



Bundesanstalt für Arbeitsschutz und Arbeitsmedizin

German Federal Institute for Occupational Safety and Health

Individual impact of change and the role of leadership

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Why do we need change?



„Change? Change? Why do we need change? - Things are quite bad enough as they are.“

(Lord Salisbury, 19th century British Prime Minister to Queen Victoria / as cited in Burnes, 201, p. 445)

Contribution's objective:

overview of

- health impact of change
- key role of leadership
- BAuA's research agenda in this field for the next four years

Organisational adaptation is necessary

Change is a basic precondition for organisations' competitiveness

It maintains profitability and survival

It implies chances not just for the organisation but also for its members, such as more interesting tasks, better teamwork, better use of competencies etc.

Potential impacts on motivation and health

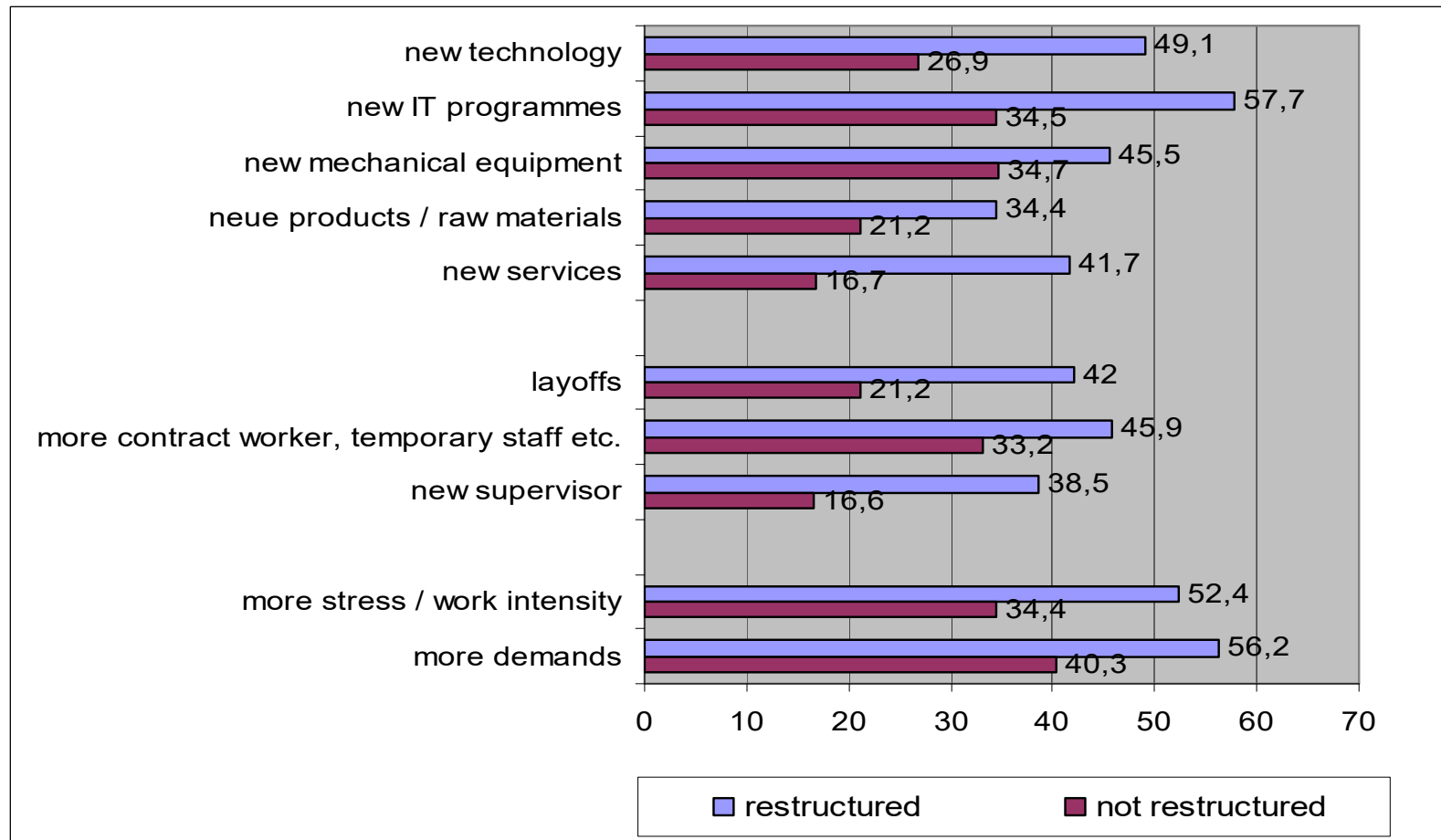
Decreased motivation:

