



The aim of the PSYRES project

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PSYRES

Psychological health and well-being in restructuring,
key effects and mechanisms

European research project generated in the frame of
the NEW OSH ERA, funded within the ERA-NET
scheme under the Sixth EU Framework Program for
Research and Technological development

PSYRES consortium



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Definition of restructuring

Restructuring:

An organisational change that is much more significant than commonplace changes. These changes affect at least a whole organisational sector or an entire company rather than focusing on peripheral changes in work practices (Kieselbach et al., 2009)

Examples:

- Relocation of activities
- Change of ownership
- Merger or acquisition
- Internal restructuring
- Downsizing

Why restructuring and Well-being

- Restructuring is an important topic:
 - Restructuring is a permanent feature for companies in Europe (and the rest of the world)
 - Restructuring has a profound effect on the psychological health and well-being of workers, even if they stay in the organisation after the restructuring
 - The effect of restructuring is not always negative. A well managed restructuring process can make a difference

Aim of the PSYRES project

1. Gain insight in the impact of types of restructuring on health and well-being
2. Gain insight in the mediating and moderation factors
3. Determine subgroups at risk
4. Identify effective preventive actions and practical strategies to minimize risks
5. Identify parameters for surveillance at company, national and EU level

Research methods

- Quantifying psychological health impact of restructuring (analyses of longitudinal datasets)
- Development of a new questionnaire
- Understanding the figures: qualitative analyses on interview data
- Taking action: workshops with key stakeholders

Presentation results

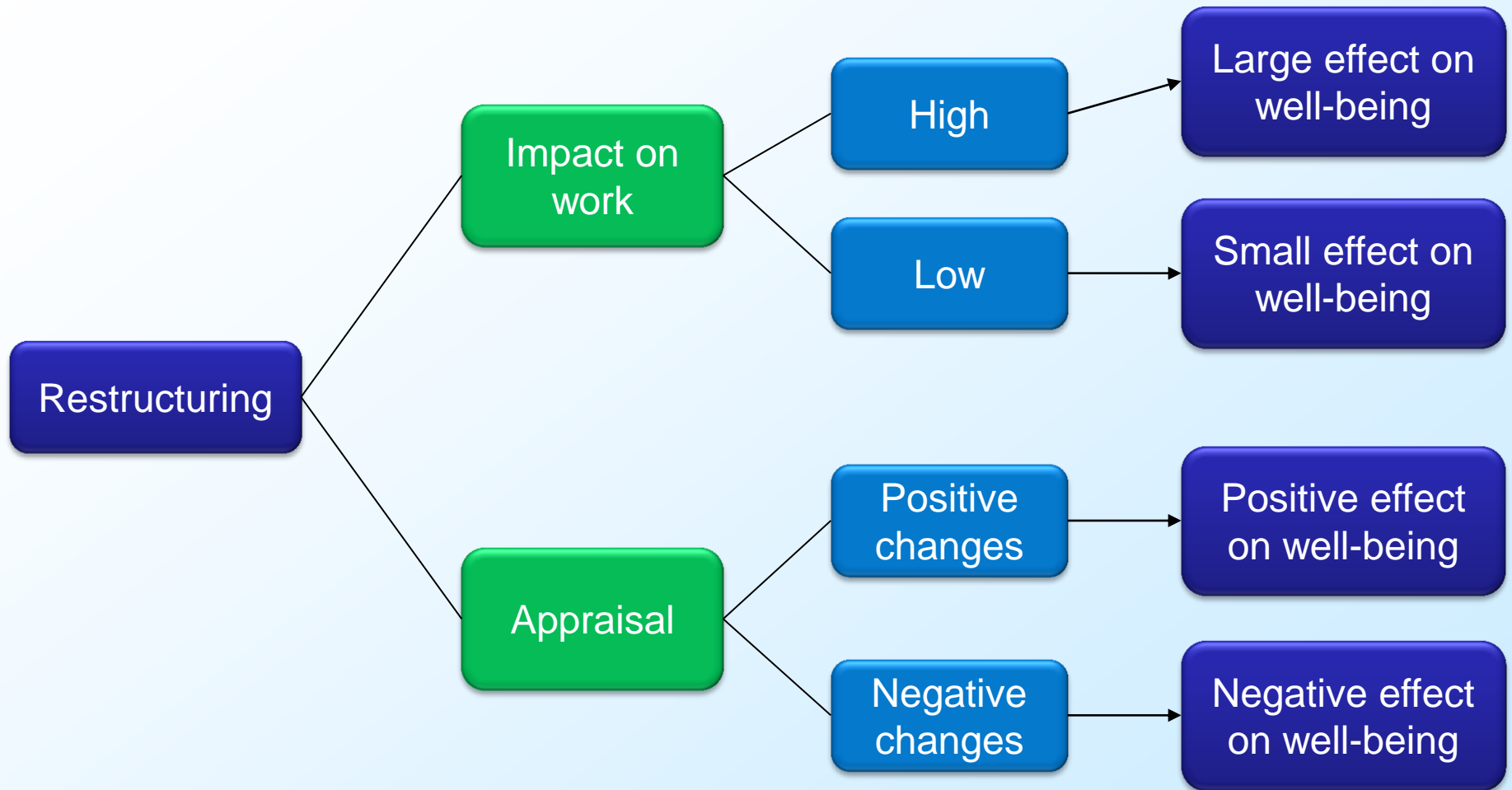
- Results quantitative analyses (Krista Pahkin)
- Results qualitative analyses (Tanja de Jong)
- New questionnaire (Maria Widerszal-Bazyl)
- Results workshops with stakeholders (Karina Nielsen)



