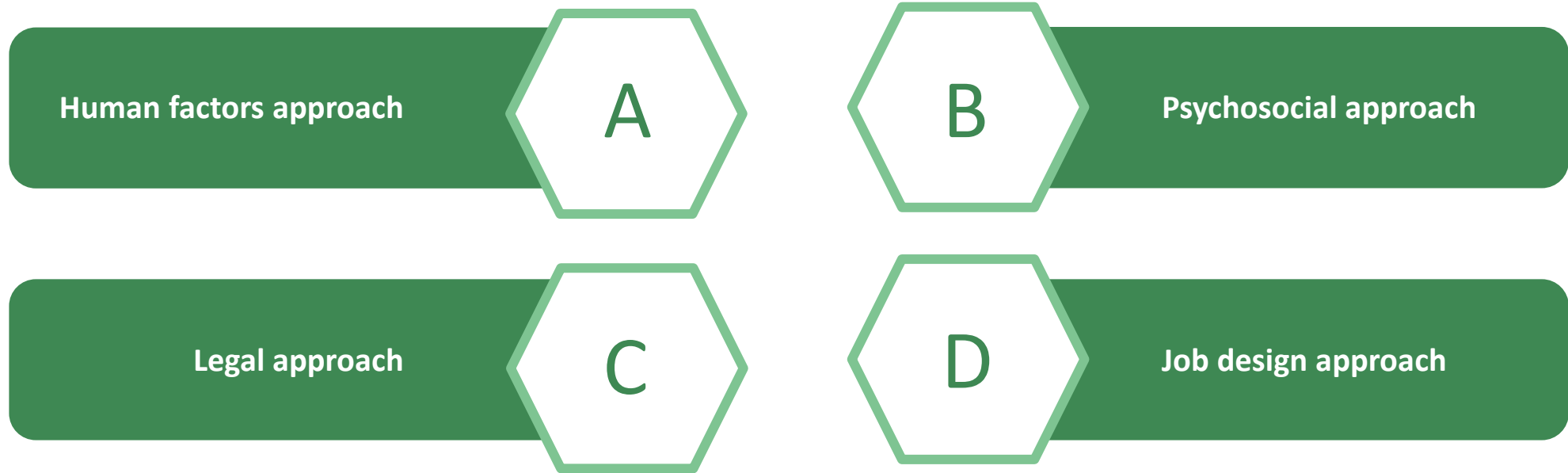


Gulseren, Sayin, Turner, & Kelloway (2020)



Question 2

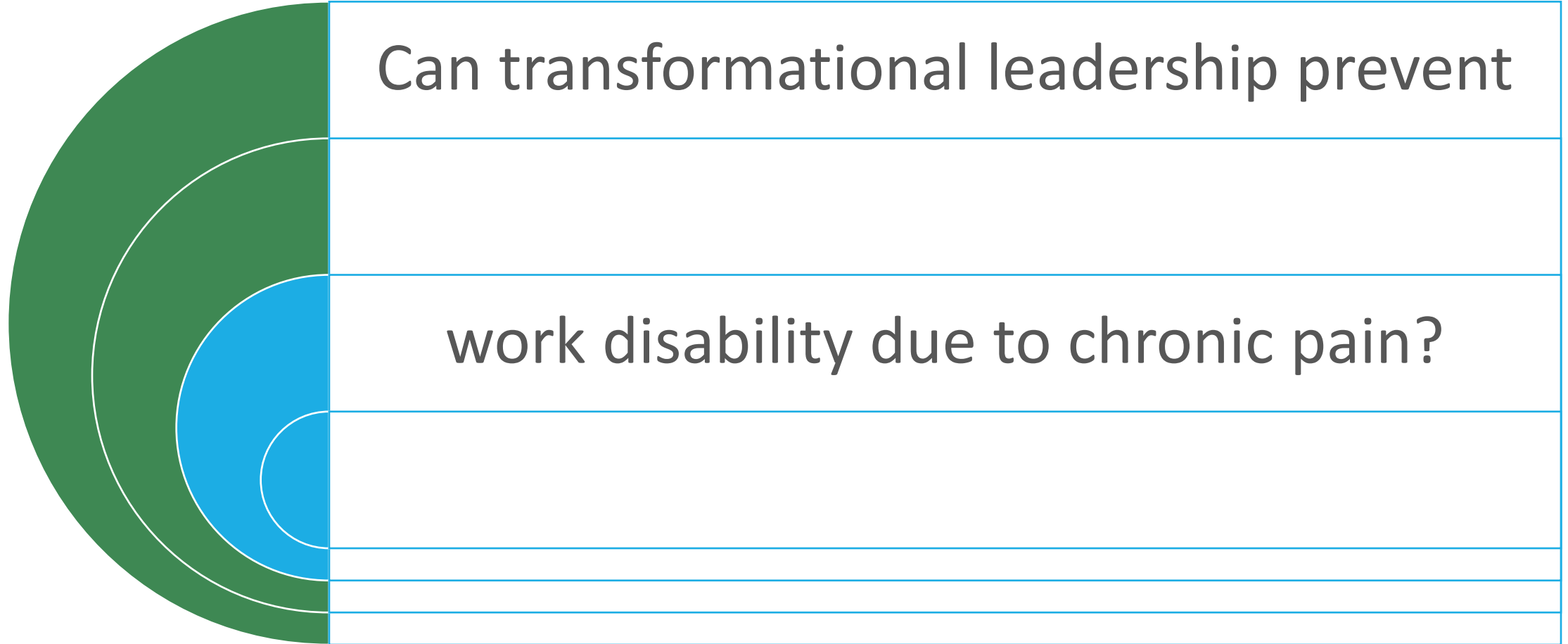
Based on your opinion and personal experience, which of the four approaches leaders can use to address chronic pain would be the most effective?



