



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

Dutch Results

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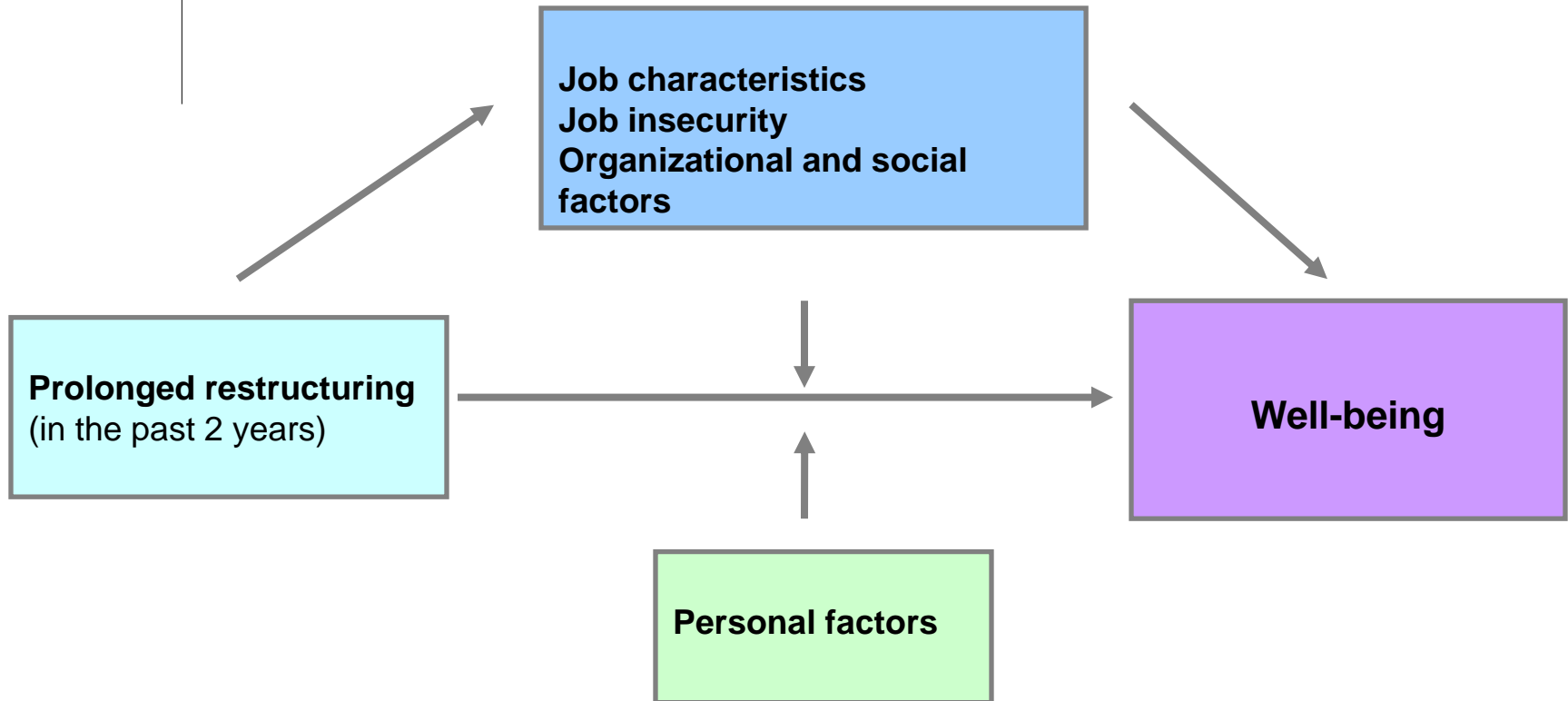
Aim

To gain insight in:

- the impact of prolonged restructuring on well-being 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

