

Well-being through work



Finnish Institute of
Occupational Health





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The effect of the change in one's own job position during organizational merger

Pauliina Mattila-Holappa, Ari Väänänen, Aki Koskinen,
Krista Pahkin & Anneli Leppänen

Research questions

1. Does the experience of the change in one's own job position (=improved or declined) during organizational merger have an impact on employees' well-being?
2. Do job characteristics, personal or organizational factors moderate or mediate this relation between change in position and well-being

Sample

- The data were derived from the "Still working" -prospective cohort study
- company-wide study in a Finnish Forest industry enterprise
- two surveys: before (1996) and after (2000) the merger
- n= 4618 of which 1086 perceived their position as improved or declined during the merger
- the merger process started at the beginning of 1999
- the company merged with a Swedish company of same size, no dramatic changes

Measures

Same factors were measured before (1996) and after (2000) the merger

- Work-related well-being
 - exhaustion and cynicism (MBI)
 - feelings of stress (Occupational stress questionnaire, Elo & al. 1992)
 - work ability index (FIOH, Tuomi & al. 2001)
- Personal factors
 - Sense of coherence (SOC) (Antonovsky 1987)
 - Sense of competence (Wagner & Morse 1975)
- Support from organization, supervisor and co-workers
- Opportunities to participate in decision making
- Change in job position (after merger):
How has your own position at the workplace changed?
(improved, no change, declined)

Data analysis

- Analysis of covariance (controlled for age, gender, education outcome at baseline): the differences in well-being of employees improved vs. declined position
- Regression analysis: moderating and mediating factors
- Sobel test

Descriptive statistics

	Improved position n=604	Declined position n=482
Men	78%	75%
Women	22%	25%
Education		
Comprehensive school	20%	22%
Vocational school	30%	34%
College / University	50%	44%
Mean age	43.5	47.6

Results

Changes in job positions during merger

- 71% of participants reported that there was no change in their position at the workplace
- 16% perceived their position at the workplace as improved
- 13% perceived their position as declined

- Those who saw their position as improved:
 - were younger
 - had a higher level of education

Before the merger they:

- experienced more support from the organization, co-workers and supervisor and scored higher on SOC and sense of competence
- had better well-being (less exhaustion, cynicism and stress) and better work ability compared to employees who saw their position as declined

Results



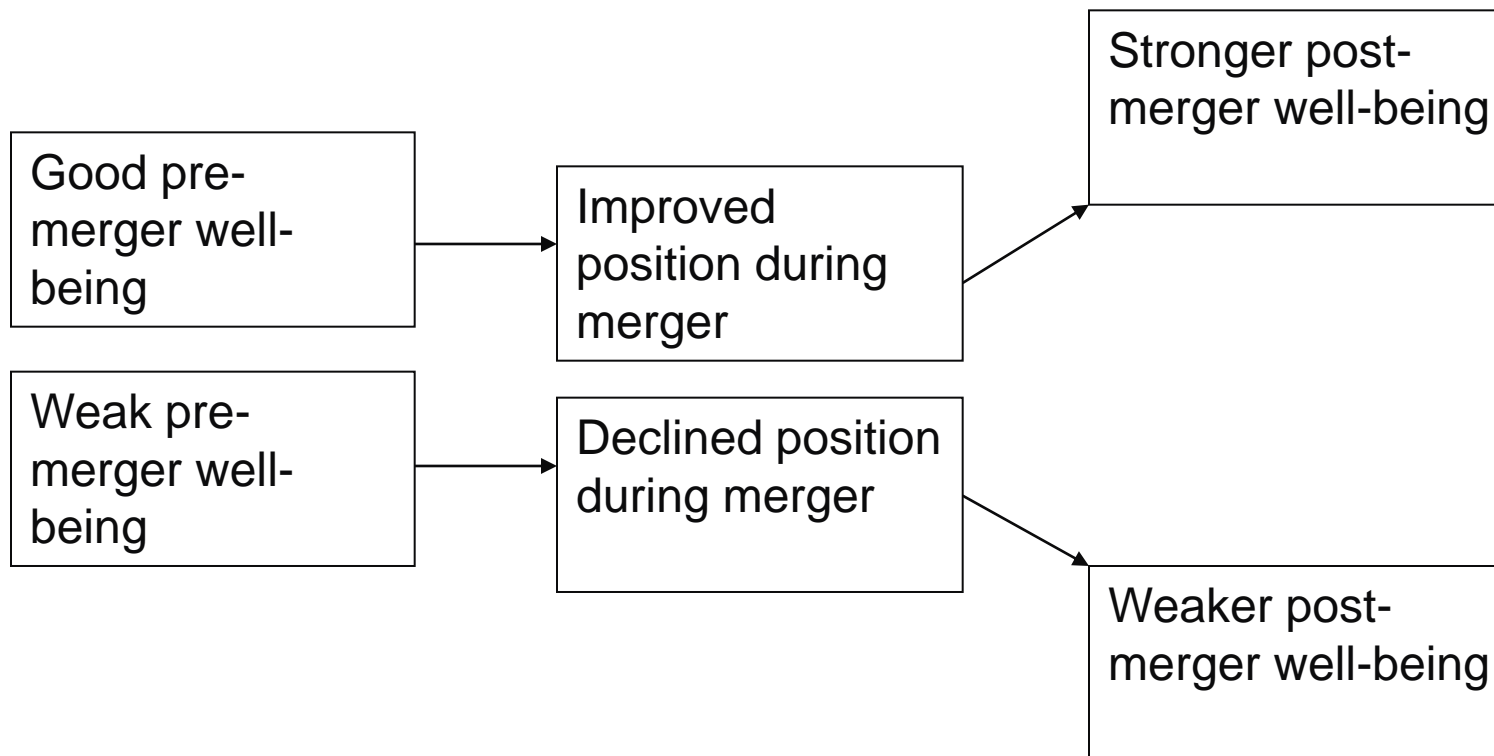
After the merger the employees who felt that their job position had improved:

