

Minimising voluntary turnover post employee downsizing in South Africa

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Abstract

Organisations are increasingly turning to downsizing to respond to the increasing pressures of remaining sustainable in a highly competitive environment. This is done with the aim of reducing organisational costs in order to improve the performance on the bottom line. Unfortunately, downsizing often results in organisations losing more employees than anticipated as highly mobile and skilled employees voluntarily leave the organisation as a result of the downsizing process. In the end, the organisation may be faced with the increasing costs of replacing the skilled employees and thereby negating the cost reduction initiatives that the downsizing process was meant to achieve.

This research report investigates the key factors that influence employees to consider voluntary turnover as a result of the downsizing process. This is done with the aim of guiding organisations to design the downsizing process that will help minimise the voluntary turnover of employees. The research is based on a survey that was done in one selected organisation and complemented by surveys conducted on general employees employed in South African organisations.

The findings of the research indicate that employees are influenced to consider voluntary turnover mainly as a result of the trust that they have in management and the consistency that the downsizing process was conducted. Practical implications are given that could be used to improve the organisations' reduction of voluntary turnover intentions.

This study adds to literature by expanding the attachment theory by identifying which of the emotions experienced by employees during downsizing influence voluntary turnover intentions.

Keywords

Downsizing, Voluntary Turnover, Trust, Consistency

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

Fikile Nghondzweni



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1 Introduction

Organisational change is imperative if organisations are to survive in the currently competitive and dramatically fluctuating environment (Uen, Chen, Chen & Lin 2016). Gandolfi (2014) identifies this need to remain competitive in the global market as one of the possible drivers that lead firms to downsize. Organisational downsizing and restructuring are common responses to changed economic circumstances and other environmental influences, with organisations implementing these strategies in order to improve their effectiveness (Sitlington & Marshall, 2011). Given its widespread use in business, it is surprising that workforce downsizing has been repeatedly described as one of the most neglected research topics (Schmitt, Borzillo & Probst, 2012).

De Meuse, Vanderheiden & Bergmann (1994) as cited in Gandolfi (2014) argue that "downsizing enables firms to streamline operations, decrease labour costs, enhance efficiency, and eliminate poor performing employees". But the question arises, especially when it comes to the elimination of poor employees; what if good employees voluntarily leave as a result of the downsizing process? Abbasi & Hollman (2000) as cited in Wells & Peachey (2010) warn that it is "the smartest and most talented employees [who] are the most mobile and the ones who are disproportionately more likely to leave". It can be argued that this may result in the organisation not successfully attaining some of its downsizing goals, especially those that are dependent on the performance of good employees for their achievement. This is also alluded to by Gandolfi (2013), who states that "if key individuals leave the firm, it is difficult to ascertain what effect this may have on the firm's knowledge base, organizational memory, and critical skills". Maertz, Wiley, LeRouge & Campion (2010) indicate that "any voluntary turnover propensity amongst survivors would typically be dysfunctional for the organisation", especially in the critical period after a downsizing event.

1.1 Research Objective

This research aligns with the idea subscribed to by Schmitt et al. (2012) that "employee downsizing does not relate to whether or not it should be done, but rather how this strategy should be implemented". Datta, Guthrie, Busiel & Panday (2010) recommended research to be conducted on the relationship between involuntary turnover through layoffs and the concurrent or subsequent employee voluntary turnover. It is the backdrop of this recommendation that this research is conducted.

The objective of the research is to investigate the key factors that are responsible for employees' voluntary turnover intentions in South Africa. This will help organisations embarking or intending to embark on downsizings in South Africa to incorporate such factors on their downsizing process design to minimise the voluntary turnover of surviving employees, often called survivors (Mayton, 2011).

1.2 Research Scope

This study is grounded in the affective, contractual and constituent frameworks within the turnover theory. In order to fulfil this objective, the research will investigate the influence of four factors namely employee emotions, management behaviour, employee trust in management and colleague reaction to the downsizing process. It will seek to uncover whether employees experience emotions when going through the downsizing process (Arshad and Sparrow, 2010) and identifying which emotions are responsible for influencing voluntary turnover intentions. It is expected that the way management behaves during the downsizing process will influence the way that employees respond to the process. Therefore, management behaviour will be investigated to determine if it has any influence on voluntary turnover intention. With relationships built on trust, it could be postulated that the downsizing process has the potential to alter the state of the trust that employees have towards management. This calls for an exercise to confirm whether the employee trust in management does get affected and to assess if it results in influencing the employee to consider voluntary turnover (Mishra & Spreitzer, 1998). The last factor to be looked at is one that looks at the influence that the way an employee's colleagues react to the downsizing process would have on the employee's voluntary turnover intention.

The downsizing process goes through different stages, from when the organisation announces downsizing plans, to identifying the divisions that will be affected leading to the employees that would be laid off. Therefore, in addition to investigating the above factors, the research will focus on determining whether there is a specific stage of the downsizing process when the intention to leave is triggered in the employee. It will also seek to confirm whether employees experience a reduction in engagement as a consequence of the downsizing.

There is an expectation that a relationship exists between the factors that the research will be focused on. For instance, an employee's emotions would be triggered by what management does and the level of the emotions will be influenced by the extent that the employee trusts management. The reaction of the employee, whether positive or

negative may also be influenced by the way the employee's colleague react to the same situation. This whole experience may ultimately result in reduction of the engagement of the employee with the organisation leading to turnover.

1.3 Relevance of Research

Even though the majority of downsizing research is done in the US, the contraction of the workforce has occurred throughout the world with downsizing and its many related concepts becoming pervasive in many countries, including South Africa (Gandolfi & Hansson, 2011). This makes the research of this nature an important contributor to the South African context. In its report, Massive downsizings, Solidarity (2016) states that in the South African industries that it has a membership, a total of 88 downsizing processes were conducted in 2015 with a total headcount loss of just over 50000. This shows that the downsizing strategy is commonly used by organisations in South Africa. It can be postulated, therefore, that more employees were further lost to these organisations through the process of voluntary turnover after such downsizings. These are the employees that the research is aimed at with the view of minimising their movement.

According to Dibble (1999), as cited in Netswera, Rakhumise & Mavundla (2005), the replacement costs of employees who leave an organisation can range between 30% and two-thirds of the position's annual salary. This level of costs is further confirmed by PWC Southern Africa HR Quarterly (June 2014) where they stipulate an hourly rate between 30% and 120% to be the cost of replacing an employee. Whilst there may be an argument of what the maximum cost of employee replacement can be, there seems to be an agreement that it is at least 30%. This level is high under normal employee turnover but can be even devastating when the employee voluntarily leaves as a result of a downsizing process and more so when the employee is critical to the organisation's downsizing strategy. This is summed up by Morrison (2008) that said "the money and time invested in hiring and training an individual who leaves the organisation are lost forever"

It is in consideration of these facts that further place the importance of this study within South Africa because any potential prevention of the voluntary turnover of an employee post-downsizing could result in an improved performance of an organisation.

1.4 Background on Downsizing

Whilst organisations elect to use downsizing, there is no single cause that is believed to drive this phenomenon. Gandolfi & Hansson (2011) identified downsizing to be the

result of external factors and firm level factors. The external factors include globalisation, change in technology, pressure from competitors, etc. The firm level factors include financial and management. These authors have gone further and identified the consequences of an organisation employing the downsizing strategy. They have come up with five classes, which are financial, organisational, executioners, victims and survivors. Within each of these classes, the authors have outlined different areas that get affected as a result of downsizing.

Even though all the classes outlined above are important to investigate, this research is focused on investigating the survivors' class. These survivors will be investigated using 'propensity to leave' as the subject of the exercise. The investigation will seek to confirm the existence of these areas in the mind of the survivor. It will also focus on understanding how some of the areas within the survivor class affect the employee's propensity to leave the organisation following downsizing. The areas that will be looked at will include organisational involvement and commitment, the level of anger, distrust towards management. It is postulated that for a survivor, experiencing these areas increases the employee's propensity to leave the organisation.

According to Gandolfi & Littler (2012), downsizing has gone through three distinct phases since early 1976. They have achieved this distinction by looking at the type of practices that distinguished the forms of downsizing that organisations were conducting during a specific time period. The first two phases cover the period from 1976 to early 2000s. The phase that is of interest to this research, which is the third phase, covers the period from the early 2000s to present. This phase employs two prominent contemporary downsizing practices of non-selective (across the board) and stealth layoffs (layoffs kept under the radar). Whilst these practices may have differing effects on the consequences that they have on the victims and survivors, for the purpose of this research, no distinction will be made between them.

It is not all employees who respond to the downsizing process in an organisation with an intention to leave because different employees have different motivations for being with an organisation. In an investigation on what drives employee turnover in an organisation, Maertz & Griffeth (2004) identified 8 motivational forces that are responsible for an employee turnover. These forces are affective, calculative, contractual, behavioural, alternative, normative, moral/ethical and constituent forces. Even though these forces were identified in an environment independent of downsizing, it is believed that they are still relevant. Of particular importance to this

research are affective forces, in which the survivor intends to leave the organisation to avoid the pain caused by downsizing, contractual forces, where the behaviour of management in the organisation make the survivors feel that the breach of psychological contract has happened, and constituent forces, in which the withdrawal of employees within the organisation that the survivor was committed to influences such a survivor's attachment to the organisation. Maertz et al. (2010) found that "recent survivors of layoffs, or combinations of forms including layoffs, generally have lower perceived organizational performance, lower job security, and lower affective and calculative attachments to the organization, and higher turnover intentions than a no downsizing comparison group".

This research will aim to confirm the findings of Maertz et al. (2010) and seek to add the constituent force into the study. Employees influence their colleague's decision through various methods. Some of these influences are not intentional but result from an employee having a level attachment to their colleagues (constituents). One of these methods of influence is one that is used in the area of persuasion and is called social proof. Even though within the persuasion space, social proof is used intentionally to influence the behaviour of a person or group of persons, it still finds use in a downsizing context where colleague influence may not be intentional. The conditions (uncertainty and perceived similarities) that are required for social proof to be applicable are characteristic of the downsizing process. This gives support for the constituent theory to be added to this research by looking at the influence that colleague behaviour during downsizing has on employee's turnover intentions.

Smollan (2013) has found that the trustworthiness of before, during and after the change has important consequences for the organization. The study goes on further to report that perceptions of distrust contributed to higher turnover and stress and commitment to change. Even though Gandolfi & Hansson (2011) also identified an increase in propensity to leave, stress and heightened resistance to change as the consequences of downsizing, they did not attribute this increased level to distrust in management. It is therefore of interest to this exercise to confirm the findings of Smollan (2013), which will focus only on the relationship between trust in management and intention to leave. There is no agreement on the definition of trust, but the one that is important for this research is the one that appreciates management's concern with employee's welfare. When a downsizing announcement is made by an organisation, employees wish that as the organisation navigates through the downsizing process, their welfare will rank high in the minds of management. It is postulated that if the

outcome of the downsizing process indicates that management did not protect the welfare of the employees, the result may be the reduction of trust in management, which in turn can lead the employee to consider leaving the organisation.

Research has consistently focused on determining the consequences of downsizing on victims and survivors of the downsizing (Arshad & Sparrow (2010), Datta et al. (2010), Gandolfi & Hansson (2011), Guo & Giacobbe-miller (2012) and Mishra & Spreitzer (1998). What seems to be lacking is the determination of the behaviour of employees before they become victims or survivors i.e. before a decision is made by the organisation on who will be retrenched. It is postulated that employees do not necessarily wait for the conclusion of the downsizing process before they decide to consider leaving; with the inception of the intention to leave occurring as early as when the organisation announces its decision to embark on a downsizing process. Since this is just a postulation, it calls for an investigation to determine its validity, justifying its addition into this research.

