



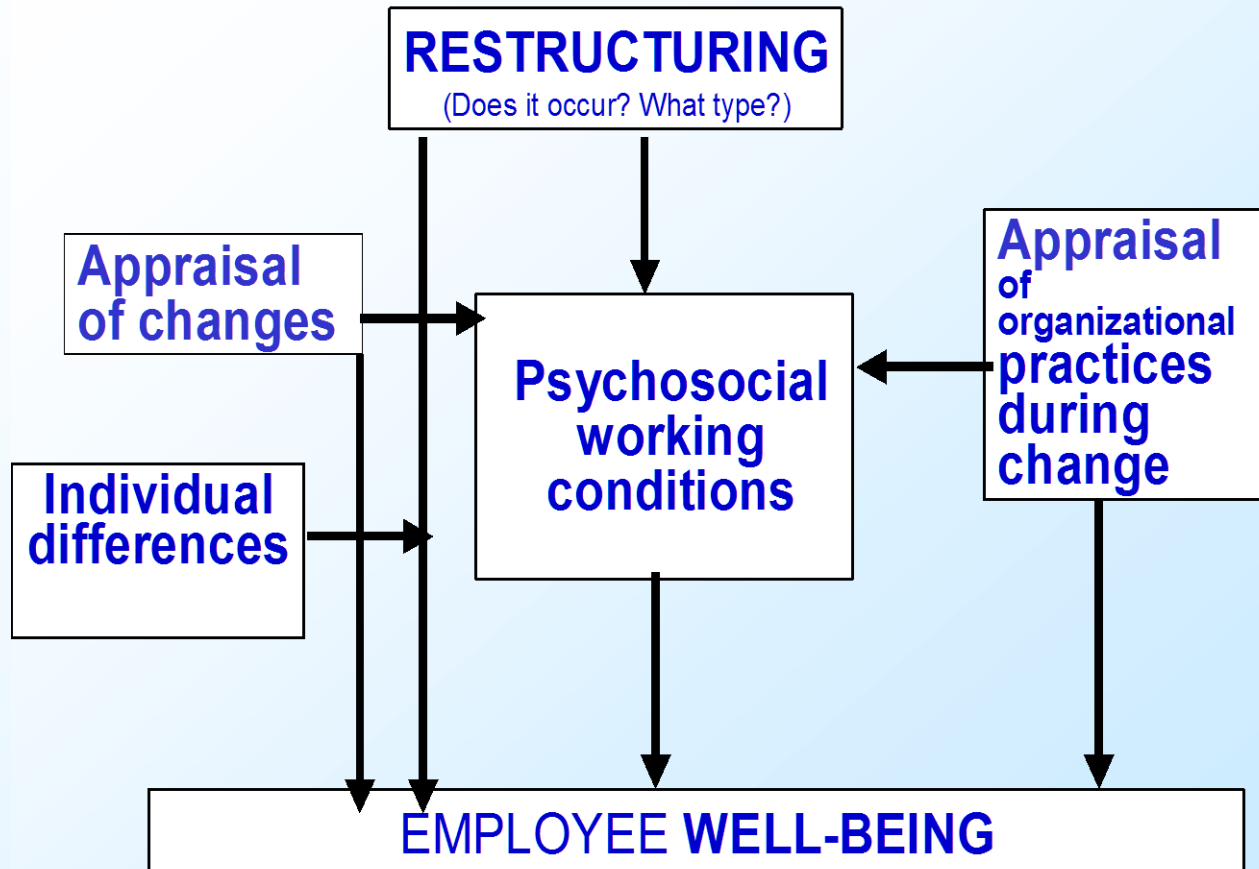
# The parameters for monitoring the restructuring process

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# Conceptual model of the relationship between restructuring and well-being



# Restructuring

## Changes of ownership

- privatisation
- sale (but no privatisation)
- aquisition
- merger

## Other changes

- outsourcing of work
- closing down of a department or unit of work
- investments for increased production
- investments for expansion into *new lines of business*
- Others

# Employee well-being

## *Negative aspects*

- emotional exhaustion
- sickness absence
- work-related stress
- intent to leave