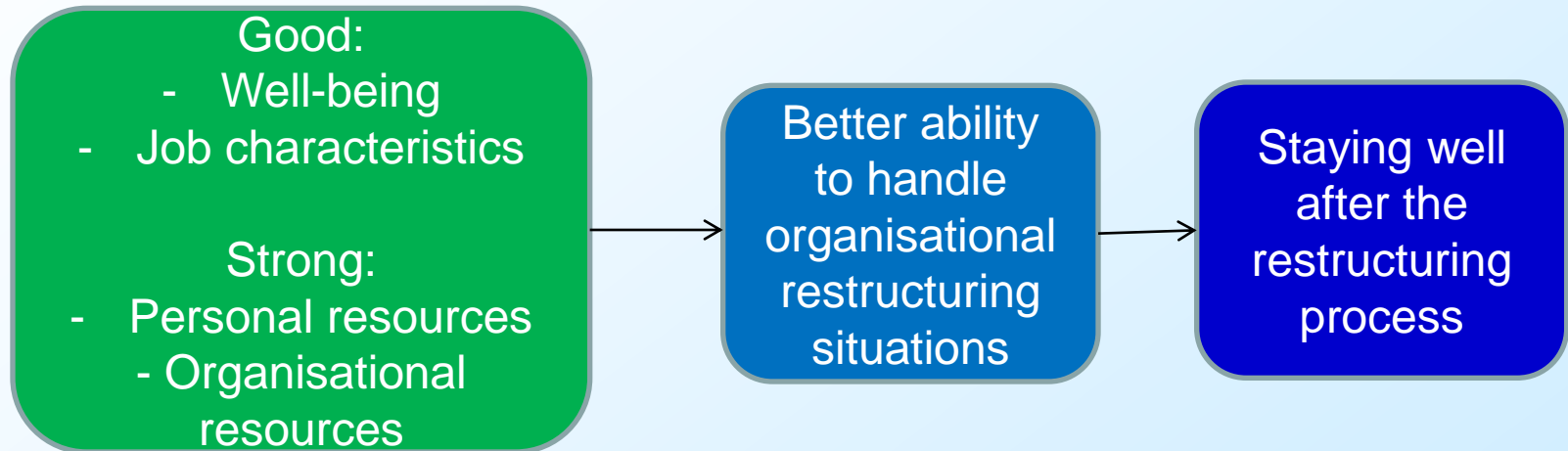
What have we learned? Summary

