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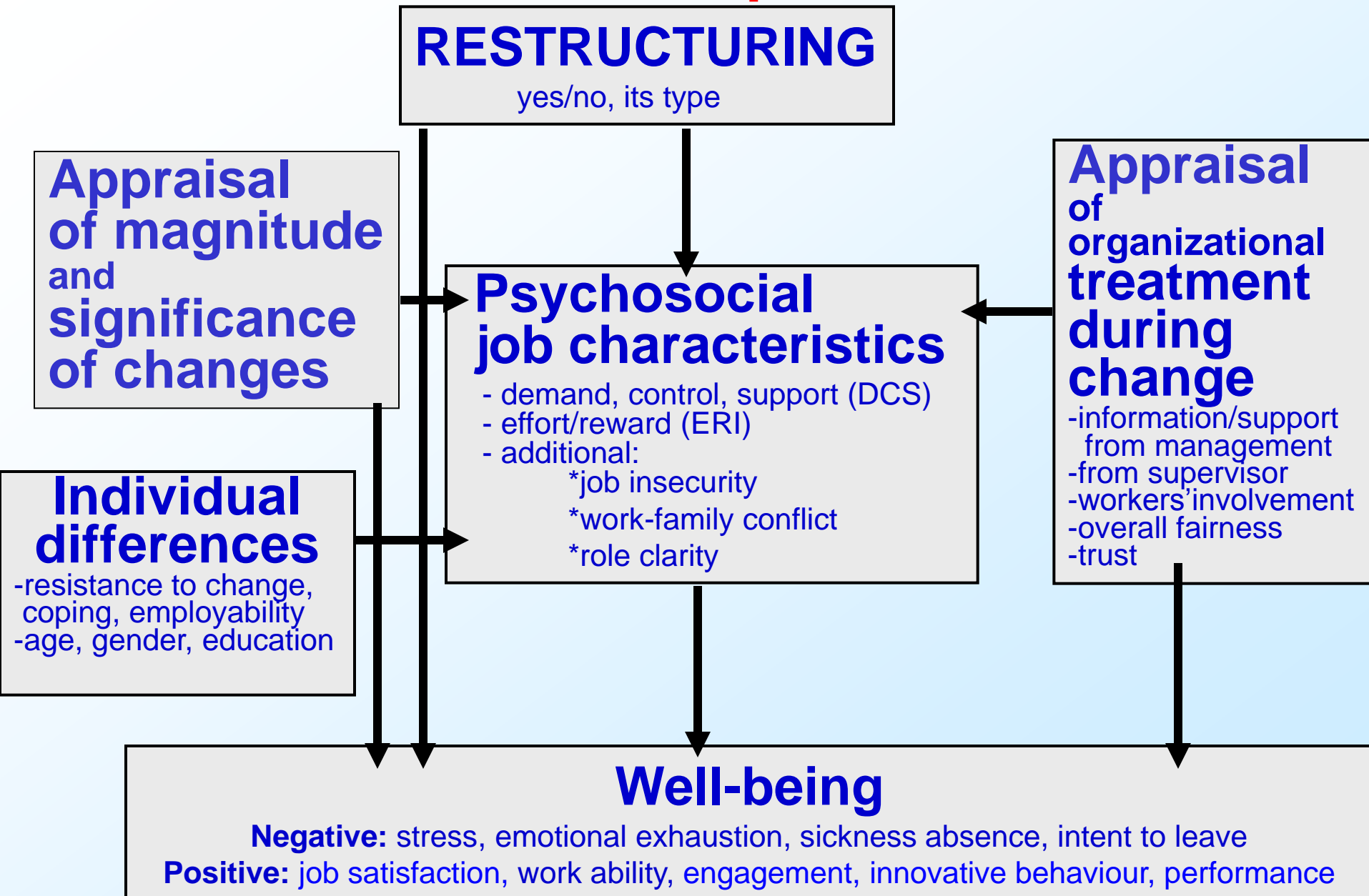
Restructuring, its appraisal and employees well-being: piloting the new restructuring questionnaire

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Structure of the questionnaire



Appraisal of magnitude/significance of changes

Areas of changes (based on HYVIS and CIF scale by Tvedt)

- | | |
|--------------------|----------------------------|
| 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 (response categories based on the perceived *outcomes of the change* scale Oreg (2006))

- 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 on changes)

Scales and its sources

RESTRUCTURING

European Restructuring Monitor, CSI, WECS, HYVIS)

