



Séminaire du 25 janvier 2013

Salle J 323

11h00-12h00 : **Duncan Angwin** (Oxford Brookes University) présentera ses recherches sur le management de fusions-acquisitions.

10h00-11h00 : **Marjo-Riitta Diehl** (EBS Business School, Wiesbaden, Germany), **David Patient** and **Volker Kuppelwieser** : **" Bearers Of Bad News: The Manager's Perspective On Direct Involvement In Layoffs "**

Abstract : Drawing on the organizational justice literature and the construct of necessary evils, this paper examines the experience of layoffs from an under-researched perspective: that of managers. Using qualitative and quantitative data that allow us to compare managers that had direct involvement in terminating employee jobs versus those who did not, we find that managers' direct involvement in layoffs predicts their exit intentions. Managers' organizational justice perceptions regarding the layoffs moderated this relationship. In addition, the positive relationship between managers' direct involvement in layoffs and exit intentions was partially mediated by

managers' views regarding organizational change. As expected, the severity of the layoff outcomes moderated the relationship between managers' layoff involvement and positive view of change. Contrary to our hypotheses, procedural justice did not moderate the relationship between managers' layoff involvement and positive views of change. Qualitative data from interviews with managers who had been involved in layoffs provided us with details of the context and specific organizational changes which aided us in the development of our hypotheses and in the interpretation of our findings.

Bio:

Assistant Professor Marjo-Riitta (Maikki) Diehl (PhD) joined the Department of Strategy, Organization and Leadership at the EBS Business School in January 2009. Prior to joining the EBS, Marjo-Riitta worked at the Hanken School of Economics and Business Administration (in Finland), at the Finnish Institute of Occupational Health (FIOH) and at the International Labour Office in Switzerland.

Marjo-Riitta *received her Phd* from the London School of Economics and Political Science in 2006. In her thesis, she examined the role of reciprocity in the employment relationship using the concept of psychological contract as a theoretical lens. Her current research interests include social exchange theory based concepts used to analyse the employee-employer relationship, social capital and innovation. Her work has been published in various academics journals, including Human Relations, Journal of Managerial Psychology and International Journal of Human Resource Management. She has been listed by the Handelsblatt among the Top 100 junior business and management Professors in Germany in 2012.