



Elder employees during restructuring: stress and well-being

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Fieldwork

- Literature review
 - Studies linking job insecurity to health
 - Good practice (EUROFOUND)
 - UK good practice
- Discussions with EFA, TAEN, TUC, CIPD, CBI, ACAS
- Questionnaire survey of older workers

What is the link between organisational restructuring and health/well-being

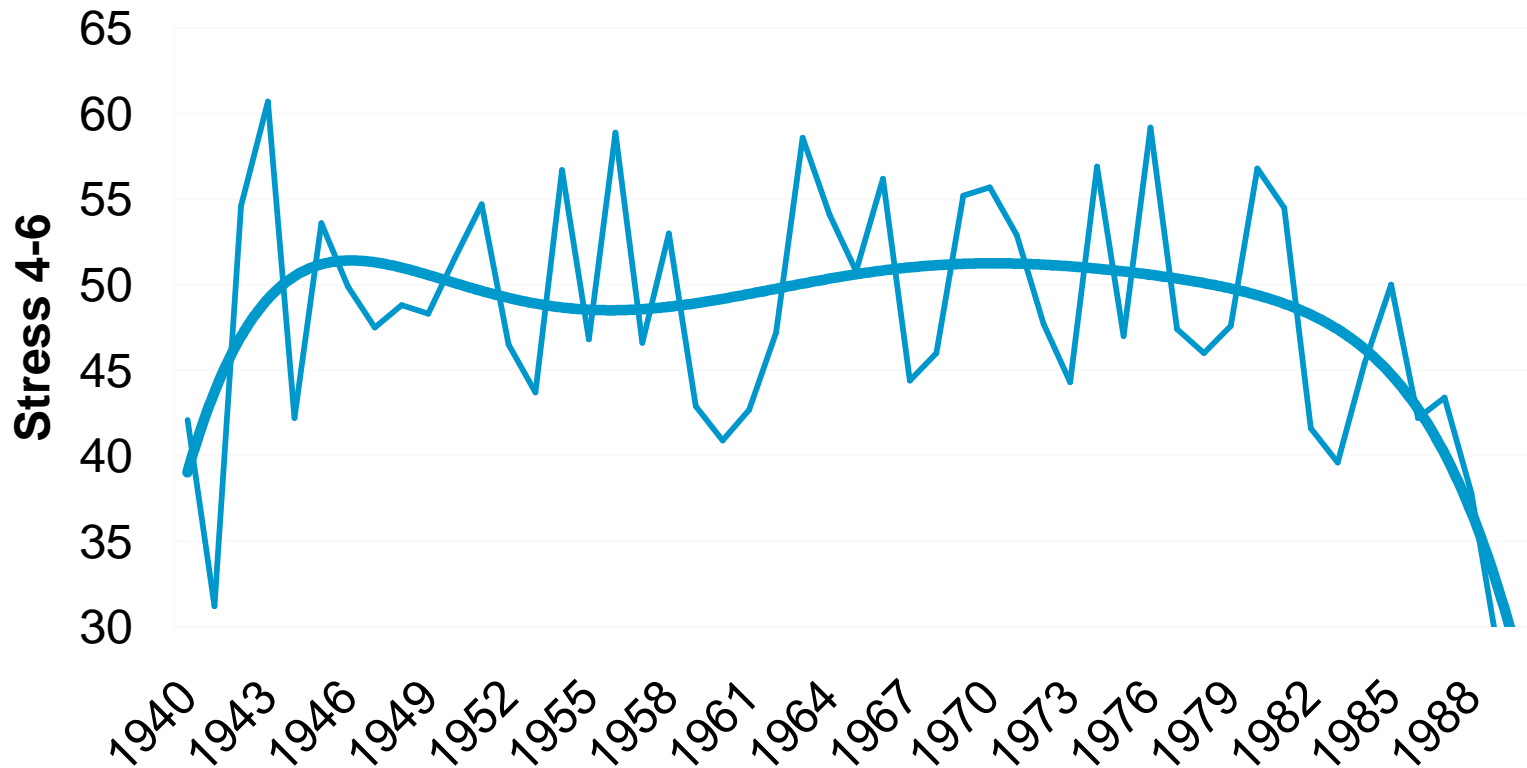


- Job-loss model
- Effort-reward balance
- Job control strain



When is stress from job insecurity worst?