Appraisal
of magnitude and
significance of
changes **HYVIS**,
CIF by Tvedt,
Oreg,2006 + new

**Individual
differences**
-resistance to change
Oreg,2003 selections
-Coping
**Endler & Parker,
1990**, selections
- employability **NEA**

Psychosocial job characteristics

- demand, control, support, role clarity
COPSOQ
- effort/reward **ERI short version**
selections
- job insecurity **CSI modified**
- work-family conflict **NEA**

Appraisal of organizational treatment during change

- information/support
*from management
*from supervisor
HYVIS modified
- workers' involvement
**Randall et al.
2009, modified**
- overall fairness
**Ambrose &
Schminke,2009**
- trust, **Oreg, 2006**

Well-being

stress **Elo i in,1990**, emotional exhaustion, **UBOS**, **Schaufeli,2000** sickness
absence, intent to leave, job satisfaction **HYVIS**, work ability **WAI, Ilmarinen** ,
engagement **UWES, Schaufeli, selections** , innovative behaviour **NEA**, performance
PSYRES group

Research questions

- 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 magnitude and significance of changes during restructuring related to employees well-being?
- Are appraisals of organizational treatment 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**

Forms of restructuring

Changes of ownership

% of respondents N=756

• Privatization	5%
• Enterprise sold to another owner (but no privatisation)	9%
• Taken over by another firm	6%
• Taken over another firm	12%
• Merger	5%
	<hr/>
	37%

Other changes

• Outsourcing of work	39%
• Reduction of employment	49%
• Investments for increased production	52%
• Investments for expansion into new lines	49%
• Other significant changes	5%

Scales reliability (Cronbach α)

Appraisal of treatment during change

- communication/support from management ,92
- communication/support from supervisor ,95
- workers' involvement ,90
- overall fairness ,53
- trust in management ,91

Psychosocial job characteristics

- quantitative demands ,74
- emotional demands ,50
- control ,81
- social support ,70
- job insecurity ,64
- task clarity ,63
- effort/reward imbalance ,71

Well-being

- work ability ,81
- exhaustion ,83
- engagement ,85
- innovative behaviour ,83

Individual differences

- resistance to change ,71
- task-oriented coping ,77
- emotion-oriented coping ,74

RESULTS

1. Restructuring and well-being, psychosocial job characteristics (Ancova controlling age, gender, education)

Respondents who experinced 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)

