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**Survivors of Restructuring:
An analysis of the impacts on Psychological Well-Being
and Work Commitment.**

A thesis presented in
partial fulfillment of the
requirements for the
degree of Masters of Arts
in Psychology
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CONTENTS

| | | |
|-------------------|---|----|
| Acknowledgements | ii | |
| Table of Contents | iii | |
| List of Tables | vii | |
| Abstract | x | |
| 1.1 | General explanation of downsizing | 1 |
| 1.2 | Statistical information | 3 |
| 1.2.1 | International statistics | 3 |
| 1.2.2 | New Zealand statistics | 5 |
| 1.3 | Focus on the victims rather than the survivors | 6 |
| 1.4 | Identification of problems associated with the usage of downsizing | 8 |
| 1.4.1 | The importance of communication | 10 |
| 1.4.2 | Ways managers can aid survivors through the restructuring process | 12 |
| 1.4.2.1 | Clarification of new roles | 12 |
| 1.4.2.2 | Ensuring involvement | 13 |
| 1.4.2.3 | Recognition and rewards | 13 |
| 1.4.2.4 | Acknowledging emotional turmoil | 14 |
| 1.4.2.5 | Education | 14 |
| 1.4.2.6 | Setting high standards | 15 |
| 1.4.2.7 | Upholding ethical values | 15 |
| 1.4.3 | The often misinterpreted relationship between strategies and downsizing | 15 |
| 1.5 | Breach of the Psychological Contract | 16 |
| 1.5.1 | Job security | 17 |
| 1.5.2 | Sense of fairness | 17 |
| 1.5.3 | Uncertainty | 18 |

| | | |
|---------|--|----|
| 1.5.4 | Job satisfaction and loyalty | 19 |
| 1.5.5 | Additional areas of interest | 20 |
| 1.6 | The emergence of survivor syndrome | 20 |
| 1.7 | Impact on Work Commitment and Psychological Well-Being | 23 |
| 1.7.1 | Work Commitment | 24 |
| 1.7.1.1 | Career Commitment | 24 |
| 1.7.1.2 | Organisational Commitment | 25 |
| 1.7.1.3 | Job Commitment | 26 |
| 1.7.1.4 | Work Values | 27 |
| 1.7.1.4 | Effects on work commitment | 28 |
| 1.7.2 | Psychological Well-Being | 31 |
| 1.7.2.1 | Compounding variables | 33 |
| 1.7.3 | Conclusion | 35 |
| 1.8 | Aims | 35 |

METHODOLOGY

| | | |
|-------|---|----|
| 2.1 | Participants | 38 |
| 2.2 | Measures | 40 |
| 2.2.1 | Individual demographic and redundancy variables | 40 |
| 2.2.2 | Work commitment | 41 |
| 2.2.3 | Psychological well-being | 44 |
| 2.3 | Procedure | 46 |

RESULTS

| | | |
|-----|--------------------------------|----|
| 3.1 | Data entry and quality control | 48 |
| 3.2 | Missing data | 48 |

| | | |
|------|--|----|
| 3.3 | Development of scale and subscale scores for the WCI and GHQ | 49 |
| 3.4 | Internal consistency of the outcome measures | 50 |
| 3.5 | Descriptive statistics | 51 |
| 3.6 | Relationships among outcome variables | 53 |
| 3.7 | Prediction of GHQ and WCI scores | 54 |
| 3.8 | An analysis of the relationship between responsibility level and the subscale scores | 61 |
| 3.9 | Relationships between the outcome and demographic variables | 62 |
| 3.10 | Summary | 65 |

DISCUSSION

| | | |
|---------|---|----|
| 4.1 | Summary of results | 67 |
| 4.2 | Implications of these findings | 68 |
| 4.2.1 | Relationships with demographic variables | 71 |
| 4.2.1.1 | Age | 71 |
| 4.2.1.2 | Gender | 72 |
| 4.2.1.3 | Income status | 72 |
| 4.2.1.4 | Number of dependents | 73 |
| 4.2.1.5 | Years in the job and with AFFCO | 74 |
| 4.2.1.6 | Education level | 74 |
| 4.2.1.7 | Ethnicity | 75 |
| 4.2.2 | Redundancy | 75 |
| 4.2.2.1 | Prior redundancy | 75 |
| 4.2.2.2 | Recency of departmental redundancies | 75 |
| 4.3 | Limitations and future developments of the research | 76 |
| 4.4 | Conclusion | 78 |

| | |
|----------------------------|-----|
| References | 81 |
| Appendicies | 92 |
| A1 Questionnaire | 93 |
| A2 Information Sheet | 98 |
| A3 Introductory Memorandum | 99 |
| A4 Reminder Memorandum | 100 |

