

**UNIVERSITY OF GHANA**



**EXPLORING THE RELATIONSHIP BETWEEN ORGANIZATIONAL  
RESTRUCTURING AND JOB STRESS (ANTECEDENTS AND  
CONSEQUENCES) AT THE DENMARK EMBASSY IN GHANA**

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**THIS PROJECT WORK IS SUBMITTED TO THE UNIVERSITY OF GHANA  
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## DECLARATION

I hereby declare that, except for the references of other people's works, which I have duly acknowledged, this project work is the result of my own research work and has not been presented by anyone for any academic award in this or any other university. I bear sole responsibility for any shortcomings.

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Date

## CERTIFICATION

I hereby certify that this project work was supervised in accordance with procedures laid down by the University.

.....

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.....

DATE

## **DEDICATION**

This project work is dedicated to the author and finisher of my life, my Lord and my God who began with me and ended successfully with me. To my daughter, Selma-Sarah Hammond, and my nephews, Jediael and Jermaine Addisou, I love you dearly. To my mother, Lucy Khalil, my late father, Isaac Boateng, my brother, Kelvin Boateng and my sister Eugenia Addisou, thank you for the love and support.

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## **ABSTRACT**

Many firms experience fundamental organizational restructuring which can affect the welfare of employees. In spite of the number of studies endorsing the negative influence of organizational restructuring on employee's well-being, little is known in Ghana. Using Denmark embassy as a case, the study explored how organizational restructuring induces job stress. This study specifically examines factors that induce stress at Denmark embassy in Ghana. Using a logit model, the study found that among the variables included in the study, organizational restructuring, job insecurity, positive affectivity and flexibility practice have significant influence on the likelihood that employee will be stressed at the embassy. Work control, job satisfaction, restructuring process and negative affectivity have no significant influence on the likelihood of employees' stress. Additionally, the study found that organizational restructuring and job insecurity significantly increases the likelihood of job stress while flexibility practices and positive affectivity significantly reduces job stress. In order to minimize stress due to restructuring, it is suggested that employees should be provided with accurate information regarding restructuring and avoid speculations. Giving them accurate information will provide less time for the mind to worry about future uncertainties regarding restructuring and this will help reduce employee stress.

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## **LIST OF ABBREVIATION**

DC	Degree of Change
EMC	European Monitoring Center
FP	Flexibility Practice
IT	Information Technology
JD-R	Job demands-resource
JI	Job insecurity
JS	Job Satisfaction
NA	Negative Affectivity
PA	Positive Affectivity
RP	Restructuring process

## SECTION ONE

### INTRODUCTION

#### 1.1 Background of the Study

Contemporary business trends have surged up job performance requirements since the 1990s (Jain & Cooper, 2012). Both employers and employees are now under pressure to find ways to improve their productivity. In addition, the need to pursue competitive advantage through human resources is also driving some organizations to place their employees under increased pressure. The effect is that more workers are experiencing more stress subsequently affecting their behaviour at work (Lowe, 2006; Balkan, 2014). Organizations have become more complex in their bid to be creative and innovative in strategizing their operations to meet the demands of the complex global environment (Karabay, 2014). Most of these organizations appear to be driving their growth and development on the back of its human resources. Firms are restructuring their activities, operational hours, days and other products and services in order to remain not only in business but also gain a greater competitive advantage in the industry. These responses to the dynamics and competition in the industry are apparently stressing more employees than ever before and creating a tradition of a continuous struggle of employees at work (Afab & Javeed, 2012).

Considering the emerging dynamics in contemporary business environments, it is anticipated that for firms to maintain sustained competitive advantage, it would not only depend on the knowledge they have of their business or hard strategy management, but rather an understanding of organizational factors that stress workers and the impact stress has on the behavioural outcomes of employees (Sutherland and Cooper, 2010). According to Huseyin and Mustafa

(2008), stress is a physiological and psychological reaction that happens when an individual either fulfils or changes a threat or challenge to a tenses situation. Chand and Chand (2014) opine that job stress occur as a result of the interaction that happens between stimulation from the environment (pressure) and individual's reaction (which is mostly quite strained). Job stress could therefore be described as an adaptation reaction, due to individual differences or psychological processes that comes from a situation from the outside, or events that put on a lot of physical and psychological strain on an individual. Arthur and Anku-Tsede (2018) outline some of the major causes of job stress to include unconditional working hours, loud noise, boring scope of work, inability to socialize well, vagueness in the role and responsibility of decision making without sufficient or minimal autonomy. Additionally, job stress has a wide range of effects on the individual as well as on the organization and prominent among these are its effect on citizenship and counterproductive work behaviours of employees (Robin & Judge, 2013).

Despite the fact that stress is among the highest inducers of unfavorable employee behaviours, the antecedents and consequences have been mostly limited to some few factors and in most cases generalized regardless of the industry or firm (Sonnentag & Unger, 2013; De Dreu & Gelfand, 2008). This has led to a limited contextual understanding of the factors that induce stress as well as the effect stress has on behavioral outcomes at the workplace. According to Robbins and Judge (2013), job stress has severe impact on employees. For instance, job stress affects the productivity of employees. It affects their cognitive ability to produce and engage in work at high levels. Also, it affects their concentration at work. Other studies have also argued that job stress results in other deviant behaviors and negative attitude of employees. Among these are high turnover intentions, absenteeism, lateness to work, theft and even possible distraction of organizational property. These are among the major effects job stress has on the

psychological well-being of employees at the workplace. This study therefore seeks to explore the factors that induce stress as well as the consequence of this concept as it pertains to the Denmark Embassy in Ghana.

## **1.2 Problem Statement**

There are a number of studies that have examined the antecedents of job stress in organizations (Stoppler, 2011; Wincen & Ortquist, 2009; Rowol & Schlotz, 2009). Most of these studies have however focused on three main themes as the antecedents of job stress; role ambiguity, role conflict and work load. This has apparently left very limited studies examining how recent incidents of organizational restructuring are affecting the stress of workers. Several organizations particularly in Ghana are undergoing structural changes. For instance, there have been several changes in the placement, number of staff and job design at the Denmark Embassy in Ghana in recent times. The operations and activities of the Embassy are being restructured to create a lean organization in terms of the number of staffs. These changes seem to stem from the Danish Foreign Service in Denmark and thus there seems to be very little the office in Ghana could do about customizing these changes to suit its operations. As a result, some staff are being designated to portfolios they hitherto have not worked on before and some jobs are being merged leading to eminent layoffs.

These changes at the Denmark Embassy in Ghana seem to be having significant impact on employees particularly in relation to them being stressed out. The changes occurring in the firm seem to have brought some uncertainty among the employees. Nonetheless the focus of the Embassy seems to be on the result that is required with little focus on the psychological impact these processes may be having on the staff. This has therefore left very little knowledge about

the consequential effects of the organizational change on the job of employees. Meanwhile, some empirical studies have established that there are significant effects of organizational restructuring on workplace outcomes. For instance, Pandey and Welch (2005), found that a high degree of formalization brought about a high degree of work estrangement among public servants, prompting the negative impression of formality among supervisors. Again, Tata and Prasad (2004) for example, studied the effect of organizational structure (that is formalization and centralization) on the relationship between self-management and team effectiveness and found that lower levels of formalization resulted more in team effectiveness and self-management; outcomes that are likely to be absent in conditions of stress.

Considering the perceived relevance of the changes at the Embassy and the seeming impact these changes may be having on employees, this study considers it opportune to assess the antecedents and consequences of stress at the Denmark Embassy in Ghana. This study is therefore relevant in assessing how the change system at the Denmark Embassy in Ghana would influence the stress employees experience at the Embassy as well as the likely effects stress could have on the employees and organization at large.

### **1.3 Objectives of the Study**

The purpose of this research is to explore the antecedents and consequences of job stress as a result of organizational restructuring at the Denmark Embassy in Ghana. More specifically, the objectives of this study are;

- 1) To investigate the factors that induce stress among employees of the Denmark Embassy in Ghana.

- 2) To investigate the effect of organizational restructuring on employees' stress at Ghana Embassy
- 3) To assess the effect of the restructuring process on employee's stress at the Denmark Embassy in Ghana

#### **1.4 Research Questions**

1. What are the factors that induce stress among employees of the Denmark Embassy in Ghana?
2. What is the effect of organizational restructuring on employees' stress at Denmark Embassy in Ghana?
3. What is the effect of restructuring process on employees' stress at Denmark Embassy in Ghana?

