



# The aim of the PSYRES project

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# PSYRES

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

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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# 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 organization after the restructuring
  - The effect of restructuring is not always negative. A well managed restructuring process can make a difference

# Definition of restructuring

Restructuring:

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

Examples:

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

# 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



A wonderful team increased our well-being



# Presentation results

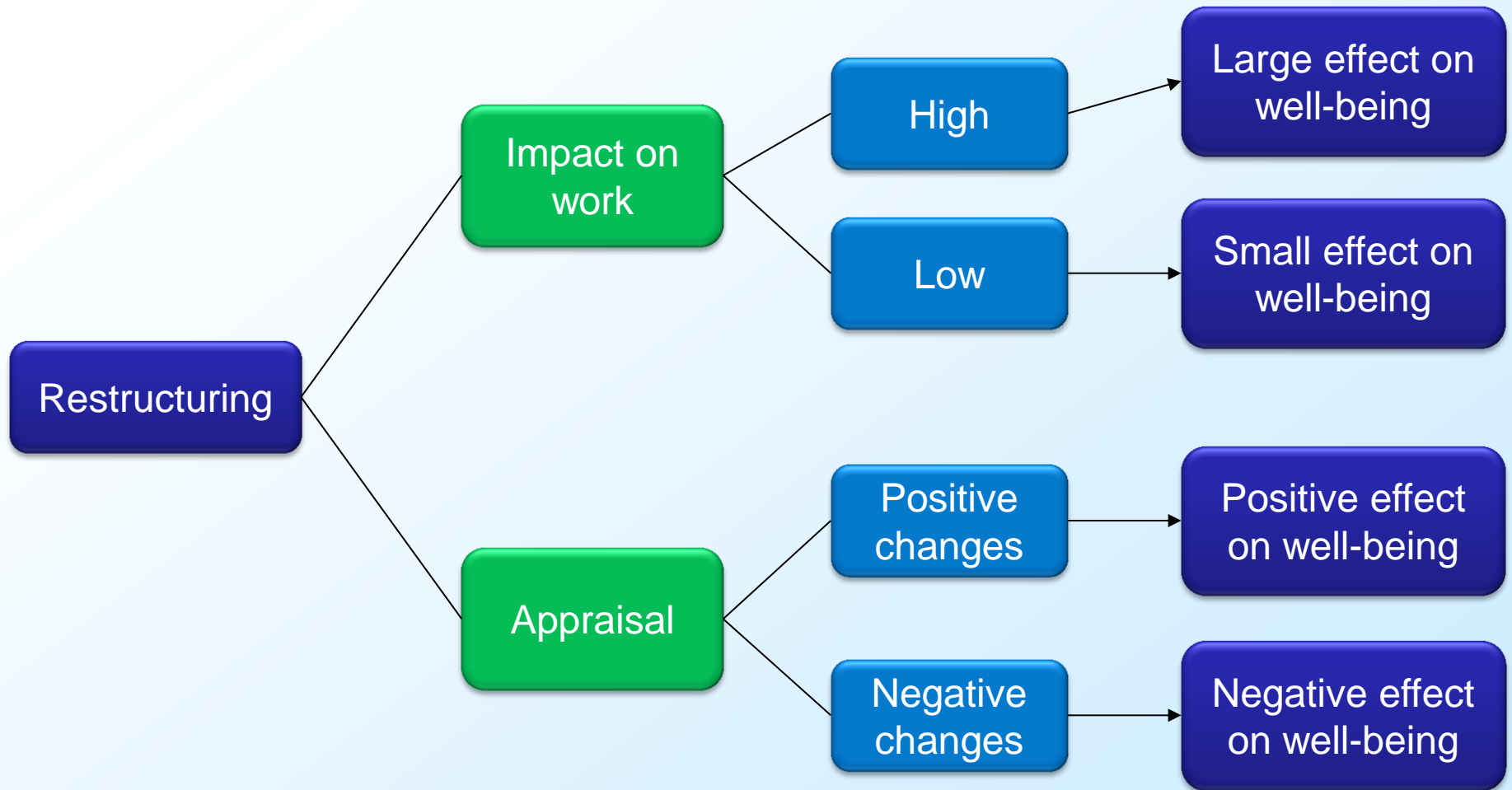
- Results quantitative analyses (Krista Pahkin)
- Results qualitative analyses (Tanja de Jong)
- New questionnaire (Maria Widerszal-Bazyl)
- Results workshops with stakeholders (Karina Nielsen)