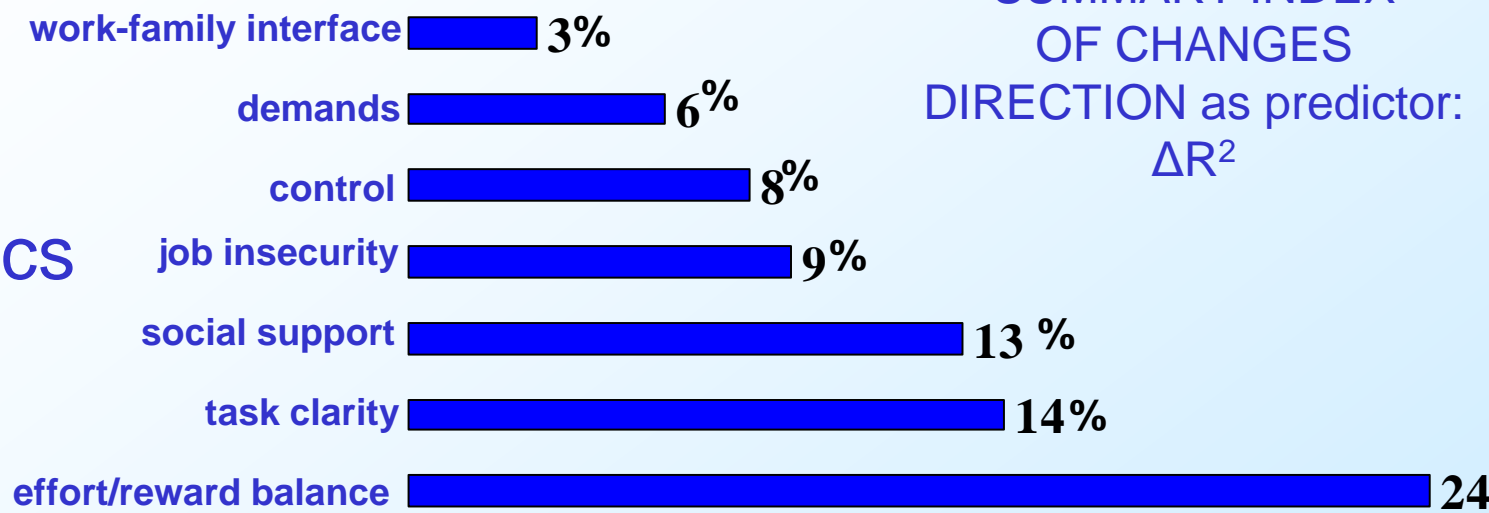
and

- **higher qualitative demands** (F=23,514 p=,000)
- **higher effort/reward imbalance**(F=15,992 p=,000)
- **higher job insecurity** (F=12,664 p=,000)
- **higher work-family conflict** (F=9,852 p=,002)
- **lower task clarity** (F=22,580 p=,000)

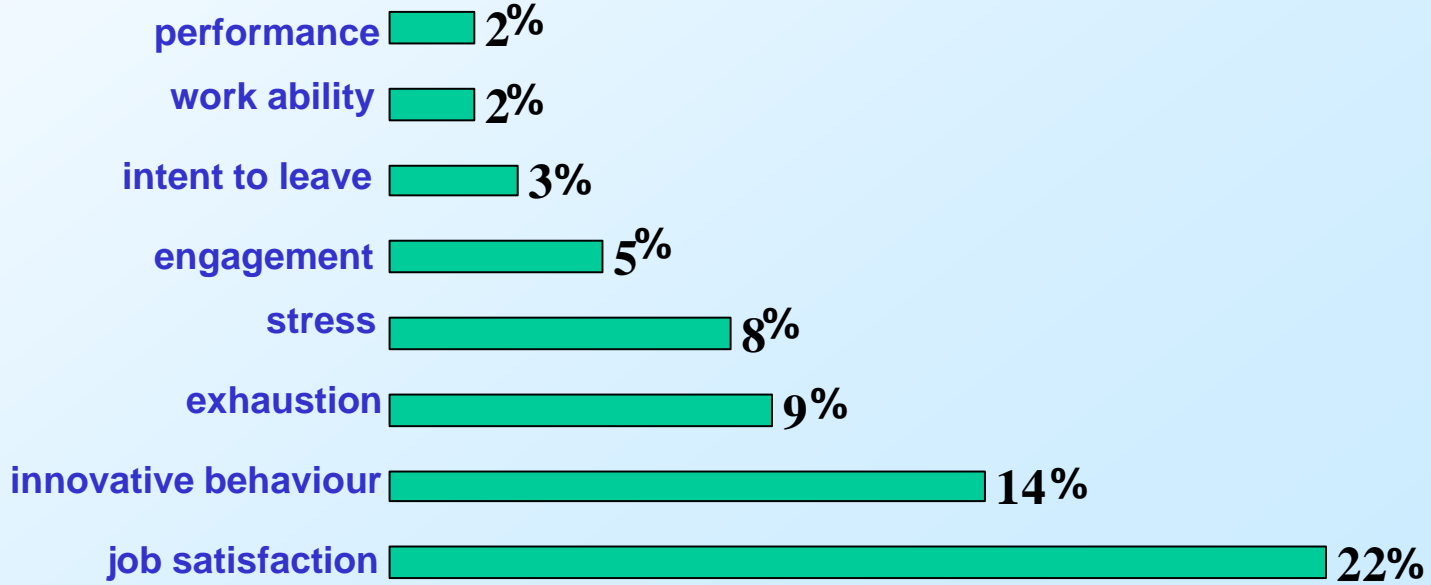
Appraisal of magnitude/significance of changes as a predictor of well-being and job characteristics