#### **1.5 Significance of study**

Organizational restructuring is a permanent characteristic of an economy. Any employee will one way or the other experience restructuring in some form. It is widely known that organizational restructuring can have a profound effect on the well-being and psychological health of employees. It is therefore imperative to get deeper understanding into the relationship between restructuring and psychological health of employees. What are the channels through which restructuring affects the well-being of staff? Conducting such studies is relevant because, once we identify this, it will be very easy for management to define effective preventive actions to mitigate the negative impact of organizational restructuring at the embassy. This study will

also offer some important insights to management which will help define the parameters to monitoring restructuring processes.

This study therefore sets out to serve as a premise for future studies. This research will also serve as literature review for future researchers who intend to embark on similar studies.

### **1.6 Organization of the study**

This project work is presented in five sections. Section one provides information on the background of study, problem statement, research objectives and questions, significance of the study and limitations of the study. The second section provides information on the literature review. Literature review is also discussed in three sections. The first section provides information on definition and key concepts. Section two presents information on theoretical framework of the study and the last section presents empirical evidence based on the objectives of the study. Section three presents information on the research methodology. Information such as research design, data collection, population of study, data analysis and reliability of data.

Section four presents information on the results and analysis. The analysis is presented in three sections. The first section presents information on demographic statistics of the respondents. The second section presents descriptive statistics on all the variables introduced in the model. The last section presents results on the effects of organizational restructuring on job stress. Section five presents information on summary, conclusion and policy recommendations.

## **SECTION TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This section provides brief empirical review on the topic under study. This chapter is presented in three sections, namely; definition of key concepts, theoretical framework and empirical evidence on the relationship between organizational restructuring and job stress.

#### **2.2 Definition of Key concepts**

##### **2.2.1 Concept of Organizational Restructuring**

Many firms experience fundamental organizational restructuring which can affect the welfare of their staff. Some aspect of the restructuring may affect the entire organization (mergers, downsizings and restructurings) or it may also affect a specific unit or department (IT projects, subcontracting) while others may also affect employees (that is their flexible work schedules, and training devices). All these changes may have repercussions which can either be positive or negative on the employees' welfare (Keyser, Vlerick, Dhoore, 2012).

The concept of organizational restructuring is not something new. However, there is not a uniform definition for organizational restructuring or change. Restructuring has become a permanent aspect of our current economy (PSYRES consultium, 2011). Restructuring enables organizations to improve their profitability and competitiveness in the global market (Westgaard & Winkel, 2011; Jong, Weerd et.al, 2016). Several researchers have defined this in diverse ways (Bamberger et.al, 2012; Kieselbach et.al, 2009). Organizational restructuring refers to the modifications or adjustments made to the integral systems of an organization and it includes

activities such as change in their routine operational procedures (working hours and task), change in values, strategies, ways of work and structure as well as modifications in the system (for example, changes in the organization's hierarchy, downsizing or incorporation of new organizational systems) Bamberfer et.al, (2012). According to Kieselbach et.al, (2009), restructuring can be characterized as organizational change that is considerably more noteworthy than an ordinary change and influences no less than an entire hierarchical area or a whole organization rather than concentrating on fringe changes in the work place.

The actual act of restructuring can take several forms. According to European Monitoring Center (EMC) on change (2011), restructuring can be in the form of relocation, offshoring or delocalization, bankruptcy, outsourcing, merger or acquisition, internal restructuring and business expansion. Several studies have shown that restructuring affects the well-being of employees both directly and indirectly through several work-related factors (Weizer, Nielsen et.al, 2014; Kieselbach et.al; 2009). For example, Weizer, Nielsen et.al, (2014) reported that restructuring can lead to a rise in job demands, time pressures for employees and emotional demands which will translate or result in the decrease in employee's well-being. Kieselbach et.al, (2009) were of the view that organizational restructuring can lead to job insecurity among employees, especially during downsizing.

### **2.2.2 Employees Stress**

Empirical evidence suggests that work-related stress is one of the leading problems related to work environment in Europe (UEAMPE & CEEP, 2004). Studies have shown that around 50% to 60% of all lost working days in Europe are connected to work-related stress (Agency for Safety and Health at Work, 2005). The European Commission reported that the annual cost of

work-related stress in the European Union in 2002 was 20,000 million-euro (Levi & Levi, 2002). There is no uniform definition for employees' stress (Lazarus & Folkman, 1984 p.19; Oliver, Mansell & Jose, 2010). According to Lazarus and Folkman (1984, p.19), stress is defined as “a particular rapport between the person and the environment that is assessed as taxing or exceeding his or her resources and jeopardizing his or her well-being”. According to the National Institute of Occupational Safety and Health (1999), work stress refers to the psychological and physical strains that occur when disparity is experienced between work demands and one's resources. Most researchers have acknowledged that stress needs to be conceptualized as a process, Oliver, Mansell & Jose (2010).

### **2.3 Causes of Employees Stress**

Several studies have also explored the causes or determinants of employees' stress worldwide (Sonnentag & Unger, 2013; De Dreu & Gelfand, 2008; Spector & Bruk-Lee, 2008). Many researchers have agreed that workplace conflict is regarded as a severe job stressor (Spector & Bruk-Lee, 2008). There are two types of workplace conflict, namely, task conflict, which is also known as cognitive conflict and relationship conflict, which is also known as affective conflict (Jehn,1995). Task conflict emanates when there is “discrepancy among two or more people concerning a particular task” (Jehn, 1995, p.258). The discrepancy can come from differences in ideas, viewpoints and opinions. De Dreu and Weingart (2003) also posited that the differences can also emanate from procedures and policies, distribution of resources and interpretation of facts. According to Jehn (1995), relationship conflict occurs when there is interpersonal discordancy among employees which mostly include irritation, pressure and hostility. Several empirical studies have shown that the two types of conflict affect employee's psychological

well-being negatively (Moreno-Jimenez et.al, 2009; Sonnentag, Unger, Nagel, 2013). For instance, Sonnentag et.al, (2013) reported that employees experiencing higher levels of workplace conflict have well-being challenges. Therefore, this study hypothesizes that workplace conflict significantly increases job stress at the Denmark Embassy in Ghana.

Cartwright and Cooper (1997) also identified six factors that cause or determine occupational stress, namely, organizational factors (work climate, management style, corporate culture), professional roles (conflict or role ambiguity etc.), job characteristics (work overload, work schedule), relationship among colleagues and superiors, work-life balance as well as career progression. Also, several researchers have reported that personality has an influence on work stress (Connor-Smith & Flachsbert, 2007; Grant & Langan-Fox, 2007; Bowling & Eschleman (2010). A study conducted by Grant and Langan-Fox (2007) revealed that attention to detail, emotional stability and social confidence are determinants of stress at the workplace. Bowling and Eschleman (2010) also revealed that employees who have high negativity affectivity are more likely to be stressed at the workplace. According to Copper and Marshall (1976), job stress is connected to job insecurity, work place conflict, role ambiguity and poor working conditions.

#### **2.4 Stress Management practices**

Any institution that aims at ensuring that their employees have the finest state of mental, social and physical well-being needs to have policies that broadly address their health and safety needs Cooper & CartWright (1997). This includes stress management. There are a number of ways through which an organization can adopt to avoid stress, these are referred to as primary (e.g stressor reduction), secondary (e.g stress management) and tertiary (workplace counselling) levels of stress prevention (Murphy, 1978). Elkin and Rosch (1990) summarized some possible

strategies that can help eliminate or minimize stress. These comprise of building cohesive teams, providing social support and feedback, establishing flexible work schedules, redesigning the work environment, establishing fair employment policies and distributing reward.

Miche (2002) also investigated the means through which job stress can be managed in the UK. The researcher reported that the intervention to manage the risk associated with stress at the workplace involves both individual and organizational techniques. The researcher further reported that individual techniques that can be used to manage stress include, training and one-on-one psychology services such as health, occupational, clinical or counselling services. The researcher argued that training will help avoid stress through becoming aware of the signs of stress; by analyzing the situation and developing an active plan to reduce stress and learning skills of active coping and relaxation. The study recommended training courses such as communication, problem solving and time management skills which may help in developing active coping skills. Again, the researcher argued that managing stress at the workplace demands intervention at the organizational level. The research posited that the management of stress at the organizational level can be in the form of structural (e.g staffing levels, physical environment (e.g staffing levels, physical environment) to psychological support. The researcher further reported that job stress can be prevented when the organization creates a safe system of work which ensures that the equipment, materials and people are properly protected.

Carr, Kelly, Albrecht (2011) also conducted a study titled as getting to grips with stress at the work place. The objective of the study was to identify the techniques for addressing stress at the individual level. The researcher admitted there was no uniform strategy or technique that will solve everyone's stress. However, they recommended that some strategies that have been effective in addressing stress at the individual level includes, peer support, exercise and laughter.