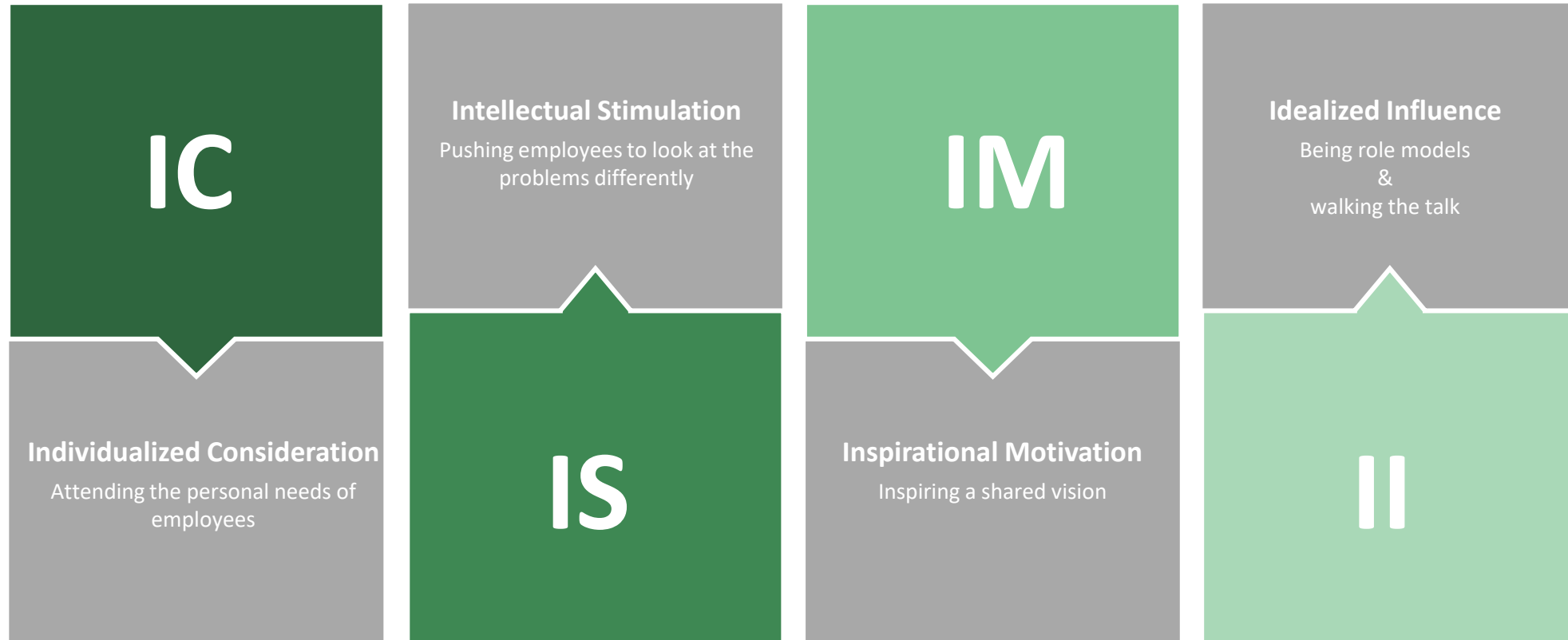


Psychosocial Approach

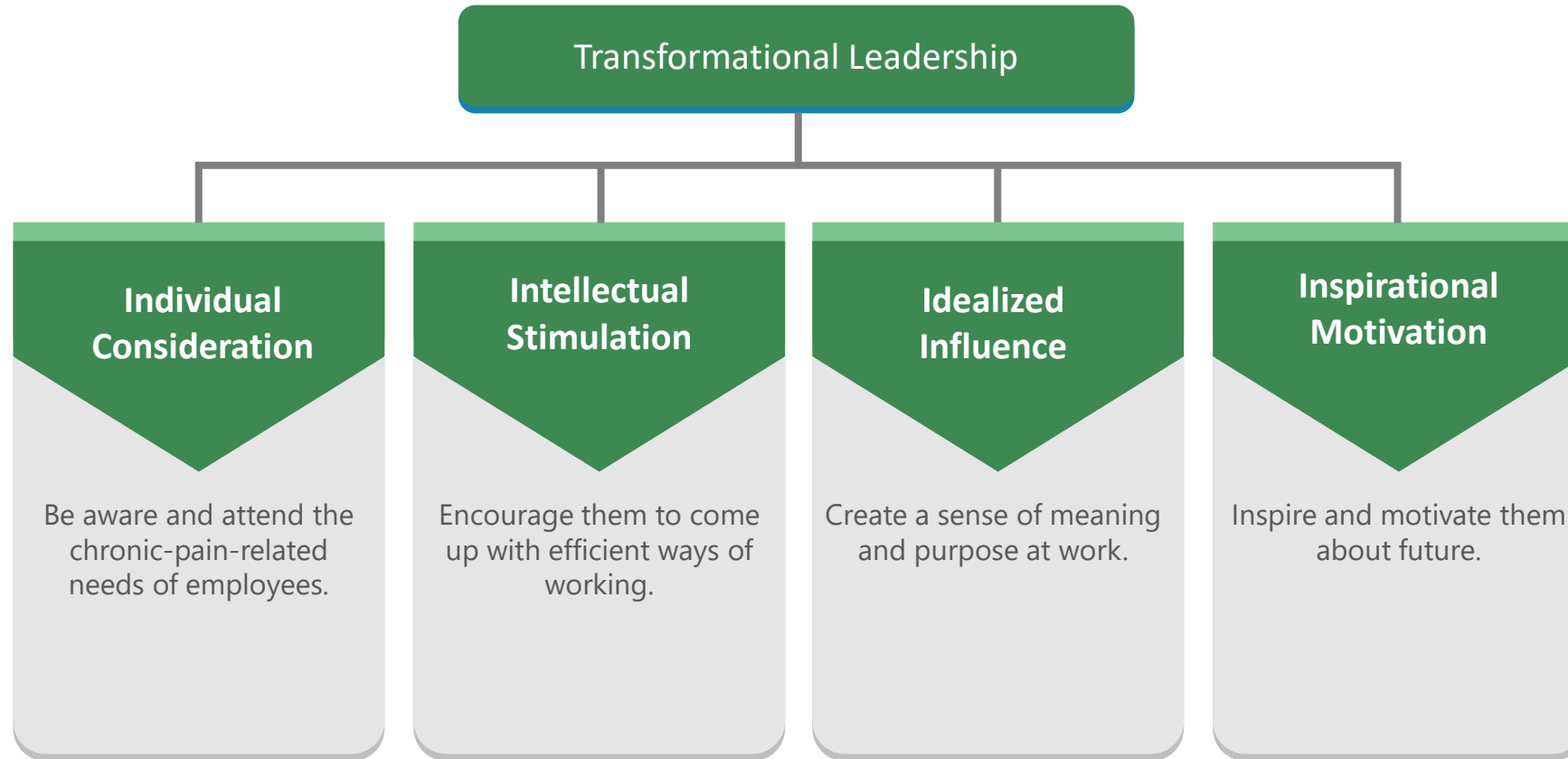
Research Question



Transformational Leadership

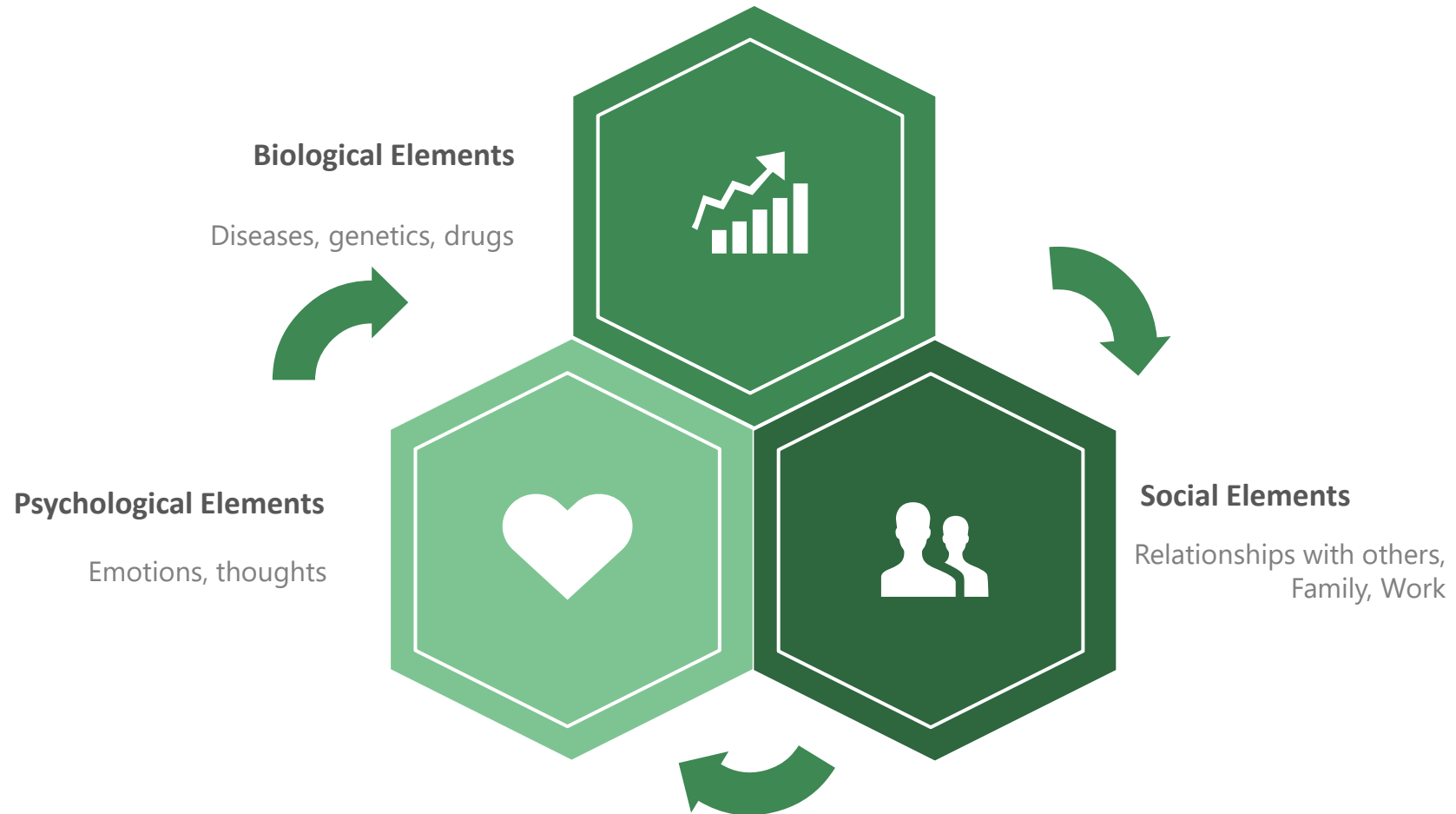


Transformational Leadership and Chronic Pain Disability



Biopsychosocial Model of Pain