Schaufeli, Bakker, & Salanova (2006) as cited in Cotter and Fuoad (2012) define engagement as a "work-related state of mind that is positive and fulfilling, and characterized by the qualities of vigour, dedication, and absorption". Downsizing, as a change initiative, has the potential to create a negative state of mind in the employee and thereby affect the employee's engagement in the organisation. Negative employee reactions are potentially highly consequential as they can severely impede the realization of the intended benefits of change (Fugate, Prussia and Kinicki, 2012). Omoroyi, Chipunza and Samuel (2011) suggested that downsizing can negatively impact on organisational citizenship and employee engagement of survivors. The study will seek to confirm this finding.

The next chapter offers a review of the literature on turnover and downsizing. It also looks at the impact that downsizing has on trust, psychological contract, and employee engagement.

2 Literature Review

2.1 Introduction

This section will look at the literature associated with the research, with a first look at the concept of turnover because it is the foundation on which this research project is based. It will focus on looking at turnover as a concept and the factors or theories that exist around this subject. This will be followed by a look at downsizing together with the different concepts that have been studied to show their influence on turnover. The subsequent sections will address the influence that leadership/management has on the response of survivors to the downsizing process and completed with a look at how employee engagement can get affected by the downsizing process. In aligning with what this research aims to achieve, research questions that will assist in achieving the research objective will be outlined in the next chapter.

2.2 Turnover

Employee turnover is a subject that has received a lot of attention from the academic literature. Maertz, Boyar & Pearson (2012) stipulate that "voluntary employee turnover has been one of the most popular topics in organizational research over the last 50 years". Whereas, Wells and Peachey (2010) reckon that organisational turnover has been a central research topic for nearly 90 years. This subject receives this much attention because of the severe consequences that it can have for the organisations. The effects of turnover have been linked to financial, customer relations, disruption of efficiency and decrease in morale (Wells and Peachey, 2010).

Turnover can be categorized as voluntary or involuntary, as well as functional or dysfunctional (Watrous et al., 2006), and each type of turnover can have varying effects on the organization. Voluntary organizational turnover is a process in which an individual makes a decision to stay or leave the firm whereas involuntary turnover is a process in which the organisation assumes control over an employee's decision to leave (McPherson, 1976 as cited in Wells & Peachey, 2010). Downsizing, therefore, falls within the type of involuntary turnover. Organisations would prefer to experience involuntary turnover because of the control that the organisation has instead of the voluntary turnover where the employee has more control over the process. Mobley (1982) as cited in Wells & Peachey, 2010 asserts that "voluntary turnover is usually dysfunctional and can be the most detrimental to the organization" as it is the smartest and most talented employees who are most mobile and the ones who are disproportionately more likely to leave (Abbasi and Hollman , 2000 as cited on Wells & Peachey, 2010). Whilst organisations may have control when engaging in involuntary

turnover of their employees, such actions by the employer may motivate the remaining employees to consider voluntary turnover.

Maertz and Griffeth (2004) stipulate that "motivation is responsible for initiating engagement in the mental behaviour of turnover deliberations and the physical behaviour of actually resigning or quitting". Their definition of motivation was taken from Kanfer (1990) that sees motivation as "that which causes a level of effort allocated to, persistence, and initiation of behaviour". In the study of such motivations, Maertz and Griffeth (2004) synthesized 8 motive categories or forces that drive employees decisions about whether to stay or leave an organisation. Figure 1 below lists these 8 forces together with the brief description of the motivational mechanisms for attachment and withdrawal associated with each force. Maertz, Boyar and Pearson (2012) extended this framework by including the force of location to the 8 forces framework.

Maertz & Griffeth (2004) further identified three different ways that these forces are interrelated. First, they may change concurrently due to events and cognitions. Second, as one consciously considers turnover, the motivating forces may interact such that they exacerbate or mitigate the effects of other forces. Third, the forces may simply oppose each other; that is, act in opposite directions.

Following in from here, affective forces, contractual forces, and constituent forces will be described in greater detail owing to the influence that they will have on the direction of this research.

2.2.1 Affective Forces

As will be shown in the downsizing literature, certain emotions are experienced by survivors as a consequence of the downsizing process. Affective forces are a motivational tendency involving emotions aroused by the organization and membership in it (Maertz and Griffeth, 2004). The emotions experienced by the survivor may be interpreted by the survivor as either negative or positive. It is when the survivor experiences negative emotions that might lead them to consider leaving the organisation. This is done in order to avoid the pain associated with such emotions. Maertz and Griffeth (2004) indicates that "people generally seek pleasure and avoid pain and results in them approaching situations that make them feel good whilst avoiding situations that make them feel bad". Meyer and Allen (1997) as cited in Arshad and Sparrow (2010) suggest that "affective commitment is the most desirable form of commitment and the one that organizations are more likely to want to instil in

their employees". People committed to the organisation due to emotional (affective) attachment are potentially more beneficial to the organisation than those committed due to perceived cost of leaving (Meyer and Allen, 1997 as cited in Arshad and Sparrow, 2010). Affective commitment to organisations happens with little or no influence from formal incentives (Omoruyi, Chipunza and Samuel, 2011). Employees with strong affective commitment continue employment with the organization because they want to do so, whilst those whose primary link to the organization are based on continuance commitment, stay because they need to do so (Meyer and Allen, 1997 as cited in Arshad and Sparrow, 2010).

Figure 1: Forces and motivational mechanisms

Type of force	Motivational mechanism for attachment and withdrawal
Affective forces	Hedonistic approach–avoidance mechanism. Positive/negative emotional responses toward the organization cause psychological comfort or discomfort with membership. Emotional comfort motivates approach or staying; discomfort motivates avoidance or quitting.
Calculative forces	Rational calculation of the probability of attaining important values and goals in the future through continued membership. Favorable calculation of future value/goal attainment at the current organization motivates staying. Unfavorable calculation of future value/goal attainment motivates quitting.
Contractual forces	Perceived obligations to stay with the organization under the psychological contract or withdrawal response to organizational breaches of the psychological contract. These depend on a norm of reciprocity.
Behavioral forces	Desire to avoid the explicit and psychological costs of quitting brought on by investments in membership or by past behaviors that favor/oppose membership. Higher costs motivate staying, while lower costs or behaviors opposing membership motivate quitting.
Alternative forces	Magnitude and strength of self-efficacy beliefs about obtaining alternative jobs/roles: the level of valued outcomes that may be provided by alternatives and the certainty of obtaining these alternatives. Lower S-E → staying; higher S-E→ quitting.
Normative forces	Meeting the perceived expectations of salient others outside the organization that include or imply either staying or quitting, assuming some motivation to comply with these expectations.
Moral/ethical forces	Maintaining consistency between behavior and values regarding turnover. These values range from “quitting is bad/persistence is a virtue” to “changing jobs regularly is good/staying long causes stagnation”.
Constituent forces	Motivation to remain or quit depends on the employee’s attachment to individual coworkers or groups within the organization. Attachment to the constituent means attachment to the organization, unless the constituent shows signs of leaving.

Source: Maertz & Griffeth (2004)

2.2.2 Contractual Forces

The contractual forces involve perceptions of what is owed to the organisation by the employee and owed by the organisation to the employee (Maertz and Griffeth, 2004). An employee is likely going to continue to stay in an organisation when they feel that their obligation to the organisation is high and the organisation is fulfilling its obligations. It is often when the employee feels that the organisation is not fulfilling its obligations that they start thinking of terminating the employment relationship. One of the largely publicised ways that an employee may feel that an organisation has failed to fulfil its obligation is in the violation of the psychological contract. Maertz and Griffeth (2004) suggests that an employee may perceive the betrayal by the organisation's breach of psychological contract and feel obligated to "even the score" or strike back at the organisation by quitting. Arshad and Sparrow (2010) proposed that perceptions of procedural justice and a disposition to negative affectivity may both result in psychological contract violation, which in turn affects survivors' commitment, organizational citizenship behaviours, and turnover intention.

2.2.3 Constituent Forces

Constituent forces involve an employee's relationships with individuals or groups within the organization (Maertz and Griffeth, 2004). Reichers (1985) as cited in Maertz and Griffeth, (2004) theorized that employees become committed to constituents within an organization, separate from a commitment to the organization itself. It should be noted that constituents should not be limited to the employee's colleague on the same level but should also include people in the levels above and below the employee. Maertz, Boyar and Pearson (2012) indicate that turnover intentions can be mediated through supervisor constituent forces as a result of positive feelings toward the supervisor. However, as Maertz and Griffeth (2004) further point out, employee attachment to a constituent may turn into a force for the employee to withdraw from the organization if that constituent announces plans to quit. This is supported by Maertz and Boyar (2012) that states "being attached to a constituent who then quits or talks about quitting (i.e., who is not embedded) could contribute to withdrawal motivation".

2.3 Downsizing

This section will look at the definition of downsizing and how it applies to the scope of the research and the description of different phases characterising downsizing. It will also look at the impact that downsizing has on survivors, especially focusing on the behaviours and emotions displayed. This will serve as a precursor to the subsequent sections where these behaviours are discussed in more detail.

2.3.1 Why Downsizing

Workforce downsizing as a change management strategy has been adopted for more than three decades (Littler & Gandolfi, 2008 as cited in Gandolfi, 2013). This is supported by Gandolfi & Hansson (2010) that said: "organisations have always been forced to adjust their workforce levels to anticipated and/or actual changes in labour demand". In an organizational setting, the term was first applied to a process of cutting back employees when business and government in the U.S. began making major reductions to their employee bases in response to recessionary pressures in the 1980s (Gandolfi, 2012). In analysing the downsizing trends over the years, Gandolfi and Littler (2013) have identified three phases that characterise the level of practice, the level of discourse and the level of strategizing that is instrumental during these periods. The period that is applicable for this research is characterised by corporate layoffs that are done in more incremental terms compared to the previous periods. There is also an absence of downsizing language in popular press coupled with an appreciation by business scholars and corporate executives that there is little or no strategic value in making downsizing announcements.

Global competitive pressures coupled with ever-changing demand conditions have caused firms to critically examine their cost structures, including those associated with human resources (Datta et al., 2010). Downsizing enjoys a number of definitions in literature, with Cameron (1994) as cited in Gandolfi and Hansson (2011) receiving the most mention. In it downsizing is defined as "a set of activities, undertaken on the part of the management of an organisation and designed to improve organizational efficiency, productivity, and/or competitiveness". This definition is seen as embracing a holistic approach in an attempt to increase a firm's overall performance. However, some authors see downsizing as a means of reducing the workforce of the organisations. Gandolfi and Hansson (2011) define downsizing as an "organization's planned contraction of labor resources". Schmitt, Borzillo and Probst (2011) see downsizing as "an organization's planned implementation of workforce reduction strategies in an attempt to increase organizational performance". Datta et al. (2010) describe downsizing as an "intentional event involving a range of organizational policies and actions undertaken to improve firm performance through a reduction in employees". Whilst there are many definitions of downsizing, for the purpose of this research, downsizing will be defined in line with Gandolfi (2012) assertion that downsizing means "a contraction or shrinkage in the size of a firm which, frequently, implies job losses and downsizings". It is this type of downsizing that has the potential to create the negative response from employees leading to a voluntary turnover.

