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The associations of change resources with employee well-being and job and career change intentions in a health care organization's change process

In this two-year follow-up study, we identified health care personnel's change resource profiles (communication, participation in decision making, change support) and investigated how these profiles are related to occupational well-being (burnout, work engagement) and turnover intentions (towards one's workplace and professional field) during organizational change. Our survey-based study was conducted in a health care district in which a large organizational change was implemented. A total of 303 participants were clustered (K-means cluster analysis) into three change resource profiles: low change resources (41% of the participants), high change resources (23%), and average change resources (36%). Multivariate analyses of covariance showed that together with burnout, turnover intentions were the highest and work engagement was the lowest in the profile of low change resources. In the profile of high change resources, the results were the opposite: employees experienced the highest well-being and the lowest turnover intentions. Thus, we suggest that change resources are a key factor in supporting health care personnel's well-being and retention during organizational change.

Keywords: change resources, organizational change, occupational well-being, turnover intentions