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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MASTER OF ARTS IN BUSINESS LEADERSHIP

**THE EFFECT OF ORGANIZATIONAL RESTRUCTURING ON
EMPLOYEE WELL-BEING: THE CASE OF BOLE SUB-CITY
ADMINISTRATION**

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**A PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY, SCHOOL OF
COMMERCE IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
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The Effect of Organizational Restructuring on Employee
Well-being: The Case of Bole Sub-City Administration

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A Project Submitted to Addis Ababa University, School of
Commerce in Partial Fulfillment of the Requirements for the
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Declaration

I, Mihret Shegole, hereby declare that the research project entitled "The Effect of Organizational Restructuring on Employee Well-being: The Case of Bole Sub-City Administration", submitted for the award of a Master of Arts Degree in Business Leadership, is my original work and has not been submitted for any degree at Addis Ababa University or any other University. I have carried out the study independently with the guidance and support of my research advisor, Abdurezak Mohammed (PhD). All other contributors or sources involved in supporting this project have been duly acknowledged.

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Date

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Approval

This is to certify that Mihret Shegole has carried out this research project entitled "The Effect of Organizational Restructuring on Employee Well-Being: The Case of Bole Sub-City Administration". This work, submitted in partial fulfillment of the requirements for a Master of Arts in Business Leadership, complies with University regulations and meets accepted standards for originality and quality.

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Acronyms

CA - Change acceptance

Comm - Communication,

ERI - Effort-reward imbalance

HSE - Health and Safety Executive

IES - Institute for Employment Studies

Insec - Job insecurity

JC - Job control

JD - Job demand

JD-C –Job Demand Control

JD-R - Job Demands-Resources

JIS - Job Insecurity Scale

OTOCS - Openness Toward Organizational Change Scale

OVC – Over-commitment

PJ - Procedural justice

TrD - Training and development

UWES - Utrecht Work Engagement Scale

Abstract

This study aims to examine the effect of organizational restructuring on the well-being of employees. Organizational restructure generally refers to the reorganization of corporate operations to achieve higher levels of operating efficiency. Based on the Job Demands-Resources (JD-R) model, the researcher examines the effect of organizational restructuring on employee well-being (in terms of emotional exhaustion and vigor). The study examines employee perceptions of how the restructuring process was implemented using intervening variables. Variables that intervened in the relationship between restructuring and well-being were job demands, job control, job insecurity, communication, and procedural justice. Quantitative data were collected using structured questionnaires which were adopted from different sources and distributed to a sample of 280 targeted populations. Statistical Package for Social Sciences (SPSS) version 25 was employed to analyze the data. Descriptive statistics were used to summarize the data and inferential statistics (Pearson's correlation matrix and multiple regression analyses) were used to generalize the results from the sample to the population. Pearson's correlation matrix was used to show the relationship' between the dependent and the independent variables and multiple regression analyses to test the research hypotheses on a sample of Bole Sub-City Administration employees (n=269). The finding of the study has shown that job control, perceived procedural justice, and communication has a positive and significant influence on employee well-being while job insecurity and job demand have a negative and significant effect on employee well-being. Further high-quality longitudinal research is needed to get more insight into the effect of restructuring over time and into the part played by intervening variables.

Key words: Employee well-being, organizational restructuring, job demands, job control, job insecurity, communication, and procedural justice.

Chapter One

Introduction

1.1 Background of the study

In today's continually changing political and economic climate, corporate restructuring is a reality for most organizations and all employees will most likely experience at least one restructuring event during their careers (Nielsen, 2020). Organizational restructuring can be defined as an essential, having strategic character, change of organizational structure and organizational processes, to improve the effectiveness of a company's operations (Kłosowski, 2012). Organizational restructuring is a broad term that encompasses a wide range of organizational events, including downsizing, mergers and acquisitions, as well as other types of workforce reorganizations with or without layoffs (Probst, 2003).

There are numerous reasons for organizations to reorganize their operations through a restructuring process. Kurgat (2016) found that environmental shifts, business and economic factors, and changes in the environment influence the organizational restructuring process. Other driving forces for change include political/regulatory factors, socio-cultural challenges, poor decision-making, limited resources and knowledge, and global competition (Schiro and Baker, 2009). Organizational restructuring can be a potentially stressful situation since employees are uncertain about the consequences of the restructuring. Even more importantly, employees may experience uncertainty about the security of their position and their future roles and responsibilities (Bordia et al. 2004). Many employees may find it difficult to adapt to the changed organizational structure, resulting in varying psychological states that include job insecurity, anger, and relief, which are then manifested in performance, motivation, job satisfaction, commitment levels, job security, and turnover intentions (Probst, 2003; Cascio, 2010). Job insecurity resulting from organizational restructuring is a predictor of long-term poor employee well-being (De Witte, Pienaar, and De Cuyper, 2016, p. 27, 2016; Hellgren and Sverke, 2003).

Employee well-being is a broad concept that encompasses specific psychological and physical symptoms and general job-related experiences (such as job satisfaction and work commitment) and job-specific aspects (such as satisfaction with pay or co-workers). (Danna and Griffin, 1999; De Jong et al., 2016)

Various studies have found that organizational restructuring negatively impacted the well-being of employees - not just of those who lost their jobs, but also of those who survived the change and remained in the organization (Mishra and Spreitzer, 1998, de Jong et al., 2016, Kieselbach et al., 2009, cited in Abildgaard, Nielsen and Sverke, 2018).

A body of research has already acknowledged the importance of the effects of organizational restructuring such as downsizing on employee well-being (Ferrie, 1997; Kalimo, Taris, and Schaufeli, 2003), yet relatively little is known about the effects of the equally prevalent task restructuring-related change on well-being, restructuring without staff reduction. Bole sub-city Administration has undergone frequent restructuring and has resulted in many employees becoming redundant with some leaving the organization while others being placed into different job positions. The effects of restructuring on employees who remain in the organization are the least-studied phenomenon associated with restructuring. Thus, the objective of this study is to examine the effects of organizational restructuring on the well-being of employees by using Bole sub-city Administration.

1.2 Statement of the Problem

Organizational restructuring generally refers to the reorganization of corporate operations to achieve higher levels of operating efficiency. Although intended to produce positive results, do more harm than good to the organization and its workforce. According to Cascio (2010), organizational restructuring has had a negative impact on employee well-being and has resulted in many employees becoming redundant, with some leaving the organization and others being placed in different job positions.

Changes in organizational structure or design, the introduction of new technology, and downsizing programs all result in changes in job roles and create job-related uncertainty and insecurity (Ito and Brotheridge, 2001). Employees may feel uncertain regarding the reasons for restructuring or the overall nature of restructuring. The uncertainty caused by organizational restructuring is likely to be perceived as a threatening environmental stressor (McCrae, 1987). Many employees may struggle to adjust to the new organizational structure, which increases their stress level and, as a result, affects their job satisfaction, engagement, and involvement (Arunachalam, 2021). Employees in a post-restructuring environment are understandably concerned about the organization's future direction and their roles within it (Lee and Teo, 2005). Organizations find it difficult to manage employees during the organizational transformation

process since the majority of employees are resistant to organizational changes (Abdul Rashid, Sambasivan, and Abdul Rahman, 2004).

Bole sub-city administration has been undergoing continuous restructuring, with many employees being re-deployed or losing their jobs, while others who remained in their positions faced increased workloads. During the restructuring process, employees were stressed, and many complained about a lack of communication and feedback from management. Inadequate preparation as well as a covert process during restructuring have a negative impact on employee well-being at work. The recent restructuring process has created some legal concerns for the organization as it had downgraded the number of employees in the count.

Even though it appears evident that employee well-being is a necessary prerequisite for performance (Robertson, Birch, and Cooper, 2012; Wright and Cropanzano, 2000), most organizational changes are carried out with a focus on work efficiency, but with little regard for employee well-being (Connor, 1997). It is critical to investigate the effects of organizational restructuring on employees' well-being as employees are the most valuable assets of any organization. An understanding of what affects employee job-related well-being will yield practical insight for organizations to reduce the negative effects of restructuring on employee well-being. A body of research has already recognized the importance of the effects of organizational restructuring with staff reduction (downsizing) on employee well-being (Ferrie, 1997; Kalimo, Taris, and Schaufeli, 2003), yet relatively little research has been conducted examining the effects of restructuring on the well-being of employees who remain in the organization. Since restructuring can also have a significant effect on well-being of employees who stay in the organization, it is worthwhile to investigate its effects. Therefore, the objective of this study is to examine the effects of organizational restructuring on stayers' well-being.

1.3 Research Objectives

The general objective of the study is to assess the effects of organizational restructuring on employees' well-being at the Bole sub-city.

Specifically, the objectives of the study include the following:

- To evaluate whether the organizational restructuring at the Bole sub-city has had negative or positive effects on employee well-being.
- To examine the effect of job characteristics on employee well-being in the context of organizational restructuring.

- To assess the effects of individual characteristics on employee well-being in relation to organizational restructuring.
- To look at how factors related to the change process affect the well-being of employees.

1.4 Significance of the Study

In general, little empirical research has been conducted on the relationship between restructuring-related change and employees well-being. Given its importance, the effect of restructuring on employees well-being is an under-researched topic in Ethiopia. This article aims to fill this gap in the literature by empirically examining the impact of restructuring as a strategy and how it affects the well-being of employees in Bole sub-city Administration. If the restructuring process is poorly managed, undoing the damage will be much more difficult, increasing employee stress, negatively affecting their well-being, and negatively impacting the organization as a whole. This study will assist the organization, Bole sub-city administration, in understanding the impact of restructuring so that corrective actions can be taken as soon as possible to address the negative effects. It will be of use to other sub-city administrations and also to various organizations since restructuring is common in many organizations.

1.5 Scope of the Study

This study focused mainly on the effects of organizational restructuring on employee well-being by using the Bole sub-city, Addis Ababa, Ethiopia as a case study. Numerous factors may influence employee well-being during restructuring. This study, however, restricted to three intervening factors: job characteristics, individual characteristics, and change process-related variables.

Bole Sub-City Administration comprises four pools: the design and construction pool, the manager pool, the Executive pool, and the public service pool. Because of time and budget constraints, this study limited its coverage to the Design and Construction pool and the Public Service pool located at the head office.

The study employed an explanatory research design to demonstrate the cause and effect of its findings and analysis. The quantitative research method was used and data were collected using structured questionnaires.

The study was a cross-sectional survey in which data were collected once across a population using a random sampling technique.

1.6 Limitations of the Study

The study only included employees from the Design and Construction pool and the Public Service pool located at the head office, which may limit the generalizability of the findings. In addition, the study relied on self-reported measures of employee well-being; thus, the accuracy of the result was determined by the respondent's willingness to provide accurate information.

1.7 Definition of Terms

The following terms are used in the course of this study:

Change acceptance: individual characteristics of handling change in the workplace in a way that leads to continued success for your organization and your career, rather than fearing and resisting it.

Emotional exhaustion: one of the three dimensions of burnout, which relates to feelings of being overextended and exhausted by the job demands of one's work (Schaufeli, Leiter, Maslach, and Jackson, 1996).

Employee well-being: employees' physical, psychological, and emotional health, as well as their comfort and happiness such as job satisfaction, work commitment, and satisfaction with pay or co-workers (Danna and Griffin, 1999).

Job control: the opportunity to exert some influence over one's work and refers to skill discretion and decision authority (Ganster and Fusilier, 1989).

Job demand: those aspects of a job that require continual physical and/or psychological exertion and are related to certain physiological and/or psychological costs (Hakanen, Perhoniemi, and Toppinen-Tanner, 2008)

Job insecurity: the involuntary unpredictability about the future existence of the present job or the future nature of the present job (Heaney, Israel and House, 1994)

Organizational restructuring: any major changes in the organizational structures with the intention of enhancing efficiency and effectiveness (Bowman and Singh, 1993).

Procedural Justice: the perception of fairness regarding the methods, mechanisms, and processes used to determine the outcomes (Folger and Cropanzano, 1998).

Training: perceived quality of training content and duration of training concerning the change process (Kolb, 1984)

Vigor: Vigor is a core dimension of the concept of employee engagement and characterized by high levels of energy and mental resilience while working, as well as being willing to put effort into one's work and perseverance even in the face of difficulties (Lee and Ashforth, 1996).

1.8 Organization of the Study

The research is organized into five chapters. The first chapter discussed the study's background, problem statement, objectives, scope, limitations, and significance. The theoretical framework, review of related literature, conceptual framework, and hypotheses derived from empirical reviews are all presented in Chapter two of this study. The third chapter discusses research methodology, which includes research design, sample design, data collection techniques, data reliability testing, and data analysis. The fourth chapter dealt with the research's data presentation, analysis, and interpretation. The final chapter includes a summary of the findings and conclusions, as well as recommendations that were presented and discussed.

Chapter Two

Literature Review

2.1 Introduction

This chapter includes the findings of existing relevant literature on organizational restructuring and employee well-being. Variables that intervene in the relationship between organizational restructuring and employee well-being are also included. This section is divided into four sections: models of organizational restructuring, theoretical framework, empirical review, and conceptual framework.

2.2 The Definitions and Concepts of Restructuring and Well-being

2.2.1 Definitions of Restructuring

Bowman and Singh (1993) defined restructuring as the process of changing the internal organization of a business. Restructuring may involve making drastic changes to a company by eliminating or merging departments in order to increase efficiency and profitability (Hane, 2012). In other words, it is a comprehensive process that allows a company to consolidate its business operations and strengthen its position in order to achieve corporate objectives—synergies and remain a competitive and successful entity (Hane, 2012).

Bowman and Singh (1993) distinguish between three forms of corporate restructuring: portfolio restructuring, financial restructuring, and organizational restructuring. Portfolio restructuring includes significant changes in a firm's asset mix or the lines of business in which it operates, such as liquidation, divestitures, asset sales, and spin-offs (Maria, 2015, cited in Mugabo, E., 2009). This type of restructuring may be undertaken by company management to sharpen the focus by selling a unit that is peripheral to the core business, as well as to raise capital or rid itself of a dormant operation by selling off a division (Wu and Delios, 2009). Financial restructuring refers to the allocation of the corporate flow of funds—cash or credit—as well as the strategic or contractual decision rules that direct the flow and determine the value-added and its distribution among the various corporate constituencies (Bowman and Singh, 1993). It includes significant changes in a company's capital structure, such as leveraged buyouts, leveraged recapitalizations, and debt for equity swaps (Cascio, 2010). Finally, organizational restructuring entails significant changes in the firm's organizational structure, such as redrawing

divisional boundaries, flattening hierarchic levels, spreading the span of control, reducing product diversification, revising compensation, streamlining processes, reforming governance, and downsizing employment (Davis, Eisenhardt and Bingham, 2009). It is the most challenging type of restructuring, where the approach to adopting strategies, processes, and structures is changed (Koper and Richter, 2014).

2.2.2 Definitions of Well-being

Well-being is a multifaceted phenomenon that has been studied in a variety of disciplines, and thus several definitions of well-being have been proposed. The New Oxford Advanced Learner's Dictionary (7th ed., revised 2005) defines 'well-being' as a state of being comfortable, healthy, and happy. The World Health Organization defined employee well-being as a state of positive mental health in which the individual realizes his or her abilities, can cope with the normal stresses of life, can work productively and fruitfully, and can contribute to his or her community (World Health Organization, 2001). Well-being is defined as the absence of negative mental states, diseases, or disorders and is also referred to as health, having good mental states, or feeling well (Otto, Thomson, and Rigotti, 2018). Furthermore, employee well-being has been defined as employees' overall well-being as influenced by work and workplace interventions (Juniper, White, and Bellamy, 2009).

In an organizational context, well-being is a broad concept that encompasses not only specific psychological and physical aspects but also job-related experiences (such as job satisfaction and job attachment) and satisfaction with pay or co-workers (Danna and Griffin, 1999). Employee well-being is concerned with an employee's attitude, which refers to the absence of negative feelings about themselves in the work setting (May, 2013). It encompasses three main dimensions of well-being: psychological, physical, and social well-being (Grant et al., 2007).

2.3 Models of organizational restructuring

There are various models that have been used to explain how organizational restructuring factors (work-related and personal factors) affects employee well-being. The leading job stress models are the Job Demands Control (JD-C) model (Karasek, 1979), the Effort Reward Imbalance (ERI) model (Siegrist, 1996), and the Job Demand Resource (JD-R) model (Demerouti et al., 2001; Schaufeli and Bakker, 2004).

