Managerial Leadership and Health

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Introduction

Stress Research Institute has studied the health effects of Managerial Leadership in several different data materials: the WOLF study, the SLOSH study, a study of a large international forestry company, a study of the hotel industry in three European countries, and an intervention study in Torshälla.
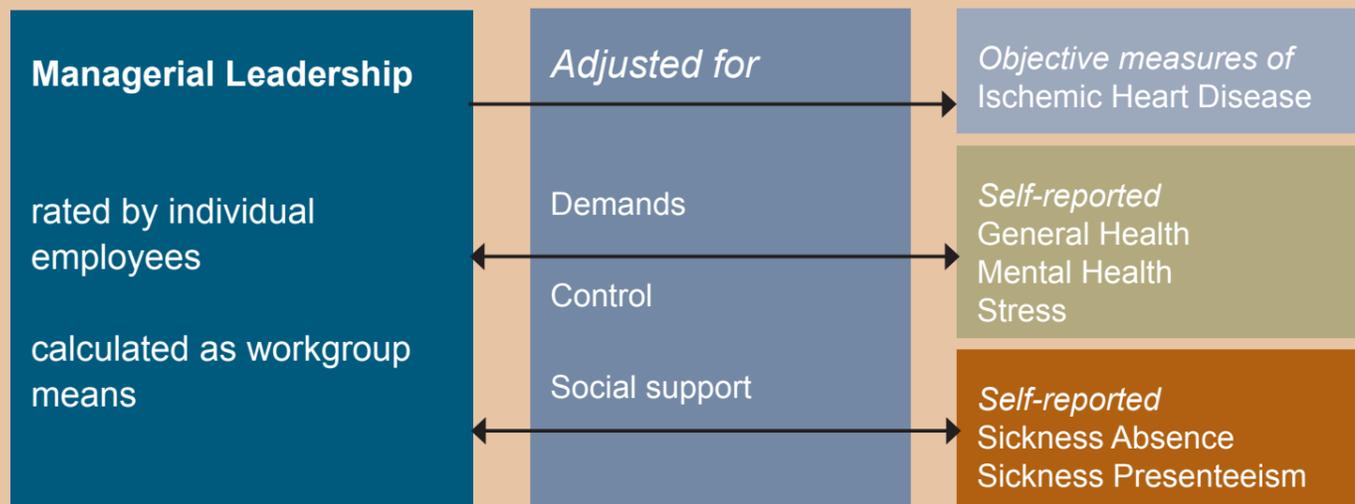
Managerial Leadership	Adjusted for	Objective measures of Ischemic Heart Disease
rated by individual employees	Demands	Self-reported General Health Mental Health Stress
calculated as workgroup means	Control Social support	Self-reported Sickness Absence Sickness Presenteeism

Figure 1. Associations between managerial leadership and health/sickness absence and preseteeism among subordinates, found in studies conducted at Stress Research Institute.

Managerial Leadership seems to have an additional explanatory value in relation to health over and above that of the Demand-Control-Support Model.

Negative managerial behaviours are more strongly associated with self-rated bad health among subordinates, than positive managerial behaviours are with subordinate self-rated good health.

Managerial leadership is associated with employee sickness absence, independently of the employee's health status.

Workgroup means of subordinate ratings of managerial leadership have been found significantly associated with the individual subordinates' health, though not as strongly as the individual subordinates' rating of the leadership.
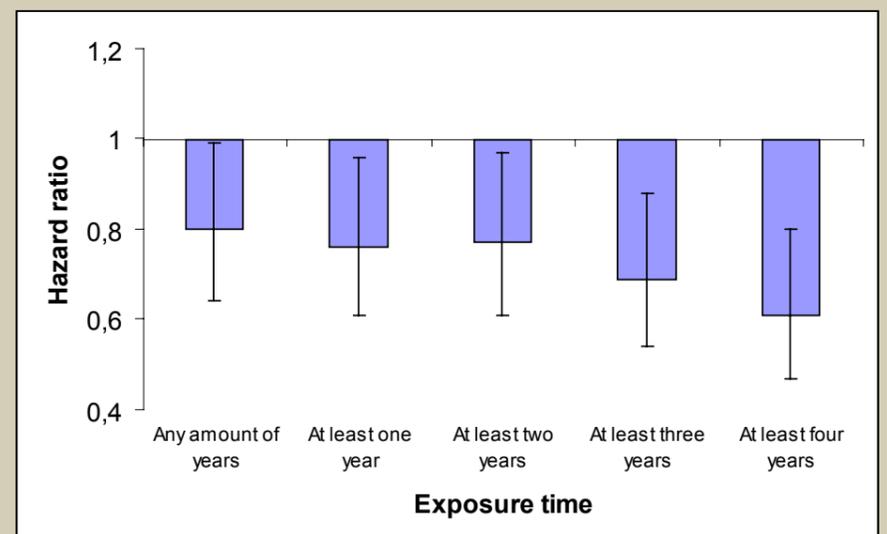

Figure 2. Hazard ratios of incident Ischemic Heart Disease in subordinates who rate that their managers provide clear work objectives, sufficient power in relation to responsibilities, feedback, and support, shown for different lengths of exposure. A prospective study of WOLF Stockholm.

Further ongoing projects:

- Managerial leadership and stress-related coping strategies in the construction industry. A pilot study.
- Art talks to leadership: How artistic and literary expression influence ethical, aesthetic and empathic competence. Evaluating a leadership program.
- Managerial leadership and employee burnout. A prospective study based on SLOSH data.

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