

EMPLOYEE INVOLVEMENT IN THE CHANGING WORK
WITHIN THE 4.0 FINANCE INDUSTRY TRANSNATIONAL GROUPS

Research contributions on Digitalisation Impact and Social Dialogue

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Presented on October 7h,8h

Digitalisation, Restructuring processes and Social Dialogue in Services Industry

Aim of the research:

Understanding the impact of restructuring processes in the workplace looking at it from the perspective of social dialogue.

Methodology:

- Integration of survey and interviews

When: Between October 2019 and February 2020;

Who: 50 european trade unionists with direct experience of restructuring processes in the service industry.

Digitalisation and Sales Network Workers In Financial Sector

Aim of the research:

Understanding the impact of digitalization processes and "continuous restructuring" on the front line of the financial sector

Methodology:

- Survey

When: September 2020

Who: 18 participants
(from Italy and France)

from front line of the financial sector (branch network specialist sales staff)

Average overall length of service: 16 years
2 clusters:

long-term employees (26.4 years service)
young employees (6 years service)

To be presented tomorrow

Digitalisation and involvement of Young Workers In Financial Sector

Aim of the research:

Deeper Understanding "continuous restructuring" on young employees of the financial sector

Methodology:

- Interviews

When: October 2020
february 2021

Who: 6 young employees
(6 years service)

from innovative front lines of the financial sector in Italy

Self-Employment, ICT
Close contact to clients

Digitalisation of services
can bring
numerous opportunities
on productivity and quality of
work organisations



**Effective Impact
of Digitalisation**
is influenced by its
**organisational
implementation**

- Key Importance of **economic, social and institutional factors at stake** in restructuring processes.



- An **employee-centered perspective on restructuring processes** is essential to improve social dialogue and the implementation of digitalisation.

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service industry.

- Awareness that the **pace of technological innovation** is seen to **get faster** and with **wider and faster impacts** on work and society
- Widespread perception that **restructuring processes** have achieved a **continuous character over time**, to keep the pace of **new non regulated organisations** which integrate **latest technologies**


In organisations

- Continuous Digital Restructuring Processes **don't guarantee automatic increase** in productivity and organisational well-being
- Emerging perception that also **management is having difficulties** in navigating and implementing change, and is getting **disoriented**
- **Uncertainty of affiliates on future processes** even more than on the current ones

Beyond the idea of a temporary “delays” in the implementation of restructuring because of an old – not digital native - generation of workers.
Digital natives are not immune to (continuous) digital restructuring processes

Digitalisation, Restructuring processes and Social Dialogue in Services Industry

SOCIAL DIALOGUE:
From **defensive approach** to
proactive approach to continuous change



- Contracts: anticipating new jobs needs, map new organisations and workers through SD
- Supranational Networking
Europe= progress on Social Sustainability
Social Partners Training
Common European Rights
EWC: useful if homogeneous quality of information

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In organisations

IMPACT ON WORKFORCE

Increased **stress** and **workload**
(for old workers but also for digital natives – and customers);

Work life balance is a growing issue especially for smartworking.

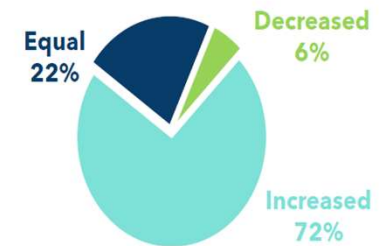
Increased monitoring of individual performance.

Few attention on values of social responsibility in training and management.

Digitalisation, Restructuring processes and Social Dialogue in Services Industry

Digitalisation and Sales Network Workers In Financial Sector

Following the introduction of new technologies, the workloads are:



Technological and organizational changes in recent years have positively impacted the management of working hours (greater flexibility, self-management, less overtime abuse, etc.)

