





The effects of prolonged restructuring on well-being of 'survivors'

Dutch Results

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Aim

To gain insight in:

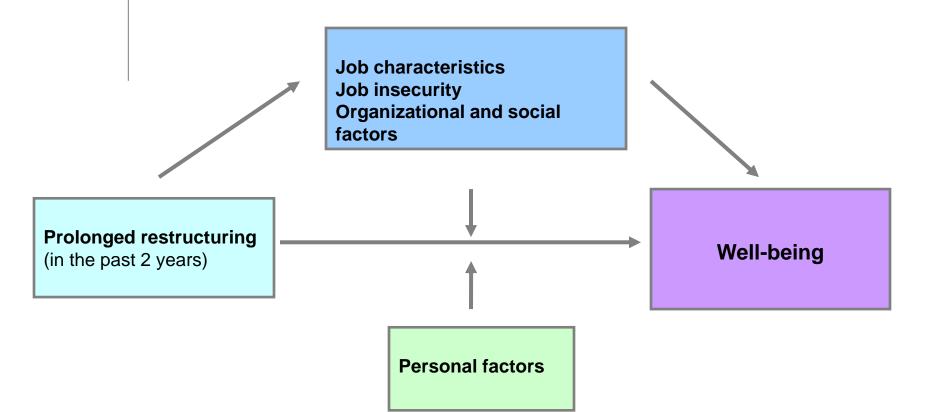
- the impact of prolonged restructuring on wellbeing of survivors
- the mediating and moderating factors in this relationship







Model









Methods

- Participants:
 - Two longitudinal datasets:
 - Cohort-study on Social Innovation (CSI)
 - Netherlands Working Conditions Cohort-study (NWCCS)
 - Two waves (CSI 2008-2009, NWCCS 2007-2008)
 - Survivors: working for the same employer in both years
 - Study population: CSI: *N*=1,936; NWCCS: *N*=6,105







Measures:

Independent

- Restructuring: changes in the past 12 months: downsizing-outsourcing of production/services- acquisition of or by another organization-merger-relocation of company activities-relocation of employees within the organization-automation of activities, and other internal reorganizations
- Control variables: gender, age, educational attainment

Dependent

• Well-being: emotional exhaustion, dedication, job satisfaction, general health, percent sickness absenteeism







Mediators and moderators

- Job characteristics: skill discretion, task autonomy, job demands, task dependency, emotional and cognitive demands, internal and external contacts
- Organizational/social factors: supervisory support, co-worker support, conflicts (supervisor, co-worker,employer) and unwanted behaviour (internal/external), participation in decision-making, information provision, adaptive culture
- Job insecurity: perceived risk of job loss, worrying about job loss
- Personal factors: age, gender, education, contract type, contractual working hours, supervisory position, self-efficacy, employability







Analyses:

- Selection of employees who experienced one or more organizational changes in the past two years versus employees who did not experience change
 - CSI
 - no restructuring *n*= 867 (44,8%)
 - prolonged restructuring n= 1069 (55,2%)
 - NWCCS
 - no restructuring *n*= 3477 (57%)
 - prolonged restructuring n= 2628 (43%)







- Step 1: Main effects: comparison of groups on outcome measures
 t2 with ANCOVA
- Step 2: Moderation: interaction terms restructuring (yes/no) x
 variable t1 (main effects were centred), linear regressions for each outcome
- Step 3: Mediation: series of separate linear regression analyses, Baron and Kenny procedure. Sobel-test used to test for mediation.
- Adjustment for age, gender, educational attainment and outcome on t1.