- commitment to the organisation (Bennet & Durkin, 2000)
- Intention to give notice (Trevor & Nyberg, 2008)
- Identification with tasks (Allen et al., 2001)
- Job satisfaction (Wanberg & Banas, 2000)
- Perceived trustworthiness of organisation (Schweiger & DeNisi, 1991)
- Resignation, work related self-efficacy (Richter et al., 2010)

Deteriorated health:

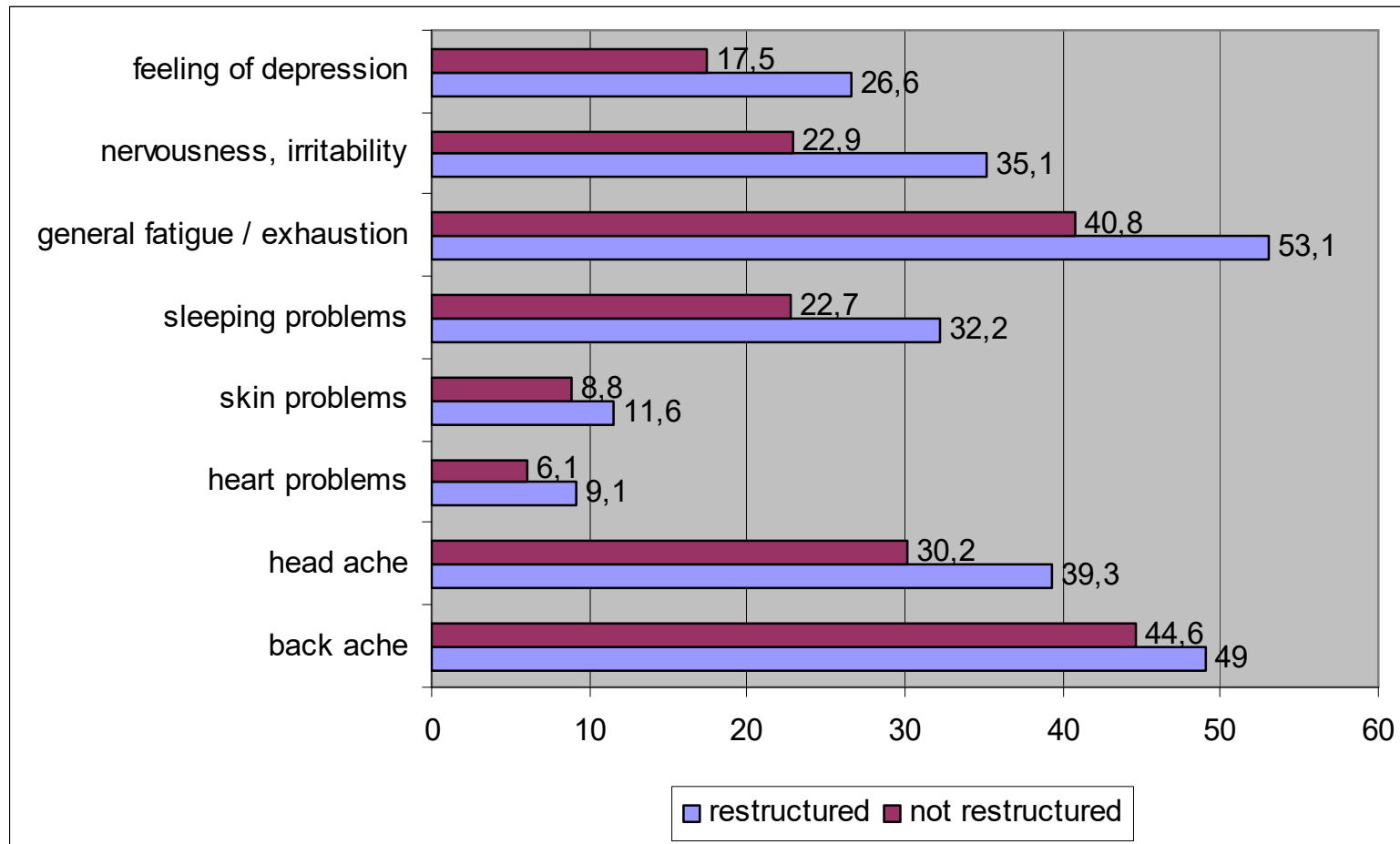
- Insomnia (Campbell-Jamison et al., 2001)
- Stress (Kivimäki et al., 2003)
- Cardiovascular diseases / associated mortality (Vahtera et al., 2004)
- Use of drugs / alcohol / nicotine (Weber et al., 2007; Frone, 2008)
- Musculoskeletal disorders (Kivimäki et al., 2001)
- Twice as much disability pensions (Vahtera et al., 2004)

