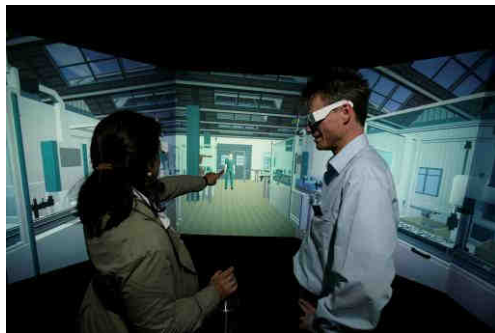


baa:

Bundesanstalt für Arbeitsschutz und Arbeitsmedizin



Fotos: FOX / Uwe Völkner

ELDERS

**ELDer Employees in companies
experiencing Restructuring:
Stress and well-being
German Results**

Dr. Götz Richter & Janine Dorschu
Federal Institute of Occupational Safety and Health
(BAuA)
Vienna, 18. October 2010

18.10.2010

Changing Organisation of work

- Changes...
 - Economic
 - Demographic
 - Technological
 - Legal
 - Political



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Risks of restructuring for employees

- External induced change - experience of powerlessness
- Development of direction, speed and dynamics are determined by others - experience of loss of control
- New job requirements
- Work intensification
- Missing professional development perspectives
- Collapse of confidence in the company culture



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Chances of restructuring for employees

- Prevention and compensation of one-sided stress and strain
- Expansion of professional and personal competence
- Improving the professional position
- Interesting tasks
- New colleagues and superiors
- Time for a change

 **Well-being**



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xxx Savings Bank

- One of the 10 biggest savings banks in Germany
- Over 2000 employees
- 234 employees were questioned → 117 answered
- The employees are between 28 and 57 years old
- Two Groups:
72 younger and 45 older employees (50+)
- Male: 32 %, Female: 68 %

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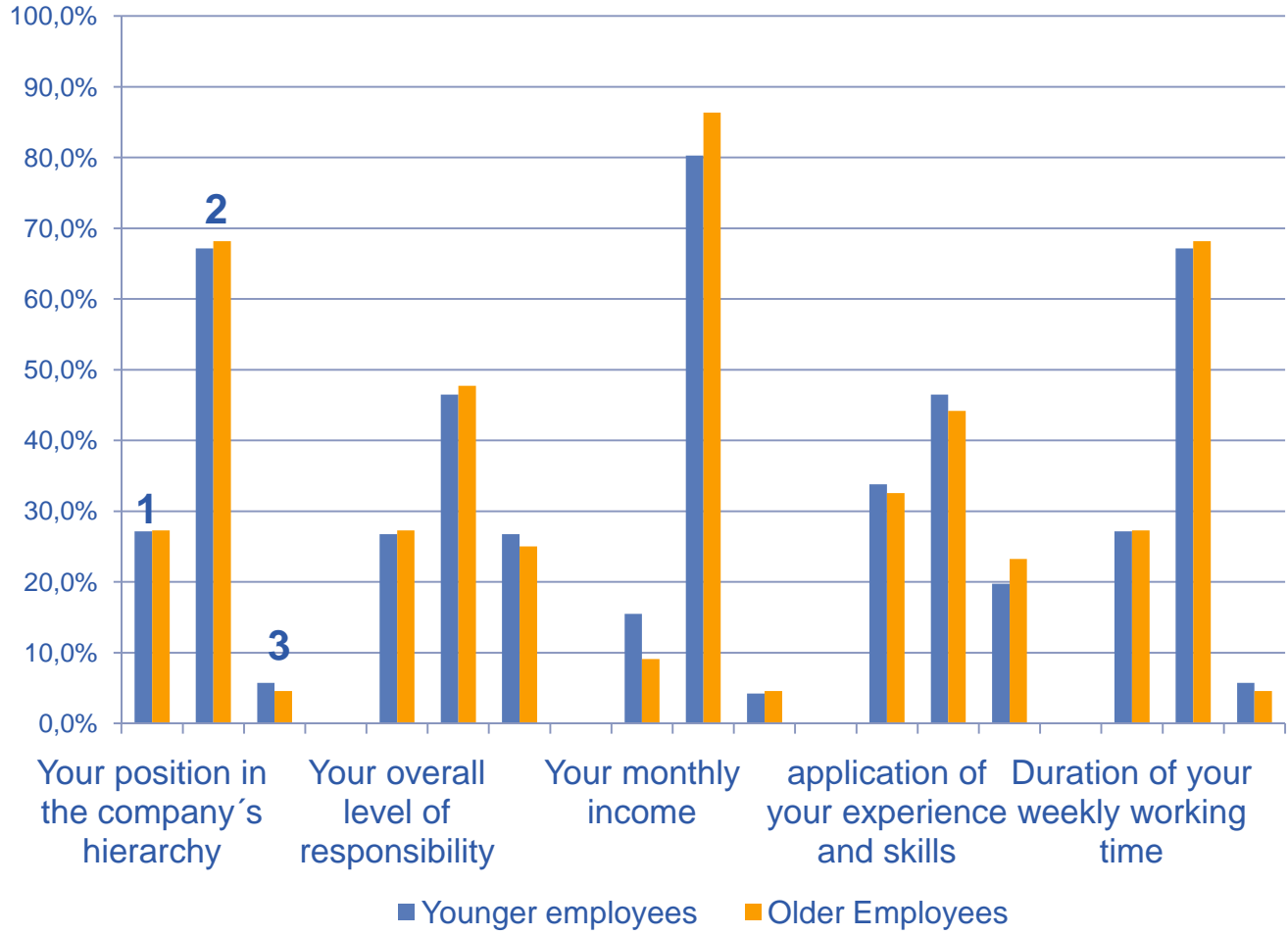
Changes during the last two years