## *Positive aspects*

- job satisfaction
- work ability
- engagement
- innovative behaviour
- performance

# Psychosocial working conditions

- **demands, control, support**  
(DCS model)
- **effort-reward imbalance**  
(ERI model)
- **others:**
  - job insecurity
  - task clarity
  - work-family conflict

# Appraisal of changes

## Magnitude of changes in areas:

- |                    |                            |
|--------------------|----------------------------|
| 1.tasks            | 7.recognition              |
| 2.superior         | 8.career prospects         |
| 3.team             | 9.conditions of employment |
| 4.quantity of work | 10.salary                  |
| 5.influence        | 11.others                  |
| 6.risk of job lose |                            |

Number of changes index: values 0 to 11

## Significance of changes

- significantly got worse
- a bit got worse
- no worse no better
- a bit got better
- significantly got better

Summary index of changes direction:  
values -21 to 21

(positive minus negative reponses to 11 questions)

# Appraisal of organisational practices during change

- information & support from top management
- information & support from a direct supervisor
- employees' involvement
- overall fairness
- trust in management

# Individual differences

for example:

- Age
- Gender
- Education
- Resistance to change
- Coping strategies



# Aims of the pilot study

To test whether the selected parameters of restructuring process – measured by the new questionnaire – are significantly related to employees' well-being, that is:

- Do employees who have experienced any kind of restructuring during the last two years have poor well-being in comparison to those employees who have not been affected?
- Are appraisals of changes related to employees' well-being?
- Are appraisals of organizational practices during restructuring related to employees' well-being?
- Do psychosocial job characteristics mediate the relationship between restructuring and well-being?

# Participants

## Two samples of organisations

- restructured in 2009 or/and 2010: **58 organisations**
- unrestructured in 2009/2010: **37 organisations**

In each organisation up to 10 or 20 employees (depending on size of an organisation) filled out the questionnaire.

## In total: 1381 respondents

- from restructured organisations: **N=858**
- from unrestructured organisations: **N=523**

