Employee well-being and performance during times of change in the organization: a qualitative study to explore intervening mechanisms
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organisational citizenship behaviour has also been scrutinized by
the buffering mechanism of proactive personality.

Result and Conclusions: Some of the limitations in this study
include it was conducted entirely online which resulted in limited
feedback and cross-sectional data for analysis was carried out. This
study provides new insights into both mediating and moderating
effects of the work engagement and proactive personality level,
respectively. Surprisingly, our results establish when employees
perceive high contextual factors, it increases their organisational
citizenship behaviour even though during a low proactive per-
sonality environment. Overall, the conclusion of our study is useful
for policymakers and practitioners in their efforts to enhance this
work behaviour of the public sector, which will rely on the potential
of contextual factors, work engagement, and proactive personality
of Malaysian bureaucrats.

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Employee well-being and performance during times of change in
the organization: a qualitative study to explore intervening
mechanisms

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Introduction: Studies investigating mechanisms that can explain or
influence the relationship between organizational change and
employee well-being and performance are scarce and mainly
quantitative, making it impossible to investigate direct relation-
ships. Furthermore, previous research has mainly focused on
structural changes (e.g. mergers, acquisitions) and on negative in-
dicators of well-being. When using qualitative methods, we can
gain a deeper and broader understanding of these mechanisms.

Materials and Methods: Semi-structured group interviews were
held with five groups of employees (n = 35) and four groups of
supervisors (n = 28) from five different Belgian organizations.
Participants were asked to think back on changes at the workplace,
how and why these changes affected their well-being and per-
formance (i.e., explanations), and which contextual (i.e., influencing)
factors could positively influence the impact of change on these
outcomes.

Results: Results show that particularly work intensification and job
insecurity underlie the relationship between organizational changes
and well-being/performance. Next, communication, pro-
cedural justice, social support of the supervisor, and resilience seem
to help employees cope with the negative impact of changes.

Conclusions: The results of this study broaden the theoretical
framework about intervening mechanisms in the relationship be-
tween organizational changes and both employee well-being and
performance and provide guidelines for practitioners.

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Work organization and psychosocial factors: application of
affective neuroscience to detect and analyze emotional flow at
work, the health of an organization and the ability to face
critical events

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Introduction Psychological and emotional aspects play a central
role in the organization and sustainability of work, employee well-
being and productivity. To understand the interaction between
work organization and psychosocial factors, we considered work as
a system that has its own emotions (emotional life of organizations,
not emotional life in organizations).

Materials and methods We identified the activation of primary af-
fective states as significant indicators of well-being. Following the
work of Panksepp and Biven (2012), significant emotions were
identified for workers, which corresponded to the activation of
seven core systems of emotions: SEEKING, RAGE, FEAR, LUST, CARE,
PANIC/GRIEF, and PLAY. Through a web app, the workers of a large
Italian company indicated their emotional states daily and, through
tags, their reasons. The research and data processing were con-
ducted in compliance with ethical and legal standards.

Results We analyzed 488 recordings from different teams. Each
team activated specific emotional states. For example, in highly
competitive teams with a perception of identity built on differences
from others, LUST and RAGE systems are highly activated.) Suc-
cessful functioning is linked to the activation of the CARE (team
cohesion), PLAY (social ties and workforce solidarity) and SEEKING
(challenges, creativity, and autonomy) systems.

Conclusions Awareness of emotional flow can support the de-
velopment of more tailored organizational strategies to enhance em-
ployees’ wellness.

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Representations of authority and work organization in public
sector. A difficult balancing between political pressure and
authority deployment

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Introduction The relationship between work organization and
psychosocial well-being factors usually assessed in the relationship
between managers, those responsible for the organization, and
employees. In a systemic view, this subdivision is certainly
simplistic, but there are situations in which it is also misleading.
This is particularly the case for managers in the public sector, such
as municipal managers, whose autonomy is confronted with the
political dimension, represented by councillors. In this paper, we
want to highlight the relationship and the representation of au-
thority, as a modulator of health and organization.

Method. Training activity, articulated in frontal lessons and activ-
ities in small and large groups with the managers (N = 17) of a large
municipality in northern Italy.

Results. Political interference in work management and organi-
zation is not an openly discussed topic but it emerges as a
background that is (almost) forgotten. In a specific training ac-
tivity, in which the two groups experimented two different ways
of exercising authority, it emerged that, although the ability to
respond correctly to the delivery of work was preserved in both
groups, the possibility of accessing more creative solutions and
better results linked to a more supportive than directive rela-
tionship with authority.