

downsizing, restructuring) and trends discussed earlier. These data are particularly interesting in light of research indicating that fatigue, work related accidents and repetitive strain injuries are all related to long hours of work (Report of the Advisory Group on Working Time and the Distribution of Work, 1994).

During The Past Decade the Mental Health of Canadian Employees Has Declined

Overall, the 90's appears to have been a tough decade for Canadians. The percent of survey respondents with high levels of perceived stress and depressed mood has increased over the past decade (see Figure Three). In 1991, 48% of the respondents to our survey reported high levels of perceived stress while one in three reported high depressed mood. By 2001 the percent of the sample with high stress had increased to 55% while the percent with high depressed mood had grown to 38%. Given these findings and the strong link between mental health and life satisfaction reported in the literature it is not surprising to find that life satisfaction declined over the decade (42% of respondents with high life satisfaction in 1991 versus 40% in 2001).

Figure 3: Change in Key Mental Health Outcomes over Time: 1991 versus 2001

While Those Reporting High Job Stress Has Increased

The data (see Figure Four) would also suggest that management practices over the past decade (i.e. downsizing, re-engineering, focus on hours not output, pay freezes, restructuring) have had observable, negative consequences with respect to how Canadian employees perceive their job and their employer. High job stress has become more problematic over the past decade with twice as many respondents reporting high job stress in 2001 than in 1991 (just over one in four employees (27%) in the 2001 sample experiencing high job stress versus 13% in the 1991 survey).

Figure 4: Change in Key Organizational Attitudes and Outcomes over Time: 1991 versus 2001

Job Satisfaction and Organizational Commitment Have Also Declined

High job satisfaction and organizational commitment also appear to have been casualties of the past decade. Whereas almost two-thirds of respondents to the 1991 survey were highly satisfied with their jobs (62%) and committed to their organization (66%), fewer than half reported high satisfaction (45%) or high organizational commitment (49%) in 2001 (Figure Four). Such findings are cause for alarm given the projected labour shortages discussed earlier. They are not, however, surprising given the increased incidence of perceived stress, depressed mood and work-life conflict noted earlier.

3.2 Who is at risk with respect to high work-life conflict

The research literature would suggest that to fully appreciate how employees' ability to balance work and non-work demands have changed over the past decade it is necessary to recognize the fact that factors such as gender, job type, parental status and time in dependent