2.3.1 The Job Demand Control model

The Demand Control model (JD-C) was first developed and presented in 1979 by Robert Karasek (Karasek, 1979). The model's main concepts are psychological job demands and agency or worker management, with social support later added by J.V. Johnson in 1986 (Godal, 2014). This model establishes the conditions that determine whether working conditions improve or degrade health. The individual's level of control over the work situation is critical in situations with high workloads or demands. The JD-C model demonstrates how the workplace affects employees' health and well-being, as well as how management and employees can work together to influence the most important organizational factors such as quantitative demands, decision authority, learning opportunities, and skill use (Karasek and Theorell, 1990). Job demands, decision authority, skill discretion, and task control predict a wide range of health and behavioral outcomes such as cardiovascular disease, depression, musculoskeletal diseases, anxiety, job satisfaction, and job commitment (Karasek and Theorell, 1990).

2.3.2 Effort-Reward Imbalance Model

The Effort-reward imbalance Model (ERI) is based on the concept of failed contractual reciprocity between work effort and rewards received (Siegrist, 1996). Efforts can be both extrinsic (demands, obligations) and intrinsic (personal coping patterns). According to this model, a lack of reciprocity causes stress responses, strong negative emotions, and detrimental effects on mental health. Siegrist et al. claim that an imbalance between effort and reward may cause a state of "active distress" by inciting intensely negative emotions (Shimazu and de Jonge, 2009). The main assumptions of the ERI model (Siegrist, 2002) are - high efforts, but low rewards, increase risk of low health (the extrinsic ERI hypothesis); a high level of over-commitment (need for control, developed from Type A construct), may increase the risk of low health (the intrinsic over-commitment, OVC, hypothesis); and employees reporting an extrinsic ERI and a high level of OVC have the highest risk of poor health (the interaction hypothesis).

2.3.3 Job Demands-Resources model

The Job Demands-Resources Model (JD-R model) was introduced in 2006 as an alternative to the existing employee well-being models by Arnold Bakker and Evangelia Demerouti (Samuel, 2022). Initially, it was applied to burnout (Demerouti et al., 2001). Three years after its

introduction, Schaufeli and Bakker (2004) presented an expanded version of the JD-R model that included work engagement as a positive counterpart to burnout. By doing so, Schaufeli and Bakker (2004) added a positive psychological twist to the JD-R model. That is, the JD-R model sought to explain not only a negative psychological state (burnout) but also its positive counterpart (work engagement). Based on the JD-R model, the resources can be located at the organizational level (e.g. salary, career opportunities, job security), in interpersonal and social relations (e.g. support from superiors, team climate), and at the task level (e.g. skill variety, task identity) (Demerouti et al., 2001; Bakker et al., 2003).

In light of the JD-R, it appears plausible that, at the onset, restructuring will be perceived as a job demand, potentially impairing employee well-being (Nikolova et al., 2014). Employees are likely to experience distress at the beginning of the change process when old routines have become redundant and new routines have not yet been established.

There are two distinct underlying psychological processes, health impairment, and motivational process, that play a role in the development of employee well-being (Wiezer et al., 2011, p.21). The basic premise of the JD-R model is that job demands, such as emotional demands or changes in job tasks, elicit energy depletion processes when they exceed the employee's adaptive capacity. Thus, through the gradual depletion of mental resources, burnout is expected to mediate the relationship between job demands and employee health and well-being (i.e., burnout). This is the energetic or health impairment process of the JD-R model (Schaufeli and Taris, 2013).

Similarly, a motivational process is fueled by an abundance of job resources. Job resources play an extrinsic motivational role because they initiate the willingness to expend compensatory effort, thereby reducing job demands and fostering goal attainment. However, they also play an intrinsic motivational role because they satisfy basic human needs for autonomy, relatedness, and competence (Deci and Ryan, 2000; Van den Broeck et al., 2008). Job resources, such as time management, performance feedback, or a supportive leader, promote a fulfilling, positive work-related state of mind (i.e., work engagement), by mitigating the negative effects of job demands, assisting in the achievement of work goals, or stimulating motivation (Wiezer et al., 2011, p.19). As a result, it is assumed that engagement will mediate the relationship between job resources and organizational outcomes (Schaufeli and Taris, 2013).

2.3.4 Comparison of Models

Model comparison research on the JD-C model and the ERI model has provided evidence of independent cumulative effects on poor health and poor well-being (Bosma et al., 1998; de Jonge, Bosma, Peter and Siegrist, 2000). Longitudinal research using the JD-C and ERI models revealed that low social support and an effort-reward imbalance were associated with the persistence of insomnia (Ota, Maseu, Yasuda, Tsutsumi, Mino et al., 2009). According to the model comparison, the ERI model predicts employee well-being better than the JD-C model (de Jonge et al., 2000). However, both models have been criticized for focusing on negative well-being measures and using a limited set of predictor variables (Bakker and Demerouti, 2007). It has also been suggested that the JD-C model would benefit from including the importance of personality traits such as individual coping styles (van der Doef and Maes, 1999). The concept of status control is a novel element of the ERI model that adds to the discussion of employee well-being issues (one of the rewards elements). In relation to employee well-being, the status control perspective considers macroeconomic labor market aspects such as job security (fragmented job careers, job instability, and unemployment). According to Siegrist's (1996) viewpoint, occupational life is related to a person's self-regulatory functions, such as a sense of efficacy and esteem, and low security in occupational life, such as forced occupational change, can threaten it and elicit strong recurring negative emotions.

The JD-R model, like the JD-C and ERI models, assumes that employee health and well-being are the results of a balance of positive (resources) and negative (demands) job characteristics. Unlike these two models, however, the JD-R model is not limited to specific job demands or job resources. It is assumed that any demand or resource may affect the health and well-being of employees. Demands may include job insecurity, physical demand, emotional demands, unfavorable work conditions, work pressure, and other factors. Job autonomy, financial rewards, information, procedural fairness, and opportunities for professional development are examples of resources. The JD-R model has a much broader scope than other models because it has the potential to include all job demands and job resources. The JD-R model is also more adaptable and can be suited to a broader range of work environments. The model's broad scope appeals to researchers, and its flexibility appeals to practitioners.

The JD-R model is heuristic in nature and represents a way of thinking about how job (and, more recently, personal) characteristics may influence employee health, well-being, and

motivation, as opposed to the ERI and JD-C models, which relate well-defined and specific sets of concepts to each other. The JD-R model's heuristic application, combined with its broad scope and flexibility, accounts for its current proliferation in both research and practice.

The JD-R model allows us to investigate the relationship between job characteristics and employee well-being, thereby supporting the reasoning regarding the hypothesized association between restructuring(change) and well-being (Nikolova et al., 2014). Therefore, adhering JD-R model to examine the effects of restructuring (change) on employee well-being appears relevant in light of the aim of this thesis.

2.4 Theoretical framework

Organizational restructuring generally refers to the reorganization of corporate operations to achieve higher levels of operating efficiency. Although intended to produce positive results, do more harm than good to the organization and its workforce. Research has shown that organizational restructuring has had a negative impact on employee well-being and has resulted in many employees becoming redundant, with some leaving the organization and others being placed in different job positions (Cascio, 2010). But, not all restructuring processes have a negative impact on the health and well-being of employees. Wiezer et al. (2011) indicated that restructuring may also result in experiencing improvement in one's job position, which is linked to better well-being. However, in most cases, prolonged restructuring has a negative impact on employee well-being.

Employees may find restructuring difficult at times and the resulting negativity may have an impact on the remaining employees' well-being as well (Team, 2022). Previous research on organization restructuring has primarily focused on employees who are laid off as a result of a restructuring. However, it has become clear in recent years that restructuring also has a significant impact on employees who remain in the organization (Wiezer et al., 2011). Since restructuring can have a significant effect on employees' well-being, it is worthwhile to investigate its effects.

2.4.1 Organizational Restructuring

Organizational restructuring refers to any major changes in the organizational structures with the intention of enhancing efficiency and effectiveness (Bowman and Singh, 1993). There are numerous reasons for organizations to reorganize their operations through a restructuring

process. Miller and Friesen (1984) found that environmental shifts, technological changes, organizational growth, and leadership changes influence the organizational restructuring process. One of the primary characteristics of organizational restructuring is that it involves changes in how people perform their jobs. As a result, employees are more than ever expected to successfully integrate new work practices, methods, tools, and technologies into their jobs (Anderson-Connolly et al., 2002).

Research has shown that any change or anticipated change has an impact on employee well-being as it is associated with increased uncertainty, which leads to an increased perception of work stress, lower levels of job satisfaction, high absenteeism, lower organizational commitment, lack of self-confidence, and increased physical and mental symptoms of poor health among employees (Cunha and Cooper, 2002). Several researchers have supported this finding and demonstrated that restructuring in business enterprises causes uncertainty and anxiety among employees (Clark and Koonce, 1995; Robbins, 1998). Mainly, organizational restructuring(changes) are carried out with a focus on work efficiency, but with little regard for employee well-being (Connor, 1997)

Although it appears obvious that employee well-being is regarded as the most important factor in determining an organization's long-term effectiveness (Luu, 2019), there hasn't been much empirical research on the relationship between organizational restructuring-related change and employee well-being (Alam and Rizvi, 2012; Rau, 2006; Robertson, Jansen Birch and Cooper, 2012). The effects of organizational restructuring on employees well-being are determined by the type of restructuring undertaken by the company, how the restructuring process is handled, and the employees' (personal) characteristics (De Jong et al., 2016). The factors that intervened in the relationship between restructuring and well-being will be discussed in detail later in this chapter.

2.4.2 Employee Well-being

Employee well-being is a term used to describe an employee's positive physical and psychological health while at work (Helzer and Kim, 2019). Well-being can be a context-free or domain-specific construct, such as work (Ilies et al. 2007, Cited in Wijngaards et al., 2021). Context-free constructs concern the people's general feelings of well-being in all aspects of their lives (e.g., life satisfaction, happiness, depression). On the other hand, domain-specific well-being focuses on people's feelings of well-being in a specific aspect of their lives (e.g., at work,

school, or in intimate relationships). Job-specific well-being is a subset of domain-specific well-being and it refers to people's feelings of well-being in relation to their jobs.

Concepts used to describe employee well-being include emotional exhaustion (Maslach and Jackson, 1981; Schaufeli, Leiter, Maslach and Jackson, 1996), job satisfaction (Wanous, Reichers and Hudy, 1997), vigor (Schaufeli, Salanova, Gonzalez-Roma and Bakker, 2002). According to Hakanen and Schaufeli, (2012) work-related well-being such as vigor and emotional exhaustion, predicts employees' well-being. Thus, this study will focus on two concepts commonly used in research as indicators of employee well-being: Emotional exhaustion - a negative well-being indicator and Vigor - a positive well-being indicator (de Lange, 2005; Schaufeli, Taris, and Van Rhenen, 2008; Mäkikangas et al., 2016).

2.4.2.1 Emotional exhaustion

Emotional exhaustion is a notion drawn from theories about stress and burnout, which relates to feelings of being overextended and exhausted by the job demands of one's work (Schaufeli, Leiter, Maslach, and Jackson, 1996). It is one of the three dimensions of burnout.

The World Health Organization (WHO) has included burnout in its International Classification of Diseases as of May 28th, 2019, and defines burnout as a syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions: 1) exhaustion; 2) cynicism, and 3) reduced professional efficiency. (World Health Organization [WHO], 2019, para.4).

Concerning burnout in this study the researcher will focus on emotional exhaustion. Emotional exhaustion is an affective state characterized by depleted emotional resources and a lack of energy that can occur regardless of whether people feel effective in their jobs.

2.4.2.2 Vigor

Vigor is a core dimension of the concept of employee engagement (Nikolova et al., 2014). Employee well-being research has recently expanded to include positive aspects such as work engagement to measure well-being. Employee engagement is linked to well-being in that it assesses workers' positive attitudes and actions at work (Platania et al., 2015).

According to Schaufeli et al. (2002), engagement is characterized by high levels of energy and a strong identification with work and consists of three dimensions: vigor, dedication, and absorption.

Vigor is a core dimension of the concept of engagement and characterized by high levels of energy and mental resilience while working, as well as being willing to put effort into one's work and perseverance even in the face of difficulties (Schaufeli, Salanova, González-Romá, and Bakker, 2002). In this study, we focus on vigor because research has shown that this continuum is more relevant (i.e., explains the majority of variance) in measuring the impact of restructuring related engagement on well-being (Lee and Ashforth, 1996). Furthermore, Macey and Schneider (2008) identify vigor as a key differentiator of employee engagement in comparison to other literature streams such as job satisfaction and organizational commitment. Initial research on work engagement assumed it to be the polar opposite of burnout, with dimensions of vigor, involvement, and efficacy serving as counterpoints to the burnout dimensions of exhaustion, cynicism, and lack of personal accomplishment (Maslach and Leiter, 1997). However, Schaufeli et al. (2002) argued that work engagement is a distinct concept with distinct defining characteristics that are negatively related to but distinct from burnout. As a result, both states should be examined separately, because an employee who is not burned out is not necessarily engaged (Schaufeli and Bakker, 2004).

2.4.3 Variables (Review of evidence on Organizational factors affecting employees well-being)

The relationship between restructuring and well-being is influenced by a variety of factors. De Jong et al. (2016) found a number of important variables affecting the relationship between restructuring and health and well-being. These variables that intervened in the relationship between restructuring and well-being were job characteristics, individual characteristics, and perceived change process factors. These factors are key to a healthy restructuring process.

2.4.3.1 Job Characteristics

Organizational restructuring may affect job characteristics and job characteristics are differently related to various indicators of well-being. As explained by Quinlan and Bohle (2009), the relationship between restructuring and well-being can be mediated by factors like workload or workplace atmosphere. Based on previous researches, job demands and job control are the most important job characteristics that affect employee well-being related to organizational restructuring (Karasek and Theorell, 1990; Schnall, Landsbergis and Baker,

1994; Kivimäki et al., 2000; Kivimäki et al., 2001). Thus, this study includes these characteristics because of their theoretical and practical relevance: job demands and job control.

2.4.3.1.1 Job demands

Job demands are job characteristics that may cause strain when they exceed the employee's capabilities (e.g., excessive workload, intense work pace). They are related to workload and have been operationalized primarily in terms of time pressure and role conflicts (Karasek, 1985). According to Hakanen et al. (2008, cited in van Vegchel et al., 2005), job demands refer to "those aspects of a job that require continual physical and/or psychological exertion and are related to certain physiological and/or psychological costs". The psychological demands dimension refers to how fast and how quickly the worker must perform the necessary tasks, the hectic nature of the job, whether there is enough time to perform job tasks, the proportion of work performed under time pressure, the amount of work, the level of concentration required, the presence of conflicting demands, and how often tasks are interrupted or work is slowed by having to wait for others (Karasek, 1979).

Prolonged exposure to high job demands is frequently associated with decreased well-being and it will lead to emotional exhaustion, cynicism, and reduced personal accomplishment (Alarcon, 2011). Karasek and colleagues also suggested that jobs with high job demands are likely to have a negative impact on workers' health (Karasek et al., 1998). Additionally, Wiezer et al., (2011), in their analysis showed that restructuring increases work demands, and this in turn reduces employee well-being. Sometimes the division of responsibilities becomes unclear and employees are unsure of what their responsibilities are, and this too can increase perceived job demands (Wiezer et al., 2011).

2.4.3.1.2 Job control

Job control can be defined as the opportunity to exert some influence over one's work (Ganster and Fusilier, 1989). It refers to two fundamental components: skill discretion and decision authority. The first one refers to employees' freedom to use specific job skills at work, whereas the second one refers to employees' autonomy in task-related to employees' autonomy in task-related activities (Portoghese et al., 2020). Jobs that are low in control carry the highest risk of illness has been empirically predicted in a number of chronic diseases (Johnson, 1989; Karasek and Theorell, 1990). When restructuring increases employee autonomy or participation in decision-making processes, this in turn increases employee well-being.

2.4.3.2 Individual characteristics

The effects of restructuring may not be the same for all workers. Individual characteristics (such as coping and change acceptance) may moderate the relationship between restructuring and well-being (De Jong et al., 2016). According to De Jong et al. (2016), individual characteristics such as job insecurity and employee change acceptance affect employee well-being (De Jong et al., 2016). Similarly, job insecurity and employee change acceptance appeared to be important perceptions that affect well-being among individual factors in several studies (such as Bamberger et al., 2012; Quinlan and Bohle, 2009; Wanberg and Banas 2000).

2.4.3.2.1 Job insecurity

By definition, job insecurity contains elements of involuntary unpredictability about the future existence of the present job or of the future nature of the present job (Heaney, Israel and House, 1994; Sverke, Hellgren, and Näswall, 2002). Job insecurity is a two-dimensional construct that is classified as quantitative or qualitative. Quantitative job insecurity refers to employees' concerns about the future viability of their job (Vander Elst, De Witte, and De Cuyper, 2014), whereas qualitative job insecurity refers to employees' concerns about the extent to which their job features may change unfavorably (De Witte, 2005). Because most restructurings are top-down, employees may fear losing influence over changes in their own jobs. During the restructuring, not only is the job at risk but so are various valued features of that job. Job insecurity is a subjective perception; different people may have different levels of sensitivity and vulnerability, and thus interpret and react differently to certain situations (Lazarus and Folkman, 1984, De Witte, 2005).

