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 personality 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 relationships. Furthermore, previous research has mainly focused on structural changes (e.g. mergers, acquisitions) and on negative indicators of well-being. When using qualitative methods, we can gain a deeper and broader understanding of these mechanisms.

Materials and methods: We identified the activation of primary affective 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 conducted 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.) Successful 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 development of more tailored organizational strategies to enhance employees’ 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 authority, as a modulator of health and organization.

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

Results: Political interference in work management and organization is not an openly discussed topic but it emerges as a background that is (almost) forgotten. In a specific training activity, 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 relationship with authority.