Most of the respondents in that study reported that talking to a colleague helped them to overcome stress. Others also reported that it helped them to reduce stress. Other stress strategies that the researchers suggested include psychotherapy, counseling, Tai Chi, acupuncture and mediation.

Lastly, De Silva, & Smanmali (2017) also conducted a study titled “Managing occupational stress of professionals in large construction projects”. The main objective of the study was to figure out preventive strategies for stress at the organizational level. The study administered 106 questionnaires to construction professionals such as Quantity Surveyors, Project Managers and Engineers to identify the strategies for managing stress. The study identified 24 occupational stress prevention strategies which was grouped into primary, secondary and tertiary using factor analysis. With respect to primary strategies, the respondents suggested three approaches. Firstly, respondents suggested that organizations should provide a comfortable climate in the work environment. They reported that management should provide a comfortable climate such as flexibility in work schedules, sufficient breaks, increased opportunities for career development and clear job descriptions. Secondly, they suggested that management should provide adequate training on stress management, opportunities for social interaction among colleagues and faithful deadlines.

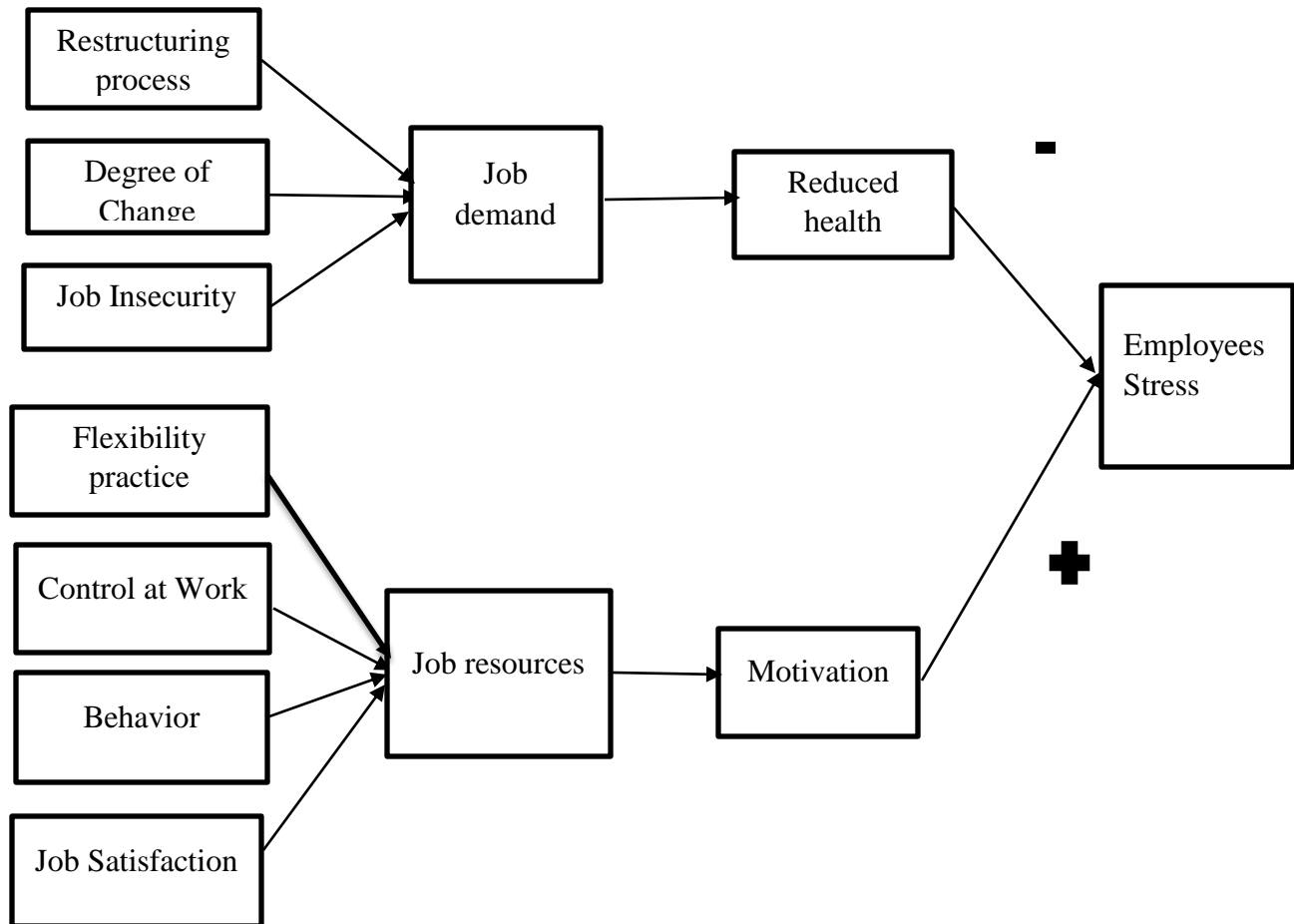
At the secondary level, they suggested that a well-disciplined culture at the work place, administration support and improved communication network can be used to manage stress at the organizational level. At the tertiary level, the respondents suggested that management should provide stress management facilities. The respondents also reported that the provision of health facilities is important in curing both mental and psychical illness.

## 2.5 Theoretical Framework

The question of what determines causes or motivates job stress has increasingly gained attention among researchers. Several theories have been developed to help researchers ascertain what really causes or motivate job stress Parker, Wall, & Cordery (2001). This study adopts the job demands-resource (JD-R) theory as the most suitable. The theory is an abridged version of the job demands-resources model and is stimulated by job design and job stress theories (Bakker & Demerouti, 2007; Demerouti, Bakker et.al, 2001). Whiles job design theories often ignore the role of job stressors or demands, job stress models also largely ignore the motivating potential of job resources. The JD-R theory combines the two research transitions to establish how job demands and resources affects job stress (Bakker & Demerouti, 2011). According to JD-R theory, all working environments or job characteristics can be modeled using two different categories, namely, job demands and job resources. Thus, the theory can be applied to all work environments and can be tailored to the specific occupation under consideration. Hence, the decision to adopt it as the appropriate model. Also, the study combines variables that represent both jobs demands and resources.

Figure 2.5 below depicts the proposed theoretical framework guiding this study. The variables involved in the study are grouped into two, namely, job demand (restructuring process, degree of change, job insecurity) and job resources (flexibility practice, job control, behavior, job satisfaction). The theory states that the different types of job demand and job resources may interact in predicting employees' stress. The theory further states that job resources will have a positive influence on employees' stress whiles job demand will have a negative influence on employees' stress (Bakker & Demerouti, 2011).

**Figure 2.5: Proposed theoretical framework for predicting employees' stress**



Source: Adopted from Bakker & Demerouti (2011)

## **2.7 Empirical evidence on the relationship between organizational restructuring and job stress**

Does organization restructuring have any influence on job stress? Organizations are constantly restructuring or updating the structure of their organization as a result of progress in technology Brynjolfsson & Hitt (2002). If restructuring in any organization results in the deterioration of its workers well-being, for instance, a rise in the number of illness, then it will constitute a negative impact on their welfare Rathelot & Romanello (2012). Several studies have empirically

examined the effect of organizational change on employee's stress (Rathelot & Romanello, 2012; Bamberger et.al, 2012; Bryson, Barth & Dale-Olsen, 2013; Dal, 2010).

Dal (2010) examined the influence of organizational change on employees' health among 2,162 private firms in Denmark. The main objectives of the study were to examine if the firms involved have carried out any significant organization change during the period of study and how it influenced stress. Specifically, the researcher explored the effect of organizational restructuring in terms of degree of change and breadth on the probability that an employee will receive prescription for stress-related medications to treat anxiety, insomnia or depression. The respondents were asked the extent to which their organization had changed in terms of the following dimensions; adopting new products or services, improved quality of customer service, improved knowledge or skills, increased collaboration and harmonization across the organization as well as adopting to tempestuous environment. The average score of the dimensions listed above were used as proxy for degree of change. They found that the effect of change on employee's mental health was negative and significant. The study revealed that organizational restructuring results in higher stress levels for employees. They found that employees that have experienced organizational restructuring in their organization are more likely to receive medication for treating stress. The study further examined if a particular type of change can significantly influence employees stress. The study revealed that some type of change was more harmful than others. For instance, they found that increased corporation or coordination had significant and negative impact on job stress.