Gratchel et al. (2007)

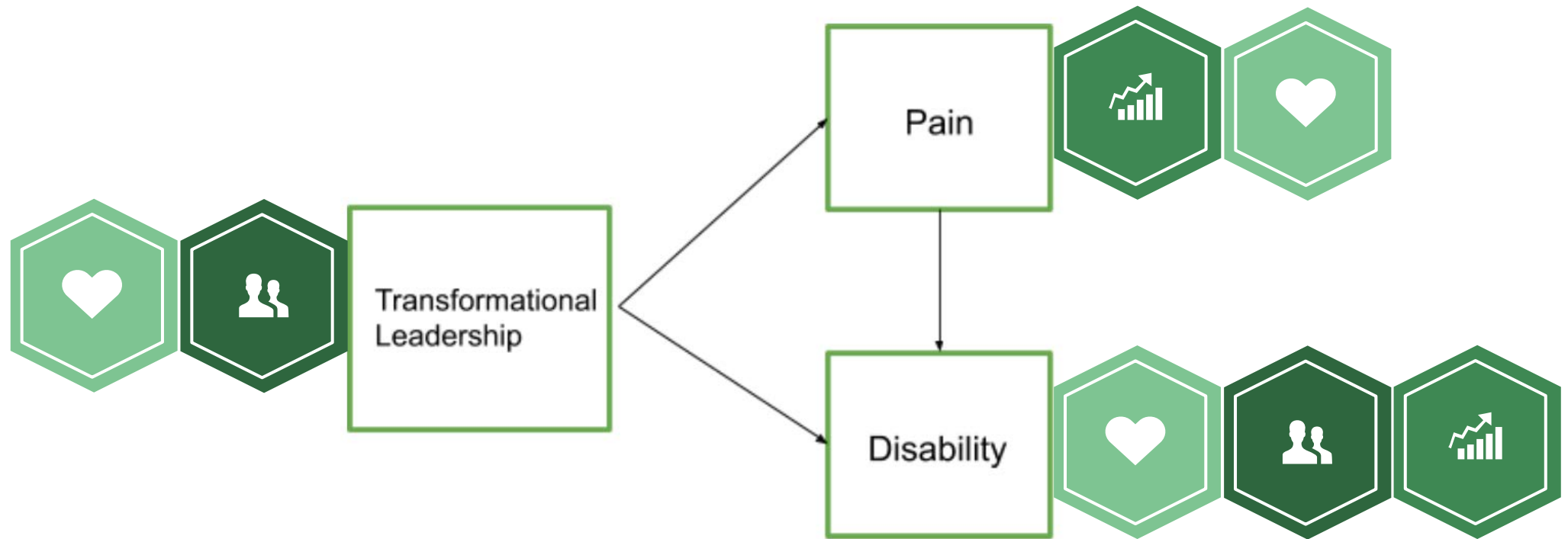


Gatchel, R. J., Peng, Y. B., Peters, M. L., Fuchs, P. N., & Turk, D. C. (2007). The biopsychosocial approach to chronic pain: scientific advances and future directions. *Psychological Bulletin*, 133(4), 581.

