

Restructuring processes and Social Dialogue in a Digitalised Services Industry

Aim of the research:

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

Methodology:

- Integration of survey and interviews
- Between October 2019 and February 2020;
- 50 european trade unionists with direct experience of restructuring processes in the service industry.

Restructuring processes and Social Dialogue in a Digitalised Services Industry

A look at:

- Emerging Shared Awareness
- Shared Perceived Challenges
- Promising Directions

Restructuring processes and Social Dialogue in a Digitalised Services Industry

- 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.

Restructuring processes Today

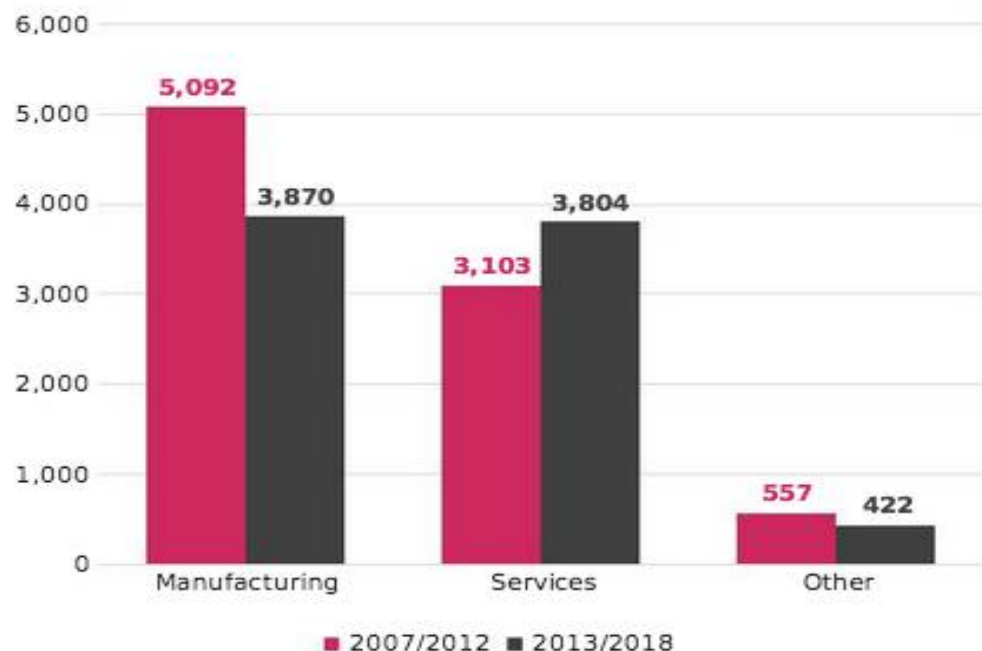
Corporate restructuring is a set of measures to increase a company's competitiveness and increase its value

(Vyas, 1997; Crum and Goldberg, 1998)

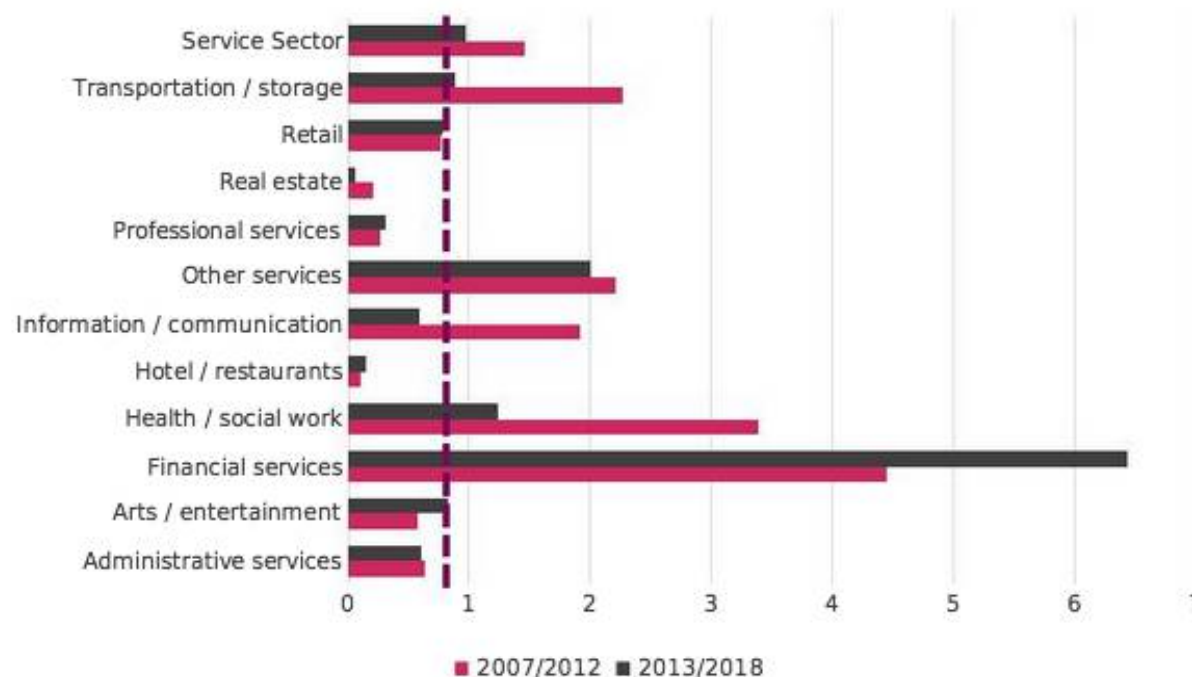
- >> Restructuring is no longer associated with organizational failure, decline & job losses
- >> Restructuring processes occur beyond crises and are "continuous"