Bryson and Barth (2013) also investigated the impact of organizational restructuring on employees' welfare in Britain. The main objective of the study was to study the influence of organizational change on job anxiety and satisfaction. The respondents were asked the following

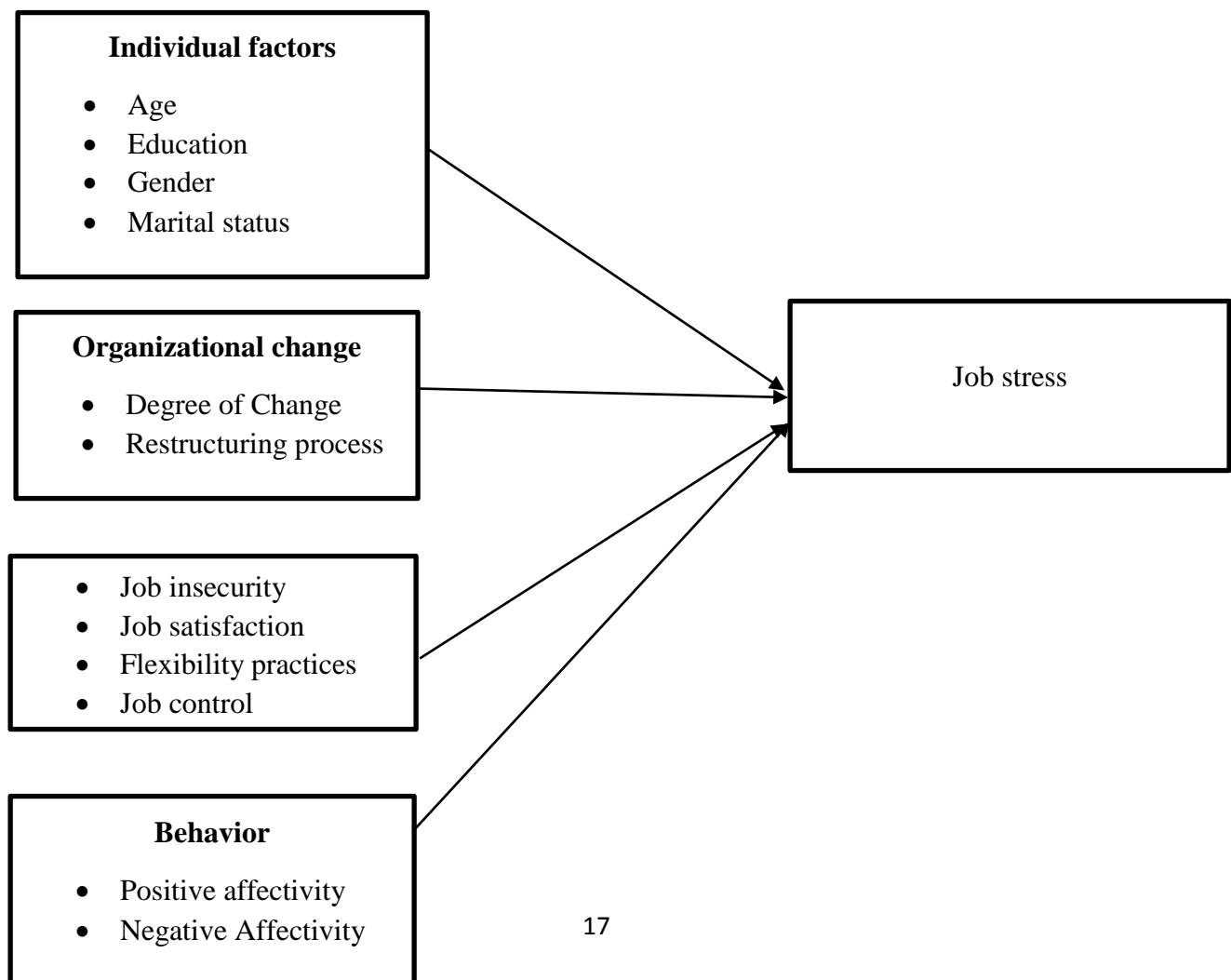
questions “How much of the time has your job made you feel each of the following: worried, tense, calm, uneasy, relax, content”? Responses such as worried, feeling tensed or uneasy were used as proxies for anxiety. In measuring organizational change, the respondents were asked if management has introduced any change in the organization within the last two years. The number of organizational change that the respondents have experienced was used as proxy for organizational change. The study revealed that organizational change is positively related to the increase in job related anxiety in Britain. Rathelot and Romanello (2013) also investigated the effect of organizational restructuring on employees’ health. The study revealed that organizational restructuring leads to deterioration of workers health outcome. They found out that organizational restructuring resulted in 1 percentage point increment in the number of workers in sick leave due to depression. Lastly, Bamberger et.al (2012) did a systematic review of literature to find out the impact of organizational change on mental health. They focused on studies that have used stress, depression and anxiety as proxies for mental health. They found only seventeen studies to be eligible for their review. Eleven out of the seventeen articles reported that organizational restructuring has a negative impact on mental health.

## **2.8 Conceptual Framework**

This section describes the conceptual framework of the study. The conceptual framework explains all the factors that tends to generate more or less stress among employees at Denmark embassy. The main objective of the study is to examine the influence of organizational change on employee’s stress. However, Terry and Callan (1997) argues that it is necessary to take into consideration both individual perception and situational features in order to comprehend how people react to organizational restructuring.

Figure 2.9 below demonstrates the factors that influence job stress at the Denmark Embassy in Ghana. The conceptual framework states that there are four factors, namely individual, organizational change, work environment and behaviors that can predict employees stress. Under the individual variable, the researcher argues that age, education, marital status and gender can predict employees stress. With respect to the organizational change, the researcher states that the degree of change and organizational process can predict stress. The work environment variables such as job satisfaction, job insecurity, flexibility practices and job control can predict employees' stress. Lastly, the researcher states that behavior of an individual can also predict stress.

**Figure 2.9: Factors that influence employees stress**



## **SECTION THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes all the steps and procedures that the researcher followed in order to achieve the objectives of the study. This section provides information on the research design, population, model specification, description of outcome and independent variables as well as the ethical considerations.

#### **3.2 Research Design**

The approach used in this study involves a quantitative research design, specifically, a survey study. Bryman (2012, p.5) defined quantitative research as “a research strategy that emphasizes quantification in the collection and analysis of data.” This form of research design tries to find answers to the questions beginning with to what extent, how many, how much (Rasinger, 2013). The quantitative research method was adopted for this study because it enables the researcher to employ regression and correlation analysis to establish the relationship between organizational restructuring and employees stress. The study used a cross sectional data for the analysis. Cross sectional data implies that the data was collected once from the participants.

#### **3.3 Data Sources**

This refers to how the researcher obtained the data needed for the study. There are two ways through which a researcher can obtain data for a study, namely, primary and secondary data.

According to Saunders et al (2012), primary data refers to current data that a researcher gathers through interviews and questionnaires while secondary information refers to data that is already available. The researcher used primary data for the study. Questionnaires were distributed to the respondents who are staff of Denmark Embassy in Ghana. The questionnaire consisted of 60 questions grouped into seven sections. Section one provided information on the background characteristics of the respondents. Section two and three provided information on organizational restructuring and employees stress respectively. Section four and five also present information on work control and job satisfaction respectively. The last two sections of the questionnaire also provided information on behavior and flexibility practices.

In all, 9 variables were included in the study, one dependent variable and 8 independent variables. The next sub section describes how each of the variables was operationally defined in the study. The dependent variable is dummy with “1” indicating that the employee is stressed and “0” also indicating that the employee is not stressed. The study accounted for 8 independent variables. Degree of change was used as a proxy for organizational restructuring. With respect to the degree of change, respondents were asked to report whether they have experienced any change in any of these dimensions; supervisor, task assignment, change among colleagues, work schedule and geographical location. By adopting Dal’s (2010), the sum score of the dimensions listed above were used as proxy for degree of organizational restructuring. The study adopted Dal’s approach as the most suitable approach for two main reasons. First, it takes into consideration several organizational changes to compute an index and this makes the analysis more comprehensive than just basing on only one aspect of organizational change. Secondly, other researchers have also used the same approach to analyze the effect of organizational change on employee’s stress, which makes it look more acceptable as an alternative approach of

measuring organizational change (see Keyser and Vlerick, 2012). Restructuring process was measured using 5 Likert point scale (1= Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree) and 6 items. The sum score of the 5 items represents perceived restructuring. The scalers for measuring perceived restructuring process was adopted from Sonnentag & Unger (2013).