# Results

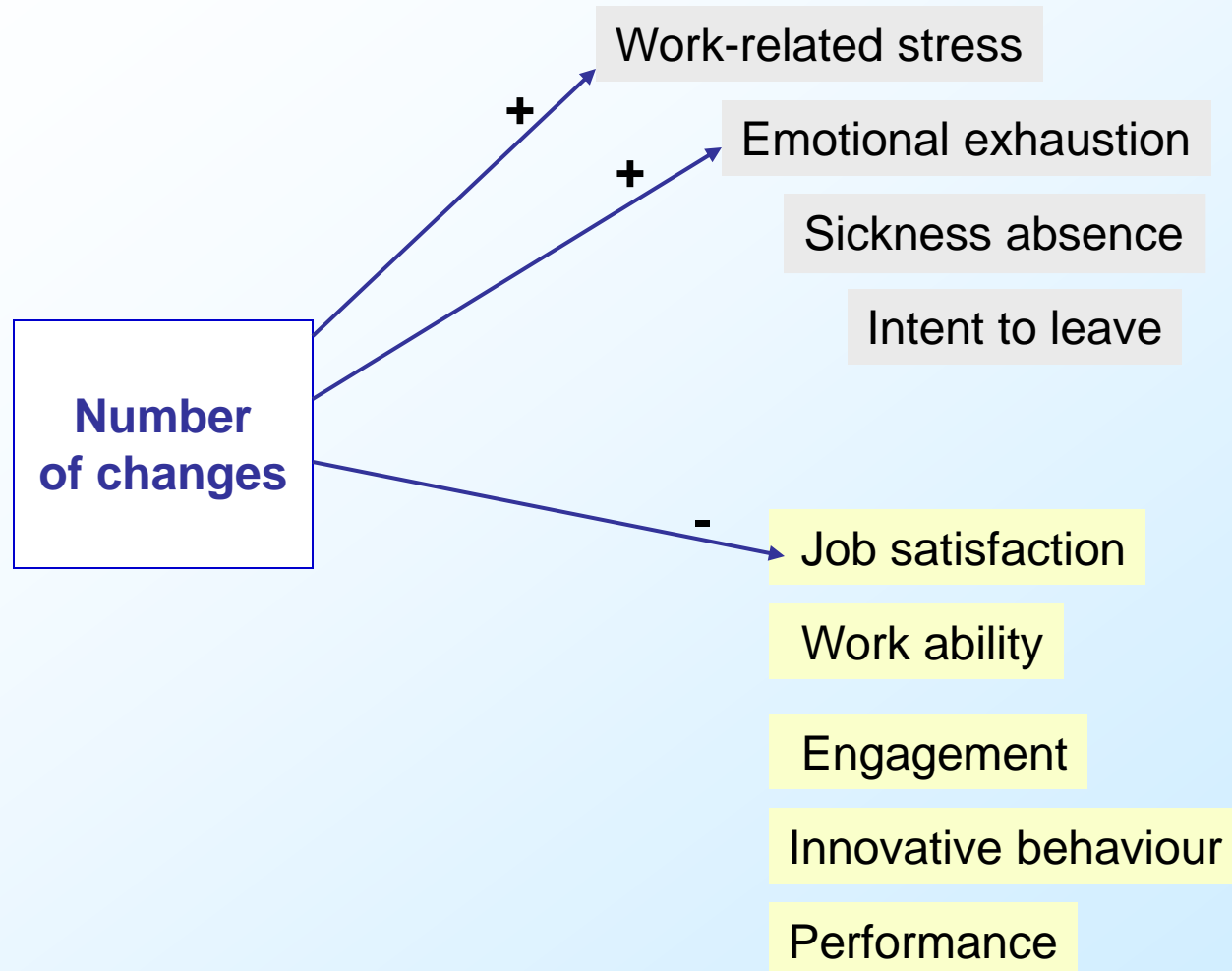
## Restructuring and well-being

(Ancova controlling age, gender, education)

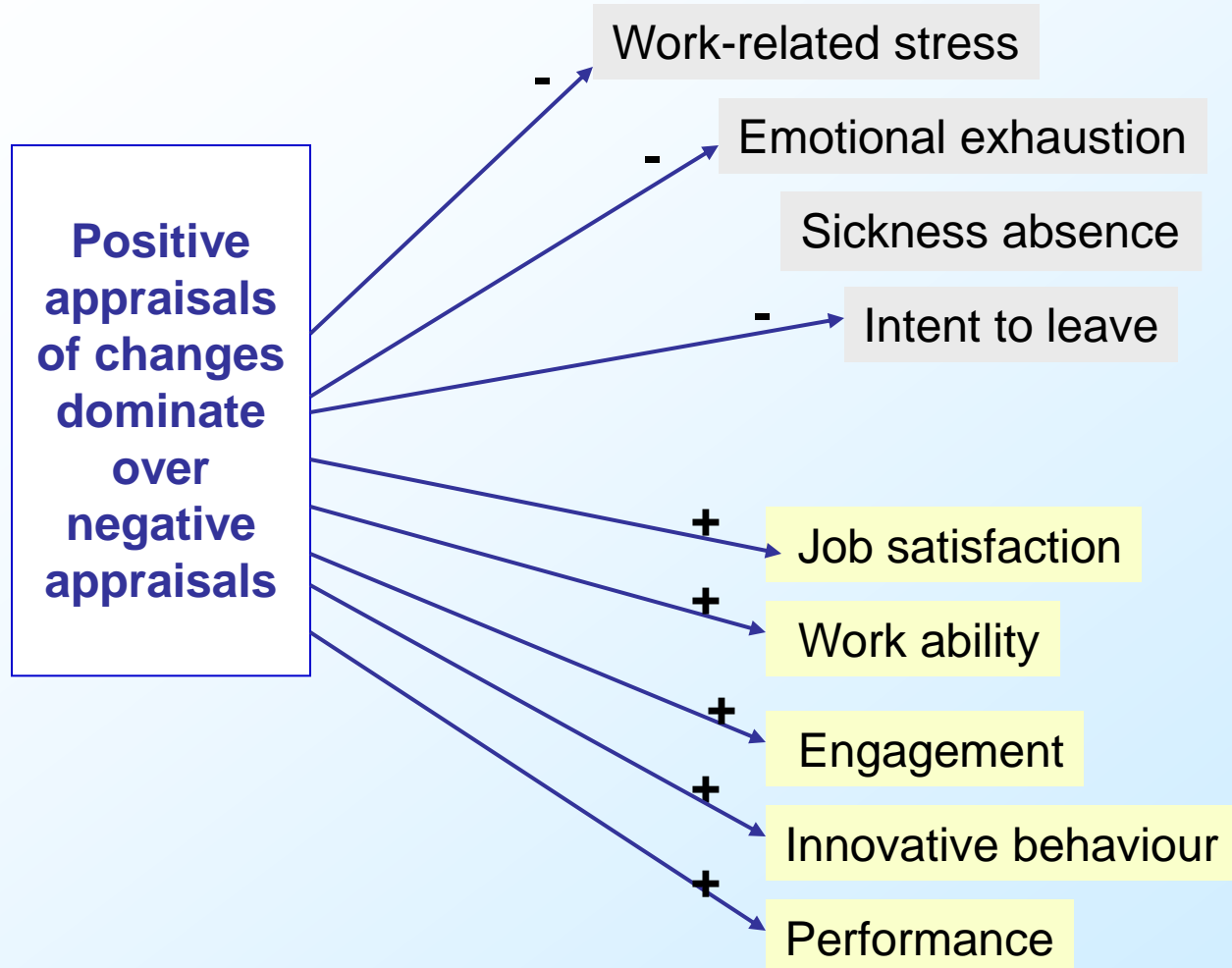
Respondents who experienced restructuring in 2009 and/or 2010