Enterprise sold	0,0%	Outsourcing of work	25,6%
department/unit sold	3,4%	Changes in management system	39,3%
Restructuring of department/work unit	77,8%	Changes in the hierarchical structure of the organization	42,7%
Combining or separating units or divisions	80,3%	One-time layoffs	20,5%
Restructuring of core productions or service systems	62,4%	Systematic layoffs	12,0%
Reduction in service and product offers	30,8%	Staff employed on a fix-term basis	86,3%
Significant change in product and service focus	41,0%	Initiatives related to the companies stated mission or values	77,8%

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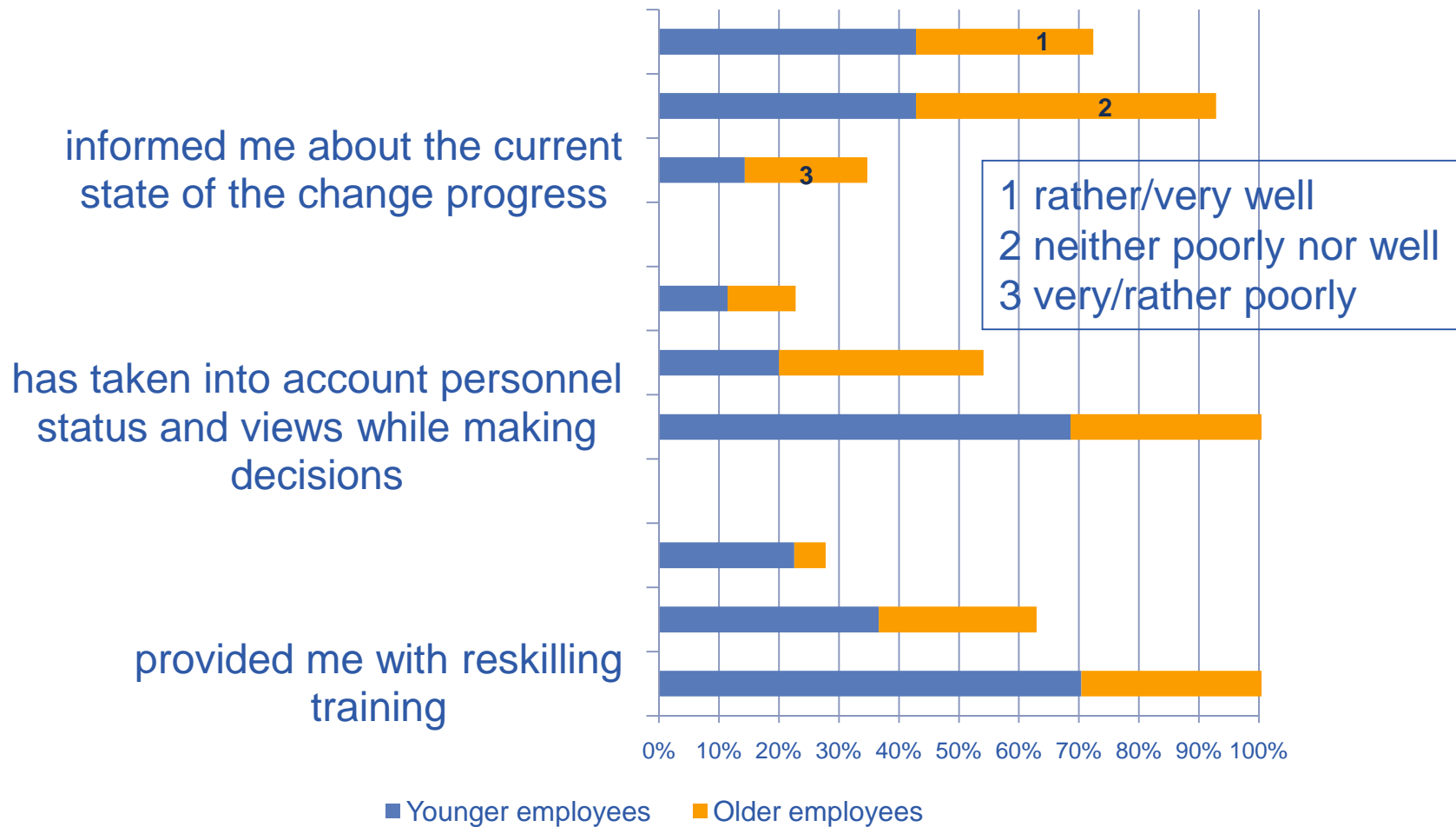
Consequences of the changes