Work control was also measured using 5-point Likert scale (1= Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree) and 4 items. The sum score of these 4 items represent the perceived work control. How respondents perceive work was also measured using job satisfaction and job insecurity. Job satisfaction was measured using 5-Likert point scale (1= Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree) and 3 items whiles Job insecurity was also measured using 5-Likert point scale (1= Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree) and 2 items. Individual behavior was also measured using positive affectivity and negative affectivity. Both were measured using 5-point Likert scale (1= Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree). Positive and negative affectivity used 4 and 3 items respectively. The scalers were adopted from Keyser and Vlerick (2012).

### **3.4 Population of the study**

The study population consists of all the staff of Denmark Embassy in Ghana. Denmark Embassy has a staff strength of 30. All the 30 personnel were involved in the study. The respondents consisted of senior level, middle level and lower level managers. Personnel included in the study were consular officers, commercial advisors, finance officers, development consultants, security

officers, program officers, stewards, drivers and cooks. All staff members at the embassy responded to the questionnaire depicting 100% response rate.

### 3.5 Data Analysis

This study aims at establishing the relationship between organizational restructuring and employees' stress at Denmark Embassy in Ghana. The study employs both logit regression and correlation analysis to establish the relationship. The logit model is employed in the study because the outcome variable is dummy which takes the value of "1" if the employee is stressed and "0" if otherwise. The logit model assumes an S-shaped response curve such that in each tail of the curve, the dependent variable [ $F(Y= 1)$ ], responds slowly to changes in the independent variables while towards the middle of the curve, [i.e. towards the point where  $F(Y= 1)$  is closest to .5], the dependent variable responds more swiftly to changes in the independent variable. The logit model assumes that while we only observe the values of 0 and 1 for the variable Y, there is latent, unobserved continuous variable  $Y^*$  that determines the value of Y. According to Nagler (1994) the general logit regression equation where y represents being stressed and x is a vector of explanatory variables that capture factors that induces stress.

Assuming that the model is linear in the set of parameters, the estimated model is specified as:

$$P_r(y = 1 | x_i) = F(a + b_i X_i + f_i Z_i + q_i H_i + e_i) \dots\dots\dots (1)$$

where  $X_i$ ,  $Z_i$ ,  $H_i$  is a vector of variables such as Degree of Change, Restructuring process, Job insecurity, Job Satisfaction, flexibility practice, Work Control, Positive Affectivity and Negative Affectivity.

Following Moen et.al (2016), the operational definition is specified as:

$$\Pr(Y = 1 | X) = F(\alpha_0 + \alpha_1 RP_i + \alpha_2 DC_i + \alpha_3 WC_i + \alpha_4 JS_i + \alpha_5 JI_i + \alpha_6 PA_i + \alpha_7 NA_i + \alpha_8 FP_i + e_i) \dots\dots\dots (2)$$

Where DC represents Degree of Change, RP represents Restructuring process, JI represents Job insecurity, JS represents Job Satisfaction, FP represents flexibility practice, WC represents Work Control, PA represents Positive Affectivity and NA represents Negative Affectivity.  $e_i$  caters for all potential variables that could have affected employees’ stress but were excluded from the study.

### 3.6 Priori Expectation

Based on the extensive review of literature, the researcher expects the following relationship between the variables and employees’ stress.

Table 3.6: Priori Expectation

Variable	Symbol	Sign
Degree of Change	DC	-
Restructuring Process	RP	+
Work Control	WC	+
Job satisfaction	JS	+
Job Insecurity	JI	-
Positive affectivity	PA	+
Negative affectivity	NA	-
Flexibility practice	FP	+

### 3.7 Reliability Analysis of the instrument

In order to perform any robust analysis, the researcher tested for reliability of the instrument using the Cronbach Alpha. The Cronbach coefficient ranges from 0.658 to 0.889. DeVellis (2003) reported that for an instrument to be reliable, an ideal Cronbach Alpha should be 0.6 and above. This implies that the instrument used in the study is reliable.

**Table 3.7: Reliability analysis of instrument**

Variable	Number of items	Cronbach Alpha
Employees Stress (ES)	6	0.889
Degree of Change (DC)	5	0.658
Restructuring Process (RP)	6	0.723
Job Control (JC)	4	0.786
Job Satisfaction (JS)	3	0.692
Job Insecurity (JS)	2	0.704
Positive Affectivity (PA)	4	0.751
Negative Affectivity (NA)	3	0.769
Flexibility Practice (FP)	4	0.701

Source: Field data, 2019

### 3.8 Correlation Analysis among Variables

The study adopted Pearson Moment correlation to establish the relationship between the variables used in the model. Correlation analysis enables the researcher to the direction and strength of the linear relationship between the variables. Pearson correlation coefficient ranges from +1 to -1. The positive and negative sign in front indicates whether there is a positive or negative relationship between the variables. According to Cohen (1988), there is a weak

correlation when  $0 < r < 0.3$ , moderate correlation when  $0.3 < r < 0.5$  and strong correlation when  $0.5 < r < 1$ . Table 4.6 presents the correlation analysis among the variables used in the model.

**Table 3.8: Correlation Analysis among the variables**

Variables	1	2	3	4	5	6	7	8	9
Stress	1								
DC	.252	1							
RP	.055	.340	1						
WC	.160	.166	-.179	1					
JS	-.441*	-.010	.106	-.126	1				
JI	.457**	.511**	.155	-.039	-.380*	1			
PA	-.333	-.144	.365	-.112	.365*	-.064	1		
NA	.456**	.377*	-.074	.101	-.469**	.432*	-.271	1	
FP	-.054	.169	-.123	-.023	.084	.076	.192	.202	1

*DC=Degree of Change; RP=Restructuring Process; WC=Work Control; JS=Job Satisfaction; JI=Job Insecurity; PA=Positive Affectivity; NA=Negative Affectivity; FP=Flexibility Practice*

As indicated in Table 3.8, there is a moderate negative significant relationship between perceived job satisfaction and job stress ( $r = -.441$ ;  $P < 0.05$ ). There is also a moderate positive significant relationship between perceived job insecurity and job stress ( $r = .457$ ;  $P < 0.05$ ). Additionally, the estimated results show there is a positive moderate significant relationship between perceived negative affectivity and employees stress at Denmark Embassy.

### **3.9 Ethical Consideration**

The participants in this study were not compelled to take part in the research but rather they voluntarily took part in it. They were also informed about the purpose of the study and were assured that their responses were going to be kept confidential.

#### **3.9.1 Limitation of study**

Every research has got its own limitations. This study, as with any study has got its own limitations. Firstly, this study is context bound. The study focused on only staff of Denmark Embassy in Ghana. Secondly, the study employed only quantitative research design. However, mixed research design would have been more appropriate. The mixed design would have helped the researcher not to only identify the effect of restructuring on job stress but to also explore the opinions of participants regarding the findings through interview. However, due to time constraint and difficulty in getting the employees to interview them one-by-one, the researcher decided to administer only questionnaire to the participants. Mixed research design would have enriched the findings through incorporating the views and perception of participants.

## **SECTION FOUR**

### **RESULTS AND ANALYSIS**

#### **4.1 Introduction**

This section presents the results and analysis based on the data gathered from the employees at Denmark Embassy in Ghana. The analysis is presented in four sections. The first section presents descriptive analysis on the background characteristics of the respondents. The second section also presents descriptive statistics on the various items used in each of the constructs in the study. The last two sections present results on the determinants of employees' stress and the effect of organizational change on employees' stress.

#### **4.2 Background Characteristics of the respondents**

Table 4.2 presents results on the socio-economic characteristics of the respondents. Out of the 30 employees at the Denmark embassy, 53.3 % of them were females while 46.7% were males. About 23% of the employees were below 30 years, 40% were between the ages of 31 to 40 years, 23.3% were between the ages of 41 to 50 years and 13.3% were between 51 to 60 years. With respect to educational qualification, 10% had SHS qualification, 13.3% had diploma, 16.7% had bachelor's degree and 60% had postgraduate degrees. Additionally, 46.7 % of the respondents were single while 53.3% were married. Lastly, the result shows that majority of the respondents (73.3%) had spent one to five years working with the embassy, 13.3% had spent six to ten years with the embassy and 13.3% had spent more than ten years working with the embassy.

**Table 4.2: Background Characteristics of the respondent**

Variables	Frequency	Percentages
<b>Gender</b>		
Male	14	46.7
Female	16	53.3
<b>Age group</b>		
21-30 yrs	7	23.3
31-40 yrs	12	40.0
41-50 yrs	7	23.3
51-60 yrs	4	13.3
<b>Educational Qualification</b>		
Diploma	4	13.3
Degree	5	16.7
Postgraduate	18	60.0
SHS	3	10.0
<b>Marital Status</b>		
Single	14	46.7
Married	16	53.3
<b>Years spent with Organization</b>		
1-5	22	73.3
6-10	4	13.3
10 and Above	4	13.3

Source: Field data, 2019

#### **4.3 Descriptive Analysis on Restructuring or Organizational Change**

The study sought to find out if employees had experienced any organizational change in the organization. Majority of the employees (60%) reported that they have witnessed organizational change at the embassy. Out of those that had experienced organizational change, 13.3% of them reported of experiencing institutional change, 20% reported financial change, 26.7% reported organizational structure and 26.7% also reported change in strategy. Again, the researcher sought to find out if the employees had experienced change in supervisor, task assignment, colleagues and work schedule.