SUMMARY INDEX OF CHANGES
DIRECTION as predictor:
 ΔR^2

Job characteristics

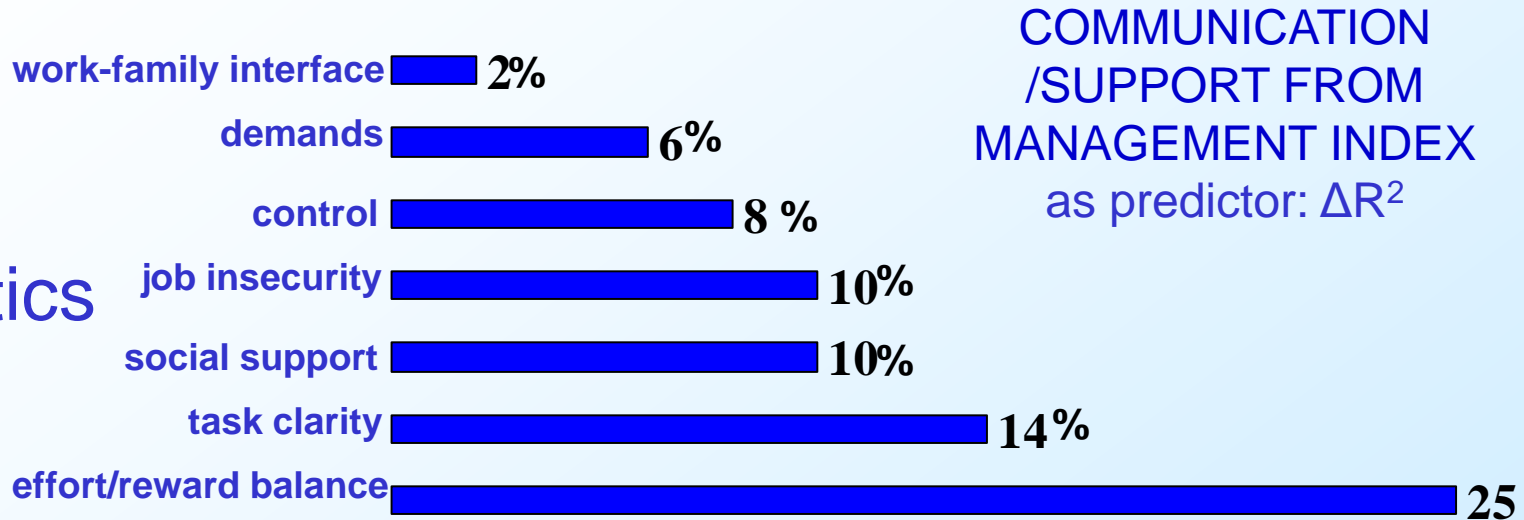


Well-being

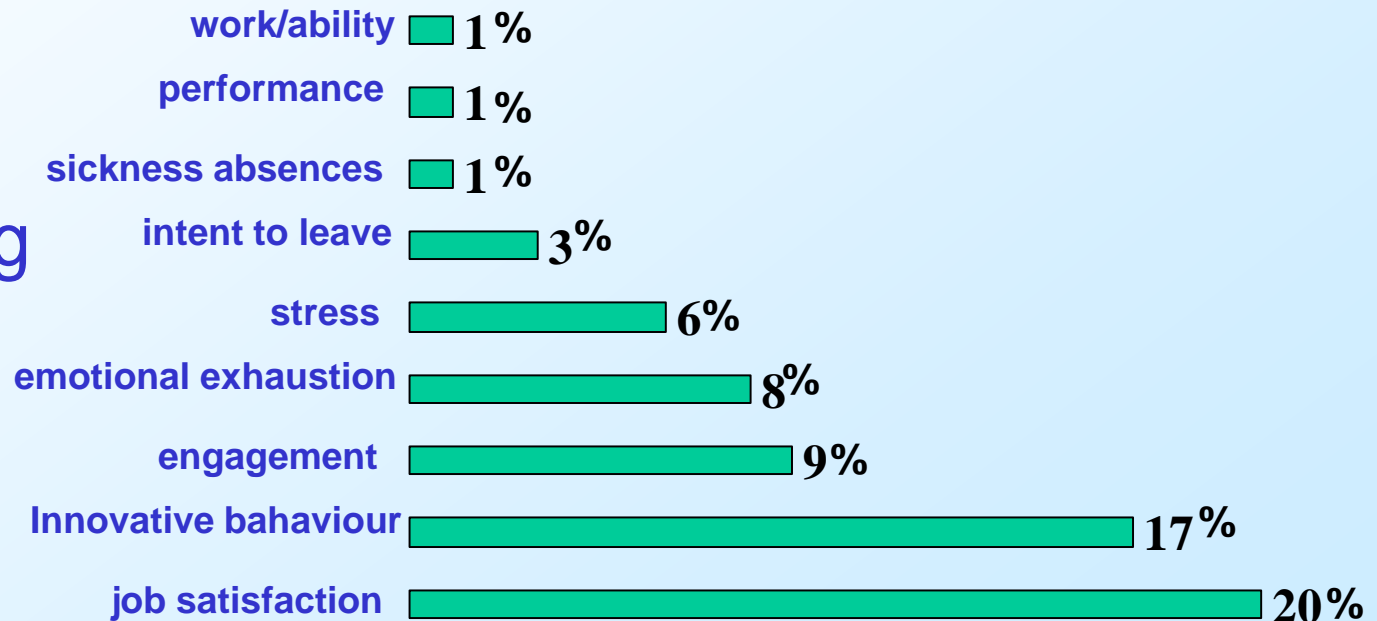


Appraisal of organizational treatment during change as a predictor of well-being and job characteristics