2.3.2 Causes of Downsizing

Downsizing is a complicated and multifaceted phenomenon with a multitude of possible causes (Gandolfi, 2012). Gandolfi (2013) concludes that "downsizing as a strategic management tool is far too complex and multifaceted to yield a single cause for the adoption of any downsizing activity". While scholars have asserted various downsizing causes, drivers, and driving forces, no single cause can explain and account for the emergence and pervasiveness of the phenomenon. In the review of downsizing literature, Gandolfi (2012) identifies various reasons why firms downsize. These reasons include global competition, pressures from rival firms, poor industry conditions, and deterioration of micro niches, shrinking markets, change in demographics, divestments, and exit from international markets, failing strategic initiatives and wrong investments, and other types of failures. Gandolfi (2013) sees responses to mergers and acquisitions, a quick-fix to delay closure or bankruptcy, preparations for a privatization, or a need to reduce costs to remain competitive in an increasingly global market as possible drivers that may explain why top firms adopt downsizing. A quick look at these drivers suggests that employees are not at the forefront of downsizing decisions but are merely a consequence of achieving whatever strategy that would be employed by the organisation to meet the challenges at hand.

2.3.3 Consequences of Downsizing

(Burke & Greenglass, 2000; Gandolfi, 2009; Littler & Gandolfi, 2008) as cited in Gandolfi (2012) argue that "there is scant evidence for the overall success, effectiveness, and efficiency of this strategy when assessed from financial, organizational, and human resource perspectives". Whilst the consequences of downsizing that are experienced on the financial and organisational perspective are important, this research focuses on the consequences experienced from the human resource perspective. Gandolfi and Hansson (2011) identified three categories of people that are directly impacted by downsizing and these are victims, survivors, and executioners.

Victims are considered to be those employees that have lost a job as result of the downsizing process. According to Macky (2004) as cited in Gandolfi and Hansson (2011), victims encounter feelings of cynicism, uncertainty, and decreased levels of commitment and loyalty that carry over to the next job. It is therefore of interest to determine whether this observation comes through in terms of how victims react when faced with a downsizing process in their new organisation; however, this aspect of the investigation was not covered within the scope of this research. Executioners are employees, managers or consultants entrusted with the planning, execution, and

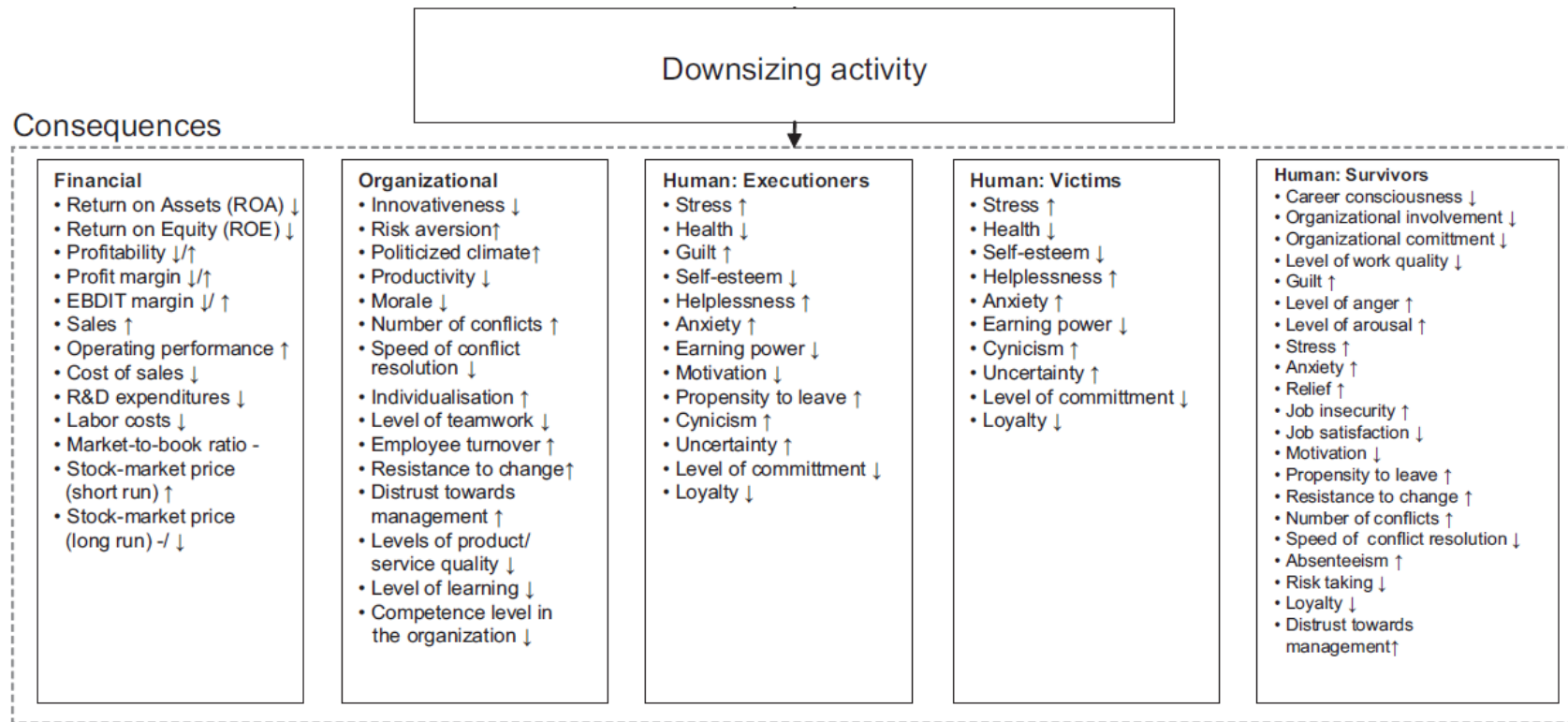
evaluation of the downsizing activity (Downs, 1995 as cited in Gandolfi and Hansson, 2011). Survivors, who are the primary focus of this research, have been studied extensively to determine the emotions, behaviours, and attitudes they displayed during and after downsizing activities (Gandolfi and Hansson, 2011). Figure 2 below shows what, according to Gandolfi and Hansson (2011), are the consequences of downsizing outcomes for victims, survivors, and executioners.

In their study of the downsizing effects on survivors, Maertz, Wiley, LeRouge and Campion (2010) have provided what they consider to be the first evidence across industries and organizations of the survivor's lower perceived organizational performance, lower job security, lower affective and calculative attachments to the organization, and their higher turnover intention as a result of the downsizing process. Downsizing has also been found to have a significant potential to affect the group and individual attitudes and behaviour, disrupt relationship networks, and destroy the trust and loyalty that binds employees and their employers (Datta et al., 2010). Uen et al. (2016) identify a violation of psychological contract as an indication of downsizing whilst also acknowledging that downsizing survivors display the negative attitudes and behaviours of low performance, decreased affective attachment, diminished job security, negative fair perception, and high turnover intention. Datta et al. (2010) also point out that the violation of the psychological contract may result in surviving employees withdrawing psychologically (e.g., reduced trust and loyalty, withholding of effort, and reduced involvement) or physically (increased absences or voluntary turnover), with negative economic consequences for the firm.

2.3.4 Effect of Downsizing Process

It has also been suggested by Datta et al. (2010) through their review of literature that the consequences of change, which downsizing is part of, largely depends on how well the change process is managed. As Arshad and Sparrow (2010) noted, "how organizations handle the procedures related to downsizing and how managers/supervisors treat employees before, during and after the downsizing is very important in predicting survivors' attitudinal and behavioural responses and much depends on how employees perceive management's handling of the process". Datta et al. (2010) further went on to suggest that effective communication, characterised by helpfulness, openness, accuracy, timing and completeness can help mitigate anxiety and reduce resistance to change among downsizing survivors. Self et al. (2007) as cited in Datta et al. (2010) recommends having procedures in place during a change process that allow employees to express their views.

Figure 2: Typical Consequences of Downsizing



Source: Gandolfi and Hansson (2011) p3

According to Datta et al. (2010), the concept of procedural justice has an influence on the individual outcomes of downsizing. It is purported that procedural justice concerns itself with the fairness of process used at arriving at downsizing decisions. Any perceptions of fairness related to downsizing decision-making and implementation processes have a significant bearing on the subsequent behaviour by the survivors. Procedural injustice and unfairness are expected to result in employee undesired behavioural outcomes. Perceptions of procedural justice are based on evaluations of the processes that led to the decisions and are enhanced when staff members participate in decision-making (Lines, Selart, Espedal and Johansen, 2005 as cited in Smollan, 2013).

Processes are viewed as being fair when they provide for consistency across individuals and time, are free of bias, incorporate and reflect the opinions of people affected, and conform to moral and ethical standards (Leventhal, Karuza, & Fry, 1980 as cited in Datta et al., 2010). Justice perceptions are influenced by employees' perceptions on whether layoffs were necessary, the appropriateness of the decision criteria used in identifying redundancies, and whether victims were fairly treated and adequately provided for after being downsized (Shah, 2000 as cited in Datta et al., 2010). Mansour-Cole and Scott (1998) as cited in Data et al. (2010) found that "survivors perceive greater procedural fairness when they learn about impending layoffs from their managers and not from other sources". They also found that the relationship between the source of layoff information and perceived procedural fairness is contingent on existing leader–subordinate relationships, with the association being more pronounced in relationships characterized by high mutual trust, respect, and obligation.

2.3.5 Employee Responses to Downsizing Process

Within the constituent theory of turnover, Maertz and Griffeth (2004) points out that the constituent's announcement of the plans to quit may force an employee to withdraw from the organisation. This thinking may also be true in a case of downsizing, where the reaction of the constituent to the announcement of the downsizing process may influence the employee associated with the constituent to act in a similar way. Literature has looked at various theories to explain why downsizing leads to voluntary turnover of survivors such as psychological contract violation (Van den Heuvel et. al (2015); Arshad and Sparrow (2010), Uen et.al (2015). It is in the interest of this research to look at the influence that the colleague's reaction to the downsizing process has on the employee's subsequent reaction to the process.

In the persuasion literature, the social proof principle is expected to come into play when individuals view behaviour as correct in a given situation to the degree that individuals see others doing it (Guthrie, 1992). In order for social proof to be effective, two conditions need to be obtained namely uncertainty and perceived similarities between the observer and the observed. Downsizing in itself brings a lot of uncertainty because when the process is announced, employees generally do not have certainty whether they will emerge as victims or survivors of the process. This fulfils the first of condition for the effectiveness of social proof. The second condition can be justified by looking at how the employees view themselves in relation to other colleagues. It is not expected that the employee will see similarities in all their colleagues. However, an employee will have attachments with the constituents that they perceive similarities with. This gives the fulfilment of the second condition for social proof to be effective.

2.3.6 Management and Downsizing

It is important to look at how managers behave during the downsizing process as this has the potential to affect the level and nature of the response that the employees will have towards the process. Wells and Peachey (2010) indicate that even when the organisation is not going through downsizing, leadership behaviour can influence voluntary organisational turnover. Whilst we have given the review of the effect that the way the downsizing process is handled has on employees, it is also important to look at the leader and how this will affect the employee's response to downsizing. This section will look at describing the two different types of leadership and how the leader communicates with the employees. It is believed that this would have an influence on the trust that employees have in leadership, which may eventually lead to the violation of the psychological contract.

2.4 Leadership

Leadership relates to the extent to which employees perceive their senior leaders' level of communication, openness, and honesty, as well as the way in which leaders are seen to model the organisational values and inspire employees (Deloitte & Touche, 2009 as cited in Coetzee, Mitonga-Monga & Swart, 2013). The contemporary theoretical perspective of leadership breaks down leadership into transactional and transformational (O'Kane and Cunningham, 2012). According to Bass (1985) and Burns (1978) as cited in O'Kane and Cunningham (2012) transactional leadership emphasizes organization, supervision, rewards, and punishments, and transformational leadership's attention to motivating and inspiring group performance through leadership/subordinate relations. Bryman (1992) as cited in Wells & Peachey (2010) identifies transformational leadership to be visionary and appeals to the higher

order psychological needs of employees of feeling valued and worthwhile in the organisation, comprising of four dimensions:

- Charisma - articulating a future vision and infusing trust and respect.
- Inspiration - using simple devices to communicate purposes and expectations.
- Intellectual stimulation - encouraging efficient problem solving, judgment and aptitude.
- Individualized consideration - teaching and motivating each employee individually and with personal attention.