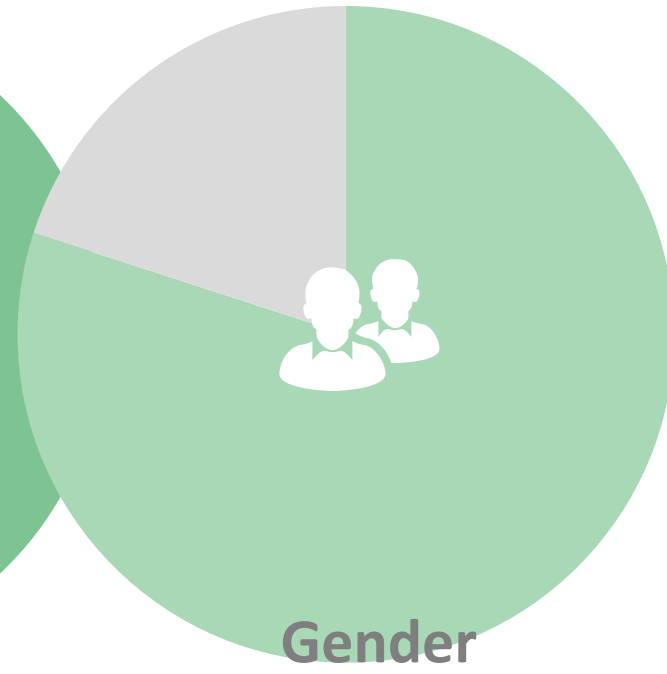
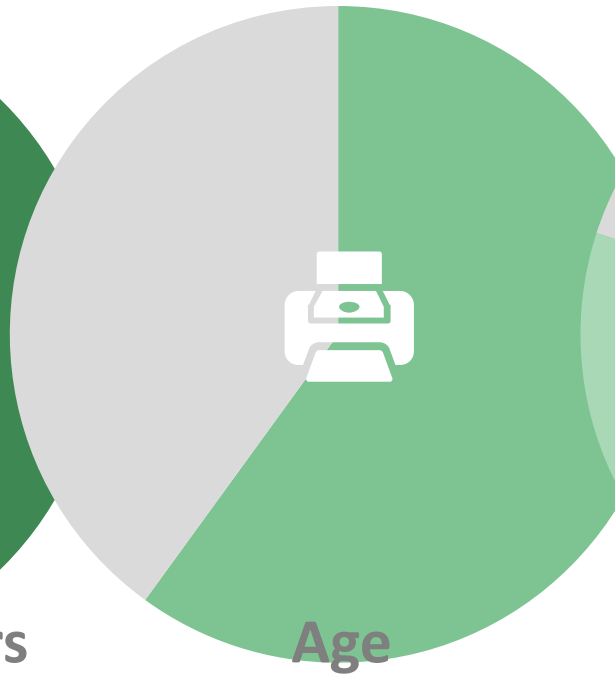
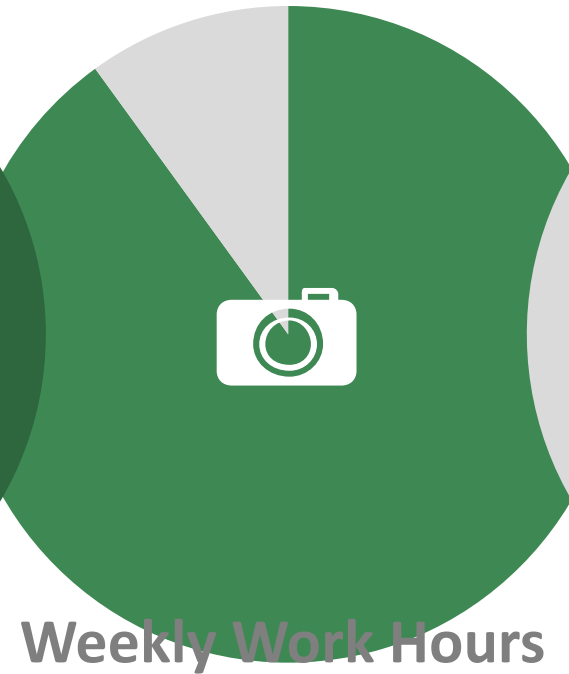
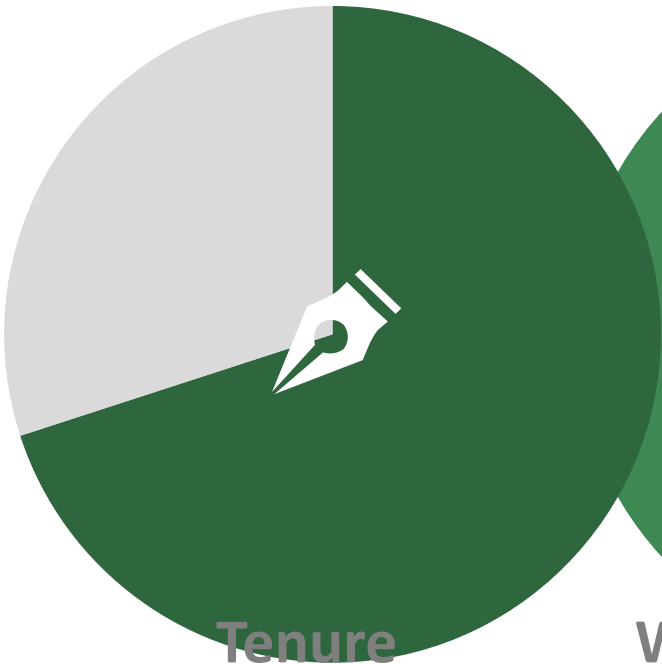


Gulseren, Sayin, Turner, & Kelloway (2020)

The role and importance of leadership in preventing chronic pain disability.



Sample: Full-time Employees with Chronic Pain



Measures

Quality is the best business plan



Pain Intensity

Cleeland, C. S., & Ryan, K. M. (1994). Pain assessment: Global use of the brief pain inventory. *Annals of the Academy of Medicine*, 23(2), 129–138.



Pain Affect

Tursky, B., Jamner, L. D., & Friedman, R. (1982). The pain perception profile: A psychophysical approach to the assessment of pain report. *Behavior Therapy*, 13(4), 376–394.



Transformational Leadership

Carless, S. A., Wearing, A. J., & Mann, L. (2000). A short measure of transformational leadership. *Journal of Business and Psychology*, 14(3), 389–405.



Work Disability

Cleeland, C. S., & Ryan, K. M. (1994). Pain assessment: Global use of the brief pain inventory. *Annals of the Academy of Medicine*, 23(2), 129–138.