Increased organizational restructuring has increased employees' perceptions of job insecurity, i.e., 'the subjectively perceived likelihood of involuntary job loss' (Sverke, Hellgren, and Näswall, 2002). Research had shown that perceived job insecurity reduces job satisfaction and job involvement, leads to lower levels of well-being, and negatively affects organizational commitment and job performance (Arnold and Staffelbach, 2012). Further another study by Wiezer et al., (2011) has shown that job insecurity reduces the well-being of employees.

2.4.3.2.2 Change Acceptance

Employee attitudes and behavior are influenced by how they perceive their work environment during organizational change, which can result in either acceptance or resistance (Coghlan, 1993). Employees are likely to feel uncertain about a variety of organizational issues, including

the process of change implementation and the expected outcomes of the change (Jackson et al. 1987). They may also have significant concerns about whether they will be able to learn to function effectively and benefit from the new situation and may experience significant anxiety when change initiatives are implemented within an organization (Tichy, 1983). A person's attitude towards change comes from his or her perception of the outcomes of a change, compared with the individual's goals and values. Negative employee reactions to organizational change can have serious effects on the effectiveness of change and the competitiveness of the organization (Spreitzer and Mishra, 2002).

2.4.3.3 Change-related factors/Variables

The impact of restructuring on well-being is also influenced by how the restructuring process is perceived by employees. Factors related to the restructuring process, such as the positive role of communication and the provision of information related to restructuring, have a positive impact on employee well-being (Jimmieson, Terry, and Callan, 2004). This section will review three antecedents (communication and change-related information, change-related training, and procedural justice) in order to assess their effects on the well-being of employees.

2.4.3.3.1 Communication and Information

Communication is an important management component for any organization. Establishing open and continuous communication in times of change enables organizations to communicate their vision and keep employees informed about planned changes with the aim of reducing resistance and uncertainty among employees (Weick and Quinn, 1999). Such communication also creates a channel to allow employees to share their thoughts and opinions on proposed changes, which has been recognized as a key requirement for successful changes (Morrison and Milliken, 2000). Communication also ensures that employees have realistic expectations of the restructuring process and its outcomes, and improves each employee's understanding of their future role (Wiezer et al., 2011). There will never be too much information: information should be open, clear, and provided in a variety of forms. Different channels should be used for communication and asking questions (Wiezer et al., 2011).

During the change process, change agents should ensure that appropriate communication takes place before, during, and after a restructuring (Boohene and Williams, 2012). Good and continuous communication and systems should be in place throughout the process and managers need to follow up on certain reorganization recommendations they receive from the

employees themselves (Maharajh, 2017). Feedback on this must be allowed to ensure that the needs and concerns of those affected are met. Therefore, sufficient time should be given for feedback and appropriate responses (Wilson, 2009).

Effective communication reduces the negativity and uncertainty felt among the organization's employees. When employees can count on good communication and support from top management, their closest supervisors, and their peers, and trust their supervisors, the impact of restructuring on well-being is less negative than in situations where these resources are lacking (Wiezer et al., 2011). Moreover, when employees are involved in the process of restructuring and participate in decision-making, their well-being will be better than if they were not involved (Wiezer et al., 2011). Jimmieson and his colleagues also showed that higher levels of change-related information would be associated with higher levels of psychological well-being (Jimmieson, Terry, and Callan, 2004).

2.4.3.3.2 Training related to change

The quality of employee training (perceived quality of training content and duration of training in relation to the change process) is also an important resource of organizational change (Kolb, 1984) and plays a prominent role in the context of organizational change (Hackman and Wageman, 1995). Since restructuring requires a broader range of tasks from employees and the development of new skills, employers should provide change management training to all parties.

An organization must identify gaps between the individual employee's existing competencies and the new requirements of the job, and give training in how to perform their job in a changed organization. Before making changes, employers should assess employees' readiness for change, ensuring that they are competent and have a diverse set of skills so that their employability remains adequate (Vander Elst, De Witte, and De Cuyper, 2014).

According to research by the World Health Organization (WHO) (Houtman, Jettinghoff, and Cedillo, 2007), work-related stress occurs in response to employees being faced with work demands that do not match their knowledge, skills, or abilities, resulting in their inability to cope. Burnout and work-related stress can occur when employees are subjected to high work demands without adequate resources, negatively affecting their health and well-being.

In support of this, research has found that training and promotion can help to reduce uncertainty by increasing job control (Loretto, Platt, and Popham, 2009). Other study also found that the

perceived quality of training related to the restructuring event, positively affected employee strain (Korunka et al., 2003).

2.4.3.3.3 Procedural Justice

Procedural justice is the perception of fairness regarding the methods, mechanisms, and processes used to determine the outcomes (Folger and Cropanzano, 1998). Similarly, according to Barsoux and Manzoni (1998) procedural justice is concerned with the way results were achieved and the criteria used i.e., the process leading to a decision (the how) is as important to the recipients as the outcome itself (the what. According to Thibaut and Walker (1975), employees might perceive outcomes as fair if they were allowed to participate in the process used to achieve outcomes. Van den Bos et al. (1997) also argued that what people consider fair is more influenced by information received before the outcome than after it.

Employees' perceptions of fairness in organizational settings, also known as organizational justice, influence their attitudes and behavior and consequently their intention to stay or leave (Sharpe, 2006). The perceived fairness of how organizations make decisions concerning the restructuring event was related positively to well-being (Gopinath and Becker, 2000).

Folger (2001) also showed that perceived procedural justice, i.e. the adequacy of the allocation process in an organization, has a positive impact on the mental well-being of employees. On the other hand, perceived injustice (absence of justice) in an organization negatively affects the psychosocial well-being of employees (Robin, 2012).

2.5 Empirical review

A study was done on Job Demands and Resources and Employee Well-Being in the Chinese Nonprofit Sector with the purpose of investigating the factors that contribute to employee well-being among nonprofit employees in China. The study examined data from 233 nonprofit employees in China to determine the extent to which JD-R affects employee well-being. The findings support the existing body of cross-cultural research on JD-R and employee well-being, indicating that in the sample of Chinese nonprofit employees, the emotional workload was negatively associated with employee well-being, while job resources were positively associated with employee well-being. The findings emphasized the importance of reducing emotional workload and increasing job resources for nonprofit employees in China to improve employee well-being and reduce turnover and burnout (Deng et al., 2021).

Borst and Knies's (2021) research was on the well-Being of Public Servants Under Pressure: The Roles of Job Demands and Personality Traits in the Health Impairment Process. They used the Job Demands-Resources model and four public sector-specific demands were studied including organizational restructurings, technological innovations, aggression from citizens, and integrity pressure. An examination of two representative subsamples of the Dutch public sector revealed that organizational restructuring was the most significant impediment to job demand and all job demands have a negative relationship with well-being.

Loretto, Platt, and Popham (2009) carried out a study on impacts of workplace change on employee mental health and well-being. The researchers developed and tested a comprehensive organizational change measure, which was then used in a prospective longitudinal study of nearly 5400 employees from six UK National Health Service Trusts. After controlling for a variety of personal characteristics and work variables, it was discovered that respondents who reported an increase in the amount of work over the previous year were more likely to have an adverse effect on health, whereas increased training and promotion, as well as improved job security, had a positive effect on employee mental health (less likelihood of being affected negatively). Their findings challenged the assumption that change would always be detrimental to health, referring to areas where a positive impact could be expected, such as promotion and development. Their findings indicated that training and promotion may reduce uncertainty by increasing control.

Radic et al., (2020) Job demands–resources (JD-R) model, work engagement, and well-being of cruise ship employees. The purpose of the research was to shed new light on peculiar on-board working conditions by applying the widely recognized and well-established job demands-job resources theory and extending its model to the work engagement and well-being of cruise ship employees. A cross-sectional survey and a path modeling tool based on partial least squares are used. Job demands like work and time pressure, extensive physical efforts, role ambiguity, job insecurity, and work overload all had a negative impact on the well-being of cruise ship employees, according to the findings. Job resources, on the other hand, had a positive effect on work engagement and well-being, and work engagement had a positive effect on well-being.

A study "Restructuring seriously damages the well-being of workers: The case of the restructuring program in local administration in Greece" by Koukoulaki et al., (2017) examined the impact of "Kallikratis," a major restructuring program of the Greek local government, on

employee well-being. The study investigated the effect of restructuring, job insecurity, and psychosocial factors on well-being using a sample of 1600 employees from 13 municipalities. The result of the study showed that restructuring could have a negative impact on employee well-being. Job characteristics or psychosocial factors were significant in this relationship for the Kallikratis restructuring. Increased job demands were linked to increased stress and emotional exhaustion. Employee well-being was also found to be negatively related to job insecurity or the threat of job loss. Variables related to the perception of the restructuring process, such as perceived justice, and reduced emotional exhaustion.

Silla et al. (2008) examined the relationship between job insecurity and well-being (psychological distress and life satisfaction), as well as the potential role of employability in this relationship. A sample of 639 Belgian employees from six organizations participated in the study. The results showed that job insecurity was related to poor well-being, while no such association was found for employability. Furthermore, employability moderated the relationship between job insecurity and life satisfaction (Silla et al., 2008).

A study by Loretto, Platt, and Popham (2009) found a negative impact of job insecurity on mental health. Another study by Geuskens et al., (2012) also found that prolonged exposure to restructuring increased the likelihood of poor general health, and its influence was partly explained by job insecurity. According to Kivimäki et al., 2001 job insecurity mediates the relationship between restructuring and employee self-rated health (Kivimäki et al., 2001).

A study by Wolter et al., (2018) investigated the relationship between job characteristics, specifically job demands and job resources, and mental health outcomes in terms of emotional exhaustion and well-being among police officers. A total of 843 German police officers took part in a cross-sectional online survey. The validity of the dual process model of the Job Demands-Resources (JD-R) framework in the context of police work was investigated using structural equation modeling. Job demands predicted emotional exhaustion, whereas job resources predicted well-being (team support, shared values, and perceived fairness). Furthermore, job resources were both directly and negatively related to emotional exhaustion. The findings confirmed the ability of job resources to promote well-being while also reducing emotional exhaustion (Wolter et al., 2018).

Bordia et al. (2004) have suggested that the negative impact of organizational change on psychological health arises because of uncertainty, which is related to control. Their findings

also offered that changed job security has an obvious link to uncertainty. They also found that 'timely, credible and trustworthy' communication reduced uncertainty.

A study by Wanberg and Banas, (2000) includes the degree of change acceptance, which is related to higher job satisfaction and lower work irritation and turnover intention, and a lower intent to sue the employer. Their findings demonstrated that individuals with lower levels of change acceptance reported less job satisfaction, more work irritation, and increased intentions to quit (Wanberg and Banas, 2000).

Gopinath and Becker, (2000) examined the relationships among managerial communication, perceptions of the procedural justice of layoffs, and employee attitudes within the context of restructuring. Their findings supported, first, the idea that how employees are treated during a restructuring has implications for the organization's future effectiveness. Second, perceptions of procedural justice concerning the restructuring event were related positively to well-being (organizational commitment and mental health). Third, employees viewed management communications as helpful in predicting employee well-being (future levels of trust and commitment). In addition to having an indirect effect on trust and commitment via perceptions of procedural justice, managerial communications appeared to have direct effects as well.

2.6 Hypothesis Formulation

Based on the literature review, the hypotheses are proposed

Hypothesis 1: Prolonged exposure to high job demands is negatively and significantly associated with employees' well-being.

Hypothesis 2: Job control is positively and significantly associated with employees' well-being.

Hypothesis 3: Job insecurity is negatively and significantly associated with employee well-being.

Hypothesis 4: Individual change acceptance is positively and significantly related to employee well-being.

Hypothesis 5: Change-related communication is positively and significantly associated with employee well-being.

Hypothesis 6: The perceived quality of training related to restructuring event is positively and significantly associated with employee well-being.

Hypothesis 7: Procedural justice concerning the restructuring event is positively and significantly associated with employee well-being.

2.7 Conceptual framework

Organizational restructuring is considered a situational factor that reflects the instability of work life. Organizational restructuring can be any type of structural change aimed at changing the amount of production and/or services provided and the number of people employed in the organization. The restructuring process itself is seen as a challenging or threatening situation for employees. Therefore, the way employees evaluate the restructuring process and its possible consequences are considered one of the factors affecting employee well-being. Change management actions assume that an organization can influence how change is evaluated and thereby influence employee well-being. According to the general framework of this thesis (Figure 1), job characteristics, individual characteristics, and perceived change process factors are hypothesized to affect employee well-being.

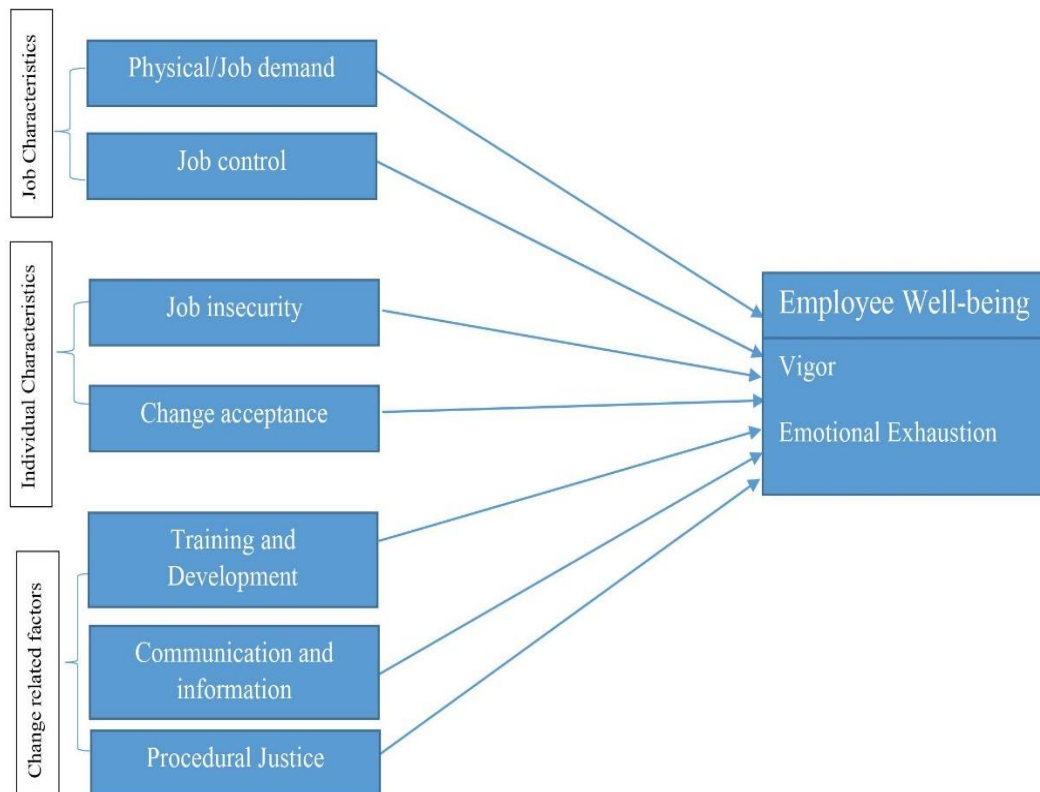


Figure 1: Conceptual Framework (Source: Researcher’s construction based on different related reviews (2023))

Chapter Three

Research Methodology

3.1 Introduction

This chapter focused on the methodology employed in this study. It would go over the research design and purpose, participants and sampling, data collection method, data analysis method, and ethical considerations for this study.

3.2 Research Approach

The study employed an explanatory research design to demonstrate the cause and effect of its findings and analysis. The quantitative research method was used for this study because it allows the researcher to use objective measurement, quantify the relationships between variables, collect data in the form of numbers, and use statistical tools for data analysis. In addition, quantitative research methods allow testing theories using hypotheses (Antonakis et al., 2014). Furthermore, the quantitative approach employs strategies of inquiry such as experiments and surveys as well as statistical methods for describing patterns of behavior and generalizing findings from samples to populations of interest (Creswell, 2014). The study is a cross-sectional survey in which data were collected once across a population using a random sampling technique. Descriptive and inferential statistics were used to analyze the collected data after it had been sorted and coded in the Statistical Package for Social Sciences (SPSS) version 25. Following data analysis and computation, the results were summarized and presented in tables.

3.3 Research Design

The research design is the conceptual framework within which the research was carried out; it serves as the blueprint for data collection, measurement, and analysis. As such, it includes a plan of action for the researcher, from developing the hypothesis and its operational implications to data analysis (Kothari, 2004). According to Saunders, Lewis, and Hill (2012), the research design is determined by the study's objectives, the available data sources, the cost of obtaining the data, and the availability of time. The purpose of this research is to look at how organizational restructuring (the predictor) affects employee well-being (the dependent variable). According to Kothari (2004), explanatory research design clarifies the relationship

between two aspects of a situation or phenomenon, determines how variables interact with each other, and identifies cause and effect relationships.