Stress and job security



Job loss model

- Unemployment
 - Psychological and physical impact
 - Especially men in blue collar jobs
- Gender: Different definitions of “job loss”
- Atypical workers
 - Mixed picture
- Anticipation of job loss
 - Whitehall studies



Effort-reward balance model



- Buffers to job loss
 - Social capital, networks, knowledge
- Cumulative effect of job loss
 - Heart disease, psychological morbidity
- Safety/accidents
- Alcohol/substance abuse
- Long working hours



Job control

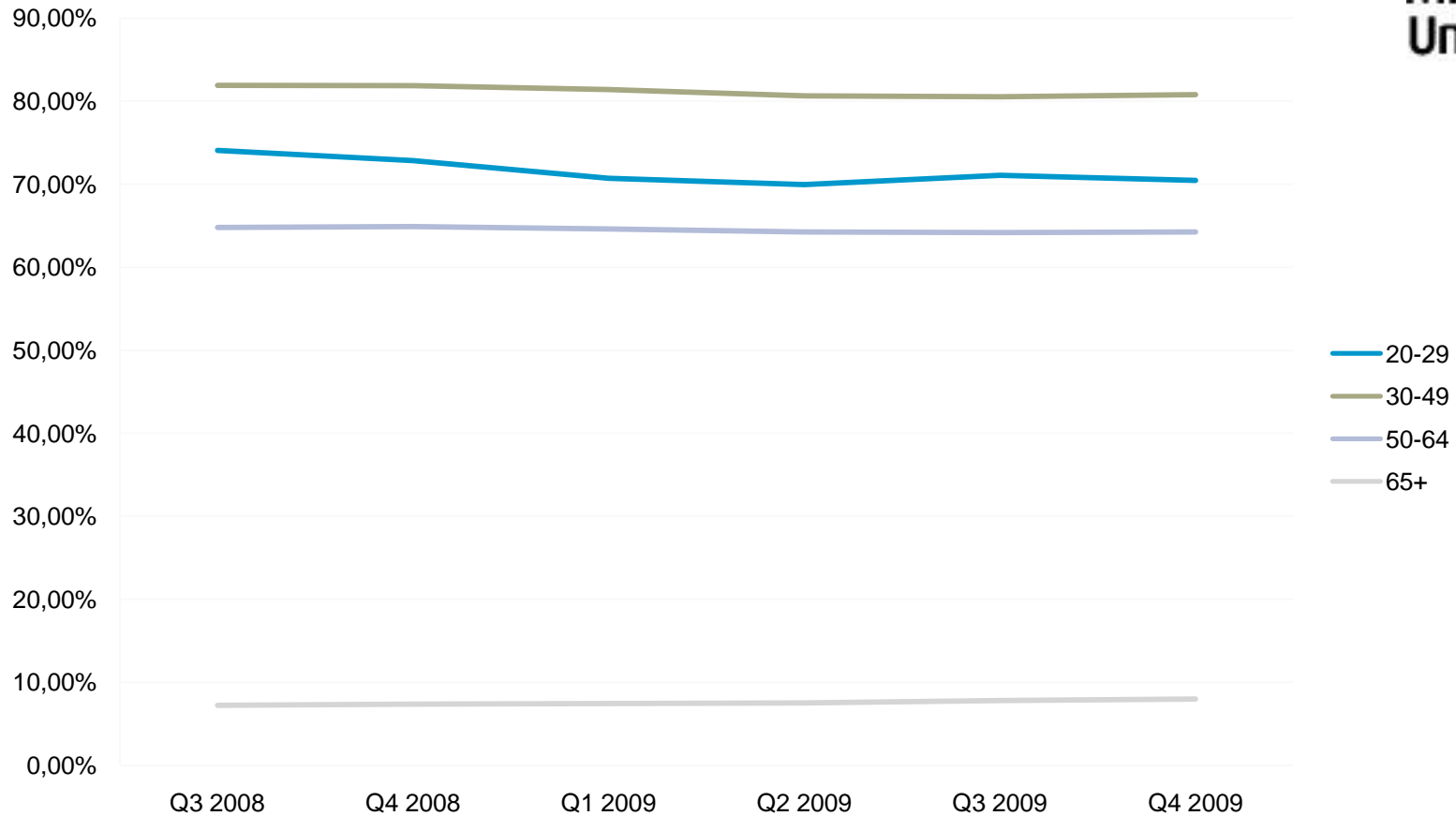
- Titmus' two nations
 - Qualifications, gender, job status
- Anticipation of job loss
- Learning
 - Technical and adaptability skills
- Flexibility/job change



