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?

Restructuring

Impact on work
- High: Large effect on well-being
- Low: Small effect on well-being

Appraisal
- Positive changes: Positive effect on well-being
- Negative changes: Negative effect on well-being
What have we learned?

Good:
- Well-being
- Job characteristics

Strong:
- Personal resources
- Organisational resources

Better ability to handle organisational restructuring situations

Staying well after the restructuring process
What have we learned?

Restructuring

Negative pathway
- Conflicts and reduced support
- Increased Job demands
- Increased job insecurity
- Reduced flexibility, change culture

Positive pathway
- Autonomy and participation
- Support

Negative effect on well-being

Positive effect on well-being
What have we learned?

Communication + Participation + Support actions = Successfully implemented change process
What have we produced?
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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