- **higher work-related stress** ( $F=4,248$   $p=,04$ )
- **lower job satisfaction** ( $F=10,890$   $p=,001$ )
- **lower work ability** ( $F=3,982$   $p=,05$ )
- **higher sickness absences** ( $F=6,962$   $p=,008$ )

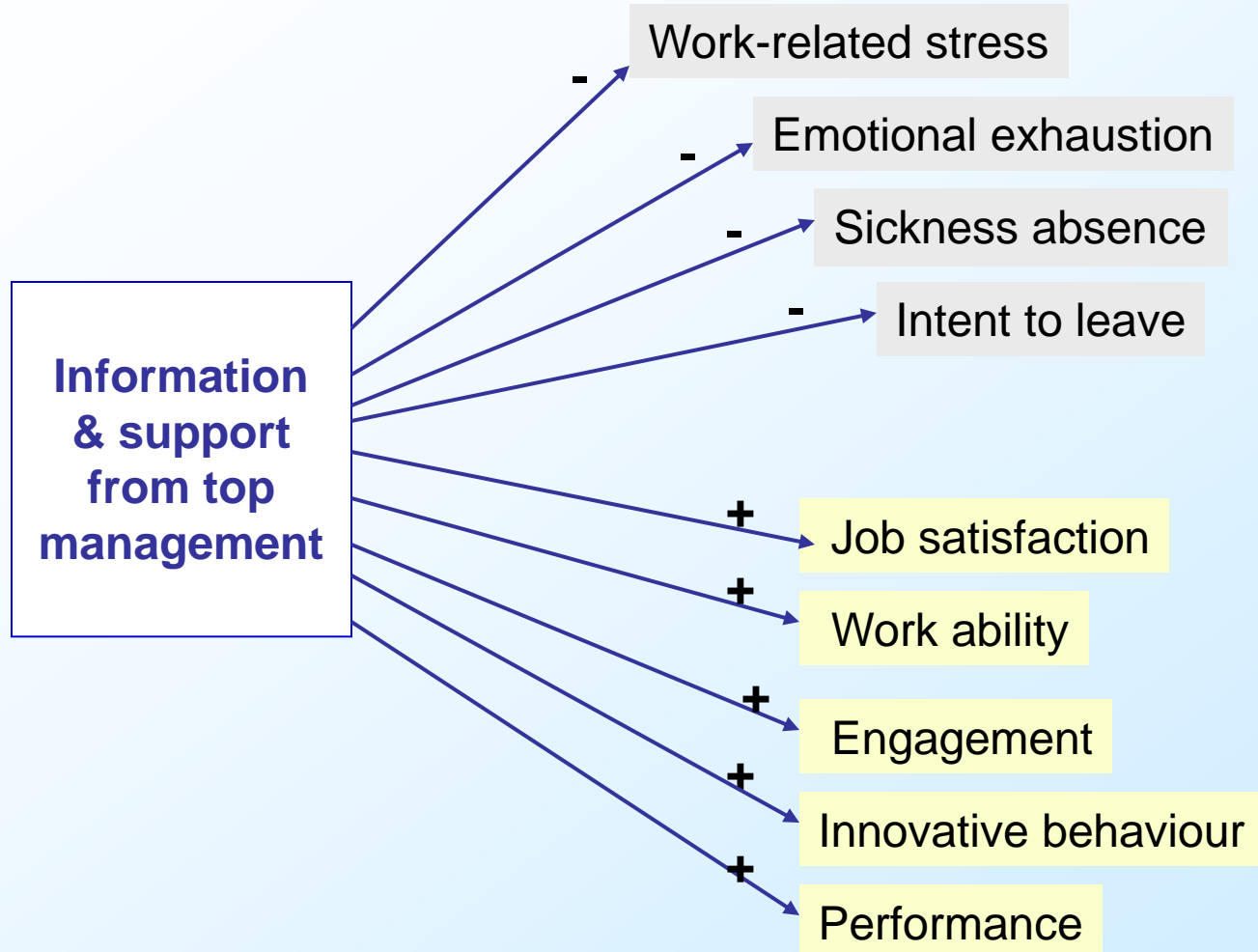
# Appraisal of magnitude of changes and well-being