UK context



Labour Force Participation (in employment)



UK older workers and the recession



- Participation rates largely stable (so far)
 - Impact of pension changes
 - Closure of early retirement routes
 - Flexible workforce
- Public sector cuts
 - Early retirement routes re-emerge?
 - Redeployment
 - Increased workload



Policy context

- Health and safety codes of practice
 - Stress
- Consultation
- Learning
- Flexible working hours
- Age discrimination
- Retirement



Survey

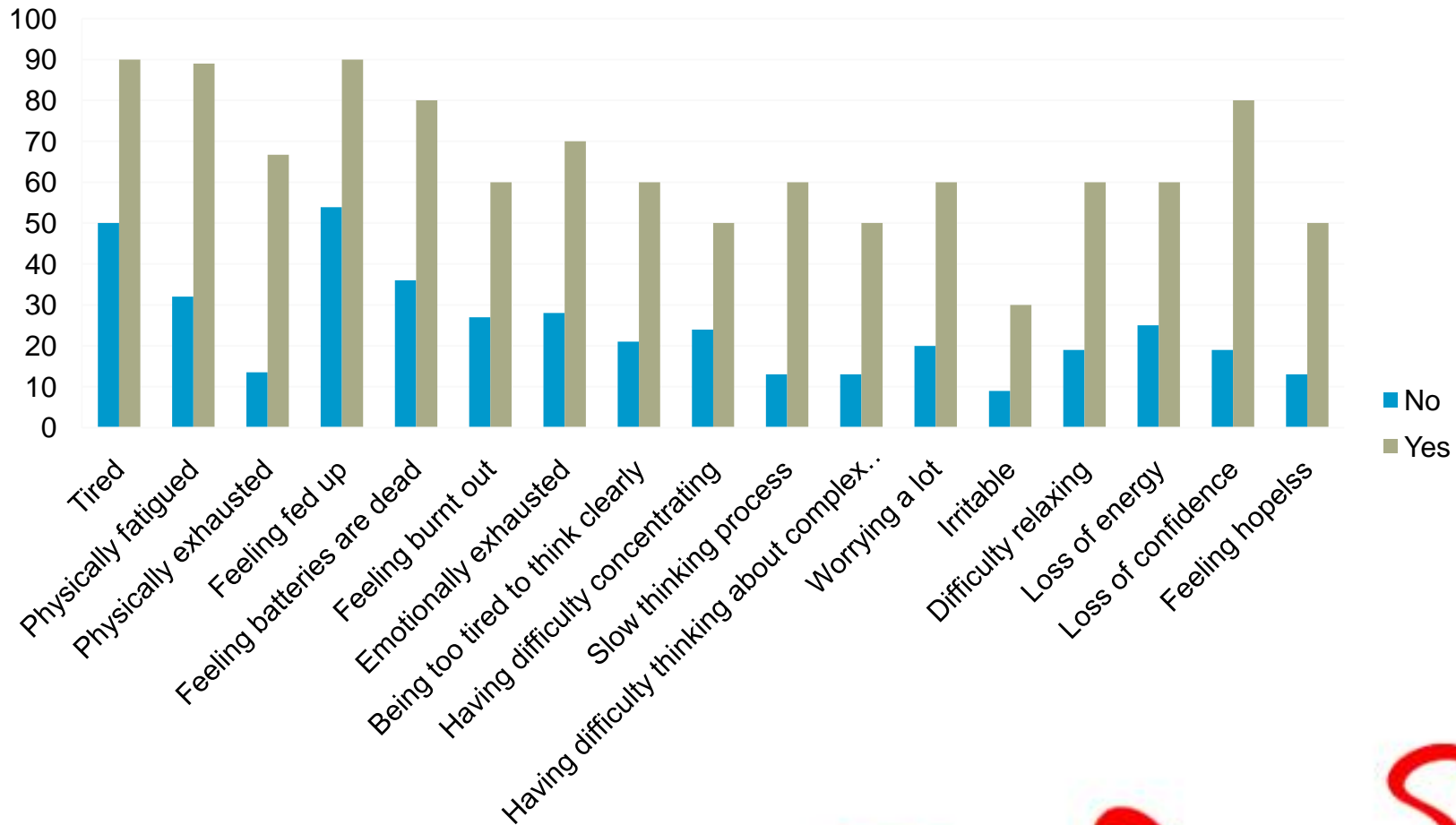


- 115 Respondents
- Privatised workforce
- IT technicians, managers, administrative staff, support staff
- All but 6 have experienced at least one organisational change