- experienced less exhaustion ($p < .0001$)
- experienced less cynicism ($p < .0001$)
- had less stress symptoms ($p < .0001$)
- had better work ability ($p < .0001$)

compared to those who felt that their position had declined (ancova controlled for age, gender, education, outcome at baseline)

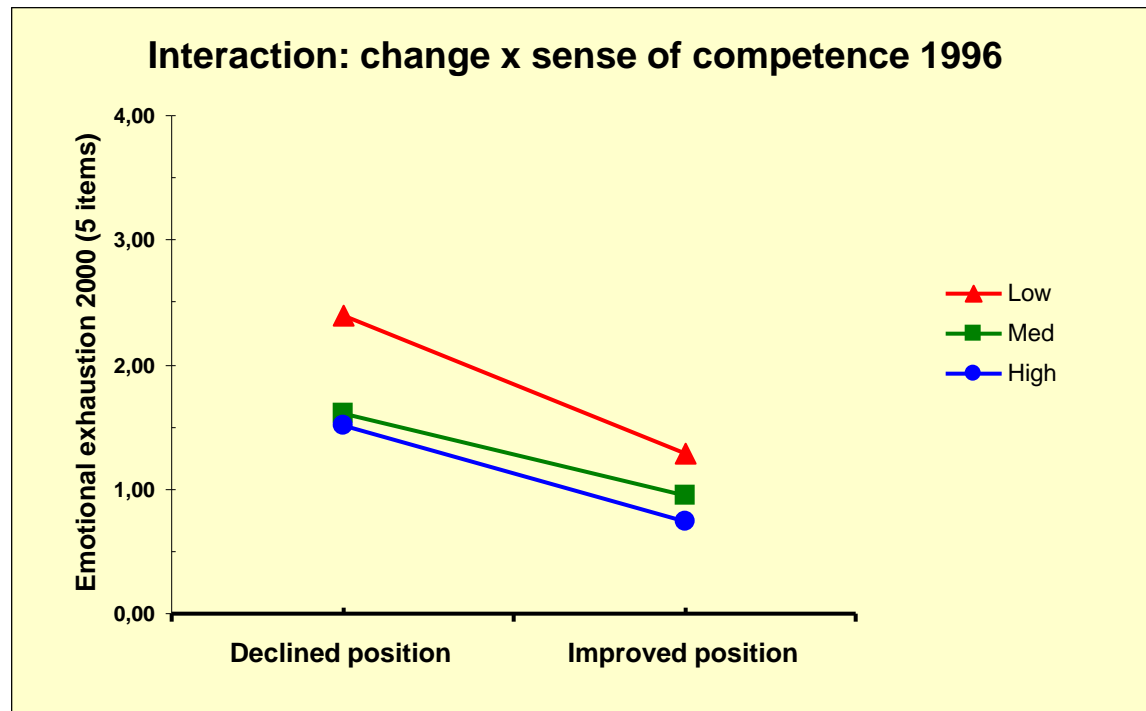
Development of well-being during organizational merger