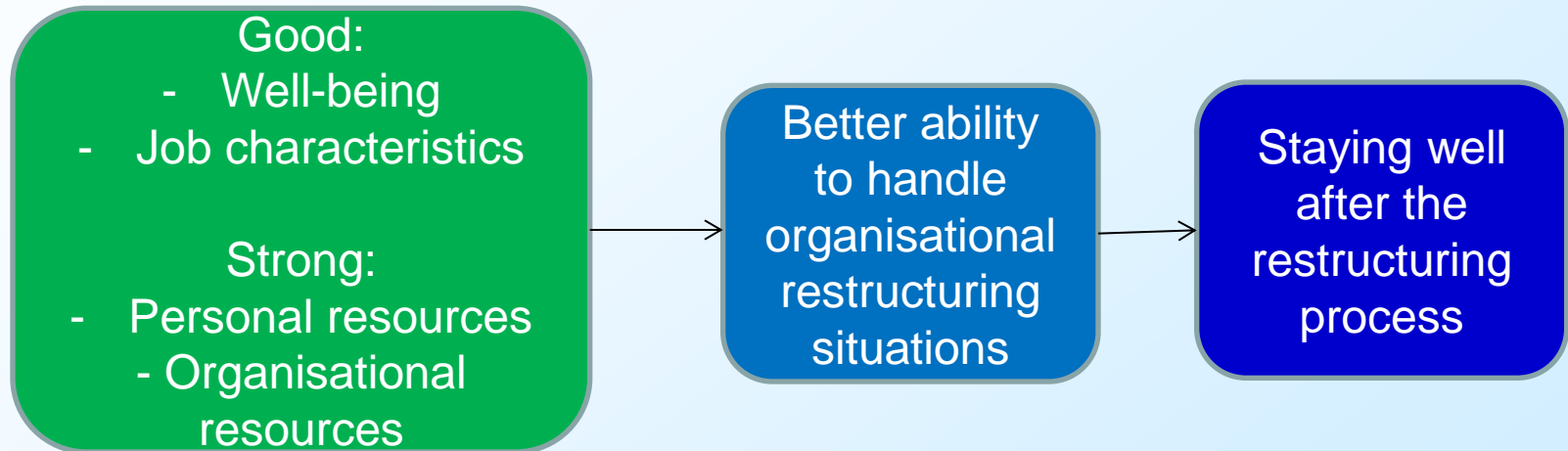
# What have we learned? Summary

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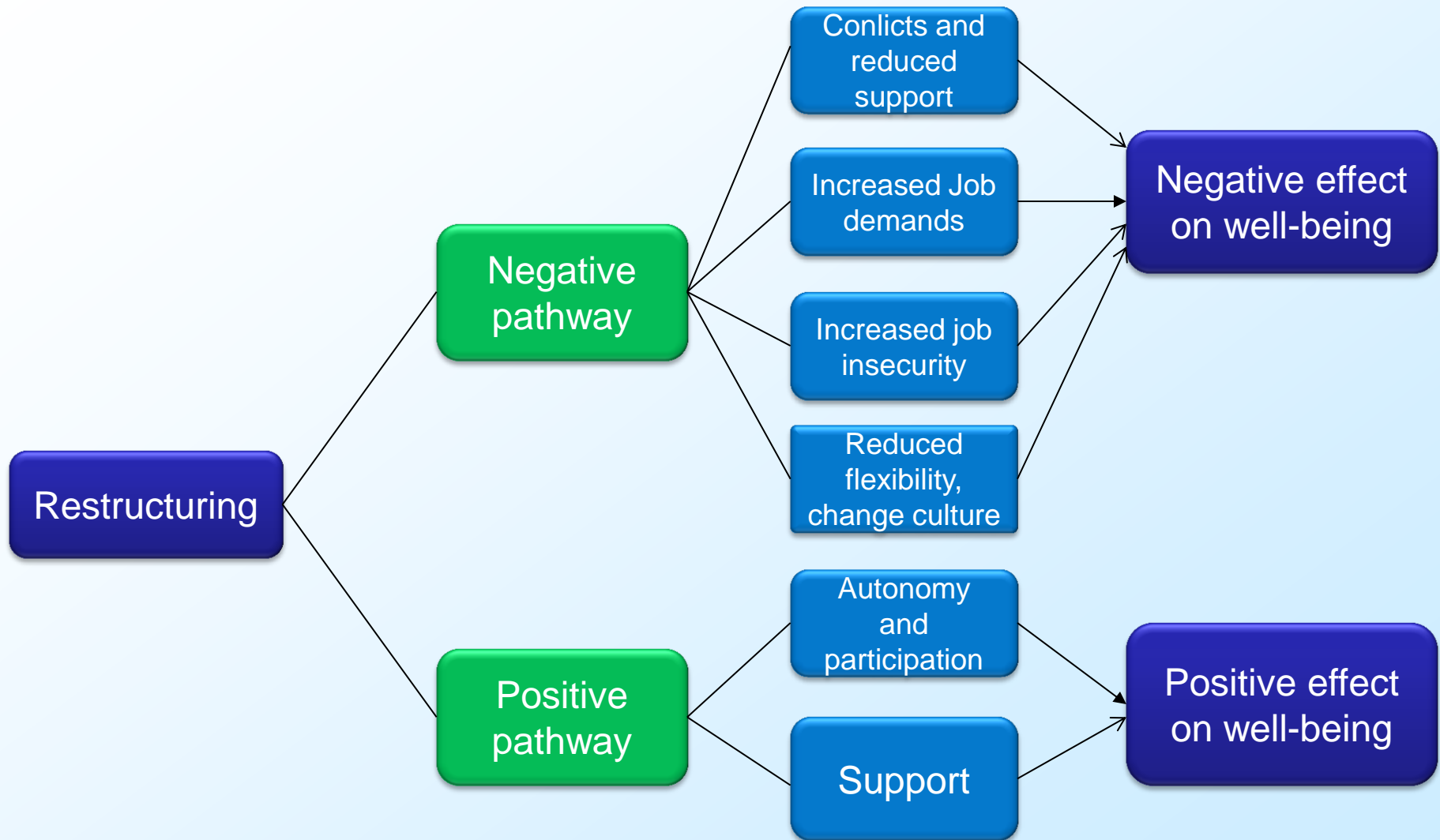
# What have we learned?