3.4 Population and Sampling

Target Population

Bole sub-city is one of the ten (10) sub-cities in Addis Ababa, Ethiopia. According to the data collected from Bole sub-city public service and human resource administration, as of February 2023 G.C., the sub-city comprises four pools (Design and construction pool, Manager pool, Chief Executive pool, and Public Service pool). Because of time and budget constraints, this study included only two pools: The Design and Construction pool and the Public Service pool located at the head office. There are eight hundred fourteen (814) permanent employees and seventeen (17) secretariats in these pools. Because the number of employees in each pool differs, the researcher used stratified random sampling to obtain a representative sample from each pool. As Kothari (2004) stated, if a population from which a sample is to be drawn does not constitute a homogeneous group, stratified sampling technique is generally applied to obtain a representative sample. Stratification is the technique by which the population is divided into subgroups/strata. Sampling will then be conducted separately in each stratum. The sample size in each stratum varies according to the relative importance of the stratum in the population (Singh and Masuku, 2014). After stratification, simple random sampling was conducted separately in each stratum using the method of proportional allocation, under which the sizes of the samples from the different strata were kept proportional to the sizes of the strata (each sector). This proportional allocation is the most efficient and optimal design when the purpose of sampling is to estimate the population value (Kotari, 2004).

Sample size

A sample size can be determined using certain formulas in the case of a quantitative study. As a general rule, one can say that the sample must be of an optimum size, i.e., it should neither be excessively large nor too small (Kothari, 2004). Thus, to get a representative sample of the population, Yamane's (1967) finite and large population sample size were employed. According to this calculation, the level of confidence is 95%, the level of accuracy is 5%, and the level of uncertainty is 5%. The formula below is used to determine the sample size:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n - sample size

N - population size

e - acceptable sampling error * 95% confidence level and

p = 0.05 are assumed

Using this formula :

$$n = \frac{814}{1 + 814(0.05^2)} = 269$$

Therefore, based on the above analysis, the sample size was determined to be 269 respondents.

Table 1. Sample Size Determination

Category based on pool	Number of employees	Percentage	Proportion Sample size
Public Service Pool	445	54.67%	147
Design and Construction Pool	369	45.33%	122
Total	814	100%	269

Source: Bole sub-city public service and human resource administration, 2023.

3.5 Data source and collection method

Data source

The researcher used primary data sources from sample respondents, and data were collected through questionnaires. A structured questionnaire was used to collect information about organizational restructuring to assess its impact on their well-being.

3.6 Data analysis methods

The Statistical Package for Social Science (SPSS) version 25 software was used to analyze and present the data using statistical tools such as descriptive and inferential analysis. Descriptive statistics were used to analyze all the data collected in the form of frequencies, percentages, means, and standard deviations. In order to draw conclusions beyond the immediate samples and data on a single variable, inferential statistics were used in an attempt to draw inferences about the populations from which the samples were drawn as well as the relative effect of the

one variable among others. It is also used to test hypotheses and investigate research objectives. Finally, the data analysis and interpretation resulted in conclusions and recommendations. The Pearson correlation coefficient was used to determine the significance and magnitude of the relationship between the independent and dependent variables. Multiple linear regressions, on the other hand, were used to comprehend the effect of the independent variable on the dependent variable. Cronbach's alpha tests were also used to test the instrument's reliability and validity.

3.7 Instrument Validity and Reliability

Validity is defined as the degree to which an instrument measures what it was designed to measure (Miller, 2000). To ensure the validity of the research instrument, the questionnaires are adapted from valid instruments used in similar previous researches. Furthermore, the researcher conducted a pilot test of the developed questionnaire among 12 employees of the Bole sub-city administration to assure that the instrument was clear and unambiguous. The researcher then incorporated the respondents' feedback into the design of the final survey questionnaire. For clarity, the English version is translated into Amharic, the working language of the study organization. So, once all of this was completed, the research instrument was distributed to the respondents. Reliability is defined as the extent to which a questionnaire, data collection technique, or analysis procedure produces consistent findings (Miller, 2000). Therefore, in terms of reliability, the questionnaire was examined for consistency using Cronbach's alpha and found to meet the acceptable level for an attitude of 0.7 or higher.

Table 2. Summary of scales and Cronbach's alpha values

Variables	Measurements	Number of items	Cronbach alpha (α)
Vigor	The Utrecht Work Engagement Scale (UWES)	6	.80-.90
Exhaustion	Maslach Burnout Inventory	9	.74
Job demands	Health and Safety Executive (HSE) Management	8	.89
Job control	Standards' approach to work-related stress	4	.78
Job insecurity	De Witte (2000) Job Insecurity Scale (JIS)	4	.90
Change Acceptance	Openness Toward Organizational Change Scale (OTOCS)	4	.80
Communications	Communication During Restructuring	6	.95
Training	IES employee engagement survey (Robinson et al., 2007) -item perceived TandD scale	3	.82

Procedural Justice	Al-Zu'bi, (2010) Employees' perceptions toward Procedural Justice	7	.894
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As indicated in the above table, vigor was assessed by an Utrecht Work Engagement Scale (UWES) subscale. It was developed by Schaufeli et al., (2002). The scale consists of six items. Each item was answered on a 7-point Likert scale. Respondents were asked how often they experience each of the situations on a rating scale ranging from 0 "Never" to 6 "Always". The Cronbach's alpha for this variable was .80 - .90.

Emotional exhaustion was measured with nine items derived from the Maslach Burnout Inventory (MBI; Schaufeli et al., 1996). The items are scored on a 7-point scale (ranging from 0 'never' to 6 'always'). Cronbach's alpha was .74.

Management Standards' approach to work-related stress was used to measure job demands and job control. It was developed by the Health and Safety Executive (HSE) (Health and Safety Executive HSE Books, 2007). The scale consists of eight items for job demand with a Cronbach's alpha of .89 and four items for job control with Cronbach's alpha of .78. The items are rated on a 5-point scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

Job insecurity was measured by the Job Insecurity Scale (JIS), developed by De Witte (2000). Respondents were asked to rate the items on a 5-point scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Cronbach's alpha was .90.

The four-item Openness Toward Organizational Change Scale (OTOCS) was used to measure individual change acceptance. It is proposed by Miller, Johnson, and Grau (Miller, Johnson, and Grau, 1994). Respondents were asked to report the degree to which they agreed with these items on a 5-point scale ranging from 1 (To a Very Little Extent) to 5 (To a Very Great Extent). The Cronbach's alpha for this variable was .80.

Communications related to change were measured by Communication During Restructuring scale. The items are rated on a 5-point scale ranging from 1 "Strongly Disagree" to 5 ("Strongly Agree). It consists of six items, and Cronbach's alpha for this variable was .95.

A three-item perceived Training and development scale was taken from the Institute for Employment Studies (IES) employee engagement survey (Robinson et al., 2007). The items are rated on a 5-point scale ranging from 1 (Disagree strongly) to 5 (Agree strongly). Inter-item reliability was $\alpha = .82$.

Perceived Procedural Justice was assessed using Employees' perceptions toward the Procedural Justice scale developed by Hasan Ali Al-Zu'bi (Al-Zu'bi, 2010). The scale consists of seven items. Each item was answered on a 5-point Likert scale ranging from 0 from 1 "Strongly Disagree" to 5 ("Strongly Agree). The Cronbach's alpha for this variable was 0.89.

3.8 Descriptive analysis

3.8.1 The Utrecht Work Engagement Scale (UWES) Statistical Norms

It was decided to use five categories for the establishment of statistical norms for the UWES: "very low," "low," "average," "high," and "very high". Table 3 shows the definition of these five categories.

Table 3. The Utrecht Work Engagement Scale (UWES) Statistical norms

Vigor	Qualification
≤ 2.17	Very Low
2.18- 3.20	Low
3.21-4.80	Average
4.81-5.60	High
≥ 5.61	very high

Source: Utrecht Work Engagement Scale (UWES) Manual by Wilmar Schaufeli and Arnold Bakker, 2004.

3.8.2 Maslach Burnout Inventory (MBI) Normative scores

Emotional exhaustion scales were calculated by summing up the responses from each subscale. Normative scores are available from the calculation of the burnout level. The emotional exhaustion items in the survey were divided into three categories based on the frequency with which respondents expressed their opinions. Table 4 shows the significance and agreement for interpretation.

Table 4. Normative scores to calculate the level of emotional exhaustion with the MBI

Frequency(Sum)	Mean	Emotional Exhaustion
27 or over	≥ 3	High
17-26	1.79 - 2.99	Moderate
0-16	0-1.78	Low

source: Maslach, Jackson, and Leiter, 1997

Based on the above table, emotional exhaustion is considered "Low", if an employee scores between 0 to 16 points (0 -1.78 - mean) in emotional exhaustion related items, those ranging from 17 to 26 points (1.79 -2.99 mean) in emotional exhaustion related items are considered "Moderate" and if an employee scores greater than or equal to 27 points (≥ 3 mean) in emotional exhaustion related item questions, it is considered "High".

3.8.3 Mean Score Interpretation

The weighted mean score for each itemized organizational restructuring variable was calculated, where the least value is assigned number 1 and the maximum is number 5. The calculated mean scores of the question items in the survey were calculated to determine the level of agreement of respondents to each question. With five point scales, the intervals for breaking the range in measuring each variable are calculated as follows.

Table 5. Calculated Mean Score Interpretation for a Five-Scale Likert's Response

Calculated Mean Value (Range)	Interpretation (Significance)
1.00-1.80	Insignificance
1.81-2.60	Minor
2.61-3.40	Moderate
3.41-4.20	Significance
4.21-5.00	Highly Significance

Source: Best (1977: p.174)

3.8.4 Inferential Analysis

To examine the effects of organizational restructuring on employees' well-being, correlation analysis (commonly called Pearson product-moment correlation coefficient (r)) and multiple regression analysis was computed.

3.8.4.1 The Pearson Correlation Analysis

Correlation analysis describes the strength and direction of a linear relationship between two variables (Field, 2005). It is a number between -1 and 1 . Positive values denote positive linear correlation, negative values denote negative linear correlation, and a value of 0 denotes no linear correlation. The closer the value is to 1 or -1 , the stronger the linear correlation. This study used the guide that Evans (1996) suggests to describe the strength of the correlation for the absolute value of r .

Table 6. Pearson Correlation Coefficient

Pearson Correlation Coefficient- r	Relationship
0.00 - 0.19	Very Weak
0.20-0.39	Weak
0.40-0.59	Moderate
0.60-0.79	Strong
0.8-1.00	Very Strong

Source: Evans 1996

3.8.4.2 Regression Analysis

The regression statistics enable us to predict the vigor and emotional exhaustion levels of employees when the antecedents of drivers are changed. Regression goes beyond correlation by adding prediction capabilities. The relationships between the variables will be indicative of determining the drivers of employee well-being. In this study, a multiple regression equation was developed based on the independent variables (job demands, job control, job insecurity, change acceptance, communications, training and development, and perceived procedural justice) and the dependent variables (vigor and emotional exhaustion) reactions to change.

Regression of organizational restructuring variables and employee well-being dimensions (vigor and emotional exhaustion).

Vigor = f (JD, JC, Insec, CA, comm, TrD, PJ)

EE = f (JD, JC, Insec, CA, comm, TrD, PJ)

Vigor = $\beta_0 + \beta_1 JD + \beta_2 JC + \beta_3 Insec + \beta_4 CA + \beta_5 comm + \beta_6 TrD + \beta_7 PJ + e$

EE = $\beta_0 + \beta_1 JD + \beta_2 JC + \beta_3 Insec + \beta_4 CA + \beta_5 comm + \beta_6 TrD + \beta_7 PJ + e$

Where

EE – Emotional exhaustion,

JD - Job demands,

JC - Job control,

Insec - Job insecurity,

CA - Change acceptance,

comm - Communications,

TrD - Training and development,

PJ - Perceived procedural justice and

e - model error term

Mathematically,

$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7$

Where Y is the dependent variable (employee well-being).

X1, X2, X3, X4, X5, X6 and X7 are the explanatory variables (organizational restructuring variables).

β_0 is the intercept term (the constant term), and

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5, \beta_6, \beta_7$ are the regression coefficients of their respective independent variables.

3.9 Ethical Consideration

This study is governed by the general rules of research ethics in such a way that the respondents were requested to provide information on a voluntary basis, and there was prior communication about the purpose of the study. The study also maintained the confidentiality of each participant's identity. Data and study results were confidential, secured, and not disclosed to anyone; they were solely used for academic purposes.

Chapter Four

Data Presentation, Analysis, and Interpretation

4.1 Introduction

This Chapter presents the findings, analysis, and interpretation of data gathered from Head office employees of the Bole sub-city administration through questionnaires. The study aims to examine “the effect of organizational restructuring on employee well-being – the case of Bole sub-city administration”. Thus the response rate, demographic data, Validity and reliability test, and statistical analysis are presented and also interpreted in this section.

4.2 Response Rate

A total of 280 questionnaires were prepared and distributed to employees of the Bole sub-city administration at the Head Office, and 254 of them were collected. However, due to incompleteness and missing values 7 of them were discarded and only 247 questionnaires were used for the data analysis which is a 90.7% response rate. According to Rubin and Babbie (2010), a 70 percent response rate is very good. Therefore, with this response rate, 90.7% is excellent. Table 7 summarized the response rate of questionnaires.

Table 7. Response rate

Questionnaires	Number
Sample Size	269
Distributed	280
Returned	254
Unreturned	26
Discarded	7
Usable	247
Response Rate	90.7%

Source: Own Survey results 2023

4.3 Validity and Reliability

As stated in the methodology section, the study addressed validity by using already valid instruments from previous research works. Furthermore, the researcher conducted a pilot test of the questionnaire among 12 employees of the Bole sub-city administration to gather feedback

on how to improve the clarity and unambiguity of the instruments. The reliability of the questionnaire was investigated using cronbach’s alpha, which is one of the most commonly used indicators of internal consistency. Table 8 below presents an overview of the reliability coefficients (cronbach’s alpha) of all variables from SPSS version 25.

Table 8. Reliability Statistics

Variables	Number of Items in Scale	Cronbach’s Alpha
Vigor	6	.90
Exhaustion	9	.95
Job demand	8	.82
Job control	4	.75
Job insecurity	4	.76
Change Acceptance	4	.84
Communications	6	.86
Training	3	.83
Procedural Justice	7	.87

Source: Own Survey results 2023

Based on the above table the internal consistency of the measurements (Cronbach's alphas) is greater than 0.7. This signifies that the instruments are reliable tools to measure the study variables.

4.4 Descriptive Statistics

The frequency of the independent and dependent variables was assessed using descriptive analysis.

4.4.1 Demographic Characteristics of the Respondents

The demographic characteristics of the study's respondents are shown in Table 9 below.

Table 9. Demographic Characteristics of Respondents

Demographics		N	%
Gender			
	Male	122	49.4
	Female	125	50.6
Total		247	100.0
Age			
	18-25	7	2.8
	26-35	141	57.1
	36-45	88	35.6
	46-55	11	4.5
Total		247	100.0
Academic qualification			
	Diploma	22	8.9
	Degree	187	75.7
	Masters	38	15.4
Total		247	100.0
Time Spent in this Organization			
	1-5	34	30.36
	5-10	129	28.74
	10-15	72	29.15
	>15	12	10.53
Total		247	100.0
Position/Status in the Organization			
	Senior Management	1	0.4
	Middle-level Management	18	7.3
	Senior Officer	110	44.5
	Officer	117	47.4
	Other	1	.4
Total		247	100.0

Source: Own Survey results 2023

Note: One respondent chose another for a position in the organization and specified his/her position as a "team leader".

According to Table 9, 125 (50.6%) of the 247 respondents were Female and 122 (49.4%) were male, indicating that the questionnaire was fairly distributed throughout the sample in terms of gender.

In terms of age distribution, the majority of respondents (57.1%) were between the ages of 26 and 35, followed by those between the ages of 36 and 45 (35.6%), which together comprised 92.7% of the response base. In general, the majority of the respondents were adults (respondents were at active working age).

Based on educational background, 187 respondents (75.7%) held a bachelor's degree, 38 respondents (15.4%) held a master's degree, and 22 respondents (8.9%) held a diploma. This demonstrates that the respondents have sufficient academic qualifications to participate in the survey and provide appropriate responses.