1 decreased
2 unchanged
3 increased



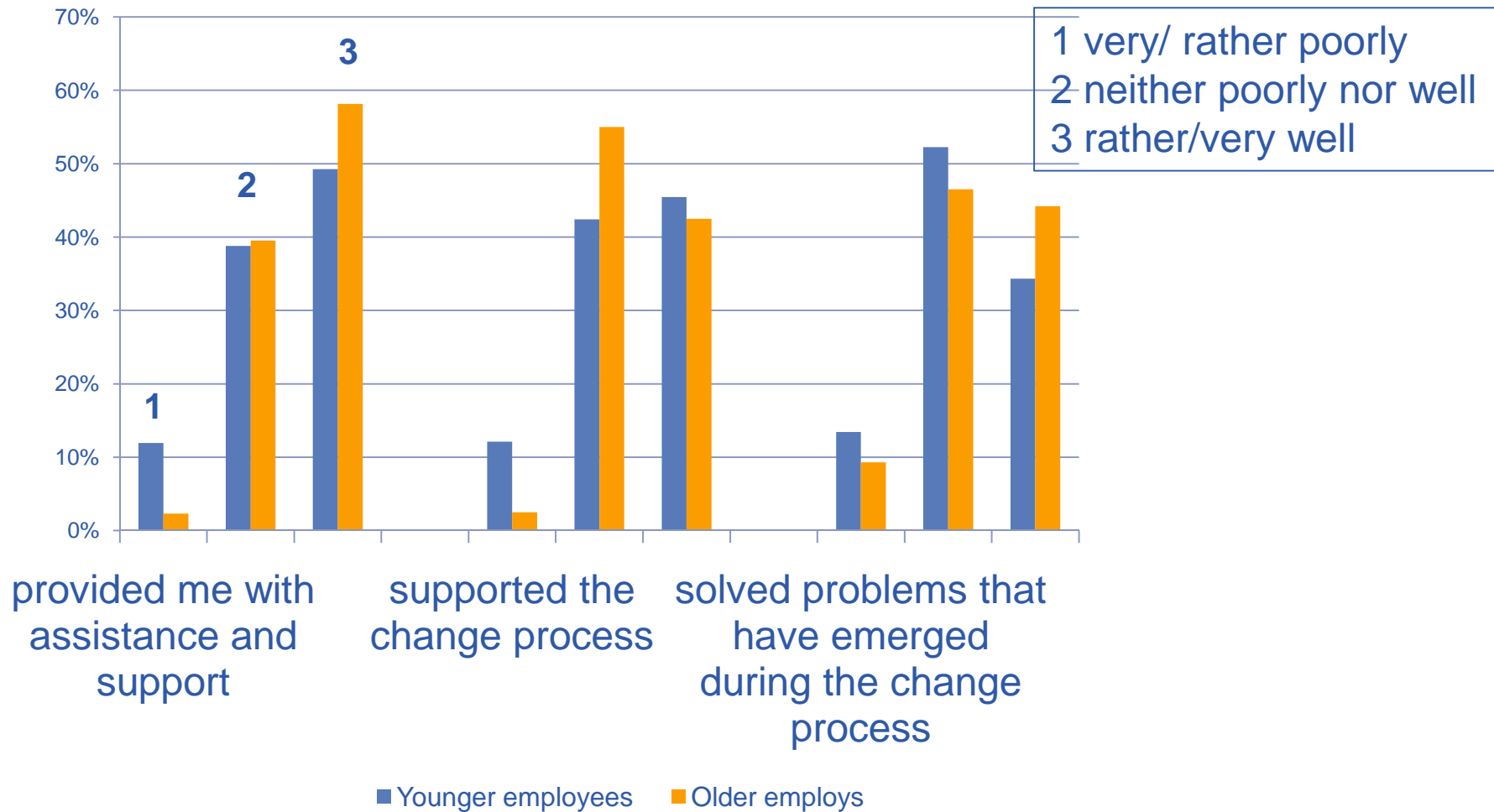
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Management has...