Restructuring and working conditions



Köper, 2013, p. 148; BiBB / BAuA, 2012 / N = 20.000

Restructuring and (psychosomatic) health



Köper, 2013, p. 151; BiBB / BAuA, 2012 / N = 20.000

Change failure: reasons

insufficient planning in terms of how change affects jobs: person job fit declines (Caldwell, 2011; Rank & Thomson, in preparation)

little consideration of employees' concerns / focus on structure and strategic process (Wilson, 2010)

little consideration of well-being and health (Köper & Richter, 2016)

middle managers are crucial facilitators, yet not well prepared and empowered (Raeling & Cataldo, 2011)

structured communication is crucial (sense-making, reducing uncertainty etc.) yet often neglected (Caldwell, 2011; Kieselbach et al., 2009)

BAuA Projekt „mental health in the working world“

Broad overview of important **stressors and resources (25 aspects)** at the workplace against the background of changes in the working world

One of the major findings: **Leadership behaviour is a key** stressor or key resource with impact on justice, uncertainty, working time, social support, etc..

specific review on health impact of leadership:



Rothe et al., 2017

Results: leadership style and mental health

leadership can be both, resource and stressor:

- positive associations with mental health for supportive and employee centred leadership styles
- negative associations with mental health for abusive / destructive leadership

leadership as resource:

- task centred leadership – well-being ($r = 0,28$)
- transformational leadership - functioning ($r = 0,27$)
- employee centred leadership - burnout ($r = -0,36$)
- relational quality leader-employee – well-being ($r = 0,32$)
- ethical leadership – affective symptoms ($r = -0,34$)

leadership as stressor:

- destructive leadership - burnout ($r = 0,23$)



Montano et al., 2016

Job design recommendations and research gaps

job design recommendations:

- organisational penalties re destructive leadership
- task-related leadership is important yet not enough: employee related aspects have to complete leadership behaviour