On the other hand, Wells & Peachey (2010) recognise transactional leaders as those that manage by an exchange process based on positive reinforcement, focusing on rules and procedures, and they comprise the four dimensions:

- Contingent reward - providing pre-determined arrangements of reward for effort.
- Active management by exception - policing work for deviations from standards, followed by corrective action.
- Passive management by exception - interceding in work only if/when standards are not met.
- Laissez-faire - ceding responsibilities and decision making.

Leadership has been related to positive organisational behaviour, which fosters engaged employees, higher performance, and commitment, which, in turn, lowers the risk of losing talent (Mendes & Stander, 2011). Studies have shown transformational leadership to be an important factor in mitigating voluntary turnover intentions (Wells & Peachey, 2010). Martin & Epitropaki (2001) as cited in Wells & Peachey (2010) found that transformational leadership was inversely related to voluntary turnover intentions among employees from seven for-profit businesses. The rationale underlying the relationship between leadership and voluntary turnover is that the behaviours exhibited by leaders can be perceived by subordinates as indicators of organizational intentions (Levinson, 1965 as cited in Wells & Peachey, 2010), where leaders are the main source of information for employees about organizational goals and strategies (Martin & Epitropaki, 2001 as cited in Wells & Peachey, 2010). Transformational leaders create a vision and foster a sense of pride and belonging to the organization, and communicate why membership in the organization is important, enabling followers to internalize group or organizational values (Bass, 1985 as cited in Wells & Peachey, 2010).

In their investigation on whether leadership behaviours and satisfaction with the leader matter when it comes to turnover intentions, Wells & Peachey (2010) indicate that there is a direct negative effect between both Transactional and Transformational Leadership and voluntary organizational turnover intentions. These authors went on to conclude that transformational leaders may facilitate employee voice and because employees feel like they can express their opinions or dissatisfaction, they may then be less likely to voluntarily leave the organization. As Tse and Lam (2008) as cited in Wells & Peachey (2010) asserts, transformational leadership behaviour encourages an emotional attachment to the leader among followers, and can foster high levels of trust, because of followers' "attribution and admiration to the desirable behaviours of the leaders". On the other hand, transactional leadership emphasizes contingent reward for good performance, leaders displaying this behaviour will likely have detailed, systematic and comprehensive reward and incentive policies in place at all levels of the organization which is applied to all employees without discrimination (Wells & Peachey, 2010). Therefore, if employees feel that organizational processes are fair, they will likely deliver a good outcome and be more satisfied with their workplace than if processes are regarded as being unfair (Wells & Peachey, 2010).

2.5 Communication

Communication refers to the effectiveness of the internal organisational communication channels, the frequency, and quality of communication, communication between management and employees and between departments and the extent to which employees are consulted when decisions are being taken that will impact upon them (Deloitte & Touche, 2009 as cited in Coetzee et al., 2013). Mishra, Boynton and Mishra (2014) recognise internal communication as the "social interaction through messages" and reflect management's ability to build relationships between internal stakeholders at all levels within an organization.

Communication on the consequences of an organizational change is one of the triggers that can cause trust in management to suddenly disappear (Smollan, 2013). As Mishra (1996) cited in Van den Heuvel et al. (2015) pointed out, "undistorted communication from trusted persons reinforces trust in them, while trust decreases if the other party lies or communicates a distorted version of the truth". Providing incomplete or incorrect information about the change thus creates mistrust and diminishes the credibility of the ones in charge of the change (Van den Heuvel et al., 2015). A lack of trustworthy information about an organizational change creates rumours and uncertainty (Schweiger & DeNisi, 1991 as cited in Van den Heuvel et al.,

2015), which makes an employee uncertain whether the organization is willing or able to live up to promises made previously in the employment relationship (Van den Heuvel et al., 2015).

The success of organizational change heavily depends on an organization's internal communication (Pundzienė, Alonderienė, & Buožiūtė, 2007 as cited in Van den Heuvel, 2015). Van den Heuvel et al. (2015) go on to assert that "although most practitioners are aware of this, it remains an enormous challenge for change agents to provide the information desired by the change recipients on time, with a sufficient level of detail, through appealing communication channels and in a way that it answers the most pressing questions of each individual employee". Klein (1996) as cited in Van den Heuvel et al. (2015) stipulate that as a form of communication channel face to face communication, communication by direct supervisors, communication of personally relevant information and the usage of multiple media channels have been proven to be more effective than abstract, general, and impersonal information provided by non-hierarchical change agents and/or through a single medium. Quirke (2008) and D'Aprix (2009) as cited in Mishra, Boynton and Mishra (2014) note that "face-to-face communication is the most valuable technique for providing credible communication because it provides visual and verbal clues that complete our understanding of the information being shared". Mishra, Boynton and Mishra (2014) conclude by stating that through internal communication employees feel more engaged, build trust with their supervisor and the firm.

2.6 Trust

The more employees trust their organization and its representatives, the more they perceive the organizational change is needed (Van den Heuvel et al., 2015). The level of trust, therefore, becomes a critical factor in influencing how the employees think, feel and act with respect to the current change (Smollan, 2013). However, Erturk (2008) cautions that initiatives aimed for when organisations embark on change efforts fall short of the expected results because of the flaws in the foundation of trust upon which all change efforts must be based. This makes trust a crucial aspect that managers in an organisation need to deal with prior to implementing any change initiatives because, as Erturk (2008) also puts it, "when trust is inadequate in an organisation, change attempts are stifled". Mayer, Davis & Schoorman (1995) as cited in Smollan (2013) define trust as "the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or confront that other party". On the

other hand, Morrison & Robinson (1997) as cited in Van den Heuvel et al. (2015) consider trust to be an individual's "beliefs regarding the likelihood that another's future actions will be favorable, or at least not detrimental, to one's interests". Trust can also be described as a "process of sense making in which small cues are enlarged through the incremental accumulation of evidence" (Adobor, 2005, p. 330 as cited in Van den Heuvel et al., 2015).

It needs to be appreciated that an employee does not necessarily have to trust the organisation or supervisor in every aspect of life. As Smollan (2013) points out that the trustor can trust the trustee in some ways but not in others and goes further to justify their point with an example that an employee could trust a supervisor to be concerned for the welfare of staff but distrust him/her to recommend salary increases. In the case of downsizing, trust is looked at from the point of view of whether the organisation or supervisor is concerned with the welfare of the employees.

Tucker, Yeow, and Viki (2013) indicate that trust develops over time, where "major events such as organizational changes can bring about a complete reassessment of the trust relationship, either making or breaking the trust bond". It would, therefore, be expected that an organisational change process like downsizing would have such an effect on employees' trust towards the organisation, as attested by Smollan (2013) that "organizational change is one area where trust in management can disappear suddenly, with telling consequences. Communication on the consequences of an organizational change is one of the triggers that can cause trust in management to suddenly disappear (Smollan, 2013). In varying contexts of organizational change, some empirical studies have focused on trust in an individual supervisor while others have examined trust in management in general (Smollan, 2013).

Various authors provide findings to studies that have demonstrated how perceptions of different types of fairness are strongly related to trust. Chory and Hubbell (2008); Colquitt and Rodell (2001) as cited in Smollan 2013 provide the effect of the trust in their immediate supervisors, whilst (Frazier, Johnson, Gavin, Gooty and Snow (2010) showed the effect of trust in the immediate supervisor and higher-level management and (Vanhala, Puumalainen and Blomqvist (2011) indicated the effect of trust in the overall management of the organisation. Anger, shock, frustration, fear and feelings of betrayal can result when employees believe that the trust they have placed in management has been shattered (Smollan, 2013). Erturk (2008) states "if employees have trust in their supervisors, they tend to believe that their supervisors and the

organisation will do the right thing for employees, which may result in employees having less anxiety and a more positive effect on the organisation". Also, Neves and Caetano (2009) as cited in Smollan (2013) demonstrated how trust in their supervisor's competence, concern and reliability led to affective commitment in employees, reduced turnover intentions, spurred more organizational citizenship behaviours and improved performance.

2.7 Psychological Contract

Downsizing disrupts the reciprocal nature of the employment relationship, resulting in unfulfilled obligations in employees' psychological contracts (PCs) (Arshad, 2016). A psychological contract is the perception of the contribution that an employee feels obliged to give to his or her employer, and the inducements that he or she believes the employer is obliged to give in return (Rousseau 1995 as cited in Arshad & Sparrow, 2010). The psychological contract can also be defined as an individual's belief about mutual obligations, in the context of the relationship between an employee and an employer (Rousseau, 1990 as cited in Van den Heuvel et al., 2015). Again Rousseau (1989) as cited in Arshad (2016) brings in the trust element in the definition of psychological contract as referring to "the belief of the employee concerning the existence of an unwritten contract of mutual obligation in the employer-employee relationship that involves elements of trust, a sense of relationship and expectations concerning future benefits". The psychological contract is characterized by a reciprocal exchange, whereby each party maintains its side of the bargain only to the extent that the other party does (Robinson & Morrison, 2000 as cited in Maertz and Griffeth, 2004).

A perceived breach of the psychological contract is an employee's cognition that the organization has failed in one or more of its obligations to the employee (Morrison & Robinson, 1997 as cited in Maertz and Griffeth, 2004). Any breach reduces or negates obligations that employees feel they owe, including obligations to stay (Robinson, Kraatz & Rousseau, 1994; Turnley & Feldman, 2000 as cited in Maertz and Griffeth, 2004). A psychological contract breach can also produce strong negative feelings of anger and betrayal, called violation (Morrison & Robinson, 1997 as cited in Maertz and Griffeth, 2004). In a context where job security might be expected from an organization, the implementation of downsizing in itself is considered as a breach of PC between the organization (employer) and employees (Arshad & Sparrow, 2010). The sense of security of downsizing survivors is violated by perceived uncertainty concerning the future role of a downsizing survivor within the organization, and anxiety stemming from the fear of further downsizing (Arshad, 2016). According to Clinton and

Guest (2014) psychological contract breach arguably causes the exchange relationship to be seen as less balanced and therefore more unfair, as the employee is denied an outcome that they felt was merited. Arshad & Sparrow (2010) go on further to attest that "it is the perceived unfairness that leads to a negative affective reaction of psychological contract violation (PCV), which stems from their perception of not receiving what is expected from the organization". The nature of the psychological contract plays a role in the change recipients' perception of the legitimacy of the change, with employees holding a transactional contract compared to a relational contract becoming less willing to accept poorly justified organisational change (Rousseau and Tijoriwala, 1999 as cited in Van den Heuvel et. al (2015).

In the case of PCVs that occur during downsizing, such violations cause employees to lose faith in the benefits of continuing the employer-employee relationship (Ashard, 2016), resulting in the employees most likely leaving the organisation. Arshad & Sparrow (2010), in their research, confirm the existence of both significant direct and indirect relationships between psychological contract violation (PCV) and turnover intention. The direct linkage may be explained using contract theory, whereby the contract provides assurance that if each does his or her part; the relationship will be mutually beneficial. In the case of downsizing, where the violation occurs, the bond may be broken, causing the employee to lose faith in the benefits of staying in the relationship. The indirect effect of PCV on intention to turnover through commitment is consistent with previous literature on affective commitment, which has consistently been shown to be negatively related to turnover intention. Clinton & Guest (2014) in their investigation of psychological contract breach and voluntary turnover found a "significant effect of PC breach on voluntary turnover; higher levels of reported breach increased the likelihood of quitting up to 2 years later".