According to the respondents' service year at Bole sub-city administration, the majority of the respondents are those who have served the organization for 5-10 years, accounting for 52.2% of the total respondents, followed by employees who have served the organization for 10-15 years, accounting for 29.1% of the total respondents. Respondents with 1-5 years of work experience in the Bole sub-city made up 13.8% of all respondents, with the remaining 4.9% having worked for the organization for 15 years or more. Overall, the majority of respondents have adequate expertise to engage in the study and provide information regarding significant organizational restructuring processes that occurred in the Bole sub-city Administration.

Finally, participants' current job position profiles show that most of the respondents are officers and senior officers, which are 47.4% and 44.5% respectively. The rest 7.7% percent are middle managers and 0.4% are senior managers. Given that non-managerial employees who are officers and senior officers are most affected by organizational restructuring (because management is the one who initiates organizational change), the respondents were qualified to provide the necessary information for the study.

4.4.2 Descriptive Statistics of the study variables

Mean and standard deviation are two important statistical measures that are often used to describe the distribution of a set of data in research. The mean provides a measure of central tendency and can be used to describe the typical value of a dataset. A standard deviation is a measure of how dispersed the data is concerning the mean. A low standard deviation means

data are clustered around the mean, and a high standard deviation indicates that the data are more spread out.

4.4.2.1 Descriptive Statistics of Dependent Variable

Employee Vigor and Emotional exhaustion

Employee well-being concerning the organizational restructuring process was evaluated and studied by comparing the mean and standard deviation scores of each variable. The higher the mean score, the more the respondent agreed with the statement; the lower the mean score, the more that respondent disagreed with the statement. The standard deviation values also show how much the responses differed from one another; the higher the standard deviation figure, the greater the variation in the responses, and the lower the standard deviation figure, the less variation.

Table 10. Descriptive statistics of dependent variables

Descriptive Statistics					
Vigor	N	Min	Max	Mean	Std. Deviation
At my work, I feel bursting with energy	247	0	6	3.78	1.294
At my job, I feel strong and vigorous.	247	0	6	3.81	1.287
When I get up in the morning, I feel like going to work.	247	0	6	3.83	1.239
I can continue working for very long periods at a time.	247	0	6	3.57	1.279
At my job, I am very resilient, mentally.	247	0	6	3.70	1.268
At my work, I always persevere, even when things do not	247	0	6	3.76	1.384
Valid N (listwise)	247				
Overall				3.742	1.055
Emotional exhaustion	N	Min	Max	Mean	Std. Deviation
I feel emotionally drained by my work.	247	0	6	2.80	1.251
I feel used up at the end of the day.	247	0	6	2.57	1.260

I feel fatigued when I get up in the morning and have to face another day on the job.	247	0	6	2.64	1.289
Working with people all day is really a strain for me.	247	0	6	2.54	1.255
I feel 'burned out' from my work.	247	0	6	2.57	1.224
I feel frustrated by my job.	247	0	6	2.56	1.299
I feel I'm working too hard in my job.	247	0	6	2.57	1.323
Working with people directly puts too much stress on me.	247	0	6	2.60	1.136
I feel like I'm at the end of my rope.	247	0	6	2.43	1.295
Valid N (listwise)	247				
Overall				2.635	0.980

Source: Own Survey results 2023

Table 10 shows the descriptive statistics results of vigor and emotional exhaustion (measures of Employee well-being), which are the dependent variables of the study.

The results of the descriptive statistics of each dimension of employee vigor fall under the 3.21-4.80 range. The highest mean score of $M=3.83$; $SD = 1.239$ goes to the item that says "When I get up in the morning, I feel like going to work", followed by "At my job, I feel strong and vigorous" with $M=3.81$, $SD = 1.287$. It is an indication that most employees feel good going to work and feel strong and vigorous at their work. The aggregate mean score and the standard deviation are 3.742 and 1.055 respectively, indicating the overall employees' vigor level is moderate. Besides, the standard deviations show a lesser spread in responses, which indicates a close opinion of the respondent's response regarding the stated variables of the study.

Based on above Table 10, the descriptive statistics results of each dimension or variable of employee emotional exhaustion also fall under the moderate score, and the average mean score of the overall dimensions of emotional exhaustion becomes 2.635, which indicates that the respondents generally experience average level exhaustion in their jobs.

Table 11. Descriptive statistics for the composite scores representing employees' vigor level

Vigor(Qualification)	Frequency(N)	Percentage(%)
Very low	16	4
Low	69	30.4
Average	115	46.6
High	34	13.7
Very high	13	5.3
Total	247	100

Source: Own Survey results 2023

The above table shows the overall prevalence of vigor among respondents. Based on the result, the majority of respondents, 46.6% (n= 115), of respondents were moderate feelings of vigor, 30.4%(n=69) of respondents feel low, 4%(n=16) of respondents had a very low level of vigor which means they experienced low levels of energy in their work. The remaining 19%(n=47) feel a high level of vigor which means they are characterized by high levels of energy and mental resilience while working, as well as being willing to put effort into one's work and perseverance even in the face of difficulties.

Table 12. Descriptive statistics for the composite scores of employees' emotional exhaustion

Emotional exhaustion	Frequency(N)	Percentage(%)
Low	47	19
Moderate	113	45.8
High	87	35.2
Total	247	100

Source: Own Survey results 2023

The overall prevalence of emotional exhaustion among respondents was displayed in Table 12. Of the total respondents, 19% (n=47) of employees showed a lower level of emotional exhaustion, 45.8 % (n=113) of employees' had a moderate level of emotional exhaustion and the remaining 35.2% of employees experienced a high level of emotional exhaustion. (see Table 4 for cutoff values of emotional exhaustion categories). This shows that a significant proportion of employees experienced a high level of emotional exhaustion, which suggests they felt overextended and exhausted by the job demands of their work.

4.4.2.2 Descriptive Statistics of Independent Variables

The weighted mean score for each itemized organizational restructuring variable was calculated where the least value is assigned number 1 and the maximum 5. The calculated mean scores of the question items in the survey were calculated to determine the level of agreement of respondents to each question.

4.4.2.2.1 Job Characteristics

The descriptive statistics analysis result of the job characteristics variables (job demands and job control) is given in the following table below

Table 13. Descriptive Statistics of job characteristics

Descriptive Statistics					
Job Demands	N	Min.	Max.	Mean	Std. Deviation
I am pressured to work long hours.	247	1	5	2.92	1.013
I have unachievable deadlines.	247	1	5	2.80	1.035
I have to work very fast.	247	1	5	3.31	0.960
I have to work very intensively.	247	1	5	3.29	0.898
I have to neglect some tasks because I have too much to do.	247	1	5	2.89	0.985
Different groups at work demand things from me that are hard to combine.	247	1	5	3.13	1.037
I am unable to take sufficient breaks.	247	1	5	3.01	1.002
I have unrealistic time pressures.	247	1	5	2.99	0.996
Valid N (listwise)	247				
Overall				3.043	0.661
Job Control	N	Min.	Max.	Mean	Std. Deviation
I can decide when to take a break.	247	1	5	3.11	0.918
I have a say in my own work speed.	247	1	5	2.90	0.910
I have a choice in deciding what to do at work.	247	1	5	2.66	0.869
I have a choice in deciding how to do my work.	247	1	5	2.97	0.917
Valid N (listwise)	247				
Overall				2.909	0.684

Source: Own Survey results 2023

The results of job demand and job control descriptive statistics are shown in Table 13. The results indicate that both variables of the job characteristics, job demands and job controls, fall under the range from the 2.61-3.40 range, and also the aggregate mean value of the job demands and job characteristics become 3.043 and 2.909 respectively, which indicates that the respondents of the study have a moderate opinion regarding the stated variables of the study. The standard deviation score of job demands and job control variables were 0.661 and 0.684 respectively, which indicate a close opinion of the employee's response regarding the stated variables of the study.

4.4.2.2.2 Individual Characteristics

The descriptive statistics analysis result of the individual characteristics variables- job insecurity and change acceptance- is given in the following Table 14. below

Table 14. Descriptive Statistics of individual characteristics

Job Insecurity	N	Min.	Max	Mean	Std. Deviation
Chances are I will soon lose my job	247	1	5	3.13	0.903
I am sure I can keep my job	247	1	5	2.89	0.871
I feel insecure about the future of my job	247	1	5	2.91	0.913
I think I might lose my job in the near future.	247	1	5	2.96	0.934
Valid N (listwise)	247				
Overall				2.973	0.691
Change Acceptance	N	Min.	Max.	Mean	Std. Deviation
I would consider myself to be "open" to changes to my work role.	247	1	5	2.90	0.941
Right now, I am somewhat resistant to changes in my work. (R)	247	1	5	2.87	0.906
I am looking forward to the implementation of changes in my work role.	247	1	5	2.79	0.932
I am quite reluctant to consider changing the way I now do my work. (R)	247	1	5	2.94	0.917
Valid N (listwise)	247				
Overall				2.874	0.762

Source: Own Survey results 2023

Based on Table 14, the mean scores of job insecurity and change acceptance dimensions fall under the range 2.61-3.4 and also an overall mean value score of 3.955 and 3.0 respectively, which indicates that the respondents of the study have a moderate opinion about job insecurity and change acceptance on average.

4.6.2.2.3 Change Processes Related variables

Similarly, the descriptive statistics analysis result of the change process-related variables is given in the following table below.

Table 15. Descriptive statistics of change process-related variables

Communication	N	Min.	Max.	Mean	Std. Deviation
The vision and objectives of restructuring were clearly communicated to me	247	1	5	2.98	1.022
Management had adequately communicated with staff during the restructuring process	247	1	5	2.70	0.914
Employees were informed about the restructuring process right at the outset	247	1	5	3.12	0.035
Throughout the process, information was consistently communicated to us	247	1	5	2.85	1.982
The medium of communicating changes to me was appropriate	247	1	5	2.84	1.045
Open and honest communication was used at all times	247	1	5	2.88	0.976
Valid N (listwise)	247				
Overall				2.895	0.760
Training and development	N	Min.	Max.	Mean	Std. Deviation
I am encouraged to develop new skills.	247	1	5	2.96	0.989
My line manager takes employee development seriously.	247	1	5	2.83	1.036
I have many opportunities for training and development.	247	1	5	2.97	1.021
Valid N (listwise)	247				
Overall				2.919	0.878

Procedural Justice	N	Min.	Max.	Mean	Std. Deviation
Decision-making procedures related to this change have been applied consistently	247	1	5	3.16	1.102
There has been two-way communication in decision-making process.	247	1	5	2.32	0.945
My manager makes sure that all employee concerns are heard before Job decisions are made.	247	1	5	2.40	0.969
To make job decisions, my manager collects accurate and complete information.	247	1	5	2.83	1.079
My manager clarifies decisions and provides additional information when requested by employees.	247	1	5	3.13	1.097
All jobs decisions are applied consistently to all affected employees.	247	1	5	2.82	1.075
Employees are allowed to challenge or appeal job decisions made by their managers	247	1	5	3.23	1.054
Valid N (listwise)	247				
Overall				2.841	0.786

Source: Own Survey results 2023

Based on Table 15, the mean value of all communication and training and development items falls under the moderate range, which indicates that respondents believe that there is a moderate level of communication about the change process and their level of agreement about training and development opportunities related to the change is moderate. The procedural justice items also have moderate means except for items that say "There has been two-way communication in the decision-making process" and "My manager makes sure that all employee concerns are heard before job decisions are made" fall under the range 1.81-2.6 which indicate that the majority of respondents disagree with the procedural justice in terms of communication about the change process before making job decisions.

The overall standard deviation of communication, training, and procedural justice (0.760, 0.876, and 0.786) show a slight difference and lower score, which entails a close opinion of the respondent's response regarding the stated variables of the study.

4.5 Inferential Statistics

To examine the relationships between organizational restructuring and employees' well-being, Pearson's Product Moment Correlation Coefficient and multiple regression analysis have been used.

4.5.1. Correlation Analysis

Correlation analysis was used to determine the strength and direction of the relationship between the independent and dependent variables.

Table 16 correlation analysis result show that there is a strong negative correlation between job demand and vigor ($r = -0.646$, $p < 0.01$), and there is a strong positive correlation between job demand and emotional Exhaustion ($r = 0.672$, $p < 0.01$).

Job control is positively and significantly correlated with vigor ($r=0.651$, p) and in a negative and significant way correlated with emotional Exhaustion ($r=-0.662$, $p<0.01$).

Job insecurity negatively and strongly correlated with vigor ($r=-0.670$, $p<0.01$), and has a positive and strong correlation with emotional exhaustion ($r=0.701$, $p<0.01$).

Change acceptance positively and moderately correlated with vigor ($r=.582$, $p<0.01$) and negatively and strongly correlated with emotional exhaustion (0.621 , $p<0.01$).

Communication positively and significantly correlated range with vigor ($r=0.662$, $p<0.01$). and have a strong negative correlation with emotional exhaustion ($r=-0.692$, $p<0.01$)

Training and development and vigor has a positive but weak correlation ($r = 0.396$, $P < 0.01$), and there is a moderate negative correlation between training and development, and emotional exhaustion ($r=-0.442$, $p<0.01$).

Perceived procedural justice and vigor have a positive, significant, and strong correlation ($r = 0.667$, $P < 0.01$), and perceived procedural justice and emotional exhaustion are in a very strong way correlated negatively and significantly ($r=-0.705$, $p<0.01$).

Generally, the above result indicates that job demand and job insecurity are negatively and significantly correlated with vigor, and positively and significantly correlated with emotional exhaustion. On the other side job control, change acceptance, communication, training and development, and perceived procedural justice positively and significantly correlated with vigor and negatively and significantly correlated with emotional exhaustion.

Table 16. correlation analysis

Correlations										
		Vigor	Exh	JD	JC	Insec	CA	Comm	TrD	PJ
Vigor	Pearson Correlation	1								
	Sig. (2-tailed)									
	N	247								
Exh	Pearson Correlation	-.985**	1							
	Sig. (2-tailed)	0.000								
	N	247	247							
JD	Pearson Correlation	-.646**	.672**	1						
	Sig. (2-tailed)	0.000	0.000							
	N	247	247	247						
JC	Pearson Correlation	.651**	-.662**	-.575**	1					
	Sig. (2-tailed)	0.000	0.000	0.000						
	N	247	247	247	247					
Insec	Pearson Correlation	-.670**	.701**	.602**	-.490**	1				
	Sig. (2-tailed)	0.000	0.000	0.000	0.000					
	N	247	247	247	247	247				
CA	Pearson Correlation	.582**	-.621**	-.524**	.432**	-.653**	1			
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000				
	N	247	247	247	247	247	247			
Comm	Pearson Correlation	.662**	-.692**	-.513**	.444**	-.558**	.535*	1		
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000			
	N	247	247	247	247	247	247	247		
TrD	Pearson Correlation	.396**	-.442**	-.350**	.379**	-.294**	.389*	.368**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000		
	N	247	247	247	247	247	247	247	247	
PJ	Pearson Correlation	.667**	-.705**	-.551**	.523**	-.511**	.562*	.606**	.463**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	247	247	247	247	247	247	247	247	247

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Own Survey results 2023

4.5.2 Multiple Regression analysis

A multiple regression model was employed to test the study's hypotheses. Regression analysis was used to determine how much the independent variables (job demand, job control, job insecurity, change acceptance, communication, training and development, and procedural justice) influence the dependent variables (Vigor, emotional exhaustion).

4.5.2.1 Assumptions of Multiple Linear Regression

Hair et al. (2006) proposed several assumptions for using multivariate statistical techniques, such as the Normality test, Multicollinearity statistics, Linearity, and Homoscedasticity tests. Therefore, the researcher employed these tests before performing the regression analysis.

4.5.2.1.1 Normality Test

The normality test determines whether a random variable underlying the data is normally distributed or not. The test results can be interpreted using a graphical tool, such as a histogram or a normal probability plot method. For this research a normal probability plot is used to show the results from the test. Research suggests if the fitted line in the normal probability plot is approximately straight, one can conclude that the variables of interest are normally distributed (Gupta et al., 2019). Below is the normal probability plot of Regression Standardized Residual for Vigor and Exh(emotional exhaustion).