Two paths

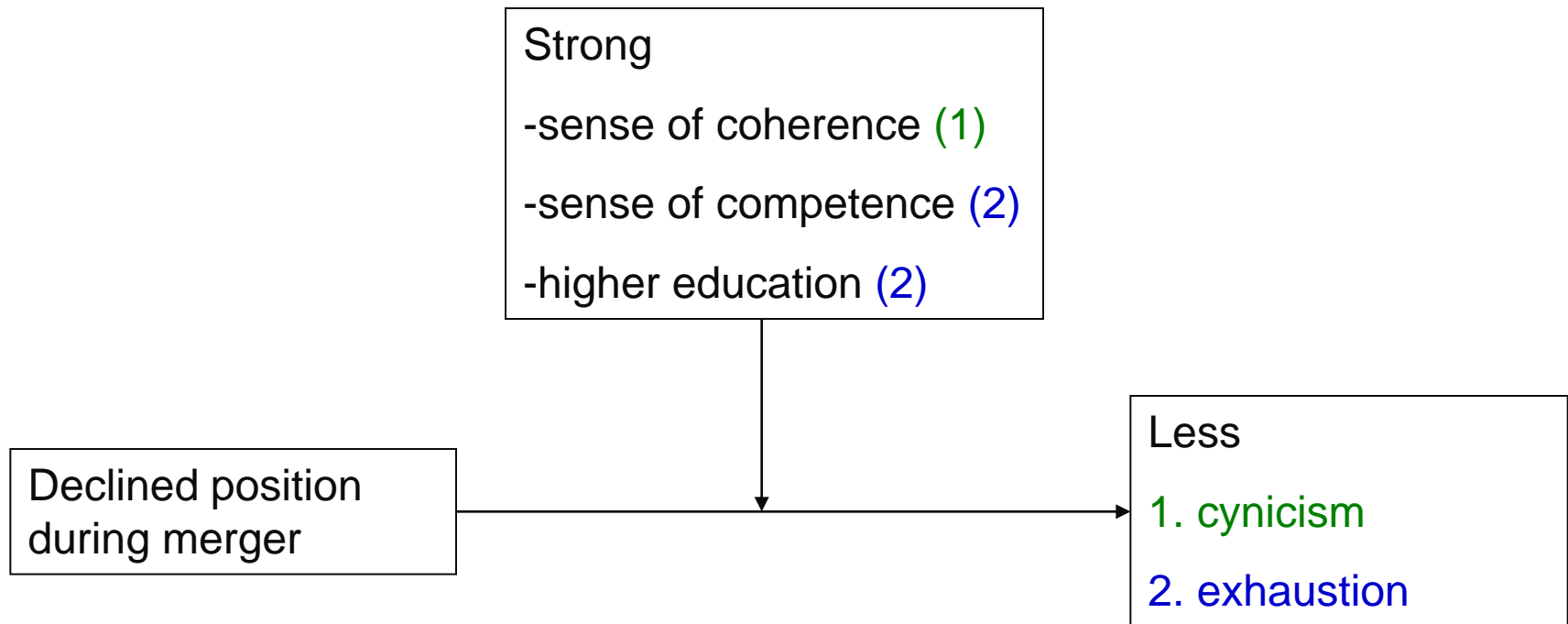


Moderations

Strong sense of competence protects from exhaustion even if one's job position declines