Design

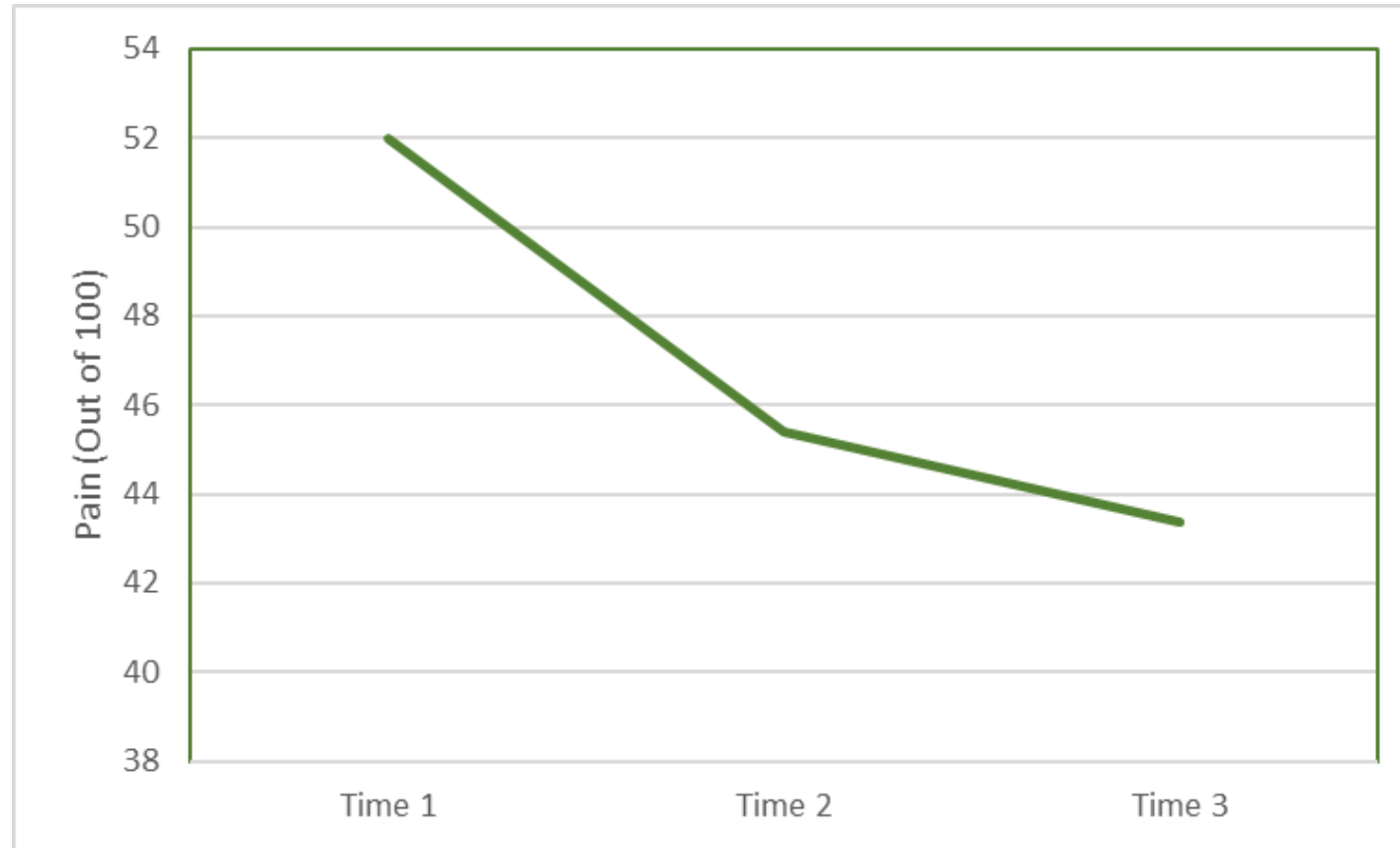
Repeated Measures, 3 Time Waves, 1 Month Intervals



Change over time: Pain

Pain: (Intensity, Affect)

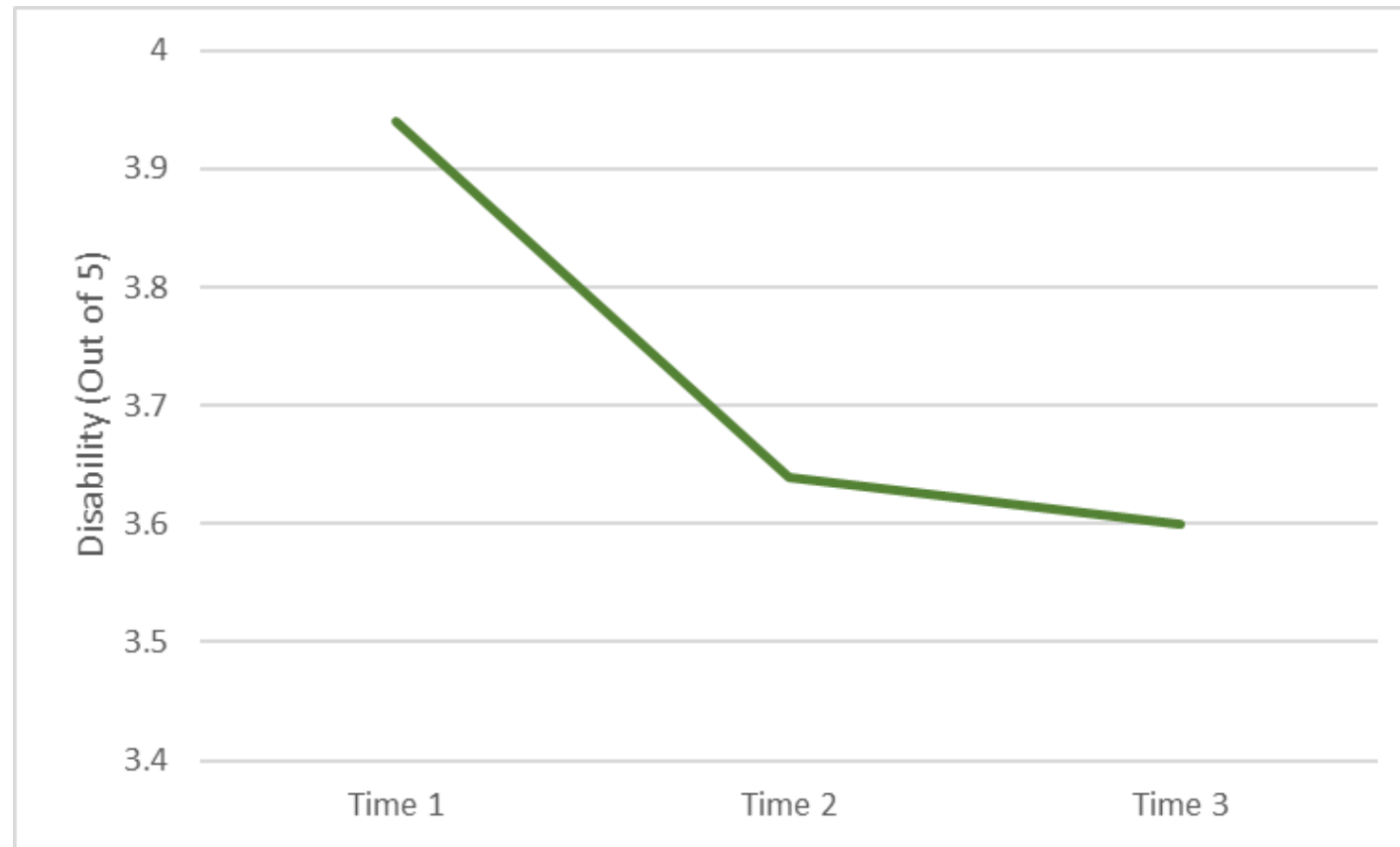
Pillai's trace=.179
 $F(2,234)=25.44$
 $p=.000$