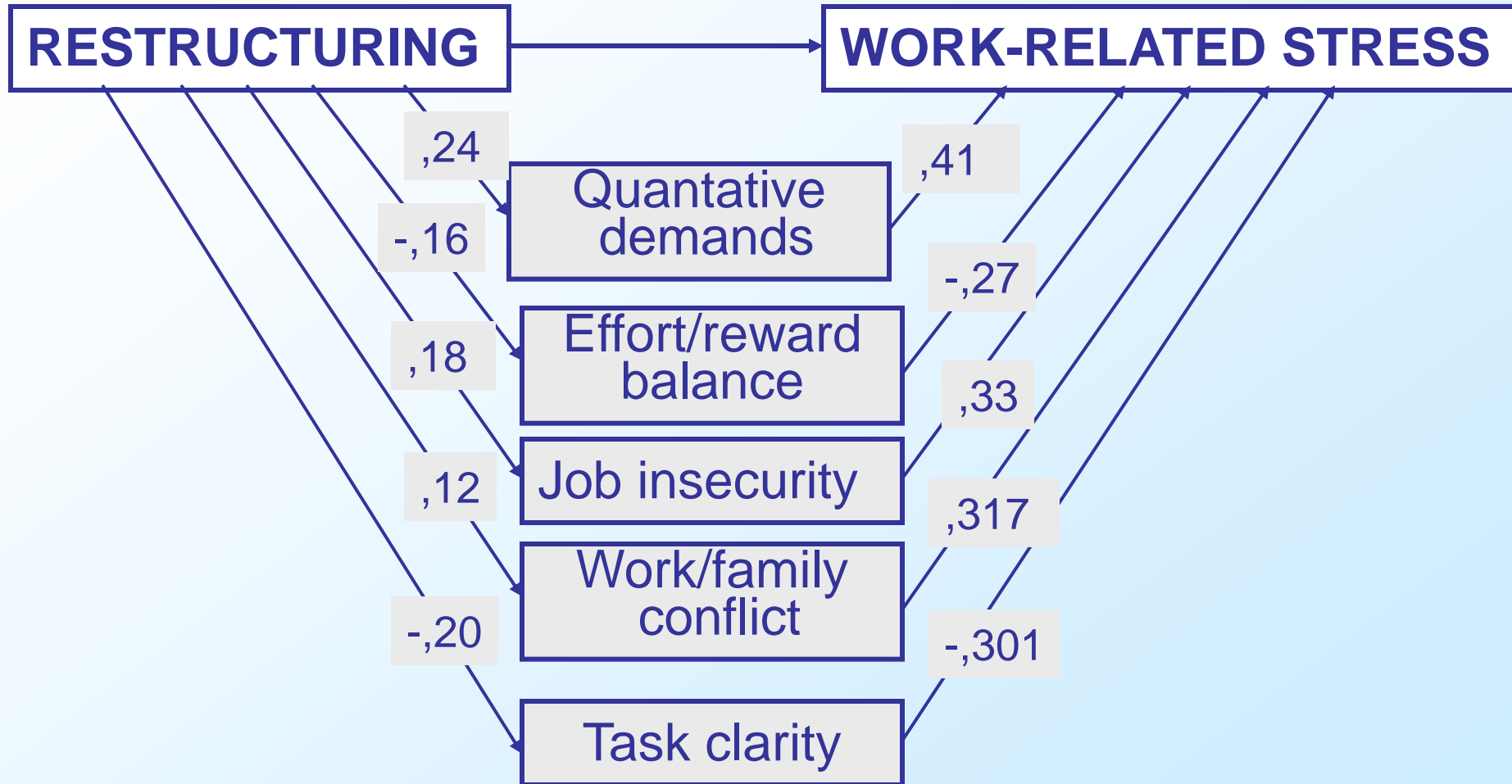
# Positive/negative appraisals of changes and well-being



