

Methods chapter 3: Monitoring the restructuring process: the new questionnaire

Participants

In Poland, the study was carried out in February and March 2011 on two samples of employees: a sample from companies which underwent restructuring during 2009 and/or 2010 and a sample of employees from companies where restructuring did not take place during this period.

The selection of respondents was a two-step process. In the first step two samples of companies were selected:

- First the sample of restructured companies. The starting point of the selection was the *European Restructuring Monitor (ERM)*. According to the Monitor, in Poland there were 57 companies that announced a restructuring process in 2010 and 186 companies that announced a restructuring in 2009¹. Because only part of them agreed to participate in the survey, the sample was supplemented with other companies restructured in 2009 and/or 2010. They were selected from the Polish companies database Kompass (<http://www.kompass.com.pl>). In total, 58 companies were included into this sample.
- The sample with no restructuring includes 38 companies. They were selected from the companies database Kompass.

In the second step a random selection of employees in each of the selected companies was performed under the following assumptions:

- In companies employing up to 100 people – no more than 10 respondents were selected and asked to fill out the questionnaire;
- In companies employing above 100 people – no more than 20 respondents were selected;
- In very big organizations (with more than 500 people), respondents were selected only from departments that were restructured during the last two years;
- Only employees with at least two-year experience in a given company were included;
- Both persons on managerial and non-managerial positions were included;

In the sample of 58 restructured companies there were 873 respondents, and in the sample of 37 companies where restructuring did not take place there were 523 respondents.

¹ It should be remembered that European Restructuring Monitor covers large restructuring cases. Announcement involving the reduction or creation of at least 100 jobs, or affecting 10% of the workforce in sites employing 250 people or more, are included.

Table 1: Forms of restructuring in the study group (N=873)

Forms of restructuring	frequency	% ¹
Changes of ownership		
Privatization	34	4%
Sale(but no privatization)	67	8%
Taken over by another firm	48	6%
Taken over another firm	87	10%
Merger	48	6%
Other changes		
Outsourcing of work	243	28%
Reduction of employment	353	40%
Investments for increased production	302	35%
Investments for expansion into new lines	280	32%

¹Respondents could experience more than one type of restructuring, therefore the percentages in this column do not sum up to 100%.

Measures

The main instrument used in the study was the PSYRES questionnaire presented in detailed in the PSYRES book (Wiezer et al., 2011, Appendix 3A). Information on scales included into this questionnaire, together with references, is also given in the PSYRES book (Wiezer et al., 2011, Appendix 3B). The internal consistencies of scales are given in Table 2.

Analyses

To test for differences between the well-being of employees in restructured companies and in companies where no restructuring took place analyses of variance were used (ANCOVA), in which we controlled for age, gender and education.

To test the role of the appraisal of significance and magnitude of changes during restructuring as well as the appraisal of organizational practices during restructuring - as the predictors of well-being, regression analyses were used. We controlled for age, gender and education in these analyses.

The role of personal factors as moderators between restructuring and well-being was analyzed by using the regression analysis with calculated interactions.

To test the role of psychosocial working conditions as the mediators of the relationship between restructuring and well-being, regression analyses were conducted. The Sobel test was used to test for mediation.

Table 2: Reliabilities of scales included into the PSYRES questionnaire

Scale	Number of items	N of cases	Cronbach's Alpha
<i>Appraisal of organisational practices during change</i>			
- communication/support from management	5	808	.92
- communication/support from supervisor	5	823	.95
- workers' involvement	5	821	.90
- overall fairness	3	813	.53 ^a
- trust in management	3	821	.91
<i>Psychosocial working conditions (after change)</i>			
- quantitative demands	3	1377	.74
- emotional demands	2	1374	.50 ^a
- control	3	1363	.81
- social support	2	1370	.70
- job insecurity	2	1366	.64
- task clarity	3	1351	.63
- effort/reward imbalance	3	1339	.71
- work ability	4	1320	.81
- exhaustion	3	1310	.83
- engagement	5	1319	.85
- innovative behaviour	3	1312	.83
<i>Individual differences</i>			
- resistance to change	8	1304	.71
- task-oriented coping	3	807	.77
- emotion-oriented coping	2	816	.73

^ascales that were excluded from further analyses because of their low internal consistencies

More detailed information about the results is available upon request from the authors. The results and references of the scales are described in:

Wiezer, N., Nielsen, K., Pakkin, K., Widerszal-Bazyl, M., De Jong, T., Mattila-Holappa, P.,
Mockało Z. (2011). *Exploring the link between restructuring and employee well-being*.
CIOP-PIB, Warsaw.