Change over time: Disability

Disability: Pain interfering with work

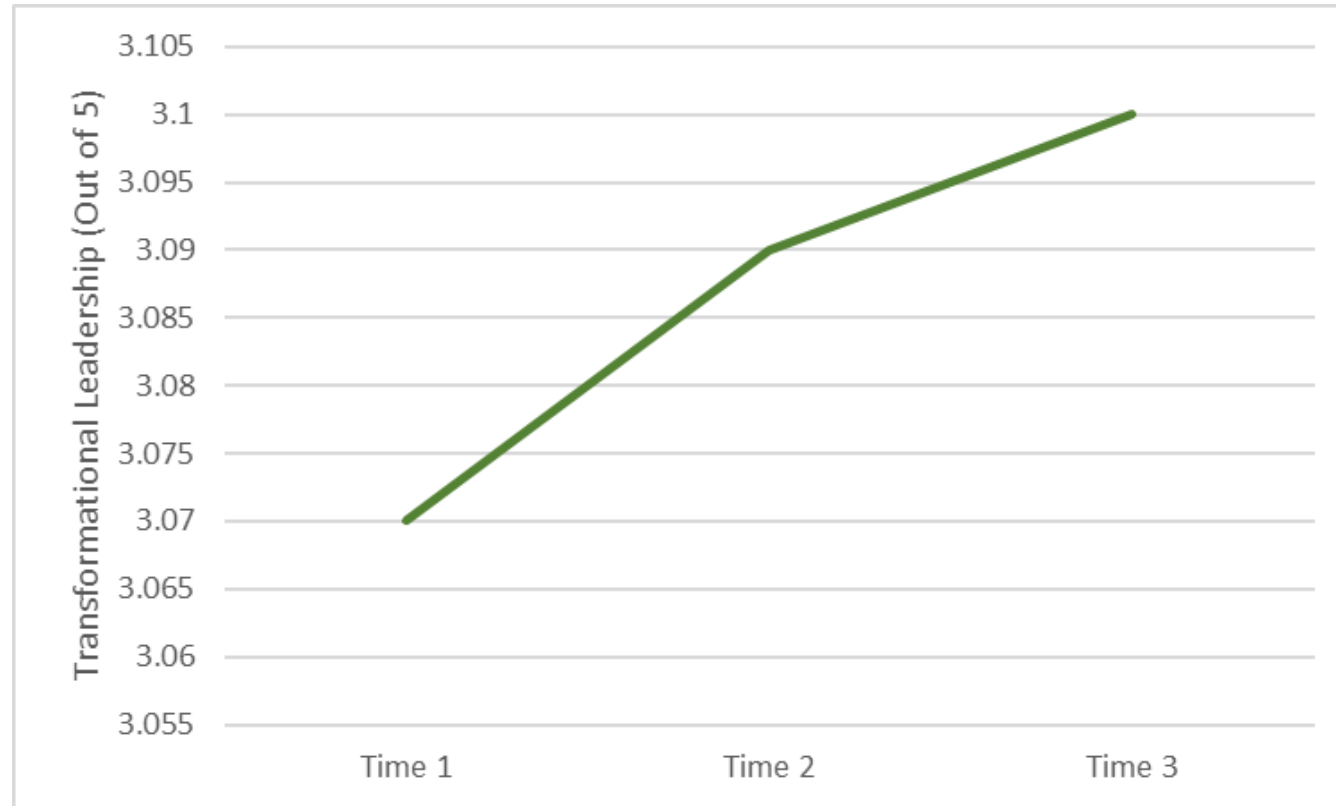
Pillai's trace=.034
 $F(2,244)=4.263$
 $p=.015$