TOTALLY DISAGREE (0)

1,4

COMPLETELY AGREE (3)

Continuous organizational changes are a source of stress that affects work performance

TOTALLY DISAGREE (0)

2,3

COMPLETELY AGREE (3)

**Digitalisation,
Restructuring processes
and Social Dialogue
in Services Industry**

**Digitalisation
and
Sales Network Workers
In Financial Sector**

The changes introduced in my company have been managed in a positive way by management at different levels

**TOTALLY
DISAGREE (0)**

1,3

**COMPLETELY
AGREE (3)**

The training provided to exercise the new roles was adequate both in terms of methods and times of use and in terms of content

**TOTALLY
DISAGREE (0)**

1,5

**COMPLETELY
AGREE (3)**

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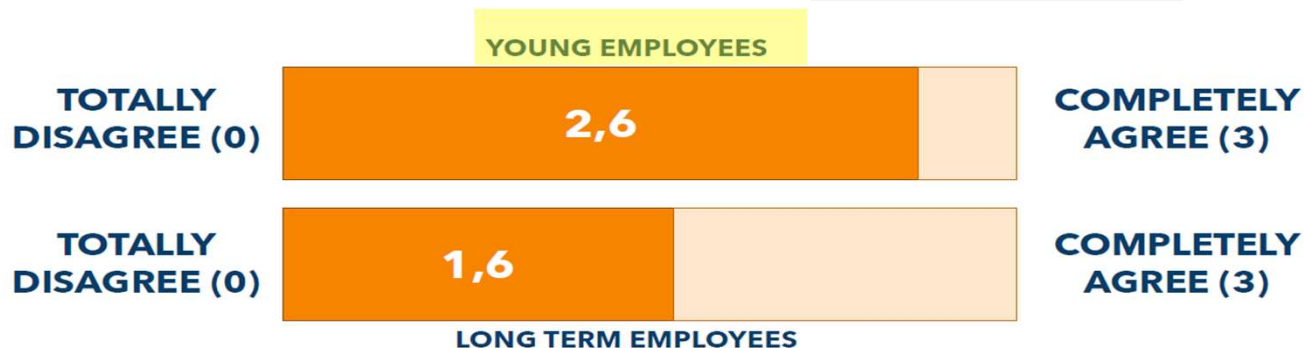
Digitalisation and Sales Network Workers In Financial Sector

Young people show greater ease with digital work processes

The adoption of new technologies has made some work processes easier



The adoption of new technologies has increased productivity



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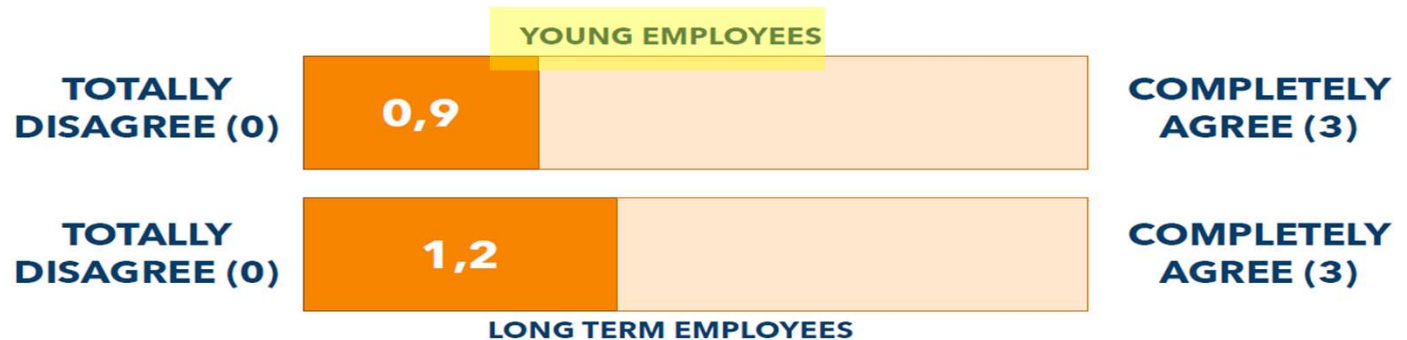
Digitalisation and Sales Network Workers In Financial Sector

Young people show greater ease to control digital work processes
BUT this alone is not enough for job satisfaction and career growth

Following the organizational/technological changes my level of professional satisfaction improved



The changes have increased opportunities for career and salary growth



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