Out of the 30 respondents, 36.7% reported they have experienced change in supervisor, 70% also had experienced change among colleagues, 50% had experienced change in task assignment and 36.7% had experienced change in work schedules. Table 4.3 presents results on proportion of the respondents that had experienced change at the Embassy.

**Table 4.3: Table depicting descriptive analysis on organizational change**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Witnessed Restructuring</b>		
Yes	18	60
No	12	40
<b>Institutional Change</b>		
Yes	4	13.3
No	26	86.7
<b>Financial Change</b>		
Yes	6	20
No	24	80
<b>Organizational structure</b>		
Yes	8	26.7
No	22	73.3
<b>Strategy</b>		
Yes	8	26.7
No	22	73.3
<b>Supervisor</b>		
Yes	11	36.7
No	19	63.3
<b>Task environment</b>		
Yes	15	50
No	15	50

Source: Survey data, 2019

**Table 4.3 continues**

<b>Variables</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Colleague</b>		
Yes	21	70
No	9	30
<b>Work Schedule</b>		
Yes	11	36.7
No	19	63.3
<b>Geographic location</b>		
Yes	4	13.3
No	26	86.7

Source: Survey data, 2019

#### **4.3.1 Restructuring Process**

The researcher also sought to find out from the employees the extent to which they agree or disagree with a statement in relation to the restructuring process at the embassy. The six questions that were asked in this section are presented in Table 4.3.1. With respect to item 1, the results show that, on an average, employees agree that organizational restructuring is properly communicated to them. They also agree that they are given proper training for implementing change and also management is positively participating in the change process. With respect to item 3, 4 and 5, on average, respondents were neutral.

**Table 4.3.1: Descriptive statistics depicting restructuring process**

No	Items	n	Min	Max	Mean	S.D
1	Organizational restructuring is properly communicated to employees	27	3	5	4.33	.784
2	Employees are given proper training for implementing change	27	2	5	3.93	.829
3	Management is positively participating in the change process	27	2	5	3.93	.874
4	Since the restructuring I feel I have more job security	27	1	5	3.33	1.209
5	Since the restructuring, co-workers are better suited for their position	26	1	5	3.37	.967
6	Supervisors skills are put to use after the restructuring	26	1	5	3.46	.905

Source: Survey data, 2019

#### 4.4 Employees' Stress

The researcher sought to find out from the employees whether they feel stressed at work. Out of the 30 employees at the embassy, 56.6% reported that they feel stressed at work due to restructuring. With respect to the symptoms they feel due to stress, 26.7% reported frequent headache, 13.3% reported depression, 6.7% reported anxiety and 6% reported loss of appetite. Additionally, out of the 17 that reported they feel stressed at work, 13.3% said they have experienced such feeling for less than one month, 10% had experience it for 1 to 3 months, 6.7% had experienced it for 3 to 6 months and 13.3 % had experienced it for more than 6 months.

When the respondents were asked to rate the level of job stress, 16.7% reported having mild stress, 30% reported of moderate stress, 10 and 3.3% also reported of severe and extreme stress respectively. Table 4.4 presents descriptive statistics on employees' stress at Denmark Embassy.

**Table 4.4: Descriptive Statistics on Employees' Stress**

<b>Variable</b>	<b>Frequency</b>	<b>Percentage</b>
<b>Feel Stressed</b>		
Yes	17	56.7
No	13	43.3
<b>Symptoms</b>		
Headache	8	26.7
Depression	4	13.3
Anxiety	2	6.7
Loss of Appetite	1	6.0
<b>Job Stress level</b>		
Mild	5	16.7
Moderate	9	30.0
Severe	3	10.0
Extreme	1	3.3
<b>Length of Job Stress</b>		
Less than a month	4	13.3
1-3 months	3	10.0
3-6 months	2	6.7
More than 6 months	4	13.3

---

Source: Survey data, 2019

Additionally, the researcher asked the respondents their level of agreement or disagreement in relation to job stress. The results as presented in Table 4.4.1 shows that the respondents on average disagreed with all the five statements asked in relation to job stress at Denmark Embassy. For instance, on average, the respondents disagreed they feel they can't cope with everything they have to do at work.

**Table 4.4.1: Descriptive Analysis on perceived employees’ stress**

No		N	Min	Max	Mean	SD
1	I feel I can’t cope with everything I have to do at work	30	1	5	2.37	1.450
2	I feel demoralized by my work	30	1	5	1.97	1.189
3	I have insomnia because of my working life	30	1	5	1.70	1.119
4	My work stresses me	30	1	5	2.33	1.398
5	I find my work mentally exhausting	30	1	5	2.17	1.416
6	I get easily irritated at work	30	1	5	1.87	.973

Source: Survey data, 2019

#### 4.4 Perceived control

Again, the researcher sought to find out from the employees if they have control over the things they do at the embassy. Five questions were asked and the respondents were asked to determine the extent to which they agree or disagree with the statement. The results as presented in Table 4.4 reveal that the employees were neutral on all the items used. For instance, on average, employees were neutral when it comes to having control over the order of doing things at the Embassy.

**Table 4.4: Perceived control at Denmark Embassy**

No	Items	n	Min	Max	Mean	S.D
1	I have control over the order of doing things	30	1	5	3.33	1.348
2	I determine the pace of my work on my own	30	1	5	3.17	1.234
3	I can change the manner in which i complete task	30	1	5	3.23	1.357
4	I choose the methods to be used in order to get the job done	30	1	5	3.63	1.217

Source: Survey data, 2019

#### 4.4.1 Perceived Job Satisfaction

Another objective of the study was to investigate the extent to which employees were satisfied with their jobs. On average, the staff agreed that they were satisfied with their jobs. On average, the employees agreed that their jobs were interesting when they compared with that of other jobs. However, employees were neutral on satisfaction in the change in the welfare facilities.

**Table 4.4.1: Perceived Job Satisfaction**

No	Items	n	min	max	Mean	SD
1	Overall, I am satisfied with my job	30	1	5	3.77	1.223
2	As compared to other jobs, mine is interesting	30	1	5	3.57	1.278
3	I am satisfied with change in the welfare facilities	30	1	5	3.27	1.081

Source: Field data, 2019

#### 4.4.2 Perceived Job Insecurity

Further, the study probed into the extent to which the employees feel insecure at the embassy. From the results presented in table 4.4.2 below, on average, the employees disagreed that their jobs are threatened. Also, on average, the employees disagreed they feel anxious about the stability of their jobs.

#### 4.4.2 Perceived Job Insecurity

No	Items	SD	D	N	A	SA
1	I feel that my job is threatened	13 (43.3)	10 (33.3)	6 (20.0)	0	1 (3.3)
2	I feel anxious about the stability of my job	13 (43.3)	9 (30.0)	4 (13.3)	2 (6.7)	2 (6.7)

Source: Field data, 2019

#### 4.4.3 Perceived Positive and Negative Affectivity

Employees were asked to report the extent to which each of the behavior applies to them. The respondents on average agreed to all the statements that were asked. A mean value above 4 indicates that the respondents agreed with that particular item on average. For instance, the employees agreed that they were determined on average. With respect to perceived negative affectivity, the results also show that on average, the respondents strongly disagreed with all the statements.

**Table 4.4.3a: Perceived Positive Affectivity**

No	Items	n	min	max	Mean	S. D
<b>Positive Affectivity</b>						
1	Interested	30	1	5	4.10	.995
2	Determined	30	1	5	4.30	.915
3	Enthusiastic	30	1	5	4.30	.877
<b>Negative Affectivity</b>						
4	Nervous	30	1	5	1.90	1.125
5	Upset	30	1	5	2.13	1.224
6	Anxious	30	1	5	2.20	1.349

Source: Field data, 2019

#### 4.4.4 Flexibility Practices

Additionally, the researcher sought to find out from the employees whether they have been exposed to the following flexibility practices (Table 4.4.4). Out of the 30 employees, 93.3% reported that have experienced flexibility practices in terms of work schedule, 66.7% had experienced in terms of work time, 50% had experienced it in terms of contract and 43.3% had experienced in terms of task assignment.