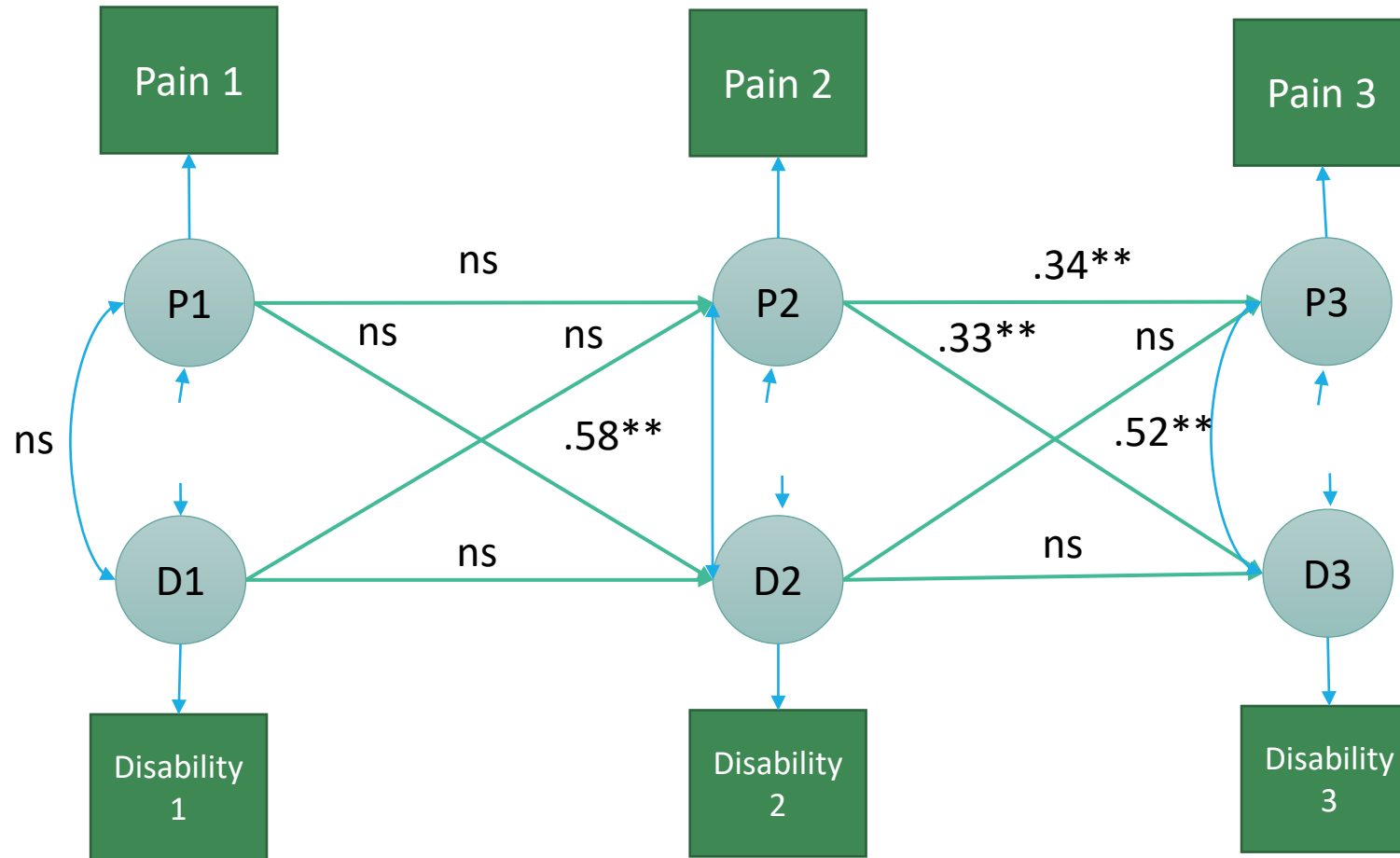
Change over time: Leadership

No significant variance over time.

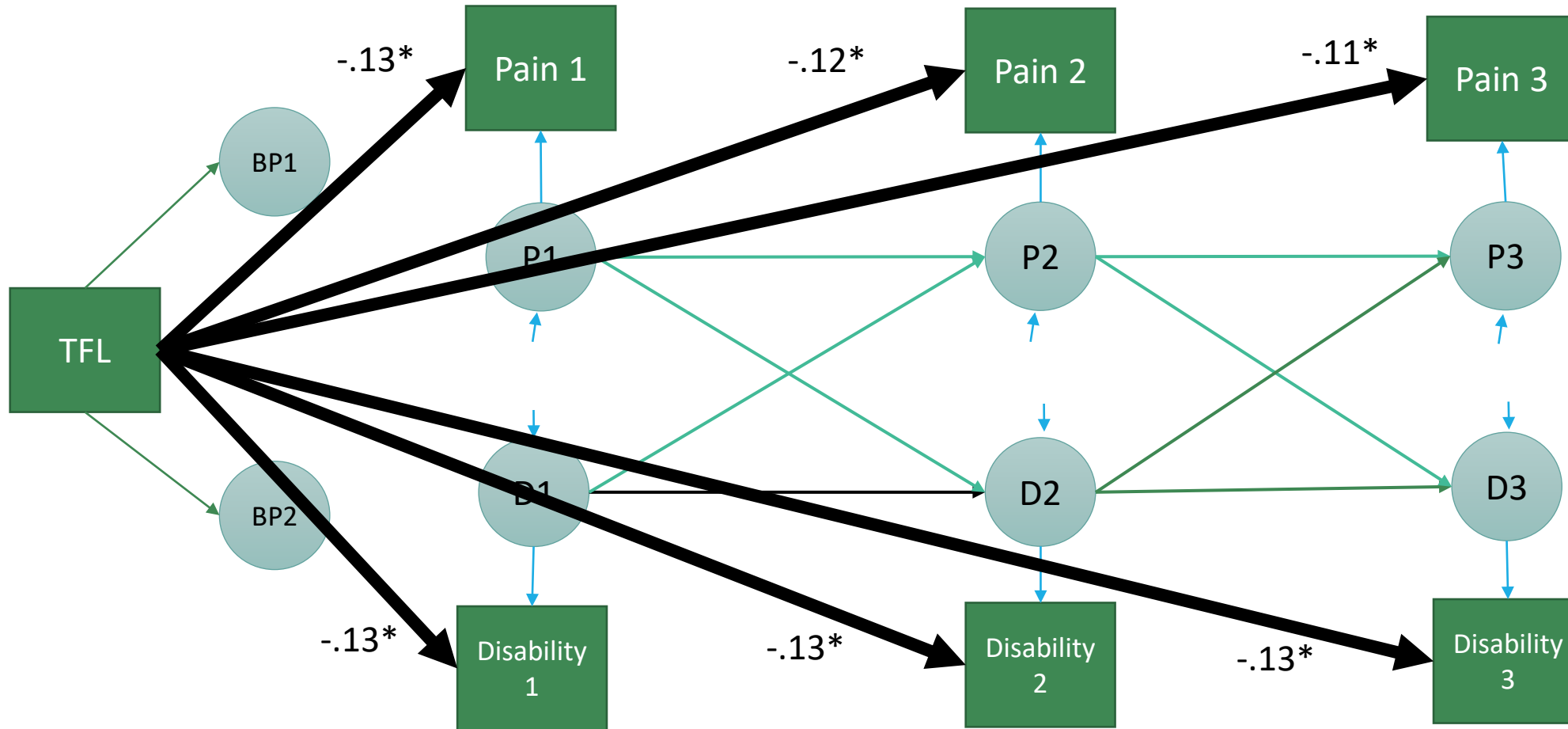
Pillai's trace=.001
 $F(2,247)=.175$
 $p=.839$