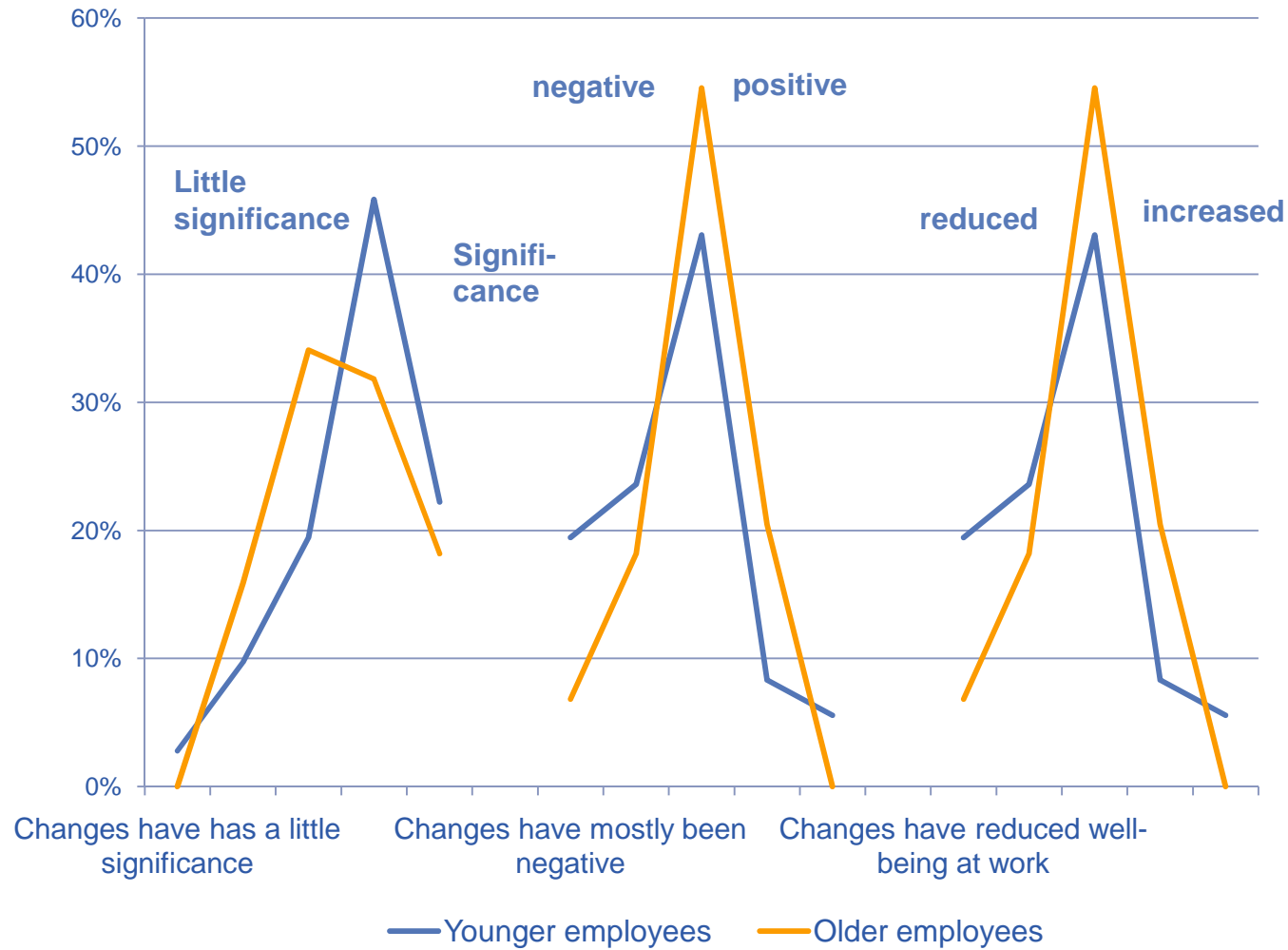
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My Co-workers...



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Changes...