**Table 4.4.4: Table depicting Flexibility Practice**

	<b>Items</b>	<b>Freq</b>	<b>%</b>
1	Yes, in terms of work schedules (e.g., flexible schedules, etc.)	28	93.3
2	Yes, in terms of work time (e.g., part-time, shift work, night work, working on weekends, etc.)	20	66.7
3	Yes, in terms of contract (e.g., fixed-term contract, contract as temporary worker, etc.)	15	50
4	Yes, in terms of task assignment (e.g., job rotation, job enrichment, job polyvalence, etc.)	13	43.3

Source: Survey data, 2019

#### **4.5 Determinants of job stress at Denmark Embassy**

This section presents results on the determinants of job stress at Denmark Embassy. Logit regression model was performed to assess the impact of the number of factors on the likelihood of experiencing job stress at the embassy. The model contains 8 independent variables (Restructuring Process, Degree of Change, Work Control, Job Satisfaction, Job Insecurity, Positive Affectivity, Negative Affectivity, Flexibility Practice). The logistic model provides answers to all the three objectives. Firstly, the coefficient of restructuring process will enable the researcher to find the effect of restructuring process on the likelihood of employees' stress. The coefficient of degree of change will also enable the researcher to identify the effect of organizational restructuring on the likelihood of employees' stress at the embassy and the coefficient of all the variables will enable the researcher to find out if they are determinants of employees' stress at the Embassy.

Table 4.5 presents the determinants of the likelihood of organizational stress at Denmark Embassy. The result shows that the model is significant in determining the likelihood of stress at the embassy ( $\chi^2(8, 30) = 19.037; P = 0.013$ ). The result shows that the model as a whole is able to explain between 51.1% (Cox and Snell R square) and 68.4% (Nagelkerke R square) of the variation in job stress status. The first objective of this study is to identify the stressors at the Denmark Embassy in Ghana. As indicated in Table 4.5, only four of the independent variables in the model significantly predict the likelihood of stress at the Denmark embassy. The result shows that an additional organizational restructuring significantly decreases the likelihood that an employee will be stressed at the Embassy by 2.31 ( $\beta = -2.306; P = .007$ ). Also, a unit increase in perceived job insecurity score also increases the likelihood that an employee will be stressed by 1.79 ( $\beta = 1.786; P = .052$ ). Additionally, it was revealed that a unit increase in the number of flexibility practices significantly reduces the likelihood of being stressed by 2.660 ( $\beta = -2.660; P = .009$ ). Lastly, it was revealed that a unit increase in perceived positive affectivity significantly reduces the likelihood of being stressed at the embassy by 1.151 ( $\beta = -1.151; P = .068$ ).

The second objective also examines the impact of organizational restructuring on the likelihood of being stressed at Denmark embassy. As explained earlier on, the result shows that an additional organizational restructuring significantly decreases the likelihood that an employee will be stressed at the Embassy by 2.31 ( $\beta = -2.306; P = .007$ ). The third objective of the study also examines the impact of restructuring process on the likelihood of being stressed. The result shows that restructuring process has no significant impact on the likelihood of being stressed at the Embassy.

**Table 4.5: Determinants of Job stress at Denmark Embassy**

Variable	B	Exp (B)	Sig
RP	.265	1.303	.136
DC	2.306	.100	.007 ***
WC	.205	1.228	.281
JS	-.355	.701	.274
JI	1.786	5.964	.052 *
PA	-1.151	.316	.068 *
NA	.186	1.204	.550
FP	-2.660	.070	.009 ***
Constant	20.247	625.169	.144

*DC=Degree of Change; RP=Restructuring Process; WC=Work Control; JS=Job Satisfaction; JI=Job Insecurity; PA=Positive Affectivity; NA=Negative Affectivity; FP=Flexibility Practice \*\*\* P<0.001\*\* P<0.05 \*P<0.1*

#### 4.6 Discussion

The present study investigated the consequences of organizational restructuring on employees' stress at Denmark Embassy in Ghana. The study also explored other factors that induce stress at the embassy. In this study, organizational restructuring refers to the sum score of organizational change that an employee has experienced at the embassy in the form of change in supervisor, task assignment, change in colleagues, work schedule and geographical location. Restructuring process also refers to whether the restructuring or change is properly communicated to employees, whether employees are given proper training for implementing change etc. The findings from the study revealed that organizational restructuring, job insecurity, positive affectivity and flexibility practices significantly induce organizational stress at the embassy.

However, the findings show that restructuring process, work control, job satisfaction and negative affectivity has no significant influence on employees' stress at the embassy.

The study revealed that a unit increase in organizational restructuring score significantly increases the likelihood that employees will be stressed at the embassy. The findings suggest that the more the embassy targets organizational change, the more likely is it that the employees at the embassy will experience stress. A plausible reason for the positive relationship between organizational restructuring and employee stress is that employees mostly regard organizational restructuring as being a threat to their future with the organization, as the change might be interpreted as management not satisfied with the current model. Because of this perception, a change in the organization may be interpreted as the first step in laying off certain kind of employees. The trauma the employees will go through because they think they might be laid off as a result of the organizational change may result in employee being stressed, hence the positive relationship.

Sometimes, organizational restructuring demands that employees are assigned to different task or work schedule. Also, organizational restructuring mostly come with more job varieties, increased role and challenges; all these may result in employee stress, hence, the positive relationship. This finding is in tandem with that of Dal (2010) who also found that organizational restructuring has a negative impact on employees' stress among some selected private firms in Denmark. They found that employees that have experienced organizational restructuring in their organization are more likely to receive medication for treating stress. Similarly, Bryson and Barth (2013) also found that organizational restructuring has negative impact on job stress in Great Britain. The study revealed that organizational change is positively related to the increase in job related anxiety in Britain. Additionally, Rathelot and Romannello (2013) found that organizational

restructuring leads to deterioration of workers health outcome. They found out that organizational restructuring resulted in 1 percentage point increment in the number of workers in sick leave due to depression. Also, the findings support the Job Demand Resource (JD-R) theory which also posits that organizational restructuring and job insecurity has negative influence on employees' stress while flexibility practice, job satisfaction and work control has positive impact on employees' stress (Bakker & Demerouti, 2007).

The study also found that flexibility significantly reduces the likelihood that employees will be stressed at the embassy. This suggests that the likelihood of employee being stressed at the embassy will be reduced when employees are given control over their job schedule. A possible reason for the negative relationship between flexible practices and employee stress is that flexible working environment increases employee's choice and flexibility over job demands and this is expected to lead to a reduction in work pressure by easing time pressure. A reduction in work pressure is also expected to minimize stress. That is, flexibility at the work place minimizes work pressure which has a positive implication on mental and physical well-being of employees. This is consistent with that of Barney and Elias (2010) who also reported that flexibility practice at the work place significantly reduces stress. Similarly, other studies have reported that flexible work policy is linked to fewer stress-related health problems (Butler, Grzywacz et.al, 2009; Grzywacz, Carlson et.al, 2008).

The study also found that job insecurity significantly influences employees stress at the embassy and an increase in perceived job insecurity score significantly increases the likelihood that employees will be stressed at the embassy. This is consistent with that of Crowell and McCarter (2006) who also found that increased feelings on insecurity over time significantly increases workers depression level. The study revealed that individuals who have negative affectivity are

more likely to be stressed at the work. This finding is consistent with that of Bowling and Eschleman (2010) who revealed that employees who have high negativity affectivity are more likely to be stressed at the workplace. The result also shows that people who have high positive affectivity are less likely to be stressed at the work place. Again, the study revealed that work control does not significantly influence employees stress at the embassy. This finding contradicts that of Cartwright and Cooper (1997) who also identified that work control significantly influences employees stress.

#### **4.7 Conclusion**

This chapter started by discussing the main objectives of the study. The discussion under this section was grouped into four; background information of the respondents, descriptive statistics on variables, results and findings of the objectives and discussion of results. The first part of the analysis revealed that majority of the employees at the embassy were females. Majority of the employees were married and had also completed tertiary education.

The second part of the section presented information on the descriptive statistics on the variables considered in the study. The findings revealed that majority of the employees had witnessed organizational restructuring in the form of change in colleague, task and work schedule. The respondents reported of experiencing stress in the form of headache, depression, anxiety and loss of appetite. Majority of the respondents had experienced stress for less than six months. The findings from the logistic analysis revealed that organizational restructuring, job insecurity; positive affectivity and flexibility practices significantly influence the likelihood of being

stressed. However, factors such as restructuring process, work control, job satisfaction and negative affectivity did not have any significant influence on the likelihood of stress.