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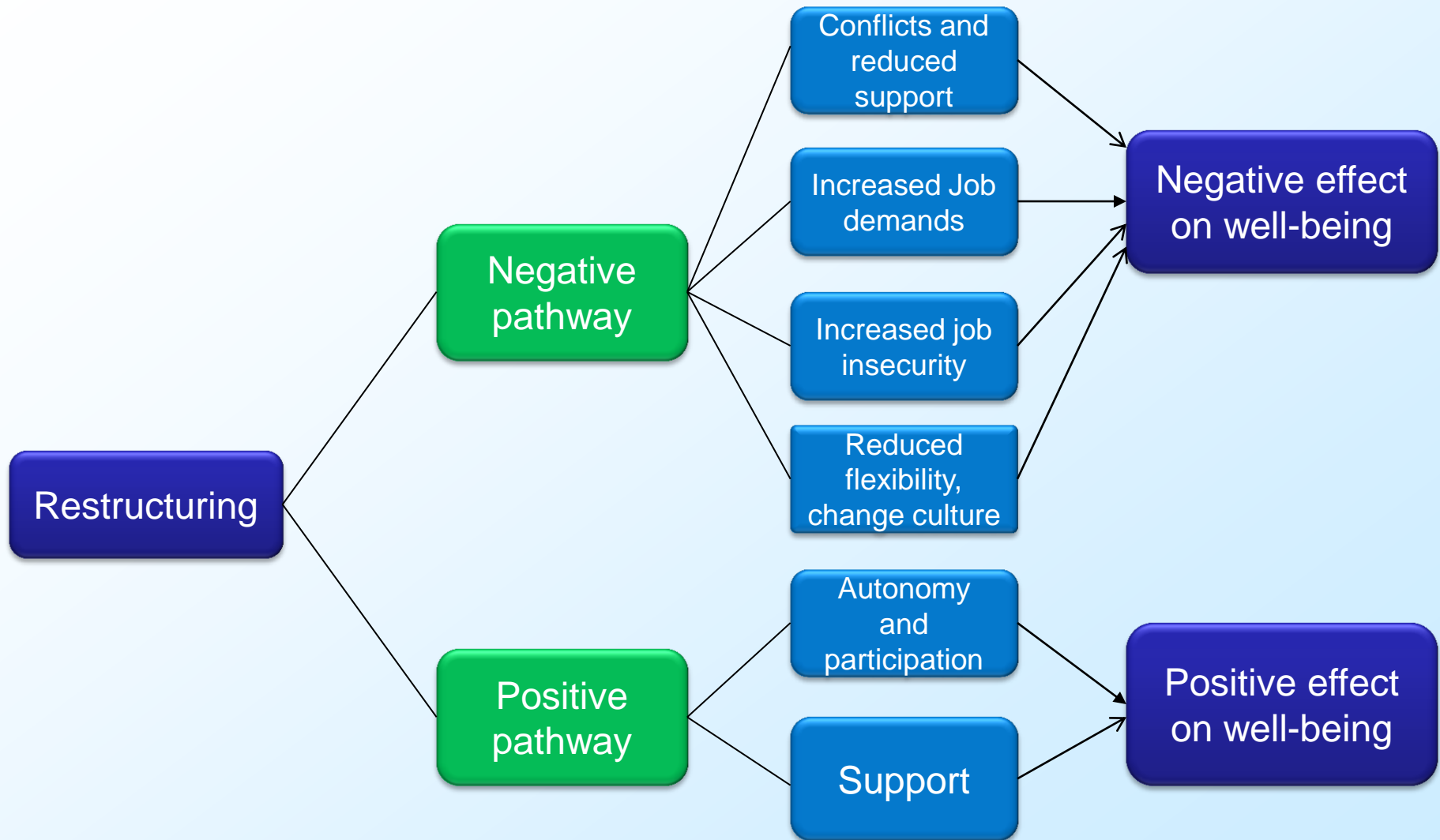
What have we learned?