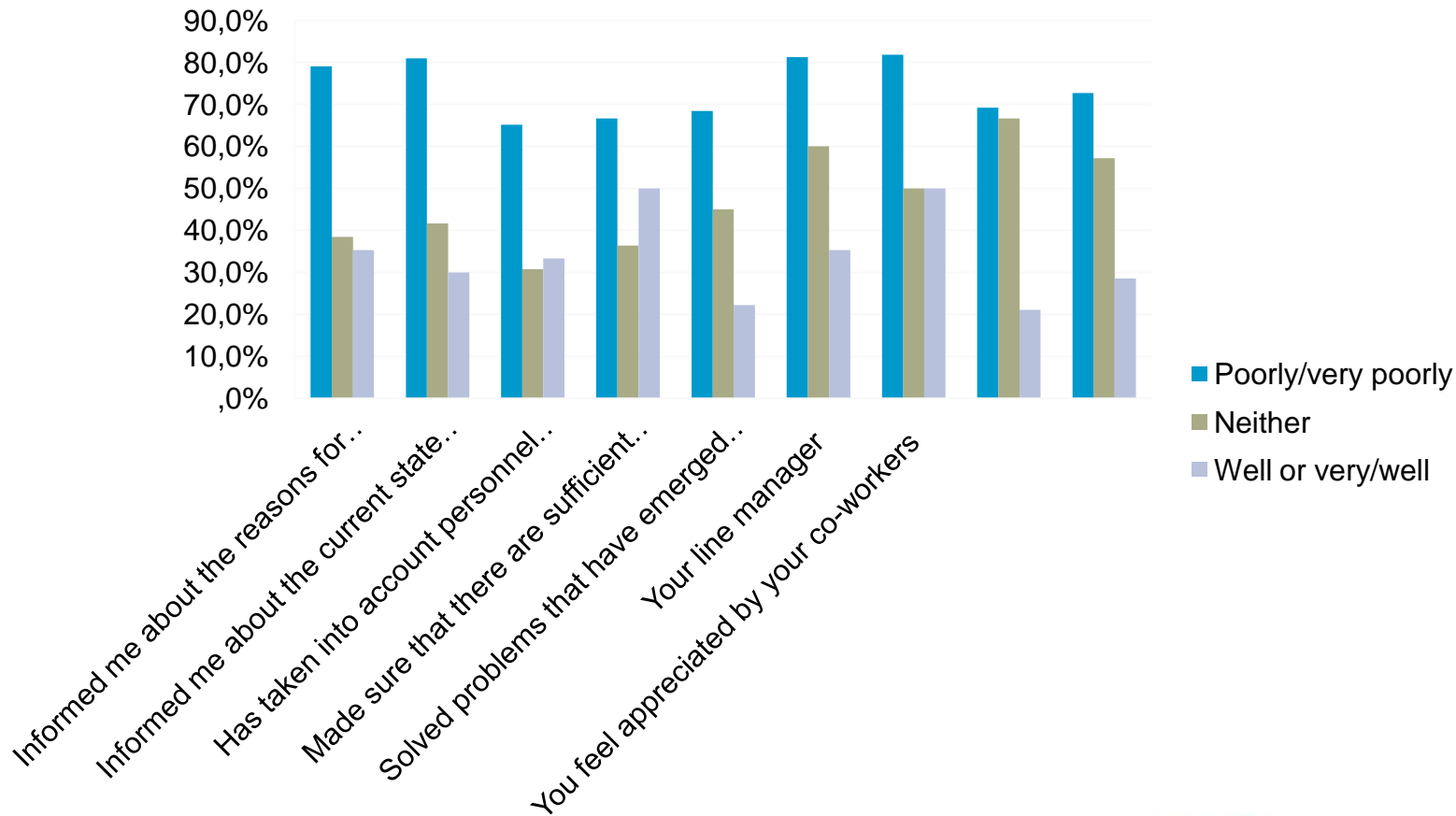
Link between job loss and health and well-being