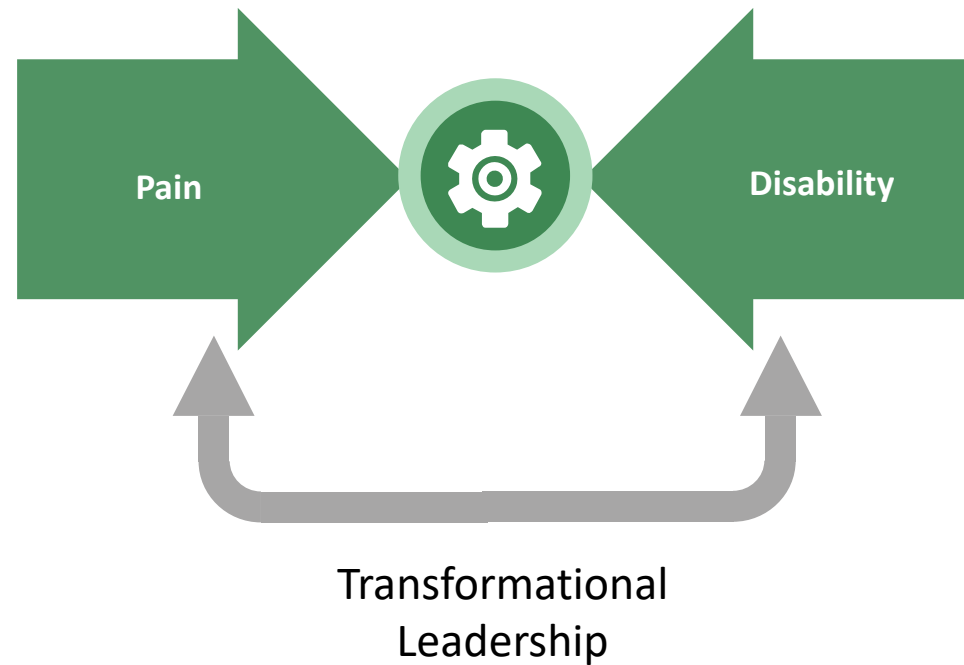
Unconstrained Model



Unconstrained Model



In Simple Terms



What does it mean?

Pain & Disability
Employees under transformational leaders have lower levels of pain and pain disability.

Leadership
Leadership as prevention tool.



Training
Investing in developing transformational leaders.



Stay In Touch



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Previous Research

Inceoglu et al., 2018

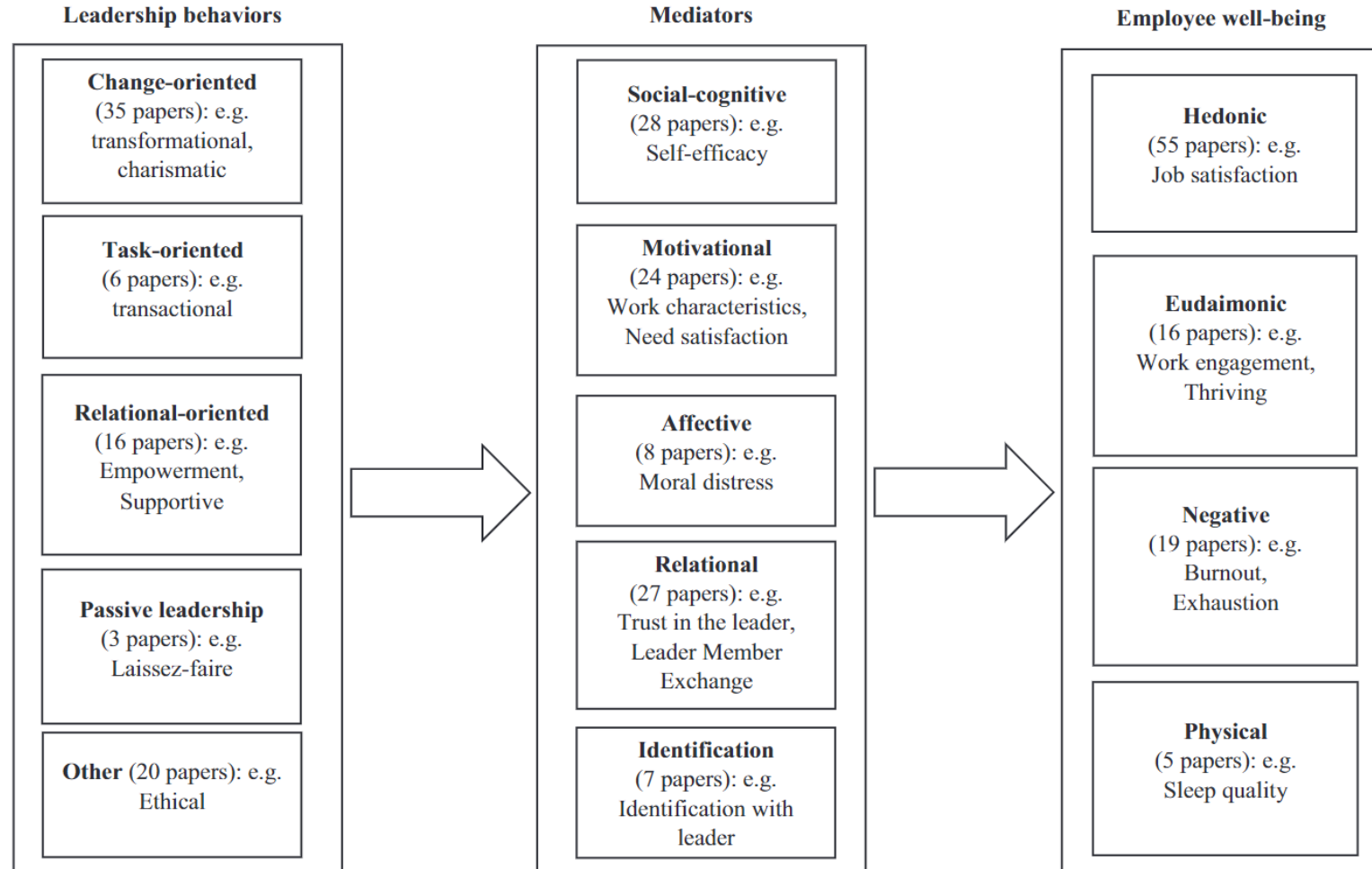


Fig. 1. Conceptual model and overview of examined leadership behaviors, mediators and forms of employee well-being in the reviewed papers.



Pain Affect

0 = Not unpleasant

1 = Bearable

2 = Tolerable

3 = Uncomfortable

4 = Distracting

5 = Unpleasant

6 = Distressing

7 = Miserable

8 = Unbearable

9 = Intolerable

10 = Agonizing

Pain Intensity

Please rate the intensity of your pain in the last month.

0	1	2	3	4	5	6	7	8	9	10
No pain										Pain as bad as it could be

Work Disability

In the last month, how much has pain has interfered with your ...

General activity at work?

Mood at work?

Ability at work?

Normal work?

Relations with other people at work?

How often did your supervisor/manager...

- ... communicate a clear and positive vision of the future *in the last month?*
- ... treat you and your coworkers as individuals, support and encourage your development *in the last month?*
- ... give encouragement and recognition to you and your coworkers *in the last month?*
- ... foster trust, involvement and cooperation among team members *in the last month?*
- ... encourage thinking about problems in new ways and question assumptions *in the last month?*
- ... was clear about his/her values and practises what he/she preached *in the last month?*
- ... instill pride and respect in you and your coworkers and inspire you by being highly competent *in the last month?*