Van den Heuvel et al. (2015) in their study of the mediating role of psychological contract fulfilment, trust and perceived a need for change found that the effects of change information on the attitudes towards change were completely mediated by psychological contract fulfilment, trust, and perceived a need for change. They go on further to state that trust, which can be enhanced by proper information about the change, helps create a sense of urgency among employees and serves as an emotional buffer preventing a breach of the psychological contract as a primary and impulsive response to an organizational change.

2.8 Employee Engagement

There are different definitions of engagement found in the literature. For Instance, Kahn (1990) as cited in Mishra, Boynton and Mishra (2014) defined engagement in the management literature as "the ability to harness an employee's personal enthusiasm in their work roles". This definition of engagement is further expanded in Ikechukwu-Ifudu and Myers (2014) stating that in engagement, "people employ and express themselves physically, cognitively, and emotionally during role performances". Whereas Hewitt Associates (2009) as cited in Mishra, Boynton and Mishra (2014) defined an engaged employee as "the measure of an employee's emotional and intellectual commitment to their organization and its success". In Ikechukwu-Ifudu and Myers (2014) engaged employees are shown to be those who have "a sense of energetic and effective connection with their work activities and they see themselves as able to deal completely with the demands of their job". Schaufeli, Bakker, & Salanova (2006) as cited Cotter and Fuoad (2012) define engagement as a "work-related state of mind that is positive and fulfilling and characterized by the qualities of vigour, dedication, and absorption". Vigour involves high levels of energy and mental resilience while working; dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm and challenge and absorption refers to being fully concentrated and engrossed in one's work (Viljevac, Cooper-Thomas and Saks, 2012).

However, the definition of employee engagement that aligns with the purpose of this research is one that is defined by Quirke (2008) as cited in Mishra, Boynton and Mishra (2014) that states that defines engaged employees as "feeling a strong emotional bond to their employer, recommending it to others and committing time and effort to help the organization succeed". Under this definition, employees are more likely to talk positively about the organization, remain with the organization, and help their organization perform more effectively every day (Mishra, Boynton and Mishra, 2014). As reported in Mendes & Stander (2011), according to Saks (2006), "employees who are more engaged are more trusting of their employer and therefore report more positive attitudes and intentions towards the organisation and thus found job and organisation engagement to predict an employee's intention to quit". Engagement also has to do with how individuals employ themselves in the performance of their job (Saks, 2006).

In the study of antecedents and consequences of engagement, Saks (2006) identified four antecedents for employee engagement and these are:

- Job Characteristics - psychological meaningfulness can be achieved from task characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions.
- Rewards and Recognition - one might expect that employees will be more likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances.
- Perceived Organisational and Supervisor Support - psychological safety that stems from the amount of care and support employees perceive to be provided by their organization as well as their direct supervisor. Social support whose essence is captured through perceived organizational support and perceived supervisor support.
- Distributive and Procedural Justice - predictability and consistency in terms of the distribution of rewards as well as the procedures used to allocate them. While distributive justice pertains to one's perception of the fairness of decision outcomes, procedural justice refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources.

Engagement has also been found to mediate the relationship between certain job characteristics and job-related consequences such as job satisfaction, organizational commitment, and intention to quit (Saks, 2006 as cited in Cotter & Fouad, 2012). Employees respond at both cognitive and emotional levels to their perceptions and experiences of life at work, which, in turn, can affect organisational commitment, performance, and engagement (Japsen and Rodwell, 2010 as cited in Ikechukwu-Ifudu and Myers, 2014). Downsizing is one of those experiences in work that has the potential to affect employee engagement. Clay-Warner, Hegtvedt and Roman (2005) as cited in Ikechukwu-Ifudu and Myers (2014) contend that, "though downsizing affects its victims (employees who are laid off) more than those who remain, survivors too tend to be affected and this can be seen through changes in their attitude to work and their perception of the organisation". Omoroyu, Chipunza and Samuel (2011) suggest that "downsizing can negatively impact on organisational citizenship and employee engagement of survivors".

A relationship exists between the trust that employees have on the organisation and its management and the resultant engagement that the employees demonstrate. McManus and Mocsá (2015) have noted that "trust is critical to the development and maintenance of workplace engagement". Chughtai and Buckley (2012) and Lin (2010)

as cited in McManus and Mocsca (2015) also indicate that "trust mediates the relationship between antecedent factors and a worker's level of engagement".

2.9 Summary

When management conducts a downsizing exercise, there is a level of expectation that the survivors of the process would be happy because they still have work. Unfortunately, this is not always the case and the resultant behaviour of the surviving employees could be one that ends in the employees voluntarily leaving the organisation. There are emotions that employees experience as a result of the downsizing process and these emotions do not wait for the completion of the process before surfacing. These emotions may lead to the employee perceiving that the organisation has violated the psychological contract, reducing the employee's attachment to the organisation.

Furthermore, the actions of management during the downsizing may further worsen the perceptions of fairness. This in itself has the potential to affect the trust that employees place on the management of the organisation. The resultant of all these factors would be an employee whose engagement with the organisation is low leading to an ultimate voluntary turnover. Unfortunately, the employees that end leaving voluntarily may not be the ones that the organisation wishes to get rid of, resulting in the organisation losing the key employees that it needs to succeed with the post downsizing strategy.

3 Research Questions

Downsizing has become the most common strategy for businesses to respond to the ever increasing competition. It is evident in chapter 2 that the effects of downsizing have been addressed by a wide variety of research. The consequences of downsizing on the survivors have been found to include lower perceived organizational performance, lower job security, lower affective and calculative attachments to the organization, and higher turnover intention. The objective of this research as defined in chapter 1, is to determine the key factors experienced by survivors of a downsizing process that are responsible for turnover intentions.

This report aims to investigate how organisations can conduct a successful downsizing process and still minimise the voluntary turnover of employees. Based on the literature

review, the following research questions have been formulated to help determine the key factors that are responsible for voluntary turnover intentions of employees during downsizing.

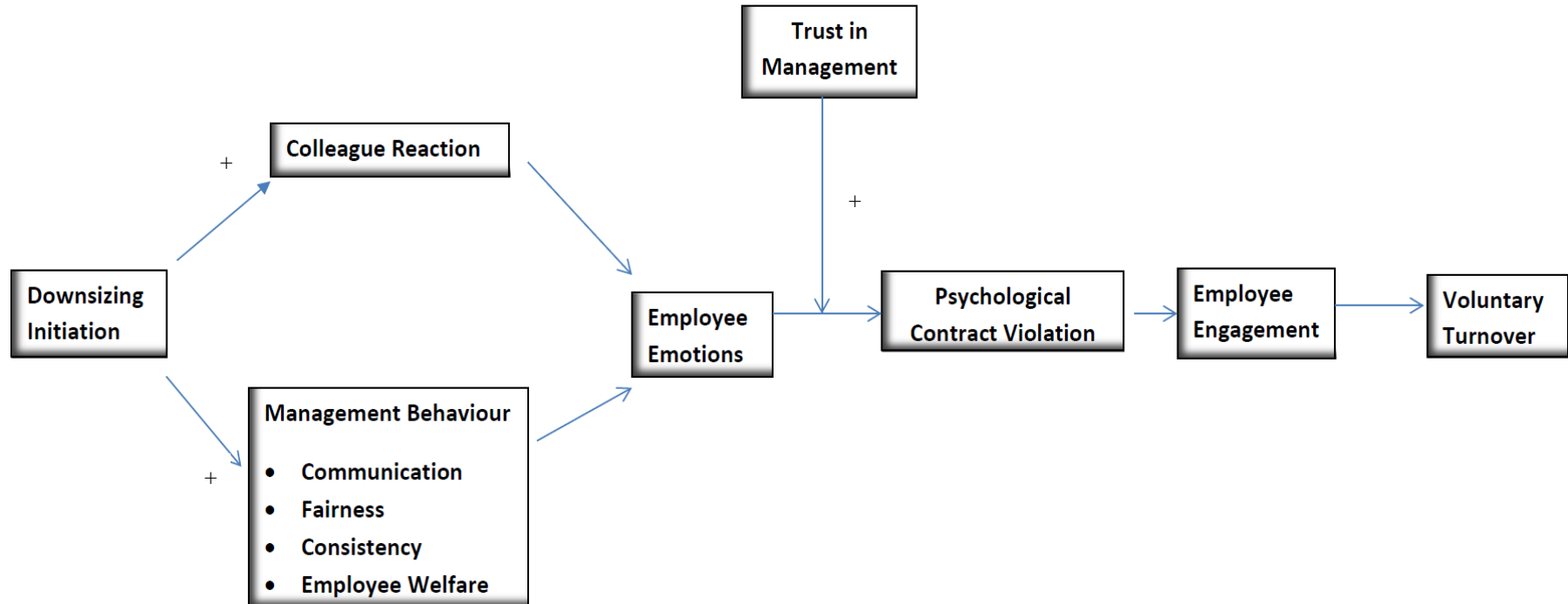
Research Question 1	Does a downsizing process invoke different emotions in the mind of an employee?
Research Question 2	Does management behaviour during the downsizing process have an influence on an employee's intention to leave?
Research Question 3	Is an employee's intention to leave triggered at different stages of the downsizing process?
Research Question 4	Does an employee's trust towards management have an influence towards the employee's intention to leave?
Research Question 5	Do survivors of downsizing experience reduced engagement with the organisation?
Research Question 6	Is an employee's intention to leave independent of his/her colleague's reaction to the downsizing process?

Research Model

A prediction of the interaction of the research questions is depicted in Figure 3. The emotions experienced by the employee following downsizing initiation will be dependent on two variables. The first variable will be the behaviour of management during this process. This behaviour will influence the employee to react positively or negatively to the process. The way that colleagues react to the initiation of downsizing will be the second variable that affects the employee's emotions. Employees generally have informal discussions following downsizing announcements. It is these informal discussions with the colleagues that may create feelings of fear or anxiety with the employee.

The level of trust or distrust that the employee has on management in the organisation may be existing prior to the initiation of downsizing. This trust is coupled to the employee emotions and may lead to the perception of psychological contract violation. The outcome of this process will be the reduction in the employee engagement in the organisation leading to a voluntary turnover.

Figure 3: Interaction between research questions



4 Research Methodology

4.1 Methodology

The method followed for the performance of the research was a cross-sectional (Saunders & Lewis, 2012) study utilising a combination of the qualitative and quantitative research studies (Guo & Miller, 2011; Sitlington & Marshall, 2011). There was a time constraint during the performance of this study, which gave the cross-sectional method a good position to get a snapshot of the research setting. It is believed that the executive management of an organisation chooses a particular downsizing process design that they believe will yield the best results for the organisation in terms of the downsizing objectives. At the same time, employees within the organisation may or may not experience the said downsizing process design the same way that the executive had anticipated. It was, therefore, important for the exercise to capture the experience of the downsizing process from the perspective of both senior management and employees.

4.2 Population

The population for this study was chosen to be individuals working in the private and/or public (listed on any Stock Exchange) South African organisations and/or international organisations (private or public) that are operating within South Africa. This was in line with the objective of the research, which was focused in the South African context.