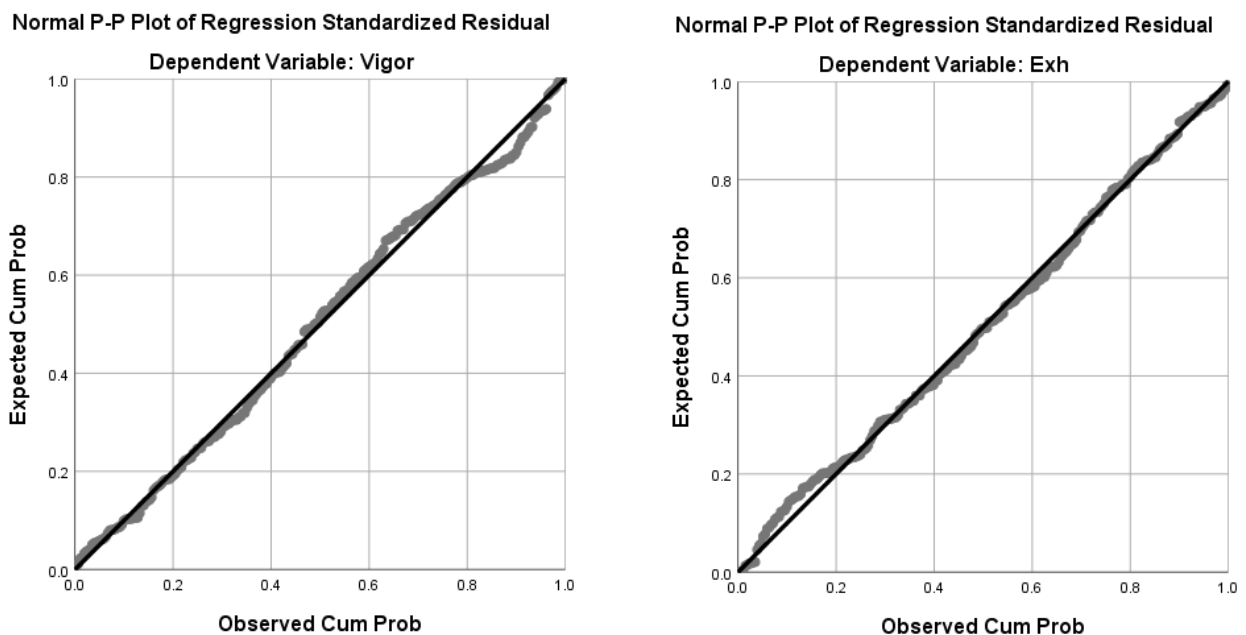


Figure 2: QQ Plot for Normality (Source: SPSS result of Normality (2023))

From the above figures, we can see that the normal probability plot of regression standard residuals of both vigor and emotional exhaustion (Exh) more or less follows a straight line, so we would assume that the residuals are normally distributed.

4.5.2.1.2 Homoscedasticity

In regression analysis, homoscedasticity means the variance of the dependent variable is the same for all the data. So, in homoscedasticity, the residual term is constant across observations. Usually, the assumption of homoscedasticity is checked by a scatter plot diagram.

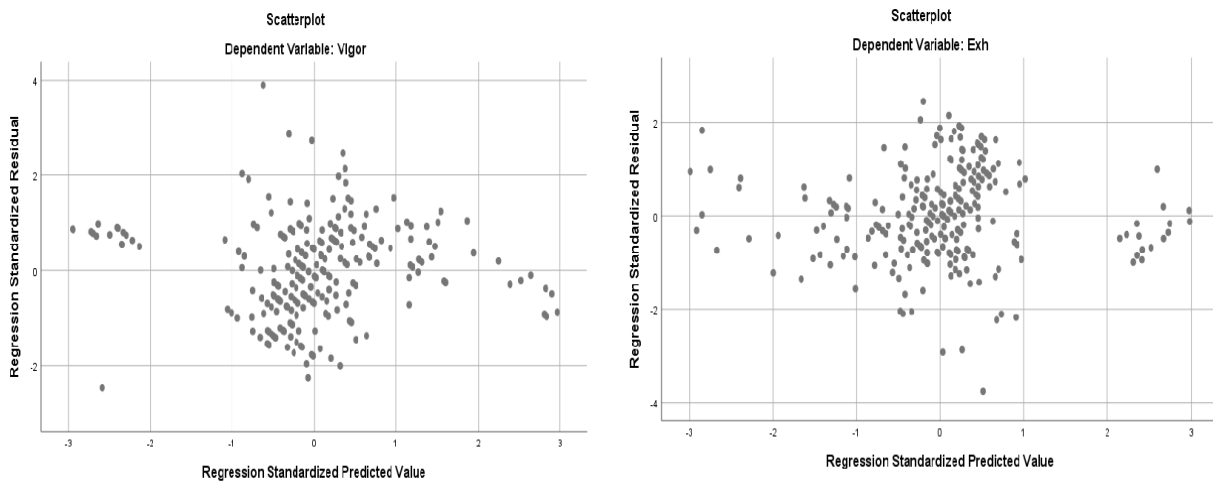


Figure 3: Scatter plot of Regression Standardized Predicted Value (Source: SPSS result of Normality (2023))

According to Field (2009) the scatter plot that has a random array of dots that is evenly dispersed around zero, meets the assumption of homoscedastic. As the above figure indicates, on the y-axis we have the standard residual and on the x-axis, we have the standard predicted value. It looks more or less rectangular and no point is outside of -4 to 4 on either the x-axis or y-axis. So it is rectangular enough to clear the assumption of homoscedasticity and constant variance.

4.5.2.1.3 Linearity

Linearity means that the predictor variables in the regression have a straight-line relationship with the outcome variable. If the residuals are normally distributed and homoscedastic, there is no need to check the linearity (Moran, 2017).

4.5.2.1.4 Multi-collinearity

Multiple regression assumes that the independent variables are not highly correlated with each other. This assumption can be tested using a Correlation matrix or Variance Inflation Factor (VIF) values.

Correlation matrix - When computing a matrix of Pearson’s bivariate correlations among all independent variables, the magnitude of the correlation coefficients should be less than .80. Based on the result of Table 16 above, all the correlation coefficients among independent variables are below 0.80, indicating that the data would meet the assumption of no multi-collinearity.

Variance Inflation Factor (VIF) – The VIFs of the linear regression indicate the degree that the variances in the regression estimates are increased due to multi-collinearity. According to Neter, Wasserman and Kutner (1989), VIF values higher than 10 indicate that multi-collinearity is a problem. As illustrated in the given Table 17 below, all the variables of the study fall under the acceptable range, showing that there is no collinearity difficulty in the study,

Table 17. Multi-Collinearity Coefficients

Coefficients					
Model		Collinearity Statistics			
		Vigor		Emotional exhaustion	
		Tolerance	VIF	Tolerance	VIF
1	JD	0.493	2.028	0.493	2.028
	JC	0.582	1.718	0.582	1.1718
	JI	0.447	2.237	0.447	2.237
	CA	0.480	2.083	0.480	2.083
	COMM	0.529	1.892	0.529	1.892
	TRD	0.736	1.358	0.736	1.358
	PJ	0.469	2.131	0.469	2.131
Dependent Variable		Vigor		EE	

Source: Own Survey results 2023

4.5.2.2 Multiple Linear Regression Analysis for Vigor

Table 18. Regression result (Model Summary) for Vigor

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.833 ^a	0.695	0.686	0.59145	0.695	77.652	7	239	0.000
a. Predictors: (Constant), PJ, TrD, Insec, JC, comm, JD, CA									
b. Dependent Variable: Vigor									

Source: Own Survey results 2023

Standing from the result of the above multiple regression analysis the R^2 of the model is .695, which shows that approximately 69.5% of the variance in the dependent variable (vigor) can be explained by the linear combination of the independent variables (Perceived procedural justice, job insecurity, communication, job control, training and development, change acceptance, and job demand). This also indicates that the 30.5 % change in the dependent variable is explained by other variables which have not been included in this regression model.

Table 19. Analysis of Variance (ANOVA)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	190.147	7	27.164	77.652	.000 ^b
	Residual	83.606	239	0.350		
	Total	273.753	246			
a. Dependent Variable: Vigor						
b. Predictors: (Constant), PJ, TrD, Insec, JC, comm, JD, CA						

Source: Own Survey results 2023

The ANOVA table shows the overall goodness of fit of the model. For the dependent variable vigor, the value of F statistics 77.652 at 7 and 239 degrees of freedom ($F(7,239) = 77.652$, $p < 0.01$) is statistically significant at 95% confidence level, which means that there is a

statistically significance difference in the means of variables. The overall regression model is significant and is a good fit of the data.

Regression coefficients

The standard regression coefficient (beta weight) was determined to compare the effect each independent variable had on the variability of the dependent variable.

Table 20. Coefficients table of regression model

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.477	0.556		4.454	0.000		
	JD	-0.200	0.081	-0.125	-2.461	0.015	0.493	2.029
	JC	0.389	0.072	0.252	5.381	0.000	0.582	1.718
	Insec	-0.347	0.082	-0.227	-4.253	0.000	0.447	2.237
	CA	0.036	0.071	0.026	0.503	0.616	0.480	2.083
	comm	0.310	0.068	0.223	4.539	0.000	0.528	1.893
	TrD	0.006	0.050	0.005	0.113	0.910	0.735	1.360
	PJ	0.266	0.070	0.198	3.800	0.000	0.470	2.130
a. Dependent Variable: Vigor								

Source: Own Survey results 2023

The above coefficient table shows the significance level of each variable in the study as well as the study's Beta (β) value, which can be used to compare the influence level of each independent variable on the dependent variable. A regression coefficient (β) with a negative sign indicates that the independent variables have a negative impact on the dependent variable. Positive regression coefficient signs indicate a positive impact. The significance level of each variable indicates the existence of a significant relationship between the independent variables and the dependent variable ($P < 0.05$) except for change acceptance and training and development ($P > 0.05$).

According to the results in table 20, the regression equation that predicts employees' vigor level based on the linear combination of JD, JC, Insec, CA, comm, TrD, and PJ is as follows:

$$Y = \beta_0 + \beta_1JC + \beta_2Insec + \beta_3comm + \beta_4PJ + \beta_5JD + \beta_6CA + \beta_7TrD + e;$$

$$Y = 2.477 + .252JC - .227Insec + .223comm + .198PJ - .125JD + .026CA + .005TrD + e;$$

Where:

Y= Vigor (Dependent Variable)

β_0 = Intercept

$\beta_1 - \beta_7$ = Coefficients of the Independent variables

e= Sampling error

According to the above equation, job demand and job insecurity have been identified as the driver with a negative correlation coefficient. And job control made the strongest statistically unique contribution in predicting vigor ($\beta = .252$; $p < 0.000$). The Beta Coefficient result of 0.252 indicates that one standard deviation increase in the job control results in a 0.252 standard deviation increase in the vigor while other independent variables remain constant.

The second strongest predictor is job insecurity ($\beta = -.227$; $p < 0.000$). The Beta value of $-.227$ can be interpreted as when there is one standard deviation decrease in job insecurity it accounts for a 0.227 standard deviation rise in vigor assuming all other independent variables are held constant.

The third strongest predictor is communication ($\beta = .223$; $p < 0.000$). The Beta-value of 0.223 indicates that keeping other independent variables constant if there is a one standard deviation increase in communication related to change there will be a 0.223 standard deviation increase in vigor.

Procedural justice is the fourth predictor ($\beta = 0.198$; $p < 0.000$). The Beta-value of 0.198 implies that a change of one standard deviation in perceived procedural justice is associated with a change of 0.198 standard deviation in vigor.

The fifth predictor of vigor is job demand ($\beta = .20$; $p = 0.005$). The Beta Coefficient result of 0.20 signifies that for one standard deviation increase in the job demand variable, the dependent variable (vigor) will change by 0.128 standard deviation.

Change acceptance ($\beta = .026$; $p = 0.616$), $P > 0.05$) and training ($\beta = .005$; $p = 0.910$), $P > 0.05$) variables made a slightly less and statistically insignificant contribution in predicting vigor.

4.5.2.3 Multiple Linear Regression Analysis for Emotional Exhaustion

Multiple Regression between independent variables (JD, JC, Insec, CA, comm, TrD, PJ) and dependent variables (Emotional exhaustion- Exh) are displayed in the following tables.

Table 21. Regression results in Emotional exhaustion

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.869 ^a	0.755	0.748	0.49197	0.755	105.228	7	239	0.000
a. Predictors: (Constant), PJ, TrD, Insec, JC, comm, JD, CA									
b. Dependent Variable: Exh									

Source: Own Survey results 2023

Based on the above multiple regression analysis table the R^2 of the model is .755, which shows that approximately 75.5% of the variance in the dependent variable (Emotional exhaustion) can be explained by the linear combination of the independent variables (Perceived procedural justice, job insecurity, communication, job command, training and development, change acceptance, and job demand). This also indicates that a 24.5% change in the dependent variable is explained by other variables which have not been included in this regression model.

Table 22. Analysis of Variance (ANOVA) for emotional exhaustion

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	178.284	7	25.469	105.228	.000 ^b
	Residual	57.847	239	0.242		
	Total	236.131	246			
a. Dependent Variable: Exh						
b. Predictors: (Constant), PJ, TrD, JC, Insec, comm, CA, JD						

Source: Own Survey results 2023

The above ANOVA table shows the overall goodness of fit of the model ($F(7,239) = 105.228$, $p < 0.01$) indicating that there is a statistically significance difference in the means of variables.

The overall regression model is significant and is a good fit of the data.

Regression Coefficients

Table 23. Coefficients table of regression model for emotional exhaustion

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.889	0.463		8.408	0.000		
	JD	0.190	0.068	0.128	2.810	0.005	0.493	2.029
	JC	-0.323	0.060	-0.225	-5.366	0.000	0.582	1.718
	Insec	0.338	0.068	0.238	4.974	0.000	0.447	2.237
	CA	-0.056	0.059	-0.043	-0.940	0.348	0.480	2.083
	comm	-0.289	0.057	-0.224	-5.092	0.000	0.528	1.893
	TrD	-0.047	0.042	-0.042	-1.116	0.265	0.735	1.360
	PJ	-0.269	0.058	-0.216	-4.614	0.000	0.470	2.130
a. Dependent Variable: Exh								

Source: Own Survey results 2023

Table 23 shows the significance level of each variable of the study and the Beta (β) value of the study which can be used to compare each independent variable's influence level to the dependent variable emotional exhaustion(Exh). The results show the existence of a significant relationship between the independent variables and the dependent variable, emotional exhaustion, except for change acceptance and training and development.

Based on the results, the regression equation that predicts employees' emotional exhaustion level based on the linear combination of JD, JC, Insec, CA, comm, TrD, and PJ is as follows:

$$Y = \beta_0 + \beta_1JC + \beta_2Insec + \beta_3comm + \beta_4PJ + \beta_5JD + \beta_6CA + \beta_7TrD + e;$$

$$Y = 3.899 + .238Insec - .225JC - .224comm - .216PJ + .128JD - .043CA - .042TrD + e;$$

Where:

Y= Emotional exhaustion (Dependent Variable)

β_0 = Intercept

$\beta_1 - \beta_7$ = Coefficients of Independent variables

e= Sampling error

An examination of the standardized coefficients revealed that job insecurity made the strongest statistically unique contribution in predicting employee burnout ($\beta=.238$; $p < 0.000$). The Beta Coefficient result of 0.238 indicates that if job insecurity increases by one standard deviation, emotional exhaustion increases by 0.238 standard deviation while other independent variables remain constant.

The second strongest predictor is job control ($\beta=-.225$; $p < 0.000$). The Beta value of -0.225 can be interpreted as when there is a one standard deviation decrease in job control it accounts for a .225 standard deviation rise in emotional exhaustion assuming all other independent variables are held constant.

The third strongest predictor is communication ($\beta=-.224$; $p < 0.000$). The Beta-value of -0.224 indicates that keeping other independent variables constant if there is one standard deviation decrease in communication related to change there will be a 0.224 standard deviation increase in emotional exhaustion.

Procedural justice is the fourth predictor ($\beta=-.216$; $p < 0.000$). The Beta-value of -0.216 implies that if perceived procedural justice decreases by one standard deviation, emotional exhaustion increases by 0.216 standard deviation.

The fifth predictor of emotional exhaustion is job demand ($\beta= .128$; $p = 0.005$). The Beta Coefficient result of 0.128 signifies that of one standard deviation increase in the job demand results in a 0.128 standard deviation increase in the emotional exhaustion.

Change acceptance ($\beta=-.043$; $p= 0.348$), $P > 0.05$) and training ($\beta=.042$; $p= 0.265$), $P > 0.05$) variables made a slightly less and statistically insignificant contribution in predicting emotional exhaustion.

4.6 Discussion of the Results

The purpose of this study was to examine the effect of restructuring on employee well-being. According to previous research (Bakker, Demerouti and Euwema, 2005), organizational restructuring as a demanding situation was strongly and negatively associated with employee well-being, manifested by increased emotional exhaustion and decreased employee vigor. This finding implies that organizational restructuring can be an effective predictor of employee well-being.

The study used seven determinant factors under three categories: job characteristics (job demands and job control), individual characteristics (job insecurity and change acceptance),

and change-related factors (communication, training and development, and perceived procedural justice). Table 20 and Table 23 depict the regression coefficients of the beta value and significance level of all independent variables for the dependent variable vigor and emotional exhaustion respectively. The details of the results are discussed in this section.

Hypothesis testing

Hypothesis 1: Prolonged exposure to high job demands is negatively and significantly associated with employees' well-being.

1a) High job demands are negatively and significantly associated with employees' vigor.