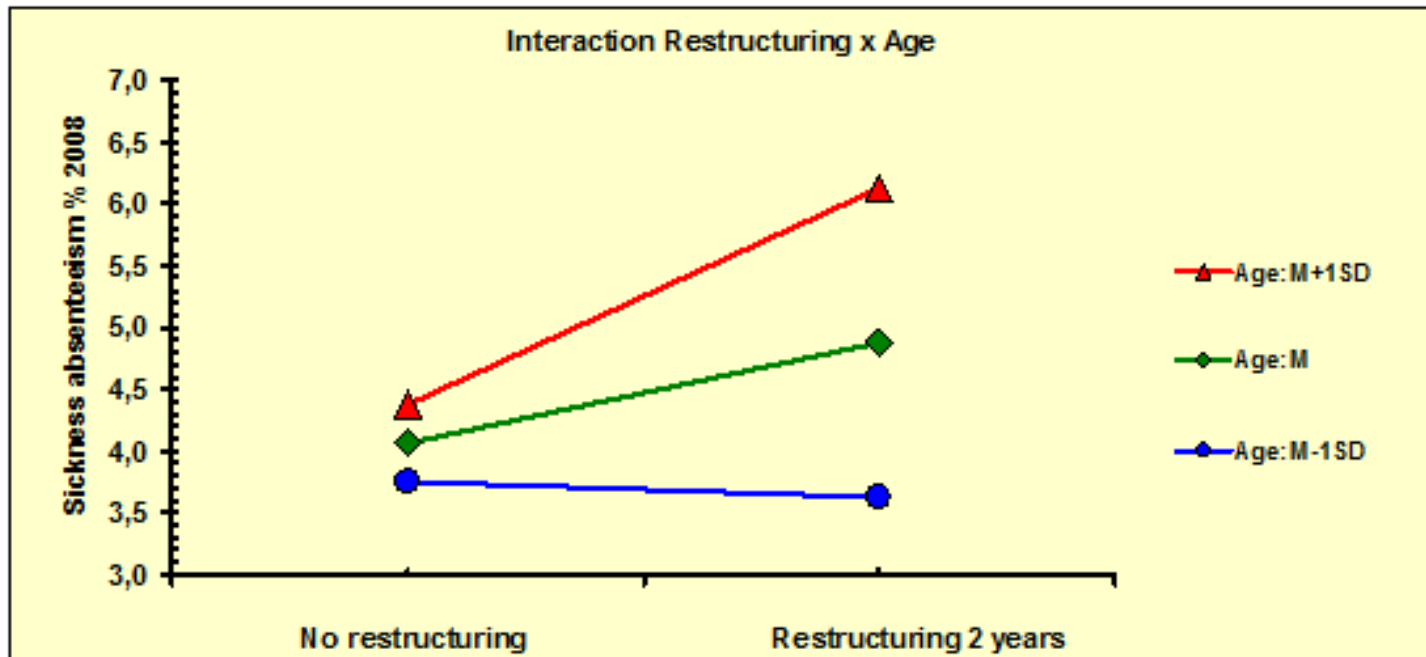
Personal factors:

- Age
- Employability

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

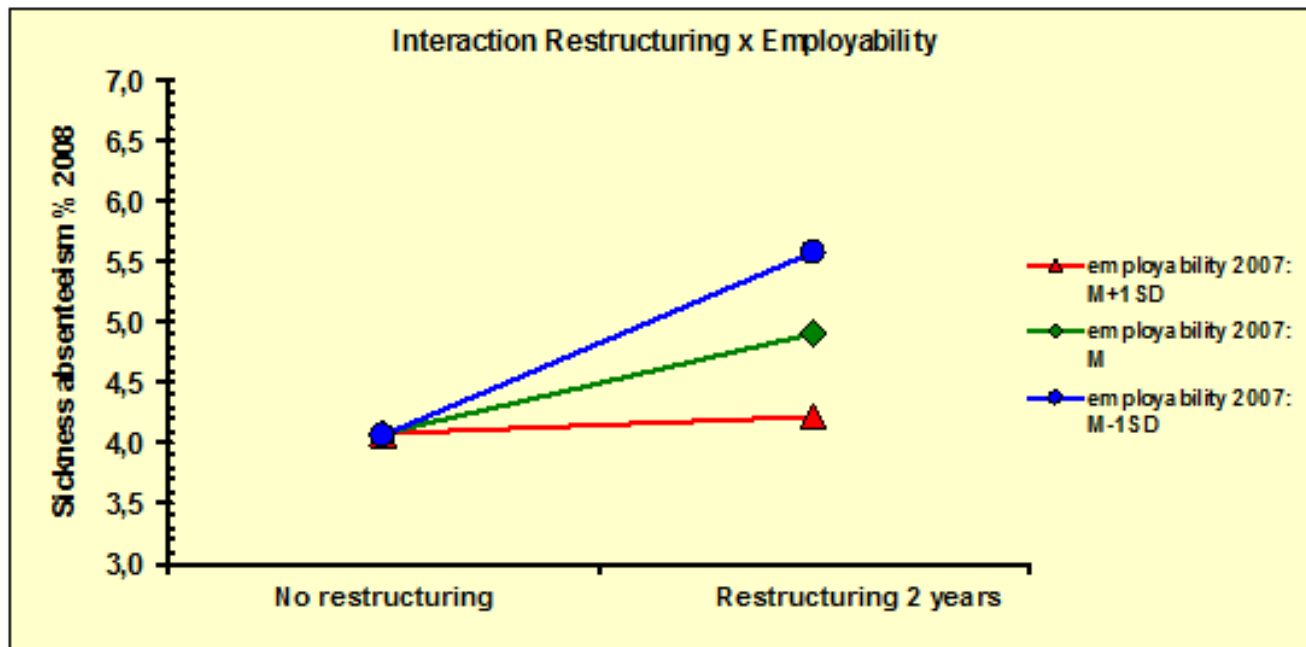


Age



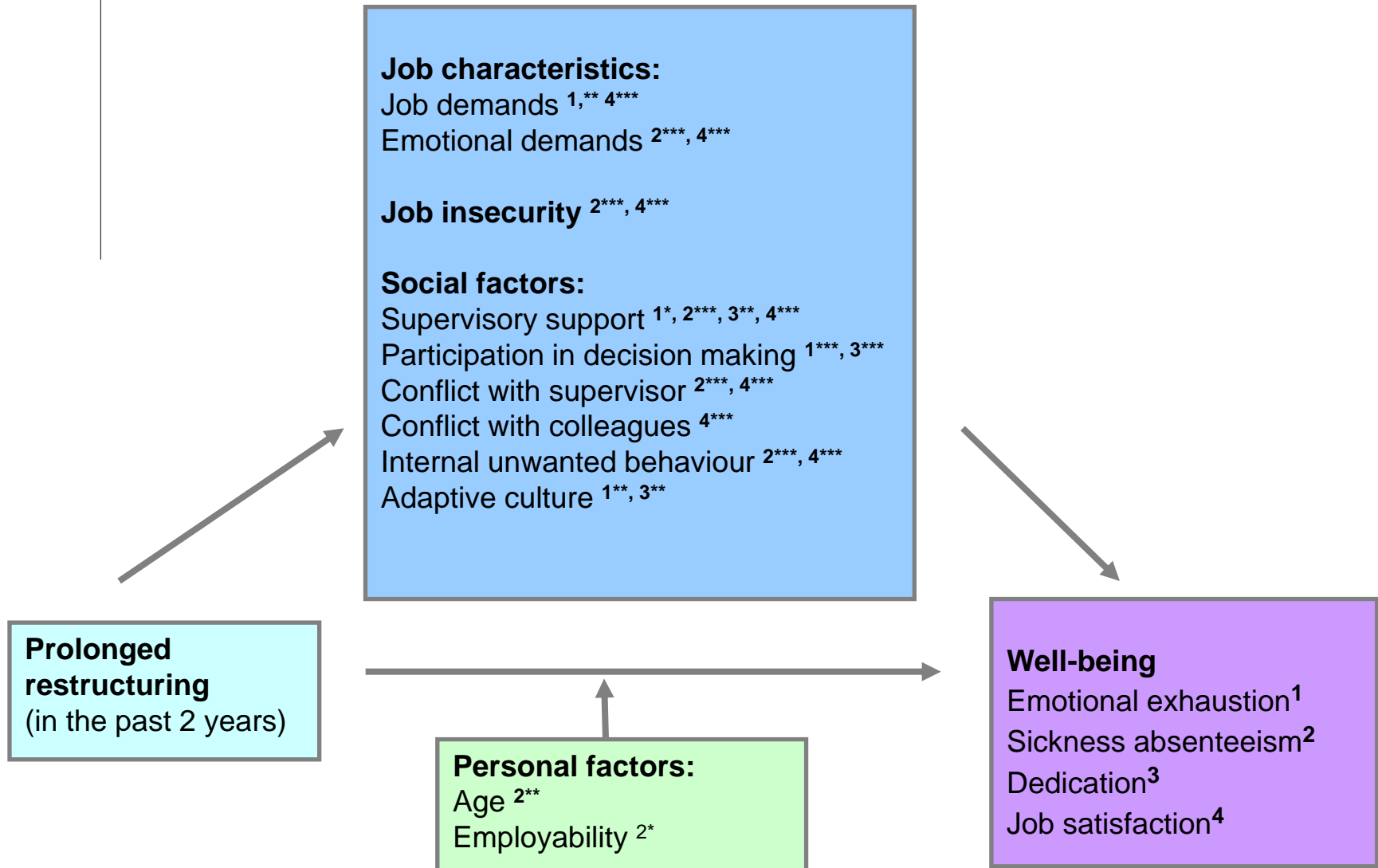


Employability





Results step 3: Mediation



*p < ,05 **p < ,01 ***p < ,001



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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