# Appraisal of organisational practices during change and well-being

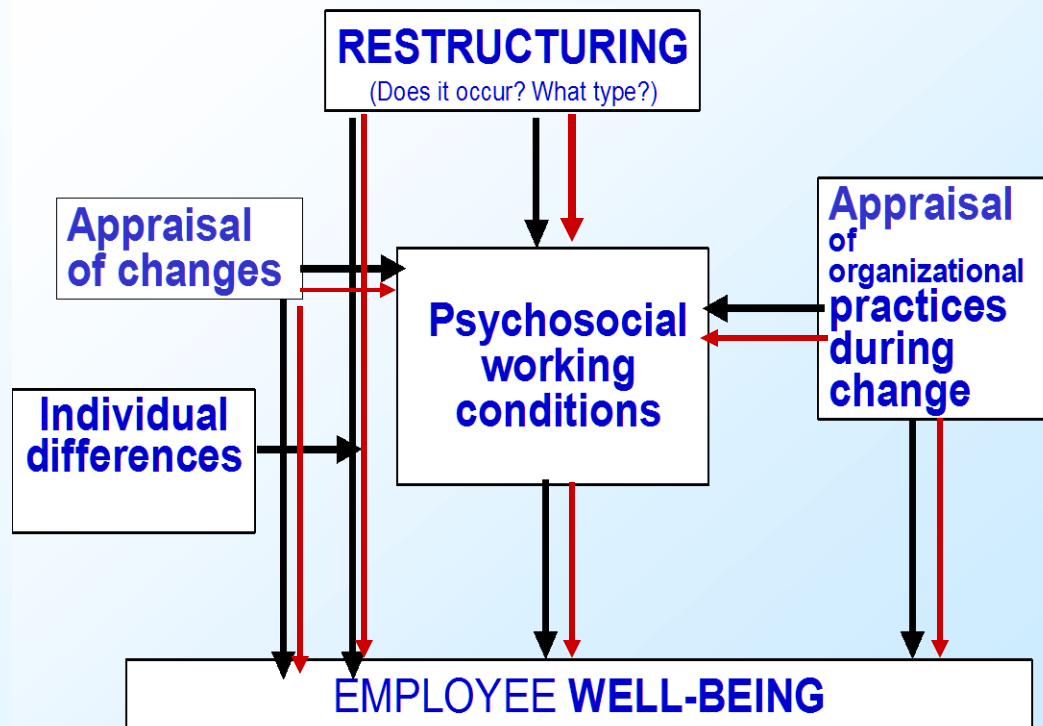


# Psychosocial working conditions as mediators between restructuring and well-being



# Conclusion

Parameters of the restructuring process taken into account in the questionnaire are significantly related to employees' well-being. So, it can be concluded that a selection of these parameters was valid, and the questionnaire can be used to monitor the restructuring process.





# Thank you for your attention!