1b) High job demands are positively and significantly associated with employees' emotional exhaustion.

The job demand beta value ($\beta = -0.125$, $p=0.015$; $p<0.05$) indicates that high job demands are negatively and significantly associated with vigor. That is, a 12.5% variance in vigor is determined due to high job demands during the organizational restructuring process (see Table 20).

The job demand beta value ($\beta =0.128$, $p=0.005$; $p<0.05$) shows that job demands are positively and significantly related to emotional exhaustion; that is, a 12.8% variance in emotional exhaustion is determined due to high job demands (see Table 23).

In line with Hypotheses 1a and 1b, the predictor variable job demand was negatively and significantly associated with the outcome variable vigor and positively and significantly associated with emotional exhaustion. Which will be explained by employee well-being as being negatively related to job demands. Thus, it is concluded that hypothesis 1 has been accepted.

This finding is also supported by different studies. Alarcon (2011) showed that prolonged exposure to high job demands is frequently associated with decreased well-being and will lead to emotional exhaustion (Alarcon, 2011). Similarly, Karasek and colleagues also suggested that jobs with high job demands are likely to have a negative impact on workers' health (Karasek et al., 1998). Further, Wiezer et al., (2011) in their analysis showed that restructuring increases work demands, and this in turn reduces employee well-being.

Hypothesis 2: Job control is positively and significantly associated with employees' well-being.

2a) Job control is positively and significantly associated with vigor.

2b) Job control is negatively and significantly associated with emotional exhaustion.

In line with Hypotheses 2a and 2b, job control is positively and significantly associated with vigor (standardized Coefficients (B=0.252, p=0.00) and negatively and significantly associated with the outcome variable emotional exhaustion (standardized Coefficient; B=-0.225, p=0.000). Thus it is concluded that hypothesis 2 has been accepted.

These findings are in agreement with previous research showing that worker well-being is positively related to job control (Wood, 2008). Similarly, Bordia et al.'s (2004) case study linked organizational change to psychological stress through perceived loss of control. Karasek (1979) also showed that the highest levels of depression were particularly observed in employees who experienced low levels of job control.

Hypothesis 3: Job insecurity is negatively and significantly associated with employee well-being.

3a) Job insecurity is negatively and significantly associated with employees' vigor.

3b) Job insecurity is positively and significantly associated with employees' emotional exhaustion.

The job insecurity beta value ($\beta = -0.227$, $p=0.000$) indicates that high job insecurity had negatively and significantly associated with vigor. That is, a 22.7% variance in vigor is determined due to job insecurity. Therefore, hypothesis 3a is accepted.

hypothesis 3b was also validated because the beta value ($\beta =0.238$, $p=0.000$) revealed that job insecurity is positively and significantly related to emotional exhaustion, that is, 23.8 % variance in emotional exhaustion is determined due to job insecurity. Therefore, Hypothesis 3 is accepted. An explanation may be that an increase in job insecurity negatively affects employee well-being.

This finding is in line with previous research showing that job insecurity was positively and significantly associated with emotional exhaustion, and negatively and significantly related to vigor (Nikolova et al., 2014). Other meta-analyses have also shown that perceived job insecurity reduces job satisfaction and job involvement, and leads to lower levels of well-being (Sverke, Hellgren, and Näswall, 2002; Cheng and Chan, 2008). Further another study by Wiezer et al., (2011) has shown that job insecurity reduces the well-being of employees.

Hypothesis 4: Individual change acceptance is positively and significantly related to employee well-being.

4a) Individual change acceptance is positively and significantly associated with employees' vigor.

4b) Individual change acceptance is negatively and significantly associated with employees' emotional exhaustion.

The individual change acceptance beta value ($B=0.026$) and the value of p ($p=0.616$) is greater than 0.05 indicating that individual change acceptance had no significant effect on employees' vigor. Therefore, hypothesis 4a is rejected.

hypothesis 4b is also rejected because the p -value ($p=0.348$) is above 0.05 which indicates that individual change acceptance is insignificantly related to emotional exhaustion. Thus it is concluded that hypothesis 4 has been rejected.

Hypothesis 5: Change-related communication is positively and significantly associated with employee well-being.

5a) Change-related communication is positively and significantly associated with employees' vigor.

5b) Change-related communication is negatively and significantly associated with employees' emotional exhaustion

In line with Hypotheses 5a and 5b, communication was positively and significantly associated with vigor (standardized Coefficients ($B=0.223$, $p=0.00$)) and negatively and significantly associated with the outcome variable emotional exhaustion (standardized Coefficient; $B=-.224$, $p=0.000$). Thus it is concluded that hypothesis 5 has been accepted.

This finding is in line with other studies where information and communication during change were found to influence positively psychological well-being (Gopinath and Becker, 2000; Jimmieson et al., 2004; Korunka et al., 2003; Loretto, Platt, and Popham, 2009). Similarly, Tanner and Otto (2015) discovered that communication and feedback during the restructuring process, whether positive or negative, is an important form of social support because it allows employees to evaluate their performance, contributes to their self-development, and boosts motivation and well-being.

Hypothesis 6: The perceived quality of training related to restructuring events is positively and significantly associated with employee well-being.

6a) The perceived quality of training and development is positively and significantly associated with employees' vigor.

6b) The perceived quality of training and development is negatively and significantly associated with employees' emotional exhaustion.

The perceived quality of training and development beta value ($B=0.005$) and the value of p ($p=0.910$) is greater than 0.05 indicating that the perceived quality of training and development is insignificantly associated with vigor. Therefore, hypothesis 6a has been rejected.

hypothesis 6b was also rejected because the p -value of the perceived quality of training and development ($p = 0.265$) is above 0.05 which indicates that it is insignificantly related to emotional exhaustion. Thus it is concluded that hypothesis 6 has been rejected.

This finding is contrary to other studies where they found that training and development may reduce uncertainty (Loretto, Platt, and Popham, 2009) and that the perceived quality of training related to the restructuring event, positively affected employee strain (Korunka et al., 2003).

Hypothesis 7: Procedural justice concerning the restructuring event is positively and significantly associated with employee well-being.

7a) Perceived procedural justice is positively and significantly associated with vigor.

7b) Perceived procedural justice is negatively and significantly associated with emotional exhaustion.

The Perceived procedural justice ($\beta = 0.198$, $p=0.000$) indicates that procedural justice is positively and significantly associated with vigor. That is, a 19.8% variance in vigor is determined due to procedural justice during the organizational restructuring process. Therefore, hypothesis 7a is accepted.

hypothesis 7b was also validated because the beta value ($\beta = -0.216$, $p=0.000$; $p<0.05$) revealed that due procedural justice is negatively and significantly related to emotional exhaustion that is, 21.6 % variance in emotional exhaustion is determined due to due procedural justice. Thus it is concluded that hypothesis 7 has been accepted.

This finding is also supported by different studies. Gopinath and Becker (2000) showed that perceptions of procedural justice concerning the restructuring event were related positively to well-being. Folger (2001) also showed that perceived procedural justice has a positive effect on the psycho-social well-being of employees, in other words, perceived injustice (absence of justice) in an organization negatively affects the psycho-social well-being of employees (Robin, 2012).

4.18. Summary of hypotheses testing

Table 24. Hypotheses testing

No.	Hypotheses	Test	Result	Implication
H1	Prolonged exposure to high job demands is negatively and significantly associated with employees' well-being.			
H1a	High job demands are negatively and significantly associated with employees' vigor.	standardized Coefficients (B=-0.125, p=0.015), P<0.05	Accept the alternative hypothesis	This indicates that high job demands are negatively and significantly associated with vigor.
H1b	High job demands are positively and significantly associated with employees' emotional exhaustion.	standardized Coefficients (B=0.128, p=0.005), P<0.05	Accept the alternative hypothesis	This shows that high job demands had positive and significantly associated with emotional exhaustion.
Result: Support Hypothesis 1.				
H2	Job control is positively and significantly associated with employees' well-being.			
H2a	Job control is positively associated with employees' vigor.	standardized Coefficients (B=0.252, p=0.00), P<0.05	Accept the alternative hypothesis	This suggests that job control had a positive and significant effect on employee vigor.
H2b	Job control is negatively and significantly associated with employees' emotional exhaustion.	standardized Coefficient (B=-0.225, p=0.000), P<0.05	Accept the alternative hypothesis	This shows that job control had a negative and significant effect on emotional exhaustion.
Result: Support Hypothesis 2.				
H3	Job insecurity is negatively and significantly associated with employee well-being.			
H3a	Job insecurity is negatively and significantly associated with employees' vigor.	standardized Coefficients (B=-0.227, p=0.00), P<0.05	Accept the alternative hypothesis	This indicates that job insecurity was negatively and significantly associated with vigor.
H3b	Job insecurity is positively and significantly associated with employees' emotional exhaustion.	standardized Coefficients (B=0.238, p=0.00), P<0.05	Accept the alternative hypothesis	This shows that job insecurity was positively and significantly associated with emotional exhaustion.
Result: Support Hypothesis 3.				
H4	Individual change acceptance is positively and significantly related to employee well-being.			

H4a	Individual change acceptance is positively and significantly associated with employees' vigor.	standardized Coefficients (B=0.026, p=0.616), P> 0.05	Reject the alternative hypothesis	This implies that individual change acceptance had an insignificant effect on vigor.
H4b	Individual change acceptance is negatively and significantly associated with employees' emotional exhaustion.	standardized Coefficients (B=-0.043, p=0.348), P > 0.05	Reject the alternative hypothesis	This shows that individual change acceptance had an insignificant effect on emotional exhaustion.
Result: Reject Hypothesis 4.				
H5	Change-related communication is positively and significantly associated with employee well-being.			
H5a	Change-related communication is positively and significantly associated with employees' vigor.	standardized Coefficients (B=0.223, p=0.00), P< 0.05	Accept the alternative hypothesis	This intimate change-related communication had a positive and significant effect on vigor.
H5b	Change-related communication is negatively and significantly associated with employees' emotional exhaustion.	standardized Coefficients (B=-0.224, p=0.00), P< 0.05	Accept the alternative hypothesis	This intimate change-related communication had a negative and significant effect on emotional exhaustion.
Result: Support Hypothesis 5.				
H6	The perceived quality of training related to restructuring events is positively and significantly associated with employee well-being.			
H6a	The perceived quality of training is positively and significantly associated with employees' vigor.	standardized Coefficients (B=0.005, p=0.910), P> 0.05	Reject the alternative hypothesis	This indicates that the perceived quality of training had an insignificant effect on vigor.
H6b	The perceived quality of training is negatively and significantly associated with employees' emotional exhaustion.	standardized Coefficients (B=-0.042, p=0.265), P > 0.05	Reject the alternative hypothesis	This shows that the perceived quality of training had an insignificant effect on emotional exhaustion.
Result: Reject Hypothesis 6.				
H7	Procedural justice concerning the restructuring event is positively and significantly associated with employee well-being.			

H7a	Procedural justice is positively and significantly associated with employees' vigor.	standardized Coefficients (B=0.198, p=0.00), P< 0.05	Accept the alternative hypothesis	This indicates that Procedural justice had positively and significantly associated with vigor.
H7b	Procedural justice is negatively and significantly associated with employees' emotional exhaustion.	standardized Coefficients (B= -0.216 , p=0.00), P< 0.05	Accept the alternative hypothesis	This indicates that Procedural justice had negative and significantly associated with emotional exhaustion.
Result: Support Hypothesis 7.				

Source: Own Survey results 2023

Chapter Five

Summary of Major Findings, Conclusion, and Recommendations

5.1 Introduction

This chapter presents a summary of the major findings obtained from the analysis, the study's significant conclusions, and some recommendations to address issues that are related to the study.

5.2 Summary of Major Findings

The objective of the study was to examine the effects of organizational structuring on employees' well-being at Bole Sub-City Administration. Accordingly, relevant data was collected as well as analyzed and the following major findings were inferred from the results that have been discussed in the previous chapter.

- 50.6 percent of the respondents were females 49.4 percent of the respondents were males.
- Regarding the age composition of the respondents, the majority (57.1%) were between the ages of 26 and 35, followed by those between the ages of 36 and 45 (35.6%), which together comprised 92.7% of the response base. The remaining 4.5% were between the ages of 18 and 25, while 2.8% were between the ages of 46 and 55.
- In terms of their educational background, 75.7% of respondents were educated at the Bachelor level, 15.4% were educated at the Master's level, and the remaining 8.9% completed diploma-level education.
- Employees who have served the organization for 5-10 years account for 52.2% of total respondents, followed by employees who have served the organization for 10-15 years, who account for 29.1% of total respondents. 13.8% of all respondents have 1-5 years of work experience in the Bole sub-city, with the remaining 4.9% having worked for the organization for 15 years or more.
- Officers and senior officers account for the vast majority of respondents (47.4% and 44.5%, respectively). The remaining 7.7% are middle managers, with 0.4% being senior executives.

- The majority of respondents, 46.6%, reported a moderate level of vigor, 30.4% reported a low level of vigor, and 4% reported a very low level of vigor, indicating that they had very low levels of energy at work. The remaining 13.7% and 5.3% have a high or very high level of vigor respectively.
- Regarding their level of emotional exhaustion, the majority of respondents (45.8%) report moderate levels of emotional exhaustion, while 35.2% report high levels, and the remaining 19% report low levels.
- Employee well-being, as expressed by employee vigor and emotional exhaustion, has a mean assessment of 3.742 and 2.635, respectively. The mean vigor score falls under the average level, indicating that respondents had an average level of vigor. The mean emotional exhaustion score was also on the average level, indicating that the respondents had experienced an average level of emotional exhaustion. As a result, the findings indicated that employees of the Bole Sub-City Administration had a moderate level of well-being.
- Job demands and job control have mean scores of 3.043 and 2.909, respectively, indicating that the study's respondents have a moderate opinion about job demands and job control.
- The overall mean value score of job insecurity and change acceptance is 3.955 and 3.0 respectively, which indicates that the respondents of the study have a moderate level of job insecurity and an average level of change acceptance.
- Communication, training and development, and procedural justice have moderate mean scores (2.895, 2.919, and 2.81) respectively which indicates that employees of Bole Sub-City Administration perceived moderate amounts of communication in their organization. They also think there is a moderate level of procedural justice as well as a moderate level of training and development practices.
- From the results of correlation analysis, job demand has a negative, significant, and strong correlation with vigor ($r = -0.646$, $p < 0.01$), and a positive, significant, and strong correlation with emotional Exhaustion ($r = 0.672$, $p < 0.01$).
- Job control is positively and significantly correlated with vigor ($r=0.651$, p) and in a negative and significant way correlated with emotional Exhaustion ($r=-0.662$, $p<0.01$).

- Job insecurity is negatively and strongly correlated with vigor ($r=-0.670$, $p<0.01$), and has a positive and strong correlation with emotional Exhaustion ($r=0.701$, $p<0.01$),
- Change acceptance positively and moderately correlated with vigor ($r=.582$, $p<0.01$) and negatively and strongly correlated with emotional Exhaustion ($r=0.621$, $p<0.01$).
- Communication positively and significantly correlated range with vigor ($r=0.662$, $p<0.01$) and have a strong negative correlation with emotional Exhaustion ($r=-0.692$, $p<0.01$)
- Training and development and vigor has a positive but weak correlation ($r = 0.396$, $P < 0.01$), and there is a moderate negative correlation between Training and development and emotional exhaustion ($r=-0.442$, $p<0.01$)
- Perceived procedural justice has a positive, significant, and strong correlation with Vigor ($r= 0.667$, $P < 0.01$), and a negative, significant, and strong correlation with emotional Exhaustion ($r=-0.705$, $p<0.01$).
- The multiple regression results show that job demand and job insecurity have a negative impact on employee vigor, while job control, individual change acceptance, communication, training and development, and perceived procedural justice have a positive impact. However, individual change acceptance and training variables were statistically insignificant.
- The other dependent variable emotional exhaustion was positively influenced by job demand and job insecurity but negatively affected by job control, individual change acceptance, communication, training and development, and perceived procedural justice.
- Individual change acceptance and training variables made a slightly less and statistically insignificant contribution in predicting both vigor and emotional exhaustion.

The overall finding of this study indicates that intervening variables such as job characteristics, individual characteristics, and variables related to the restructuring process have an effect on employee well-being.

5.3 Conclusions

The study's findings suggested that the organizational restructuring that occurred in the Bole sub-city affected employees' well-being in both positive and negative ways. While the study confirms the potential negative impact of restructuring on employee well-being, some

employees report improved well-being. Regarding employee perceptions of how the restructuring process was implemented, the study showed that intervening variables such as job characteristics, individual characteristics, and variables related to the restructuring process all have an impact on employee well-being. Job insecurity and job control factors dominated this relationship during the Bole sub-city restructuring. Employee well-being was positively associated with job control, perceived justice, and communication. Increased job demand and job insecurity were found to be negatively related to employee well-being.