## **SECTION FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter summarizes the findings, presents the conclusions of the study, and sets forth the recommendations based on the findings of the study.

#### **5.2 Summary of Findings**

The study looked at exploring the effect of organizational restructuring on job stress among employees at Denmark embassy in Ghana. The study also explored factors that induce stress among employees at the embassy. The targeted population included all employees at the embassy. The embassy has a staff strength of 30 employees. The researcher administered questionnaire to all the employees of the embassy. There was a satisfactory response since all the 30 employees responded to the questionnaire. Data analysis was performed after the researcher had gathered all the relevant information from the respondents. Both descriptive and inferential statistic were used to analyze the results. Descriptive statistics was presented using frequencies, percentages and mean whiles inferential statistic such as logistic regression model was used to evaluate the effect of organizational restructuring on job stress at the embassy. The main findings from the study are summarized as follows. Biographic findings revealed that majority of the employees at the embassy were females. With respect to age, a greater proportion of the employees are above 30 years. Only few of the respondents had not completed tertiary education. A larger proportion of the employees had spent less than 5 years working with the embassy. Further, the findings from the study revealed that more than half of the employees had witnessed organizational restructuring at the embassy. Most of the employees witnessed the restructuring in

the form of change in supervisor, colleague, work schedule and task. Only few of the employees had experienced organizational restructuring in the form of institutional, financial and strategy change.

With respect to restructuring process, majority of the respondents strongly agreed organizational restructuring process was properly communicated. Respondents agreed supervisors gave them proper training for implementing change and management were positively participating in the change process. More than half of the employees reported they feel stressed at their job due to the restructuring. Majority of the respondents reported stress in the form of headache, depression and anxiety. Majority of respondents had experienced stress for less than 6 months at the embassy.

The study employed logit regression to investigate the factors that induces stress at the embassy. The findings revealed that the logistic model was significant in predicting stress at the embassy. The study revealed that only organizational restructuring, job insecurity, positive affectivity and flexibility practices significantly influences the likelihood of job stress at the embassy. Further, the study revealed that organizational restructuring and job insecurity significantly increases the likelihood that an employee will be stressed at the embassy. The study further revealed that positive affectivity and flexibility practice significantly reduces the likelihood that an employee will be stressed at the embassy. However, the study found that factors such as restructuring process, work control, job satisfaction and negative affectivity has no significant influence on the likelihood that an employee will be stressed at the embassy.

### **5.3 Conclusion**

Considering the perceived relevance of the changes at the Embassy and the seeming impact these changes may be having on employees, this study investigated the impact of organizational restructuring on job stress at Denmark Embassy. The study concluded that organizational restructuring, job security, positive affectivity and flexibility practices significantly influence job stress at the embassy. Also, the study concluded that factors such as restructuring process, work control, job satisfaction and negativity does not significantly induce stress at the embassy.

### **5.4 Policy Recommendation**

A crucial implication of this study demonstrates that organizational restructuring increases the likelihood that employee will be stressed. Organizational restructuring is significantly related to stress at the embassy. If organizational restructuring continues to depress employees, it will get to a point that it will translate into the productivity of the embassy and this will be a threat to the embassy. Employees must align their interest with that of management, and they must be committed in ensuring lasting improvements in the organization. These findings call for a new way of thinking about restructuring processes and how to manage it. There is the need for management to involve their employees and explain to them how they will be affected. In order to minimize stress due to organizational restructuring, the researcher makes the following recommendations:

1. The embassy should always provide information on a need-to-know basis. Employees should be provided with accurate information regarding restructuring and avoid offering them speculations. Giving them accurate information will provide less time for the mind

to worry about future uncertainties regarding restructuring and this will help reduce employees stress.

2. The embassy should give employees room to vent their frustration. No matter how best the embassy tries to reduce stress, there will always be a certain amount of tension during restructuring. The embassy should maintain an open-door policy that will allow the employees to voice out their frustrations.
3. The employers should try as much as possible to provide training to employees on any restructuring that comes with a new role.

### **5.5 Recommendations for future study**

This study looked at only the relationship between organizational restructuring and employees stress at Denmark Embassy. However, the researcher recommends that future studies should not only focus on establishing the relationship between restructuring and stress but also the pathway through which organizational restructuring affects stress. That is, future studies should look at factors that explain the relationship. Again, the study only employed quantitative analysis to establish the relationship between restructuring and employees stress. Future studies should look at employing mixed research design to ensure whether the qualitative findings will also support the quantitative findings. Lastly, the researcher recommends that future studies focus on finding out the parameters that are available for monitoring the consequence and process of the restructuring on employee's stress.

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## Appendix

Dear Respondent,

Thank you in advance for completing this questionnaire for my research. I am a student of University of Ghana currently conducting a study on **“Exploring the relationship between organizational restructuring and job stress (Antecedents and Consequences) at the Denmark Embassy in Ghana”**. The study is meant for academic purposes only, therefore, any information provided would be treated with utmost confidentiality. It is against these backdrops, therefore, that your input is very important to make this study a success. Thank you very much.

### Section A: Background Information

1. Gender  Male  Female
2. Age  21-30yrs  31-40 yrs  41-50 yrs  51-60 yrs
3. Educational level  Diploma  Degree  Post Graduate  Other (specify)
4. Marital Status  Single  Married  Divorced
5. Please indicate your position/level in the organization.....
6. How long have you been working with the Embassy? .....

### Section B: Organizational Restructuring or Change

7. Have you witnessed any restructuring process since you joined the organization?  
 Yes  No
8. If response to 7 is Yes, in which field (Tick as appropriate)  
 Institutional  Financial  Organizational Structure  Strategy  Overstaffing
9. How many times have you experienced change in this organization? .....

Here is a list of changes. Please report whether you experienced any of them during the last six months

10. A change in supervisor?  Yes  No
11. A change in task assignment?  Yes  No
12. A change among colleagues?  Yes  No
13. A change in work schedule?  Yes  No
14. A change in geographic location?  Yes  No

For each item, please determine the extent to which you agree or disagree with this statement

1= Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No		1	2	3	4	5
15	Organizational restructuring is properly communicated to employees					
16	Employees are given proper training for implementing change					
17	Management is positively participating in the change process					
18	Since the restructuring I feel I have more job security					
19	Since the restructuring, co-workers are better suited for their position					
20	Supervisors skills are put to use after the restructuring					

**Section C: Employees Stress**

21. Do you feel stressed at work?  Yes  No

22. If “Yes”, could you please select the symptoms you experience due to stress (select whichever is applicable)

Frequent headaches Depression Anxiety Attacks Loss of appetite Others

If Others, Specify.....

23. How long have you had this particular job stress?

Less than a month  1-3 months  3-6 months  More than 6 months

24. How would you rate the level of your job stress?

Mild  Moderate  Severe  Extreme

For each item, please determine the extent to which you agree or disagree with this statement

1= Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No		1	2	3	4	5
25	I feel I can’t cope with everything I have to do at work					
26	I feel demoralized by my work					

27	I have insomnia because of my working life					
28	My work stresses me					
29	I find my work mentally exhausting					
30	I get easily irritated at work					

**Section D: Control at Work**

For each item, please determine the extent to which you agree or disagree with this statement

1= Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No		1	2	3	4	5
31	I have control over the order of doing things					
32	I determine the pace of my work on my own					
33	I can change the manner in which i complete task					
34	I choose the methods to be used in order to get the job done					

**Section E: How do you perceive your work?**

To what extent do you agree with the following items?

1= Strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

	<b>Job satisfaction</b>					
35	Overall, I am satisfied with my job					
36	As compared to other jobs, mine is interesting					
37	I am satisfied with change in the welfare facilities.					
	<b>Job Insecurity</b>					
38	I feel that my job is threatened					
39	I feel anxious about the stability of my job due to the restructuring					

**Section F : Behavior**

For each emotional state, please report the extent to which it applies to you in general (1=Not at all; 5=Completely)

	<b>Positive affectivity</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
40	Interested					
41	Determined					
42	Enthusiastic					
43	Determined					
	<b>Negative affectivity</b>					
44	Nervous					
45	Upset					
46	Anxious					

**Section G: Flexibility Practices**

In your job, have you been personally exposed to the following flexibility practices? (Yes vrs No)

47	Yes, in terms of work schedules (e.g., flexible schedules, etc.)	Yes	No
48	Yes, in terms of work time (e.g., part-time, shift work, night work, working on weekends, etc.)		
49	Yes, in terms of contract (e.g., fixed-term contract, contract as temporary worker, etc.)		
50	Yes, in terms of task assignment (e.g., job rotation, job enrichment, job polyvalence, etc.)		