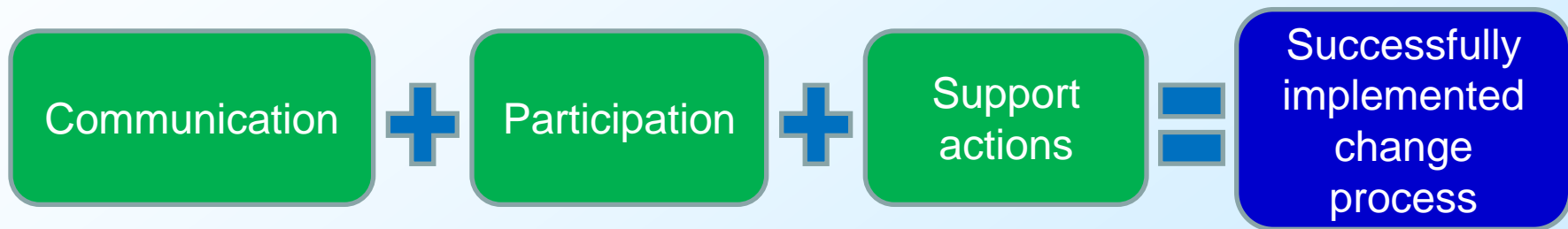
What have we learned?



What have we learned?



What have we learned?



What have we produced?

Noortje Wiezer, Karina Nielsen, Krista Pakkin, Maria Widerszal-Bazyl, Tanja de Jong, Pauliina Mattila-Holappa, Zofia Mockatto

Exploring the link between restructuring and employee well-being

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Krista Pakkin, Pauliina Mattila-Holappa, Karina Nielsen, Noortje Wiezer, Maria Widerszal-Bazyl, Tanja de Jong, Zofia Mockatto

STEPS TOWARDS SOUND CHANGE -initiatives for ensuring employee well-being during restructuring

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QUESTIONNAIRE

WHAT EN PSYRES 2

HOW TO MANAGE RESTRUCTURING TO MAINTAIN EMPLOYEE WELL-BEING

Introduction

Managerial level
Middle managers are often the first point of contact for employees, and they need to be fully informed about changes. Communication from top management to middle managers is...

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RESTRUCTURING AND EMPLOYEE WELL-BEING

MAIN FACTS

Introduction

What are effects of restructuring on employee well-being?

Earlier research has shown that restructuring has a negative impact on health and increases risk factors that lead to poor health. Research also shows that restructuring has an impact on the attitude of employees towards their work. For example, job satisfaction and job involvement are found to decline as a result of restructuring.

The PSYRES results show several negative effects of various types of restructuring:

- Employees who undergo a change in organisational ownership experience more job insecurity over five years later compared to those with no such experience.
- Prolonged restructuring (i.e. restructuring experienced over at least two years) has a negative impact on well-being. It leads to lower job satisfaction, lower dedication, poorer general health, higher emotional exhaustion and higher sickness absence rates. Results indicate that people do not get used to restructuring in terms of well-being.
- Experience of a declined position leads to lower well-being: increased emotional exhaustion, stress and cynicism, as well as decreased work ability.

Always negative effects? No!

Although in most cases, the effects of restructuring are negative, restructuring may also lead to experienced improvement in one's own job position, which in turn is linked to better well-being.

Perceived improvement in one's own position after restructuring led to less emotional exhaustion, cynicism and stress and to better work ability. It is also linked to higher job satisfaction, innovative behaviour and work engagement.

Forms of restructuring

- Relocation: The activity stays within the same company, but is relocated to another location within the same country.
- Offshoring/outsourcing: The activity is relocated or outsourced outside the country's borders.
- Outsourcing: The activity is subcontracted to another company within the same country.
- Bankruptcy / closure: An industrial site is closed or a company goes bankrupt for economic reasons not directly connected to relocation or outsourcing.
- Merger / acquisition: Two companies merge or a company is undertaking acquisitions which does involve an internal restructuring programme.
- Internal restructuring: The company undertakes a job-cutting plan or other forms of restructuring that are not linked to a type as defined above.
- Business expansion: A company extends its business activities, hiring new workforce.

(European Monitoring Centre on Change, 2011)

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More output

- Symposium in Orlando (May 2011)
- Symposium in Manchester (May 2012)
- 2 articles submitted before the end of this year
- At least 1 article submitted next year
- Website: www.psyres.pl

The way forward

Scientific and practical knowledge should be spread among organisations and other relevant stakeholders, to support ‘healthy’ restructuring.

- **CHANGE-WELL: A comprehensive European framework to promote best practice in addressing health and well-being during organisational change**



Thank you for your attention

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