4.3 Unit of analysis

The unit of analysis was chosen to be employees working in organisations operating within South Africa in different industries. These employees would have gone through a downsizing process in their employment history (Sitlington, 2011). One organisation, where the researcher is an employee was selected to survey its employees through a combination of questionnaires and focused groups. This organisation has undergone three downsizing processes within a two year period. Signed consent was obtained from the organisation prior to surveying the organisation. The sample of the consent form is shown in Appendix A. Questionnaires were also issued for the completion by general employees from different organisations in South Africa who have experienced downsizings in their employment history. The sample of the questionnaire that was used for the employees is shown in Appendix B. Considering the number of downsizings that occur in South Africa each year as indicated in Solidarity (2016), it

was believed that the unit of analysis chosen would be sufficient for the purpose of this research. To be able to incorporate the opinions of management on how to improve the downsizing process with the views of minimising employee voluntary turnover, interviews were held with some members of the senior management within the selected organisation. Additional opinions from employees were obtained through the use of focus group discussions.

4.4 Quantitative Analysis

4.4.1 Sampling method and size

The non-probability sampling (Coetzee et al., 2013) method was adopted for collection of data for this research. Non-probability sampling is applicable when the researcher is unable to obtain a list of the total population (Saunders & Lewis, 2012), which is the case with the current study since it will be a mammoth task to obtain a list of all employees working in organisations within South Africa. For the one organisation that was selected to perform a more detailed investigation in, purposive sampling and judgement sampling was used. The judgement method was used to select the individuals that are considered to occupy critical skilled positions within the organisation for the completion of the surveys. 60 hardcopy questionnaires were printed and distributed to the employees and a total of 47 completed questionnaires were returned yielding a response rate of 78%. Prior to distributing the questionnaires to the employees, 5 questionnaires were printed for the purpose of pre-testing but after the first two that were issued came back without issues, it was decided to discontinue the pre-testing and distribute the questionnaires to the selected employees. The two pre-tested questionnaires were added to the responses and are part of the 47 responses received. The data from these questionnaires was manually inputted to the Microsoft Excel ® software.

For the general employees, the purposive and snowballing sampling methods were utilised. Some modifications were done to the questionnaire, which included having age groups instead of exact age, having qualification levels (matric, undergraduate & postgraduate) instead of unique qualifications and removing the participant's position in the questionnaire. The questionnaires were sent largely to the Gibs MBA students with the request for them to pass on to their associates whom they believed could contribute to the investigation. A link from an electronic research platform, Typeform ® was used for the distribution of the questionnaire and the collection of the data. There

were 58 participants that responded to the request of completing the survey on typeform and only 37 completed the survey in full yielding a response rate of 64%.

Therefore, the total size of the sample from both the selected organisation and the general employees was 84 exceeding size achieved by Uen et al. (2016) in a similar study. The data obtained was coded in Microsoft Excel ® for use in IBM SPSS Statistics 23 software.

4.4.2 Measures

The data was collected done using questionnaires. Questionnaires are a good method for collecting data about the same things and to ask standardised questions to a large number of respondents (Saunders & Lewis, 2012). Except for the background information from the participants, responses to the questions were in the form of a five-point Likert scale level of agreement (Vagias, 2006). The respondents were asked to indicate the extent of their agreement on the scale ranging from 1 = Agree, to 5 = Disagree. The design of the questionnaire was informed by the types of questions obtained in literature (Arshad & Sparrow, 2010; Iverson & Zatzick, 2011; Van den Heuvel et.al, 2015; Gandolfi & Hansson, 2011) and, specifically for employee engagement, Towers Watson Global Normative Database. There were 6 constructs associated with the research and the statements posed to the participants were focused on addressing such.

Employee Emotions - to assess the emotional response of employees to downsizing, which forms part of the affective reaction (Maertz & Griffeth, 2004) and contained 8 statements in which participants were asked to rate the extent in which they experienced them (Probst, 2003). Sample emotions were *anger, insecurity, betrayal, disappointment* and were based on the consequences that Gandolfi & Hansson (2011) identified for survivors and the questions employed by Arshad & Sparrow (2010).

Management Behaviour - the assessment of management behaviour was done largely through the use of statements derived from Iverson & Zatzick (2011) and contained statements including *there was good communication with employees, management was concerned about employees' welfare during the implementation of the downsizing, management took steps to deal with the employees in a truthful manner, etc.*

Employee Trust in Management - the assessment of this construct was derived from

Van den Heuvel et al. (2015) and contained three statements, which were *I trust senior management to look after my best interests, I trust my organization to keep its promises or commitments to me and other employees and I trust my immediate line manager to look after my best interests.*

Turnover Intention Initiation stage - to extract information about the point in time when employees develop the idea to leave the organisation, three statements were focusing on whether intention is triggered *immediately after the organisation announces that it will embark on the downsizing process, after the affected departments where the downsizing would be focused is announced or after their close colleagues are retrenched in the organisation.* There was no literature that was used to inform the type of statements to ask for this construct. These were informed by the observations that the researcher made in his experience of the downsizing process.

Employee Engagement - employee engagement was assessed using the Towers Watson Global Normative Database and contained six statements. These statements included *I believe strongly in the strategic direction of the organisation, I work beyond what is required to make this organisation succeed, at the present time, I am seriously considering leaving the organisation* (Arshad & Sparrow, 2010), etc.

Colleague Influence - to extract information about the influence that colleagues have on an employee's intention to leave, one statement was used that was constructed as *in my experience the negative reaction of my colleagues to the downsizing process would influence employees to consider leaving the organisation.*

4.4.3 Data Analysis

4.4.3.1 Descriptive Statistics

Descriptive statistics comprising the mean and standard deviation were reported for each of the constructs. In addition, skewness and kurtosis, which measure the normality of the data were also reported (Rose, Spinks & Canhoto, 2015).

4.4.3.2 Validity, Reliability and Factor Analysis

Considering that the data for this research contained multiple Likert scale questions, the validity, reliability and factor analysis of the variables were assessed in SPSS. The validity was assessed using the Pearson correlation since correlations of a test with theoretically relevant criteria constitutes crucial evidence of validity (Clark & Watson,

1995). Assessment of discriminant validity requires examination of the components to ensure that they are not perfectly correlated i.e. correlations equal to 1 (Smith et al., 1996; Bagozzi and Yi, 1991 as cited in Vanhala et al., 2011). Reliability was assessed using the Cronbach's alpha (Sitlington & Marshall, 2011) and factor loading was achieved with factor analysis. Factor loadings indicate the degree to which items are correlated with the latent variable they measure. Loadings greater than 0.5, indicate a high correlation between items, and the latent variable being measured (Sitlington & Marshall, 2011). Cronbach's alpha is a measure of reliability; the nearer the measure is to 1.0 the more reliable the items are deemed to be measuring the latent variable (Sitlington & Marshall, 2011). All statements that were used for the constructs in the questionnaire for this research were positively worded statements. A Cronbach's alpha of 0.7 and above is accepted as a good measure of reliability (Peterson, 1994). From the output of the factor analysis, a single view of the construct that required analysis as a single construct, notably engagement, and emotions, was conducted.

4.4.3.3 Testing

The different constructs were tested using different tests based on the type of analysis that was required to address the research objective effectively.

Employee Emotions

It was the intention of this research to first confirm that the downsizing process results in emotions being developed in the employees and to identify the dominant emotions that are responsible for influencing the employee to consider voluntary turnover. Therefore, the ANOVA test for the difference with a confidence level of 95% was performed on the construct to analyse the existence of emotions. The period when downsizing (Meertz et. al 2010) was concluded (section 1 of the questionnaire) was used as the independent variable, which contained three groups, namely group 1 - in the last 6 months, group 2 - 7-12 months, group 3 - more than 12 months. A single view of the construct was developed for emotion using the data from section 4.1 to 4.8 of the questionnaire and this was used as the dependent. This testing was used to answer the first research question asking whether the downsizing process invokes different emotions in the mind of an employee.

In order to determine the dominant emotions that were responsible for motivating the employee to consider voluntary turnover, multiple regression testing (Sitlington & Marshall, 2011; Iverson and Zatzick, 2011; Maertz, Boyar and Pearson, 2012) was

performed, with the different emotions as independent variables (taken from Section 4.1 to 4.8 of the questionnaire) and voluntary turnover (taken from Section 8.6 of the questionnaire). This analysis is an extension of the first research question and seeks to delve deeper to identify the emotions that are influential to the decision of the employee to consider voluntary turnover.

Management Behaviour

The determination of how the behaviour of management during the downsizing process influences an employee's intention to voluntarily leave (research question 2) the organisation was done using multiple regression testing (Sitlington & Marshall, 2011; Iverson and Zatzick, 2011; Maertz, Boyar and Pearson, 2012). Voluntary turnover (taken from Section 8.6 of the questionnaire) was used as the dependent variable and the different responses from section 5.1 to 5.6 of the questionnaire were used as the independent variables.

Intention Initiation Stages

To determine the stage where the employee's intention to leave is triggered following the initiation of the downsizing process (research question 3), the ANOVA test for difference was conducted with a confidence level of 95%. The period when downsizing was concluded (section 1 of the questionnaire) was used as the independent variable, which contained three groups, namely group 1 - in the last 6 months, group 2 - 7-12 months, group 3 - more than 12 months. The intention initiation stages from section 6.1 to 6.3 of the questionnaire were used as the dependent variables. This

Employee Trust in Management

The analysis of the effect that the trust that employees have in management following the downsizing have on voluntary turnover (research question 4) was conducted using multiple regression testing (Sitlington & Marshall, 2011; Iverson and Zatzick, 2011; Maertz, Boyar and Pearson, 2012). Voluntary turnover (taken from Section 8.6 of the questionnaire) was used as the dependent variable and the different responses from section 7.1 to 7.3 of the questionnaire were used as the independent variables.

Employee Engagement

The assessment of whether survivors of downsizing experience reduced engagement with the organisation (research question 5) was done with an ANOVA test for difference with a confidence level of 95%. A single view of the construct was

developed for employee engagement using the data from section 8.1 to 8.5 of the questionnaire and this was used as the dependent variable. The period when downsizing (Meertz et. al 2010) was concluded (section 1 of the questionnaire) was used as the independent variable, which contained three groups, namely group 1 - in the last 6 months, group 2 - 7-12 months, group 3 - more than 12 months

Colleague Influence

To test whether there is a relation between the ways colleagues behave following the announcement of the downsizing process and the employee's intention to leave (research question 6), an ANOVA test for difference with a confidence level of 95% was done. Voluntary turnover (taken from Section 8.6 of the questionnaire) was used as the dependent variable and the period when downsizing (Meertz et. al 2010) was concluded (section 1 of the questionnaire) was used as the independent variable, which contained three groups, namely group 1 - in the last 6 months, group 2 - 7-12 months, group 3 - more than 12 months.

4.5 Qualitative Analysis

The objective of including the qualitative analysis as part of the research was to obtain insight from the people that have been part of a downsizing process and have opinions of how the process can be improved. The main qualitative question of interest for the research was included in section 10 of the questionnaire asking "*what are other things that you believe management should consider during retrenchment to encourage employees not to think of leaving the organisation*". All the analysis that was done within this section was to answer the above question and also find links between what literature says and what the participants suggested. This process followed, therefore, a mixture of inductive and deductive methodologies. It was deductive because some aspects of the exercise were informed by literature and inductive because it sought to understand what is out there in the minds of the participants of the downsizing processes.