Restructuring processes in the service sector: increased intensity

Number of events: Sectorial Eurofound data



Job restructuring ratio: number of job losses for every job gained in a restructuring process - Services Sub-sectors



Source: Elaboration on Eurofound data

Emerging Shared Awareness of the workforce

Widespread perception that
restructuring processes
have a **continuous character over time**

The **pace of technological innovation is seen to get faster**
and with **wider and faster impacts on work and society**

Uncertainty of affiliates on future processes
even more than on the current ones

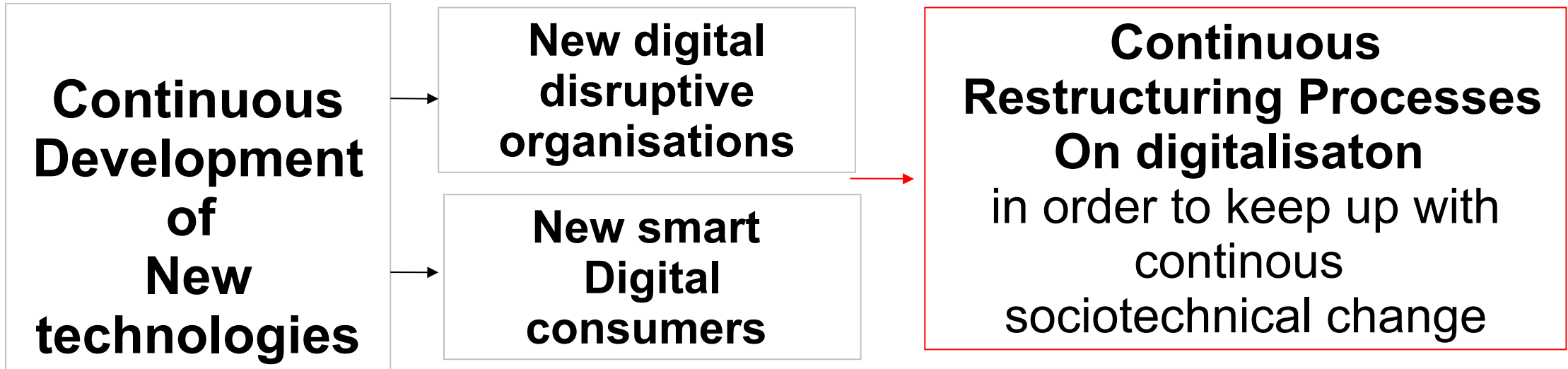
CHALLENGE >>

Is social dialogue able to keep up with with continuous change?

New digital disruptive organisations enter the market



We didn't “become” digital - We're born digital

**CHALLENGE:**

New fluid boundaries of productive processes
VS rigid sectoral boundaries

Difficulties for social dialogue to cover
new workers in new organisations in value chain

Continuous Digital Restructuring Processes don't guarantee automatic increase in productivity and organisational well-being

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

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.

Emerging perception that also **management is having difficulties** in navigating and implementing change, and is getting **disoriented**

Globalization implies globalized business and global dimension of restructuring

Delay in networking and social dialogue on social sustainability in European approach to restructuring for digitalisation
Strengthening the supranational networking is felt urgent

Social dialogue and networking at supranational european level

- is scarcely known at national level (by public opinion and unions)
- is perceived far and not reliable in defending social rights of workers
- Highest importance to networking to reach common european rights of workers: work life balance, disconnection, family leaves are key.

Promising Directions

Reinforced continuous dialogue between workers' and employers' representatives: anticipate change and needs in restructuring
Anticipating where new jobs will appear in sector (and among sectors).
Map new workers and new organisations.

Make “Europe” be associated with Social Sustainability

- **EWC are key** but it is also key to ensure homogeneous quality of the information by companies over time, between companies and between sectors.

- Reinforce links between national and international networking.
- Build on achievements of Social Dialogue at European Level.

Reinforce the culture of Social Dialogue

- Work on Social Dialogue Beyond sectoral boundaries.
- Influence public debate on new forms of working.