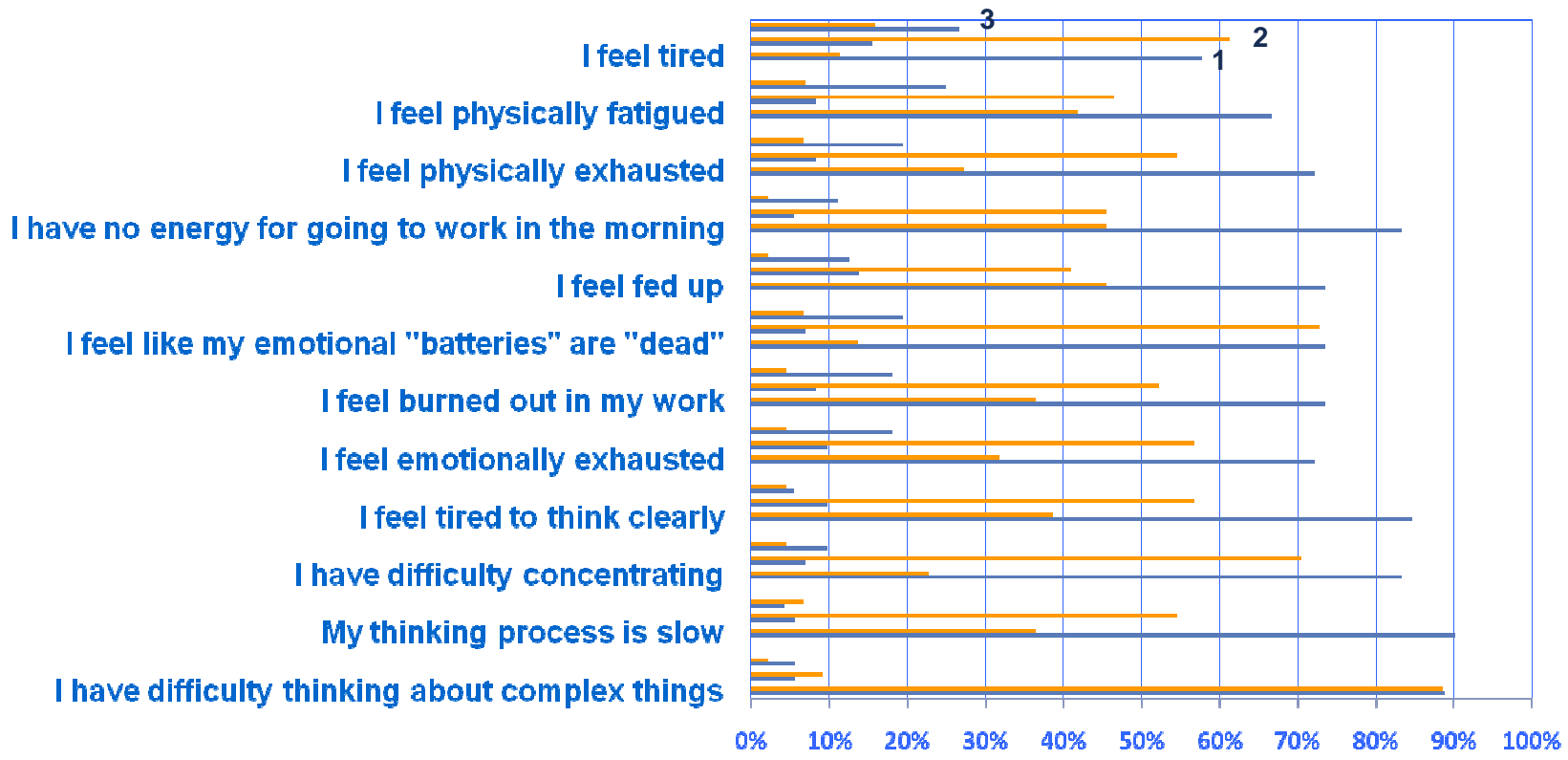
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Job security