4.5.1 Development of interview and focus group questions

The questions used during the interview and focus group discussion were developed using the responses from the questionnaires that were distributed for the quantitative analysis. The questionnaire contained one qualitative question (section 10) asking the participant to suggest anything that they believed management should consider during downsizing to encourage employees not to think of leaving the organisation. The

recurring themes from the responses of this question for both the chosen organisation and the general employees were then formulated into 7 questions for the interview and focus groups. The same questions were used in both the interview and the focus group discussions. The broad themes that were covered in the questions included *the correct time for communicating plans for downsizing, the type of information that should be communicated to the employees, the person that should be responsible for communicating, the definition of honest communication, the influence of trust on the reception of the downsizing message, the factors that indicate that organisation is concerned with employees welfare and the things that the organisation should never do during downsizings*. The sample of questions used for the interviews and focus group discussion is shown in Appendix D.

4.5.2 Sampling Method and Size

Judgement sampling method was used for determining the participants that were going to be used for the collection of the data. The data collection through interviews and focus groups discussions happened within the one selected organisation. Three individuals were interviewed and they consisted of an Executive, Human Resource representative and a Senior Manager in the organisation. Each one of these individuals was involved with the preceding downsizings within the organisation as either an executioner of the downsizing process or a facilitator between the organisation and its employees. In addition to these three individuals, one focus group was held consisting of five individuals that were involved in the preceding downsizing and also participated in the completion of the questionnaires that were sent out to the employees.

The focus groups comprised of employees that were survivors of the downsizing in the organisation. It was the intention of the researcher to perform at least 2 focus group discussions of similar size but before the second focus group discussion could happen, the organisation announced a fresh round of downsizings. Therefore, the second focus group discussion was discontinued due to the concern that the fresh announcement of new downsizings was going to affect the objectivity of the participants of the focus group. Therefore, the size of this group consisted of 3 individual interviews and 1 focus group discussion.

Due to the sensitivity of the subject, none of the participants agreed to have the proceedings recorded. Therefore, manual subscribing of the proceedings was done by the researcher with continuous confirmation with the participants that whatever the

researcher scribed during each question corresponded with the message that the participants were conveying. In order to ensure confidentiality of participation of the individuals in this process, consent forms were signed by both the researcher and each individual participant. The sample of the consent forms for the focus and interview group discussions are shown in Appendix D and Appendix E respectively.

The qualitative responses that were obtained from the questionnaires were also included in the analysis of the data as it contained suggestions from participants to help in addressing the objective of this research.

4.5.3 Data Coding and Analysis

The data obtained from this exercise was coded and analysed using the trial version of Atlas.ti7. Open coding was used in which the subjects of the questions used for the focus group and interviews were utilised as codes. In addition to these, an additional code was included in the analysis because of its frequency in the participants' responses. Therefore, the codes for the exercise were consistency/fairness, employee welfare, honest communication, trust, what not to do, what to communicate, when to communicate and who should communicate.

The data was analysed by producing query reports for each of the code that was developed. Due to the length of the query reports, extracts were taken from each code and reported in the respective qualitative section of the results in chapter 5. The raw query reports are listed in the appendices as follows:

- Coomunication - Appendix F
- Consistency - Appendix G
- Employee Welfare - Appendix H
- Trust - Appendix I
- Avoid Doing - Appendix J

A word count for all the documents that were used for the data was done to determine the frequency of the words of interest in the data.

4.5.4 Limitations

The convenient sampling method relies on the researcher's decision on the participants that get sampled. This brings the element of bias in the data that gets collected as the researcher may be tempted to use participants that are most

responsive instead of striving for a representative sample. Only one organisation was assessed and the data used provides the reflection of how one organisation has conducted its downsizing process.

In as much as general employees were sampled, the level of responses received may not be enough to give a representation of South African organisations. The number of focus group discussions may not have been sufficient to give a holistic picture of how employees feel about the way that the downsizing process was conducted in the organisation. This is further amplified by the fact that the focus group discussion conducted consisted of individuals that had already completed the questionnaires, bringing the element of bias from the participants.

5 Results

This section will present the results obtained for this research in line with the methodology outlined in chapter 4. The demographics of the participants will be reported first, followed by the results from the quantitative analysis and completed with the outcome of the qualitative analysis exercise.

Demographics

The results indicate that the respondents comprised of 61 males and 23 females. The most occurring age group is the 30-35 with 34 participants followed by the 35-40 age groups with 20 participants. The average years with the organisation for the participants are 6.8 where 51% of the participants hold a postgraduate qualification and 44% hold an undergraduate qualification.

5.1 Quantitative Analysis

5.1.1 Employee Emotions

Table 1 displays the descriptive statistics including the mean, standard deviation, skewness, and kurtosis. The sample size shows 83 and after investigation, the data indicates that one participant filled all other sections of the questionnaire except for this section. The results suggest that participants tended to agree with feeling insecure and losing trust in management and leaning towards being unsure about the rest of the emotions. The results indicate that the data is both negatively and positively skewed, with *anger*, *betrayal*, and *resentfulness* being the closest to normality. On the other hand, all responses in the data show negative kurtosis implying flatter tails.



	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
4.1 I felt Insecure	83	2.14	1.317	.875	.264	-.508	.523
4.2 I lost trust in management	83	2.40	1.287	.795	.264	-.446	.523
4.3 I felt angry	83	3.19	1.427	-.091	.264	-1.425	.523
4.4 I felt betrayed	83	3.14	1.389	-.041	.264	-1.333	.523
4.5 I was resentful	83	3.19	1.383	-.072	.264	-1.333	.523
4.6 I was shocked	83	2.66	1.271	.482	.264	-.816	.523
4.7 I found the process unfair	83	3.18	1.317	-.277	.264	-.875	.523
4.8 I felt disappointed	83	2.67	1.432	.442	.264	-1.128	.523
Valid N (listwise)	83						

Table 2: Validity - Pearson Correlations

		4.1 I felt Insecure	4.2 I lost trust in management	4.3 I felt angry	4.4 I felt betrayed	4.5 I was resentful	4.6 I was shocked	4.7 I found the process unfair	4.8 I felt disappointed
4.1 I felt Insecure	Pearson Correlation	1	.512**	.296**	.402**	.473**	.241*	.231*	.355**
	Sig. (2-tailed)		.000	.006	.000	.000	.028	.036	.001
	N	83	83	83	83	83	83	83	83
4.2 I lost trust in management	Pearson Correlation		1	.635**	.697**	.628**	.150	.511**	.527**
	Sig. (2-tailed)			.000	.000	.000	.176	.000	.000
	N		83	83	83	83	83	83	83
4.3 I felt angry	Pearson Correlation			1	.773**	.661**	.258*	.416**	.514**
	Sig. (2-tailed)				.000	.000	.018	.000	.000
	N			83	83	83	83	83	83
4.4 I felt betrayed	Pearson Correlation				1	.804**	.249*	.425**	.594**
	Sig. (2-tailed)					.000	.023	.000	.000
	N				83	83	83	83	83
4.5 I was resentful	Pearson Correlation					1	.322**	.436**	.512**
	Sig. (2-tailed)						.003	.000	.000
	N					83	83	83	83
4.6 I was shocked	Pearson Correlation						1	.306**	.348**
	Sig. (2-tailed)							.005	.001
	N						83	83	83
4.7 I found the process unfair	Pearson Correlation							1	.497**
	Sig. (2-tailed)								.000
	N							83	83
4.8 I felt disappointed	Pearson Correlation								1
	Sig. (2-tailed)								
	N								83

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 2 shows the Pearson correlation for the data. All the sig values reported for this data is less than 0.05 indicating that the validity of the data is maintained.

Table 3 displays the Cronbach's Alpha of 0.872 implying that the data as presented is reliable.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.872	.870	8

Table 4 shows the results of the factor analysis that was performed on the data. The KMO value of 0.843 is meritorious indicating that factor analysis is appropriate for this data. The sig value is less than 0.05 implying that PCA is suitable.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.843
Bartlett's Test of Sphericity	Approx. Chi-Square	333.645
	df	28
	Sig.	.000

In Table 5 the extraction of the components for the variance is presented. With a specified Eigenvalue of 1, the output indicates that only one component has been extracted representing a variance of 54.156%.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.332	54.156	54.156	4.332	54.156	54.156
2	.959	11.988	66.144			
3	.806	10.079	76.223			
4	.675	8.442	84.665			
5	.480	6.004	90.669			
6	.336	4.205	94.874			
7	.260	3.251	98.126			
8	.150	1.874	100.000			

Extraction Method: Principal Component Analysis.

Table 6 and 7 show the results of the analysis of the ANOVA test for difference between the whose organisations concluded downsizing within the last 6 months

(group 1), 7-12 months (group 2) and more than 12 months (group 3). The means of Table 6 suggests that there is no big difference in the emotions experienced by the different groups. The output of the ANOVA test in Table 7 shows a sig value of 0.821 greater than 0.05 indicating that there is no significant difference between the means of the groups.

Table 6: ANOVA Descriptives

One Construct

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	45	2.86944	1.010933	.150701	2.56573	3.17316	1.000	4.875
2	15	2.68333	.777569	.200767	2.25273	3.11394	1.750	4.375
3	23	2.82609	1.078416	.224865	2.35974	3.29243	1.000	5.000
Total	83	2.82380	.984064	.108015	2.60892	3.03867	1.000	5.000

Table 7: ANOVA

One Construct

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.390	2	.195	.197	.821
Within Groups	79.018	80	.988		
Total	79.407	82			

Table 8, 9 and 10 give the output of the regression testing performed on the data. The regression analysis found only two variables (*I found the process unfair* and *I lost trust in management*) that had a significant contribution to the model. As shown in Table 8, the model produced an R Square value of 0.353 indicating that only 35.3% of this model is explained by the two variables. The sig value in Table 9 is less than 0.05 implying that the model is a good fit for the data.

Table 8: Regression Testing Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.516 ^a	.267	.258	1.177	
2	.594 ^b	.353	.337	1.113	1.622

a. Predictors: (Constant), 4.7 I found the process unfair
b. Predictors: (Constant), 4.7 I found the process unfair, 4.2 I lost trust in management
c. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.



Table 9: Regression Testing ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.787	1	40.787	29.445	.000 ^b
	Residual	112.201	81	1.385		
	Total	152.988	82			
2	Regression	53.956	2	26.978	21.794	.000 ^c
	Residual	99.032	80	1.238		
	Total	152.988	82			

a. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.
 b. Predictors: (Constant), 4.7 I found the process unfair
 c. Predictors: (Constant), 4.7 I found the process unfair, 4.2 I lost trust in management

Table 10: Regression Testing Model Coefficients^a

Model	Unstandardized		Standardized		95.0% Confidence			
	Coefficients		Coefficients		Interval for B			
	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound	
1	(Constant)	1.285	.339		3.786	.000	.610	1.960
	4.7 I found the process unfair	.535	.099	.516	5.426	.000	.339	.732
2	(Constant)	.992	.333		2.977	.004	.329	1.655
	4.7 I found the process unfair	.355	.109	.342	3.268	.002	.139	.571
	4.2 I lost trust in management	.362	.111	.341	3.262	.002	.141	.583

a. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

5.1.2 Management Behaviour

Table 11 displays the descriptive statistics including the mean, standard deviation, skewness, and kurtosis. The results suggest that participants leaned towards being unsure about all the questions within this construct. The results indicate that the data is both negatively and positively skewed, with *the organisation provided a platform to openly express my opinion and dissatisfaction about the process and Management was concerned about employees' welfare during the implementation of the retrenchment* being the closest to normality. On the other hand, all responses in the data show negative kurtosis implying flatter tails.

Table 12 shows the Pearson correlation for the data. All the sig values reported for this data is less than 0.05 indicating that the validity of the data is maintained.