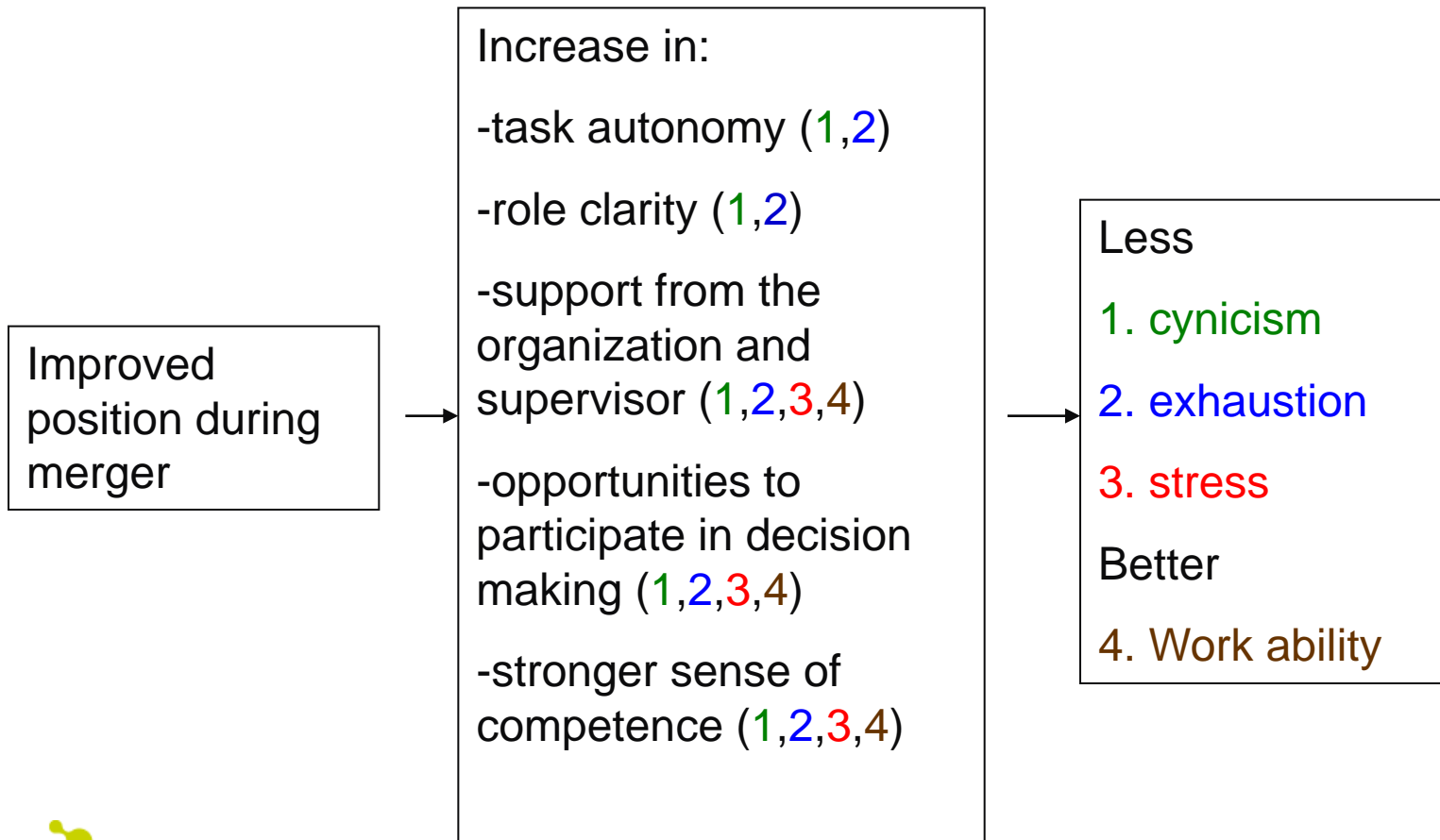


Moderations: personal resources are protective factors during organizational change



Mediations

Positive path



Conclusions

- Good pre-merger well-being anticipates the experience of a positive change during merger which in turn is linked to good well-being after merger
- good personal resources (SOC, sense of competence, education) may protect employees' well-being even in the situation where one's position at the workplace declines
- the improvement in the job position is followed by a stronger support from the organization and supervisor , more autonomy and role clarity and stronger sense of competence

Merger studies



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Thank You!