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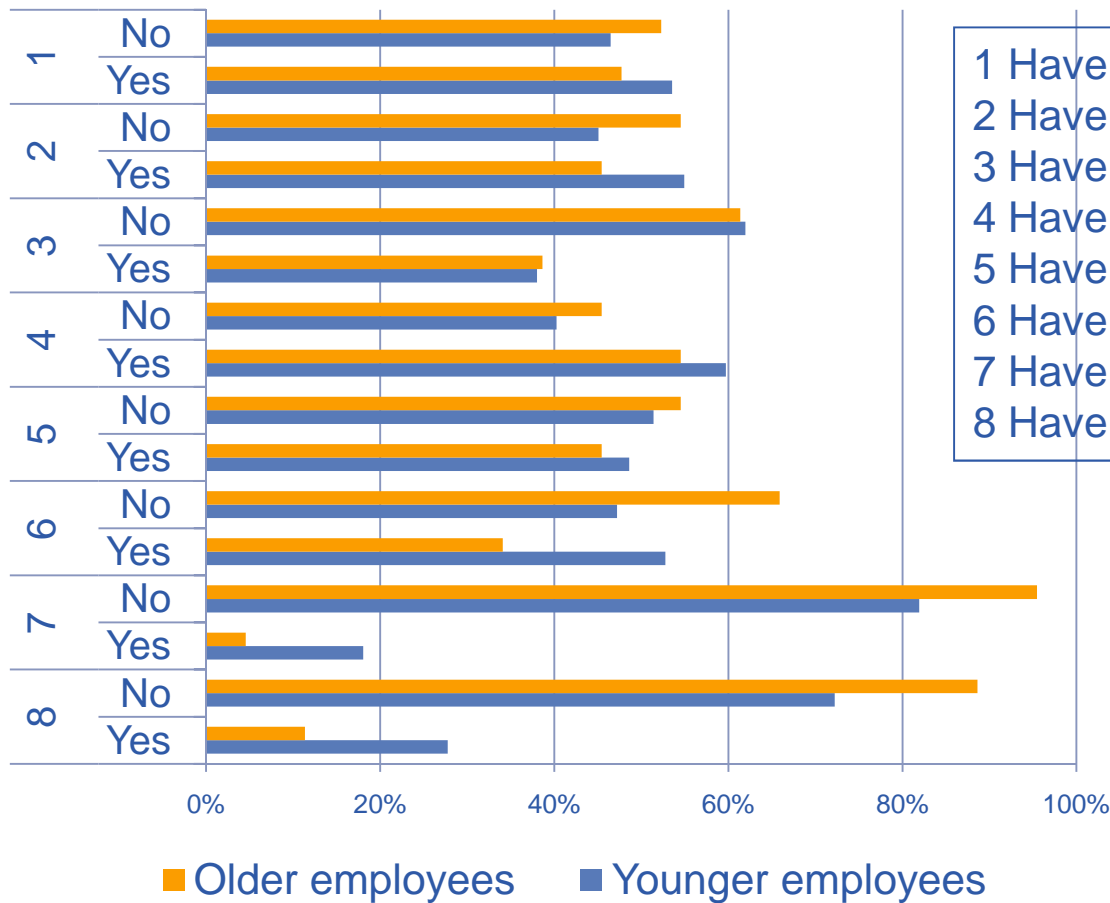
Physical & emotional exhaustion aspects at work



3 Often/always
2 Regularly
1 Never/occasionally

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Emotional well-being at work



- 1 Have you felt nervous, on edge?
- 2 Have you been worrying a lot?
- 3 Have you been irritable?
- 4 Have you had any difficulty relaxing?
- 5 Have you had a loss of energy?
- 6 Have you had loss of interests?
- 7 Have you lost confidence in yourself?
- 8 Have you felt hopeless?

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Results

- No differences in substantive issues between older and younger employees
- Older employees are better integrated
- Younger employees have higher expectations of the management
- Younger employees tend to see problems to keep their job, older employees tend to see problems on the labour market
- Older employees feel more often physically and emotionally exhausted
- Younger employees seem to have a higher risk to lose their confidence and motivation



Many companies underestimate the impact of changes

Effects of "insensitive" restructuring

- Counterproductive loss of productivity
- "creaming-off" effect of the most productive parts of the workforce
- Loss of innovative capacity and commitment of the "survivors"
- Impairment of health
- Low tendency of discharged qualified employees to come back after the recovery of the economy
- Deterioration of the corporate image with potential future candidates

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Possibilities of prevention for companies

- Avoid lay-offs
- Clear business communication
 - Comprehensible decisions
 - Fairness: e.g. Transparency in the social criteria for redundancy
 - Participation: early involvement of representatives of employees
 - Keep to announced time-schedules
 - Address the affected employees directly

Possibilities of prevention for companies

- Management training
- Further education and health measures during restructuring processes
- Motivation incentives for younger and older employees
- Evaluation of the workload of the "survivors"

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Thank you for your attention!

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