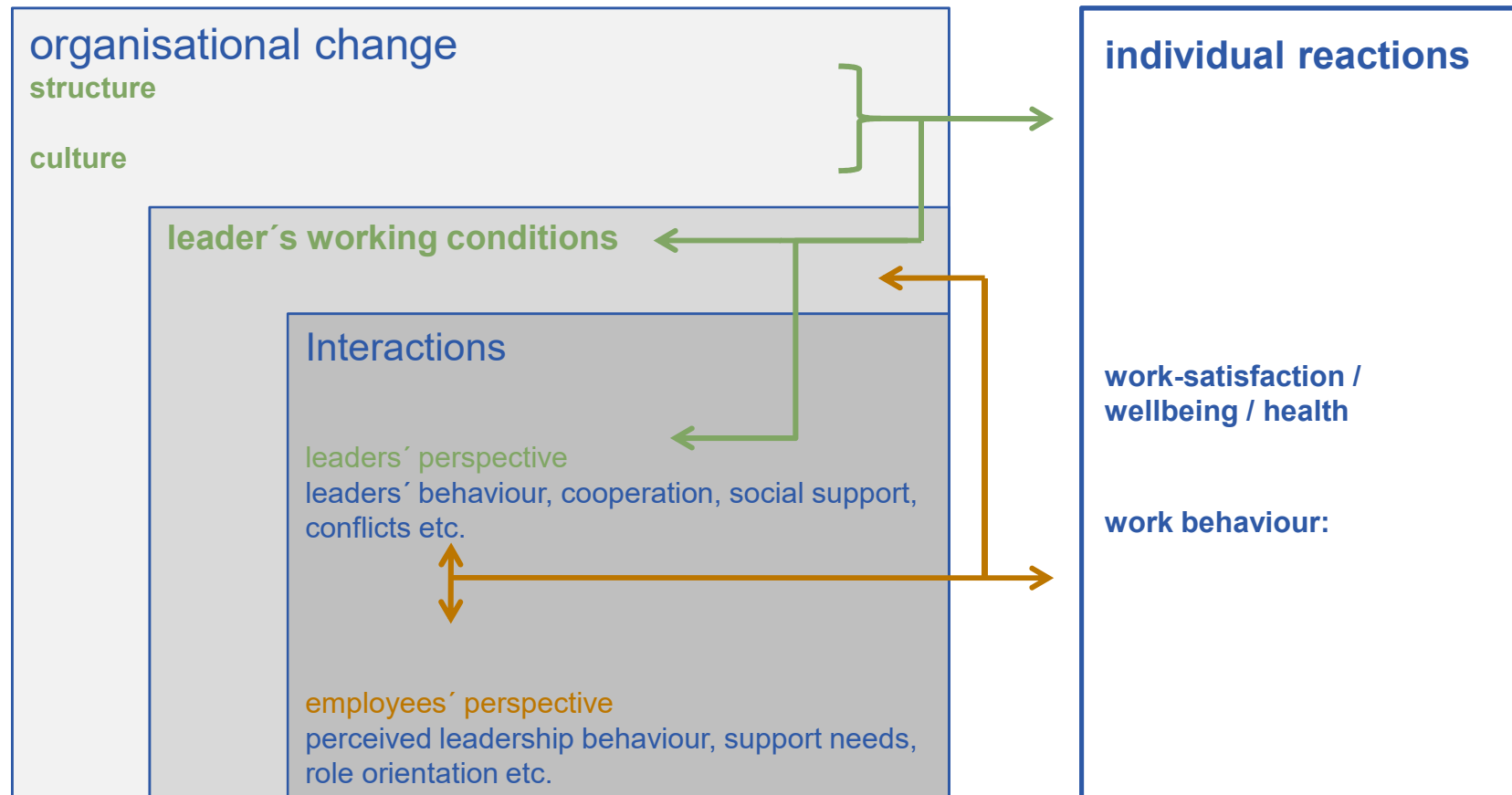
research gaps:

- organisational frame conditions of leadership
- knowledge about leaders' working conditions and their actual leadership behaviour
- causality between leadership and various outcomes (well-being, health of leaders and employees)

Montano et al., 2016

BAuA's research field: leadership and organisation

external conditions



Thanks for your kind attention!



further information:

<https://www.baua.de/DE/Themen/Arbeitswelt-und-Arbeitsschutz-im-Wandel/Fuehrung-und-Organisation-im-Wandel>

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