LIST OF TABLES

| | | |
|----------|--|----|
| Table 1: | The demographic characteristics of the sample, showing the mean or frequency and standard deviation or percentage for the levels of each demographic variable. | 39 |
| Table 2: | Confirmatory factor analysis of the Work Commitment items showing the resulting factor loadings (from Blau et al., 1993). | 43 |
| Table 3: | Reliability and validity coefficients for the GHQ-12 and GHQ-60. The first two columns being measures of reliability and the second two columns being measures of criterion validity. | 45 |
| Table 4: | Statistics for the WCI measure. The first two columns show the number of respondents with different levels of missing data. The final two columns show the numbers of items with different levels of missing data. | 48 |
| Table 5: | Internal consistency statistics for the GHQ, WCI, and WCI subscales. The values shown are: Cronbach's coefficient alpha (α), coefficient alpha's from Blau et al.'s (1993) study (Blau's α), the number of items (Items), and the sample size for each analysis (N). Note that, due to missing values, the effective sample sizes for the WCI and its subscales were less than the full complement of 98. | 50 |
| Table 6: | Frequency distributions for the different categories of the outcome measures. | 51 |
| Table 7: | Intercorrelations between the various subscale scores. The intercorrelations matrix is shown for the entire sample, as well as separately for Head Office and Horotiu respondents. The mean (M) and standard deviation (SD) are also given for each subscale. | 53 |
| Table 8: | Explanation of predictor labels for the multiple regression analyses. | 55 |

| | | |
|-----------|--|----|
| Table 9: | Regression analysis used to predict the GHQ scores. The values shown are: regression coefficients (b); the associated standard errors (se(b)); <i>t</i> -tests for the coefficients (T); their significance levels (p); and the standardised regression coefficients (β). The term Constant refers to the intercept. Also shown is the proportion of variance in GHQ scores accounted for by the set of predictor variables (r^2). | 56 |
| Table 10: | Regression analysis used to predict the WCI scores. The values shown are: regression coefficients (b); the associated standard errors (se(b)); <i>t</i> -tests for the coefficients (T); their significance levels (p); and the standardised regression coefficients (β). The term Constant refers to the intercept. Also shown is the proportion of variance in WCI scores accounted for by the set of predictor variables (r^2). | 57 |
| Table 11: | Regression analysis used to predict the Career and Job Commitment subscale scores. The values shown are: regression coefficients (b); the associated standard errors (se(b)); <i>t</i> -tests for the coefficients (T); their significance levels (p); and the standardised regression coefficients (β). The term Constant refers to the intercept. Also shown is the proportion of variance in Career and Job Commitment subscale scores accounted for by the set of predictor variables (r^2). | 58 |
| Table 12: | Regression analysis used to predict the Organisational Commitment and Work Value subscale scores. The values shown are: regression coefficients (b); the associated standard errors (se(b)); <i>t</i> -tests for the coefficients (T); their significance levels (p); and the standardised regression coefficients (β). The term Constant refers to the intercept. Also shown is the proportion of variance in Organisational Commitment and Work Value subscale scores accounted for by the set of predictor variables (r^2). | 59 |

| | | |
|-----------|---|----|
| Table 13: | The means and standard deviations (in parentheses) of the GHQ and WCI scales for each of the responsibility levels, as well as the ANOVA p values. Also shown are the sample sizes (N) for each level of responsibility. | 62 |
| Table 14: | Significant relationships between the demographic variables and scores on the GHQ, WCI, and WCI subscales. Where the first column shows the scale on which the demographic variable has predictive ability, the second column shows the predictor itself, the third column gives the chi-squared value (χ^2 Value), the fourth column gives the degrees of freedom (df), and the fifth column gives the associated probability value (<i>p</i> value). | 63 |
| Table 15: | Overall Work Commitment category scores as a function of income status. | 63 |
| Table 16: | Organisational Commitment category scores as a function of age. | 64 |
| Table 17: | Significant relationships between dependent and predictor variables. | 65 |

ABSTRACT

Downsizing remains a popular management technique for restructuring organisations. This is despite evidence that, by itself, downsizing often fails to deliver promised benefits and can result in a range of other problems. In the prior literature, little effort has been focused on the people that remain within the organisation, the 'survivors', even though these are the very people who will carry the organisation forward. The present study was designed to examine the impacts of organisational restructuring on these survivors. Specifically, the impacts restructuring has on employees' work commitment and psychological well-being. A total of 98 employees of a large meat processing company participated in the study, which used a questionnaire-based methodology and had an overall response rate of 21%. The results did not identify a relationship between work commitment and psychological well-being, but due to various explanations, this result is not necessarily definitive. On the other hand, the results did indicate that restructuring had clear impacts on employees' levels of work commitment and psychological well-being and that these impacts slowly diminish over time. Site specific data was non-significant, but information on several demographic variables (for example, age, education level, income status, gender, the number of dependents a person has, their length of tenure with the company, and the number of years the employee had worked in their present job) provided very pertinent information.