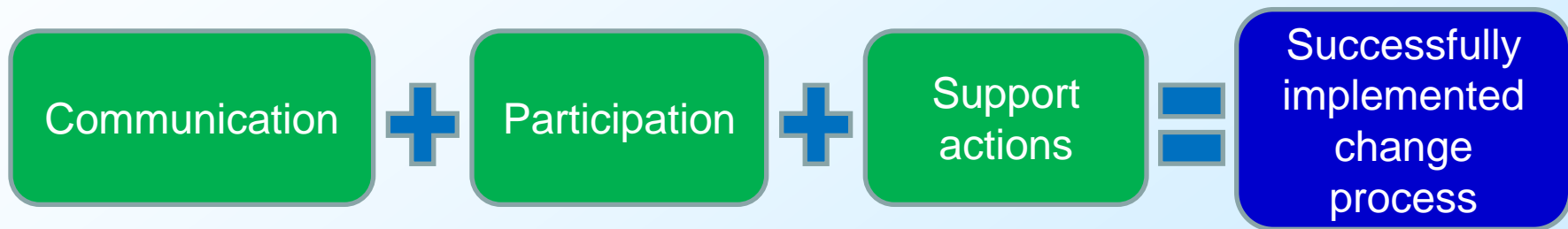
# What have we learned?



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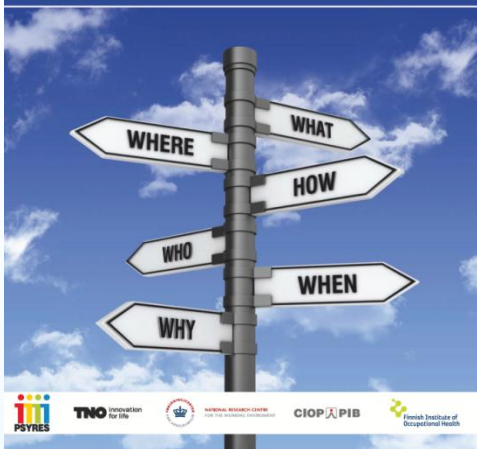
# What have we learned?



# What have we produced?

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

## Exploring the link between restructuring and employee well-being




Krista Pahkin, 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...

Restructuring enterprises world/life. We all realize that the effectiveness and rationality of changes is not the human side of changes. We in your workplace recently, how and how you see your present

The questionnaire is part of four institutes: TNO, We If you have not experienced answered "no" to all first 10. This questionnaire is an option taking part in this study

EN PSYRES 1

**RESTRUCTURING AND EMPLOYEE WELL-BEING**

MAIN FACTS

**Introduction**

Restructuring is a permanent feature of today's economy. Through restructuring firms want to enhance their competitiveness and profitability in regional and global markets. The PSYRES project (Psychological health and well-being in restructuring: key effects and mechanisms) aims were:

- to gain insight into the impact of different types of restructuring on the psychological health and well-being of the employees who are employed before, during and after restructuring;
- to examine the pathways through which restructuring affects well-being;
- to determine which subgroups of employees are most vulnerable to psychological health problems during restructuring;
- to identify preventive actions.

To reach these goals, information was gathered in four countries: Denmark, Finland, the Netherlands and Poland. This factbook present the main results of the PSYRES project.

**Communication**

During the whole restructuring period, employees are asked to answer two important questions: 1. Why are you being restructured? (if there is a real urgency); 2. In what perspective of the company's future? Managers to answer these questions in just a few sentences. Communication is important at all levels of the organization.

**Individual level**

At this level, communication should be focused on what the change means for the individual. Questions themselves are: What does this mean for me? Do I need to work with other people? Do I need other qualifications than I have? Who will be influencing the process?

**Group level**

A group should be allowed to identify what is needed, from when, where and by which means and oral communication is important. Discussion at group meetings may be helpful. The work the opportunity to become updated, also give their feedback about how they feel about it. "Listening" meetings where employee groups discuss their concerns and their expectations can be useful.

**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.

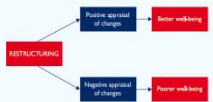
The PSYRES results show several negative effects of various types of restructuring:

- Employees who undergo a change in organizational 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.



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# More output

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