Impact of production shut down on well-being



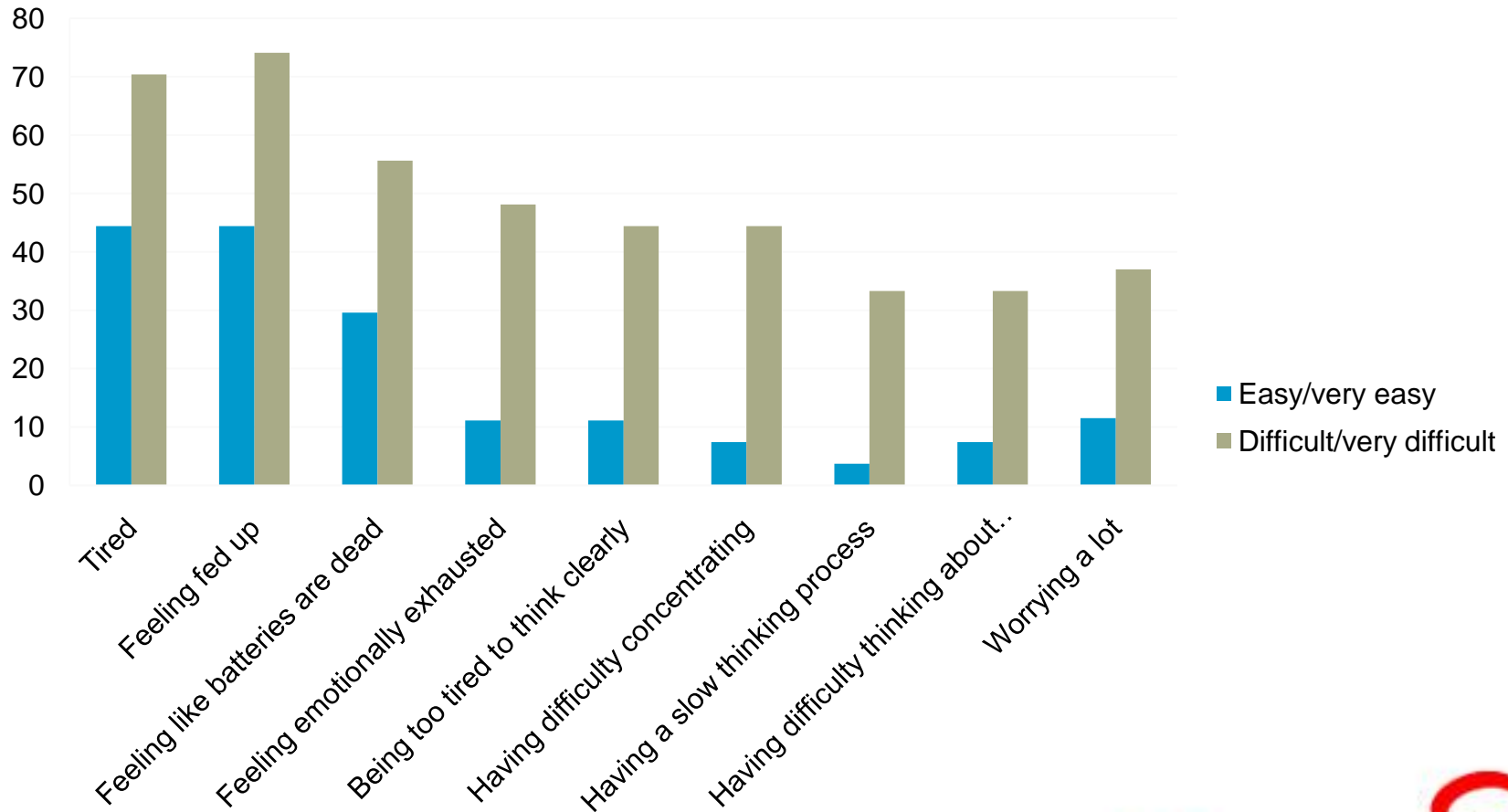
Link between effort and health and well-being

Being informed and emotional exhaustion



Link between job control and health and well-being

Work adaptability and well-being



Conclusion

- Impact of organisational restructuring on older workers has yet to fully hit
 - Time for government, stakeholders to prepare
- Clear association between restructuring and health and well-being
 - All three models validated
- Emphasis on adaptability, life-long learning, communications, flexibility