Results Step 1: main effects

The analyses revealed a significant effect of restructuring (prolonged/no) on the degree of:

CSI

- Emotional exhaustion* (F=5.78; p= .016)
- Dedication* (F=6.49; p= .011)

NWCCS

- Sickness absenteeism** (F=6.80; p= .009)
- Job satisfaction*** (F=17.74; p= .000)

We did not find significant results for:

- Emotional exhaustion
- General health in NWCCS







Results step 2: Moderation

Personal factors:

- Age
- Employability

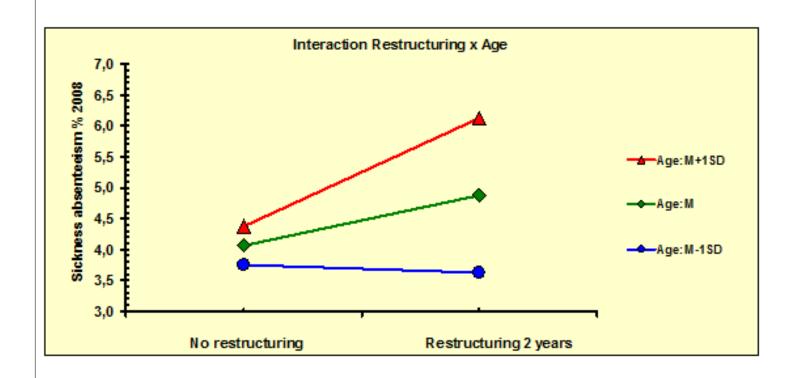
are moderating variables in the relationship between restructuring and sickness absenteeism.







Age

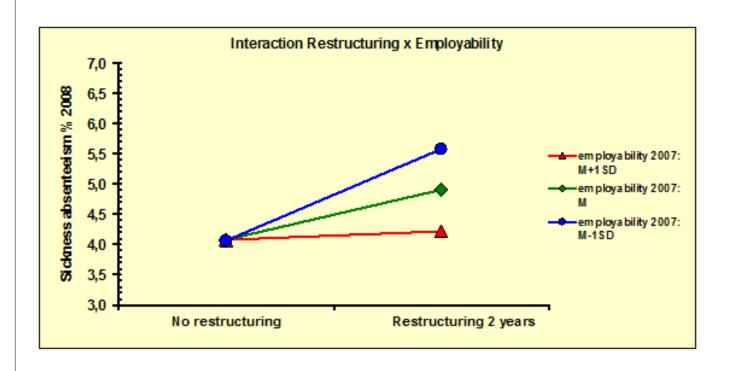








Employability









Results step 3: Mediation







Job characteristics:

Job demands ^{1,**} ^{4***} Emotional demands ^{2***}, ^{4***}

Job insecurity 2***, 4***

Social factors:

Supervisory support 1*, 2***, 3**, 4***
Participation in decision making 1***, 3***
Conflict with supervisor 2***, 4***
Conflict with colleagues 4***
Internal unwanted behaviour 2***, 4***
Adaptive culture 1**, 3**

Prolonged restructuring (in the past 2 years)

Personal factors: Age 2**

Employability 2*

Well-being

Emotional exhaustion¹
Sickness absenteeism²
Dedication³
Job satisfaction⁴







In sum

- Prolonged restructuring has a negative impact on well-being.
- Restructuring has a negative impact on job characteristics, job insecurity and social factors which partly explains the negative impact of restructuring on well-being.
- Employability and age buffer the negative effects of restructuring on sickness absenteeism







Conclusion

- Impact of prolonged restructuring on well-being is in line with earlier research.
- It is important to pay attention to mediating factors like supervisory support and participation during a restructuring period in order to lower the impact of restructuring.
- Employability buffers the negative effects of restructuring on sickness absenteeism and is therefore important to be stimulated, on individual level.
- It is important to take into account the age of employees since, the impact of restructuring on sickness absenteeism is especially present among older employees.







Some limitations of current study

- Exact point in time of restructuring unknown
- Occurrence of restructuring before and after the study period may affect results







Directions for further research

- Analyses on three or more waves (better insight over time)
- Distinction between short-term and long-term effects
- Focus on particular type of restructuring
- Pay attentions to factors related to restructuring (e.g. involvement in decision making related to restructuring)







Thank you for your attention!

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