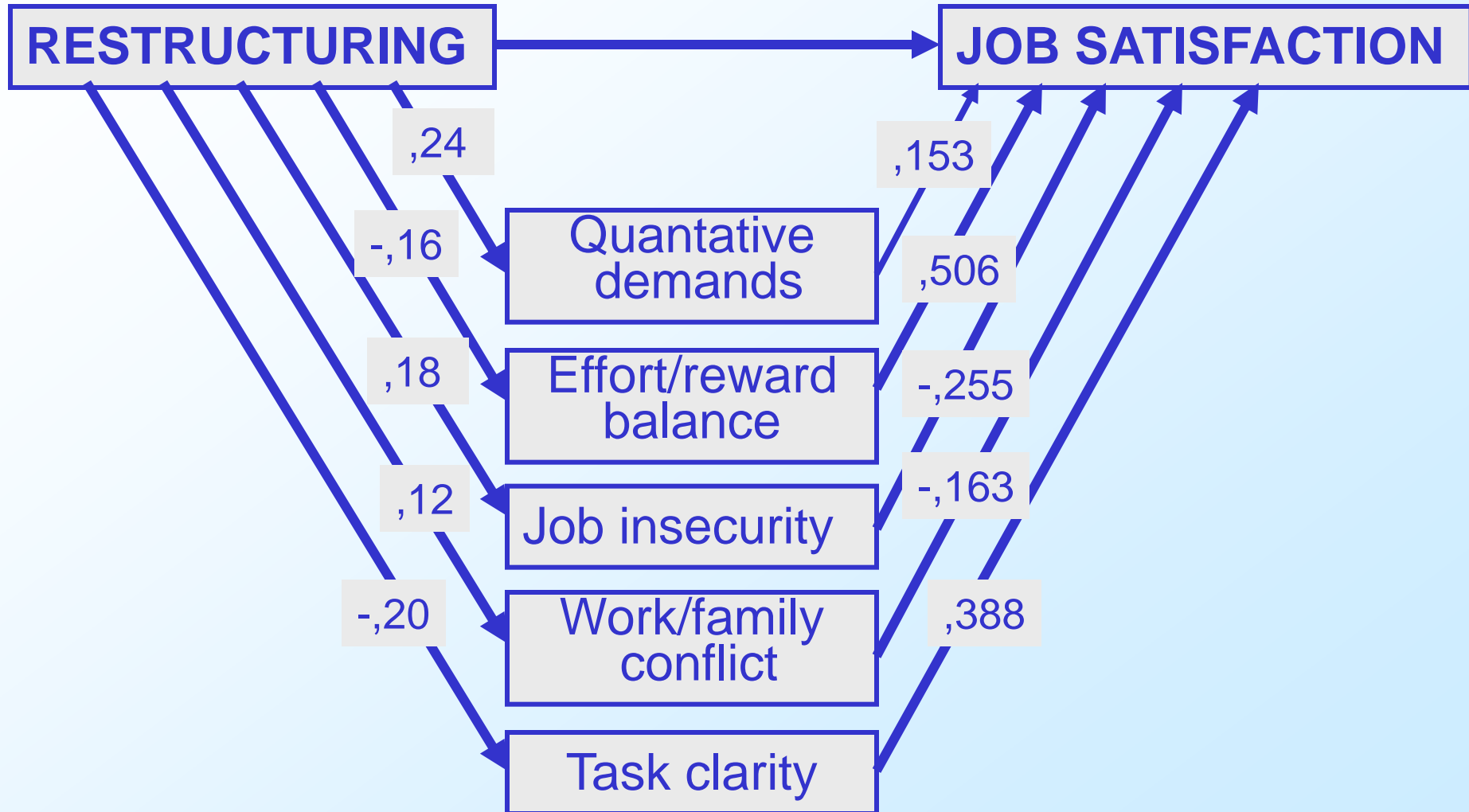
Job characteristics



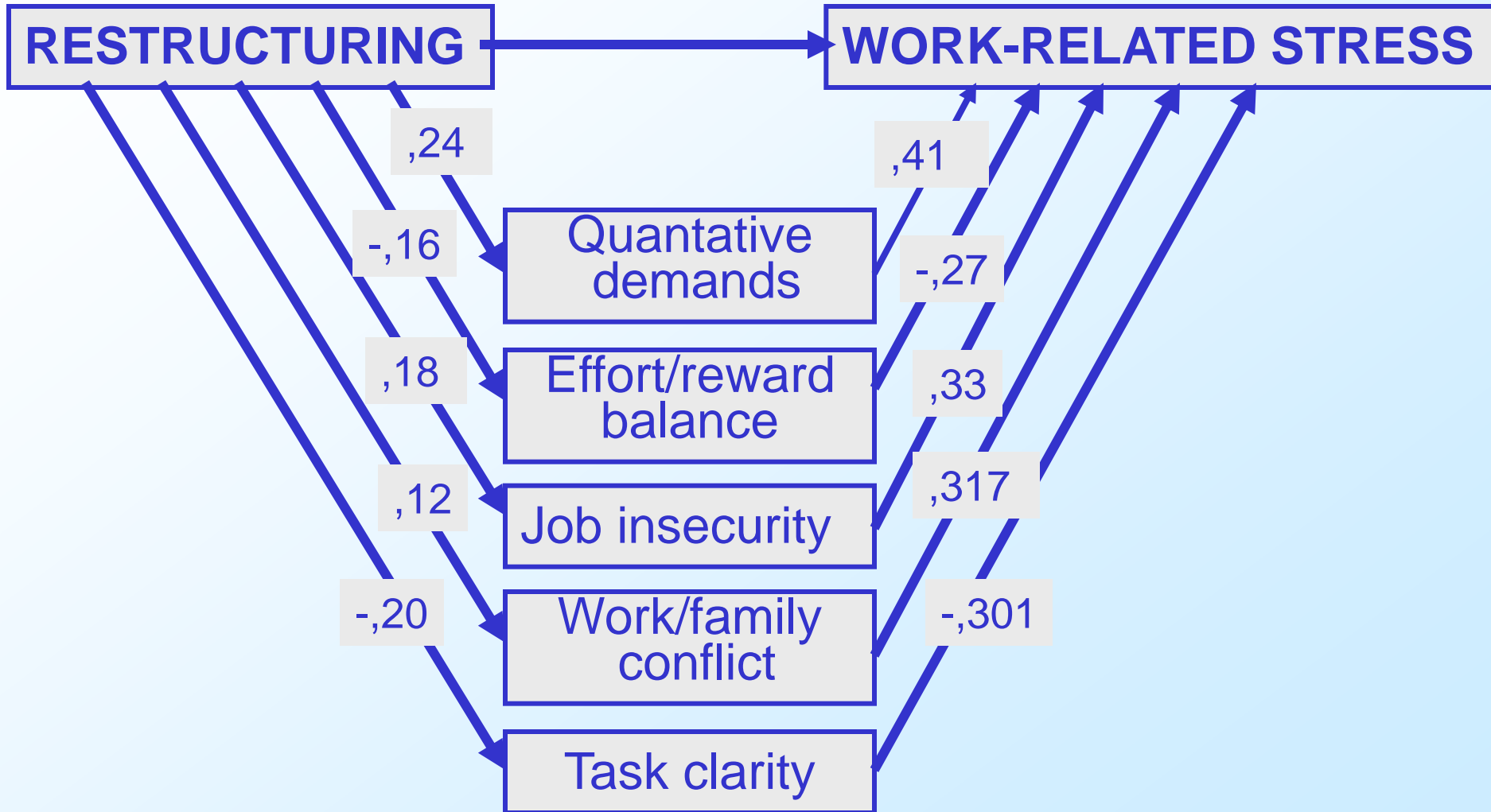
Well-being



Job characteristics as mediators between restructuring and well-being



Job characteristics as mediators between restructuring and well-being



Conclusions

- Appraisal of magnitude/significance of changes during restructuring plays a greater role as a predictor of well-being (associations with 8 [out of 9] well-being indicators) than restructuring as such (associations with 4 well-being indicators).
- Five job characteristics (out of 7 taken into account) are significant mediators of the restructuring – job satisfaction relationship, and the restructuring – work-related stress relationship. These are: quantitative demands, job insecurity, effort/reward balance, work-family conflict and task clarity.
- Groups of variables taken into account in the questionnaire play a significant role as predictors of well-being in restructured organizations. So, it can be concluded that a selection of these groups of variables was valid, and the questionnaire can be used to analyse the relationship between restructuring and workers' well-being.