5.4 Recommendations

An understanding of what affects employee job-related well-being will yield practical insight for organizations to reduce the negative effects of restructuring on employee well-being.

As a result, the researcher would like to make the following recommendations to avoid or reduce the negative effects of organizational restructuring

- Organizational policies and practices should aim to support employee well-being during organizational restructuring in addition to optimizing work processes and performance.
- Organizational restructuring can be a potentially stressful situation since employees are uncertain about the consequences of the restructuring. Managers should ensure that appropriate and continuous communication takes place to avoid uncertainty among employees. It is particularly important to facilitate a dialogue where employees can seek clarity on how the changes will impact their job. Feedback on this must be allowed to ensure that the needs and concerns of those affected are met.
- Managers need to actively involve employees in the restructuring process by introducing a participatory process where managers and employees jointly identify problematic risks and agree on changes to existing work practices and procedures, which are seen to be detrimental to employees' mental health and well-being. Employees should also be involved in deciding which tasks to take responsibility for and in which direction their careers should go.
- Management should understand the effects of restructuring so that corrective actions can be taken as soon as possible to address the negative effects. Organizations are also recommended to develop supportive interventions that aim at ensuring healthy restructuring processes and worker well-being. Whenever possible, interventions should

also reduce job demands and job insecurity and improve the atmosphere within the organization.

- The characteristics of the restructuring process, such as fairness of procedures and communication, have been found to have an impact on employees' well-being. Therefore, management should ensure that decisions are fair and equal and employees should be supported both through the change process and also in their jobs.

5.5 Direction for future research

This study was undertaken by considering the direct effect between organizational restructuring and employee well-being. However, there will be variables that have a mediating and moderating role. Therefore, future researchers should consider these mediating and moderating variables. Future research should also include other variables that could affect employee well-being to analyze its construct more thoroughly. More longitudinal research is needed to investigate restructuring changes and effects on well-being over time. Furthermore, this study was limited to Bole sub-city Administration in Addis Ababa. Hence, it will be good for future researchers to include other sub-cities.

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APPENDIX

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
POST GRADUATE PROGRAM

Questionnaire to be filled by Bole sub-city employees

Dear Respondent: I am Business Leadership post graduate student at Addis Ababa University School of commerce. This questionnaire is designed to collect relevant information for the research carried out on the topic “Effects of organizational restructuring on employee well-being: The case of Bole sub-city administration”. The information you give is used only for academic purpose; that is for partial fulfillment of the requirements of the Master of Business Leadership and will be kept confidential. There are no correct or incorrect answers. The soundness and validity of findings highly depend on your honest and thoughtful responses. Therefore, I'd like to ask you to spend some of your important time (5-10 minutes) filling out this questionnaire to the best of your ability.

There is no need to write your name.

I would like to express my heartfelt gratitude in advance for your kind participation.

Part One: General Profile (Please put (√) mark in the box that best describes you

1. Gender Male Female
2. Age 18-25 26-35 36-45 46-55 Above 56
3. Academic qualification Under 10th grade 10/12 completed Certificate
 Diploma Degree Masters Above
4. Work experience Below 1 year 1-5 years 5-10 years
 10-15 years 15 years and above
5. Position/Status in the organization Senior Management Middle level Management
 Senior Officer Officer Other (specify) _____

Part two: Questions-related to Employee well-being

The following 15 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, put “0” (zero) in the space before the statement. If you have had this feeling, indicate how often you felt it by putting the number (from 1 to 6) that best describes how frequently you feel that way.

Never	Almost Never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Everyday

1. _____ At my work, I feel bursting with energy.
2. _____ At my job, I feel strong and vigorous.
3. _____ When I get up in the morning, I feel like going to work.
4. _____ I can continue working for very long periods at a time.
5. _____ At my job, I am very resilient, mentally.
6. _____ At my work, I always persevere, even when things do not go well.
7. _____ I feel emotionally drained by my work.
8. _____ I feel used up at the end of the day.
9. _____ I feel fatigued when I get up in the morning and have to face another day on the job.
10. _____ Working with people all day is really a strain for me.
11. _____ I feel ‘burned out’ from my work.
12. _____ I feel frustrated by my job
13. _____ I feel I’m working too hard in my job
14. _____ Working with people directly puts too much stress on me.
15. _____ I feel like I’m at the end of my rope

Part three: The major factors that affect employee well-being are listed below. The factors are classified as job characteristics, individual characteristics and change related factors. After you read the factor, indicate your level of agreement/disagreement by putting a tick mark (✓) under the choice below. Please tick on only one scale.

Job Characteristics					
Job demands					
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am pressured to work long hours.					
I have unachievable deadlines.					
I have to work very fast.					
I have to work very intensively.					
I have to neglect some tasks because I have too much to do.					
Different groups at work demand things from me that are hard to combine.					
I am unable to take sufficient breaks.					
I have unrealistic time pressures.					
Job control					
I can decide when to take a break.					
I have a say in my own work speed.					
Do you have a choice in deciding what you do at work?					
Do you have a choice in deciding how you do your work?					
Individual characteristics					
Job insecurity					
Chances are I will soon lose my job					
I am sure I can keep my job					
I feel insecure about the future of my job					

I think I might lose my job in the near future.					
Change acceptance					
Statements	To a Very Little Extent	To a Little Extent	To a Moderate Extent	To a Great Extent	To a Very Great Extent
I would consider myself to be "open" to changes to my work role.					
Right now, I am somewhat resistant to changes in my work. (R)					
I am looking forward to the implementation of changes in my work role.					
I am quite reluctant to consider changing the way I now do my work. (R)					
Note: ^R - reversed items.					
Change process related factors					
Communication					
Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The vision and objectives of restructuring were clearly communicated to me					
Management had adequately communicated with staff during the restructuring process					
All relevant information was accurately and timeously communicated with staff					
Employees were informed about restructuring process right at the outset					
Throughout the process, information was consistently communicated to us					
The medium of communicating changes to me was appropriate					
Open and honest communication was used at all times					
Training and development					
I am encouraged to develop new skills.					
My line manager takes employee development seriously.					

I have many opportunities for training and development.					
Procedural Justice					
Decision-making procedures related to this change have been applied consistently					
There has been two-way communication in decision-making process.					
My manager makes sure that all employee concerns are heard before Job decisions are made.					
To make job decisions, my manager collects accurate and complete information.					
My manager clarifies decisions and provides additional information when requested by employees.					
All jobs decisions are applied consistently to all affected employees.					
Employees are allowed to challenge or appeal job decisions made by their managers					

Thank you again for your cooperation!!!

ክፍል ሁለት : ከሠራተኞች ደህንነት ጋር የተያያዙ ጥያቄዎች

ከዚህ በመቀጠል የቀረቡት 15 ዓርፍተ ነገሮች በስራ ላይ ያሉዎትን ስሜት የሚመለከቱ ናቸው። እባክዎ እያንዳንዱን ዓርፍተ ነገር ካነበቡ በኋላ የርስዎን ስሜት/ሀሳብ ይገልጻል ብለው ያመኑበትን ቁጥር ከዓርፍተ ነገሩ በፊት ባለው ቦታ ላይ ያስቀምጡ። በዓርፍተ ነገሩ የተገለጸው ስሜት ተሰምቶት የማያውቅ ከሆነ ከዓርፍተ ነገሩ በፊት ባለው ቦታ ላይ 0 ያስቀምጡ። ይህ ስሜት ከተሰማዎት ምን ያህል ጊዜ እንደዚህ ዓይነት ስሜት እንደሚሰማዎት በተሻለ የሚገልጸውን ቁጥር (ከ1 እስከ 6) ያስቀምጡ።

በጭራሽ	ከስንት አንዴ	አልፎ አልፎ	አንዳንድ ጊዜ	ብዙ ጊዜ	በተደጋጋሚ	ሁልጊዜ
0	1	2	3	4	5	6
በጭራሽ	በዓመት	በወር አንድ	በወር ጥቂት	በሳምንት	በሳምንት	በየቀኑ
	ጥቂት ጊዜ	ጊዜ ወይም	ጊዜ	ት አንድ	ጥቂት ጊዜ	
	ወይም ያነሰ	ያነሰ		ጊዜ		

1. _____ በስራዬ ላይ ኃይል/ጉልበት እንዳለኝ ይሰማኛል።
2. _____ በስራዬ ጥንካሬና ብርታት ይሰማኛል።
3. _____ ጠዋት ስነሳ ወደ ሥራ የመሄድ ፍላጎት ይሰማኛል።
4. _____ በአንድ ጊዜ ለረጅም ሰዐት መስራት እችላለሁ።
5. _____ በስራዬ በጣም ታጋሽ ነኝ።
6. _____ በሥራዬ ነገሮች ጥሩ ባይሆኑም እንኳ ሥራዬን ከመስራት ወደ ኋላ አልልም/ ሁልጊዜ እጸናለሁ።
7. _____ በስራዬ የተነሳ ስሜቴ እንደተሟጠጠ ይሰማኛል (የመታከት ስሜት ይሰማኛል)።
8. _____ ከስራ ውሎ በኋላ ባይነት ይሰማኛል።
9. _____ ጠዋት ተነስኜ ሌላ የስራ ቀን መጋፈጥ ሲኖርብኝ ድካም ይሰማኛል።
10. _____ ሙሉ ቀን ከሰዎች ጋር መስራት ለኔ በጣም ከባድ/አስጨናቂ ነው።
11. _____ ከስራዬ የተነሳ ውስጤ ተቃጥሎ እንዳለቀ ይሰማኛል/ የመቃጠል ስሜት ይሰማኛል።
12. _____ በስራዬ ተስፋ እንደቆረጥኩ ይሰማኛል።
13. _____ በመጠን ያለፈ ከባድ ስራ እንደምስራ ይሰማኛል።
14. _____ ከሰዎች ጋር በቀጥታ መስራት በጣም ብዙ ጫና ይፈጥርብኛል።
15. _____ ጉዞዬን እንደጨረስኩ ይሰማኛል/ ከዚህ በላይ ትዕግስት ወይም ጥንካሬ እንደሌለኝ ይሰማኛል።

ክፍል ሶስት፡ የሰራተኛውን ደህንነት ላይ ተፅእኖ የሚያመጡ ዋና ዋና ምክንያቶች

ከዚህ በታች በሰራተኛውን ደህንነት ላይ ተፅእኖ የሚያመጡ ዋና ዋና ምክንያቶች ተዘርዝረዋል። እባክዎ አረፍተ ነገሮችን ካነበቡ በኋላ የስምምነት/ አለመግባባት ደረጃዎን የ (✓) ምልክት በማድረግ ያመልክቱ። እባክዎ በአንድ ምርጫ ላይ ብቻ ምልክት ያድርጉ።

Job Characteristics / የሥራ ባህሪያት					
Job demands/ ሥራው የሚፈልጋቸው/ የሚጠይቃቸው ነገሮች					
አረፍተ ነገሮች	በጣም እስማማለሁ	እስማማለሁ	ሀሳብ አልሰጥም	አልስማማም	በጭራሽ አልስማማም
ረጅም ሰዓት እንደሰራ ጫና ይደረግብኛል።					
ከፍተኛ የሆነ የሥራ ጫና አለብኝ።					
ስራዬን በተወሰነ ጊዜ ውስጥ መጨረስ አለብኝ።					
በጣም በትጋት መሥራት አለብኝ።					
ብዙ የምሠራው ነገር ስላለብኝ አንዳንድ ሥራዎችን ችላ ማለት አለብኝ።					
የተለያዩ የስራ ክፍሎች አብረው የማይሄዱ ስራዎችን (ለማጣመር አስቸጋሪ የሆኑ ስራዎችን) እንደሰራላቸው ይፈልጋሉ።					
በስራዬ በቂ እረፍት ማድረግ አልቻልኩም።					
ከእውነታው የራቁ/እውነታን ያላገናዘቡ የጊዜ ግፊቶች አሉብኝ።					
Job control/ የስራ ቁጥጥር					
መቼ እረፍት መውሰድ እንዳለብኝ መወሰን እችላለሁ።					
ስራዬን የምሰራበትን ፍጥነት መወሰን እችላለሁ።					
በስራ በታይ ላይ ምን እንደምሰራ የመወሰን ምርጫ አለኝ።					
ስራዬን እንዴት እንደምሰራ የመወሰን ምርጫ አለኝ።					

Individual characteristics/ ግለሰባዊ ባህሪያት					
Job insecurity/ የሥራ አለመተማመን					
አረፍተ ነገሮች	በጣም እስማማለሁ	እስማማለሁ	ሀሳብ አልሰጥም	አልስማምም	በጭራሽ አልስማምም
ሥራዬን በቅርቡ የማጣበት ዕድል/አጋጣሚ አለ።					
በስራዬ ላይ እንደምቆይ እርግጠኛ ነኝ።					
ስለ ሥራዬ የወደፊት ዕጣ አለመተማመን ይሰማኛል።					
በቅርብ ጊዜ ውስጥ ሥራዬን ላጣ እችላለሁ ብዬ አስባለሁ።					
Change acceptance /የለውጥ አቀባበል					
	በጣም ትንሽ በሆነ መጠን	ትንሽ በሆነ መጠን	መካከለኛ መጠን	በከፍተኛ መጠን	በጣም በከፍተኛ መጠን
በስራ ሚናዬ ላይ የሚደረጉ ለውጦችን ለመቀበል ፍቃደኛ እንደሆንኩ ራሴን እቆጥራለሁ።					
አሁን በስራዬ ላይ የሚደረጉ ለውጦችን ለመቀበል ፍቃደኛ አይደለሁም።					
በስራ ሚናዬ ላይ የተደረጉ ለውጦችን ተግባራዊ ለማድረግ በጉጉት እየተጠባበኩኝ ነው።					
አሁን ስራዬን እየሰራሁ ያለሁበትን መንገድ ለመለወጥ ፍቃደኛ አይደለሁም።					
Perceived Change process related factors/ከለውጦች ጋር ተዛማጅነት ያላቸው እይታዎች/ግንዛቤዎች					
Communication and Information / ግንኙነት እና መረጃ					
	በጣም እስማማለሁ	እስማማለሁ	ሀሳብ አልሰጥም	አልስማምም	በጭራሽ አልስማምም
የመልሶ ማዋቀር ራዕዩ እና አላማዎች በግልፅ ተነግሮኛል።					

አረፍተ ነገሮች	በጣም እስማማለሁ	እስማማለሁ	ሀሳብ አልሰጥም	አልስማማም	በጭራሽ አልስማማም
አመራሩ በመልሶ ማዋቀር ጊዜ ከሰራተኞች ጋር በበቂ ሁኔታ ተነጋግሯል።					
ስለ መልሶ ማዋቀር ሂደቱ ሰራተኞች መጀመሪያ ላይ ተነግሯቸዋል።					
በመልሶ ማዋቀር ሂደት ጊዜ መረጃ በቋሚነት/ ያለማቋረጥ ይደርሰን ነበር።					
ስለ ለውጡ የተነገረኝ ተገቢ በሆኑ የመገናኛ ዘዴዎች/መንገዶች ነበር።					
የመረጃ ልውውጦቹ ግልፅና የታመኑ ነበሩ።					
Training and development / ስልጠናና እድገት					
አዳዲስ ክህሎቶችን እንዳዳብር እበረታታለሁ።					
የቅርብ ሃላፊዬ የሰራተኛ እድገትን በቁም ነገር/በትኩረት ይመለከታል።					
ለስልጠና እና እድገት ብዙ እድሎች አሉኝ።					
Procedural Justice/ የፍትህ ስርዐት					
ከዚህ ለውጥ ጋር የተያያዙ የውሳኔ አሰጣጥ ሂደቶች በቋሚነት ተተግብረዋል።					
በውሳኔ አሰጣጥ ሂደት ውስጥ የሁለትዮሽ ግንኙነት ነበር።					
የእኔ ሥራ አስኪያጅ የሥራ ውሳኔዎች ከመደረጉ በፊት ሁሉም የሰራተኛ ስጋቶች መደመጣቸውን ያረጋግጣል።					
አለቃዬ የሥራ ውሳኔዎችን ለማድረግ ትክክለኛ እና የተሟላ መረጃ ሰብስቧል።					
አለቃዬ ውሳኔዎችን ያብራራል እና ተጨማሪ መረጃ በሠራተኞች ሲጠየቅ ይሰጣል።					
ሁሉም የሥራ ውሳኔዎች ለውጡ በሚነካቸው ሰራተኞች ሁሉ ላይ በቋሚነት ይተገበራሉ።					
ሰራተኞች በአስተዳዳሪዎች የተደረጉትን የስራ ውሳኔዎች መቃወም ወይም ይግባኝ እንዲሉ ተፈቅዶላቸዋል።					

በድጋሚ ስለ ትብብር ክልብ አመሰግናለሁ!