Table 11: Descriptive Statistics								
	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
5.1 There was good communication with employees	84	2.88	1.348	1.817	.192	.263	-1.318	.520
5.2 The organisation provided a platform to openly express my opinion and dissatisfaction about the process.	84	2.83	1.334	1.779	.095	.263	-1.322	.520
5.3 Management was concerned about employees' welfare during the implementation of the retrenchment.	84	3.10	1.137	1.292	-.090	.263	-.984	.520
5.4 Management followed a consistent process when choosing who to retrench.	84	3.33	1.206	1.454	-.252	.263	-.904	.520
5.5 Management continuously provided useful feedback regarding decisions made during the retrenchment process.	84	3.36	1.025	1.052	-.290	.263	-.792	.520
5.6 Management took steps to deal with the employees in a truthful manner.	84	2.99	1.156	1.337	.263	.263	-.993	.520
Valid N (listwise)	84							

Table 12: Validity - Pearson's Correlations

		5.1 There was good communication with employees	5.2 The organisation provided a platform to openly express my opinion and dissatisfaction about the process.	5.3 Management was concerned about employees' welfare during the implementation of the retrenchment.	5.4 Management followed a consistent process when choosing who to retrench.	5.5 Management continuously provided useful feedback regarding decisions made during the retrenchment process.	5.6 Management took steps to deal with the employees in a truthful manner.
5.1 There was good communication with employees	Pearson Correlation	1	.518**	.511**	.469**	.624**	.610**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	84	84	84	84	84	84
5.2 The organisation provided a platform to openly express my opinion and dissatisfaction about the process.	Pearson Correlation		1	.376**	.477**	.528**	.483**
	Sig. (2-tailed)			.000	.000	.000	.000
	N		84	84	84	84	84
5.3 Management was concerned about employees' welfare during the implementation of the retrenchment.	Pearson Correlation			1	.566**	.374**	.533**
	Sig. (2-tailed)				.000	.000	.000
	N			84	84	84	84
5.4 Management followed a consistent process when choosing who to retrench.	Pearson Correlation				1	.448**	.582**
	Sig. (2-tailed)					.000	.000
	N				84	84	84
5.5 Management continuously provided useful feedback regarding decisions made during the retrenchment process.	Pearson Correlation					1	.603**
	Sig. (2-tailed)						.000
	N					84	84
5.6 Management took steps to deal with the employees in a truthful manner.	Pearson Correlation						1
	Sig. (2-tailed)						
	N						84

** . Correlation is significant at the 0.01 level (2-tailed).

Table 13 displays the Cronbach's Alpha of 0.861 implying that the data as presented is reliable.

	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.861	6

Table 14 shows the results of the factor analysis that was performed on the data. The KMO value of 0.861 is meritorious indicating that factor analysis is appropriate for this data. The sig value is less than 0.05 implying that PCA is suitable.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.861
Bartlett's Test of Sphericity	Approx. Chi-Square	206.576
	df	15
	Sig.	.000

In Table 15 the extraction of the components for the variance is presented. With a specified Eigenvalue of 1, the output indicates that only one component has been extracted representing a variance of 59.599%.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.576	59.599	59.599	3.576	59.599	59.599
2	.740	12.337	71.937			
3	.552	9.200	81.137			
4	.457	7.613	88.750			
5	.342	5.703	94.452			
6	.333	5.548	100.000			

Extraction Method: Principal Component Analysis.

Table 16, 17 and 18 give the output of the regression testing performed on the data. The regression analysis found only two variables (*Management followed a consistent process when choosing who to retrench and there was good communication with employees*) that had a significant contribution to the model. The model produced an R Square value of 0.358 indicating that only 35.8% of this model is explained by the two variables. The sig value in Table 17 is less than 0.05 implying that the model is a good fit for the data.



Table 16: Regression Testing Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.565 ^a	.319	.311	1.131	
2	.598 ^b	.358	.342	1.105	1.989

a. Predictors: (Constant), 5.4 Management followed a consistent process when choosing who to retrench.

b. Predictors: (Constant), 5.4 Management followed a consistent process when choosing who to retrench., 5.1 There was good communication with employees

c. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

Table 17: Regression Testing ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.135	1	49.135	38.422	.000 ^b
	Residual	104.865	82	1.279		
	Total	154.000	83			
2	Regression	55.147	2	27.574	22.594	.000 ^c
	Residual	98.853	81	1.220		
	Total	154.000	83			

- a. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.
- b. Predictors: (Constant), 5.4 Management followed a consistent process when choosing who to retrench.
- c. Predictors: (Constant), 5.4 Management followed a consistent process when choosing who to retrench., 5.1 There was good communication with employees

Table 18: Regression Testing Model Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	5.127	.365		14.060	.000	4.402	5.853
	5.4 Management followed a consistent process when choosing who to retrench.	-.638	.103	-.565	-6.199	.000	-.843	-.433
2	(Constant)	5.383	.374		14.377	.000	4.638	6.128
	5.4 Management followed a consistent process when choosing who to retrench.	-.519	.114	-.460	-4.560	.000	-.746	-.293
	5.1 There was good communication with employees	-.226	.102	-.224	-2.219	.029	-.429	-.023

- a. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

5.1.3 Intention Initiation Stages

Table 19 displays the descriptive statistics including the mean, standard deviation, skewness, and kurtosis. The results suggest that participants tend to agree that the intention to leave the organisation is triggered at any of the three stages. The results indicate that the data is slightly positively skewed for all the three statements. On the other hand, all responses in the data show negative kurtosis implying flatter tails.

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
6.1 Immediately after the organisation announces that it will embark on the retrenchment process.	83	1.98	.987	.975	.828	.264	-.272	.523
6.2 After the affected departments where the retrenchment would be focused is announced.	84	2.23	1.101	1.213	.533	.263	-.809	.520
6.3 After their close colleagues are retrenched in the organisation.	84	2.36	1.219	1.485	.505	.263	-.972	.520
Valid N (listwise)	83							

		6.1 Immediately after the organisation announces that it will embark on the retrenchment process.	6.2 After the affected departments where the retrenchment would be focused is announced.	6.3 After their close colleagues are retrenched in the organisation.
6.1 Immediately after the organisation announces that it will embark on the retrenchment process.	Pearson Correlation	1	.473**	.241*
	Sig. (2-tailed)		.000	.028
	N	84	83	83
6.2 After the affected departments where the retrenchment would be focused is announced.	Pearson Correlation		1	.424**
	Sig. (2-tailed)			.000
	N		84	84
6.3 After their close colleagues are retrenched in the organisation.	Pearson Correlation			1
	Sig. (2-tailed)			
	N			84

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 20 shows the Pearson correlation for the data. All the sig values reported for this data is less than 0.05 indicating that the validity of the data is maintained.

Table 21 displays the Cronbach's Alpha of 0.645, which is slightly below the threshold for making this data reliable. However, seeing that the shortfall is 0.05, this data will be considered to be reliable.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.645	.650	3

Table 22 shows the results of the factor analysis that was performed on the data. The KMO value of 0.596 and even though it is low, factor analysis is still appropriate for this data. The sig value is less than 0.05 implying that PCA is suitable.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.596
Bartlett's Test of Sphericity	Approx. Chi-Square	37.065
	df	3
	Sig.	.000

In Table 23 the extraction of the components for the variance is presented. With a specified Eigenvalue of 1, the output indicates that only one component has been extracted representing a variance of 59.078%.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.772	59.078	59.078	1.772	59.078	59.078
2	.760	25.341	84.419			
3	.467	15.581	100.000			

Extraction Method: Principal Component Analysis.

Table 24 and 25 show the results of the analysis of the ANOVA test for difference between the whose organisations concluded downsizing within the last 6 months (group 1), 7-12 months (group 2) and more than 12 months (group 3). The means of Table 24 suggests that although the three groups tend to agree on turnover intention

getting triggered at any of the three stages, the group 1 and group 3 participants tend to agree stronger than group two on the stage of *immediately after the downsizing announcement*. The output of the ANOVA test shows sig values of 0.301, 0.635 and 0.577, which are all greater than 0.05 indicating that there is no significant difference between the means of the groups for each of the statements in the construct.

Table 24: ANOVA Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean	
						Lower Bound	Upper Bound
6.1 Immediately after the organisation announces that it will embark on the retrenchment process.	1	45	1.91	.925	.138	1.63	2.19
	2	15	2.33	1.175	.303	1.68	2.98
	3	23	1.87	.968	.202	1.45	2.29
	Total	83	1.98	.987	.108	1.76	2.19
6.2 After the affected departments where the retrenchment would be focused is announced.	1	46	2.15	1.135	.167	1.82	2.49
	2	15	2.47	.915	.236	1.96	2.97
	3	23	2.22	1.166	.243	1.71	2.72
	Total	84	2.23	1.101	.120	1.99	2.47
6.3 After their close colleagues are retrenched in the organisation.	1	46	2.46	1.312	.193	2.07	2.85
	2	15	2.40	1.298	.335	1.68	3.12
	3	23	2.13	.968	.202	1.71	2.55
	Total	84	2.36	1.219	.133	2.09	2.62

Table 25: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
6.1 Immediately after the organisation announces that it will embark on the retrenchment process.	Between Groups	2.365	2	1.183	1.219	.301
	Within Groups	77.586	80	.970		
	Total	79.952	82			
6.2 After the affected departments where the retrenchment would be focused is announced.	Between Groups	1.121	2	.561	.456	.635
	Within Groups	99.581	81	1.229		
	Total	100.702	83			
6.3 After their close colleagues are retrenched in the organisation.	Between Groups	1.664	2	.832	.554	.577
	Within Groups	121.622	81	1.502		
	Total	123.286	83			

5.1.4 Employee Trust in Management

Table 26 displays the descriptive statistics including the mean, standard deviation, skewness, and kurtosis. The results suggest that participants leaned towards tending to disagree with *trusting senior management to look after their best interest* and towards being unsure about the other two statements within this construct. The results indicate that the data is both negatively and positively skewed, with *I trust my immediate line manager to look after my interest* being the only one that is positively skewed. On the other hand, all responses in the data show negative kurtosis implying flatter tails.

	N Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
					Statistic	Std. Error	Statistic	Std. Error
7.1 I trust senior management to look after my best interests.	84	3.58	1.194	1.427	-.571	.263	-.772	.520
7.2 I trust my organization to keep its promises or commitments to me and other employees.	84	3.48	1.227	1.505	-.264	.263	-1.208	.520
7.3 I trust my immediate line manager to look after my best interests.	84	2.94	1.516	2.298	.188	.263	-1.503	.520
Valid N (listwise)	84							

Table 27 shows the Pearson correlation for the data. All the sig values reported for this data is less than 0.05 indicating that the validity of the data is maintained.



Table 27: Validity - Pearson's Correlations

		7.1 I trust senior management to look after my best interests.	7.2 I trust my organization to keep its promises or commitments to me and other employees.	7.3 I trust my immediate line manager to look after my best interests.
7.1 I trust senior management to look after my best interests.	Pearson Correlation	1	.745**	.625**
	Sig. (2-tailed)		.000	.000
	N	84	84	84
7.2 I trust my organization to keep its promises or commitments to me and other employees.	Pearson Correlation		1	.689**
	Sig. (2-tailed)			.000
	N		84	84
7.3 I trust my immediate line manager to look after my best interests.	Pearson Correlation			1
	Sig. (2-tailed)			
	N			84

** . Correlation is significant at the 0.01 level (2-tailed).

Table 28 displays the Cronbach's Alpha of 0.861 implying that the data as presented is reliable.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.859	.868	3

Table 29 shows the results of the factor analysis that was performed on the data. The KMO value of 0.859 is meritorious indicating that factor analysis is appropriate for this data. The sig value is less than 0.05 implying that PCA is suitable.

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.722
Bartlett's Test of Sphericity	Approx. Chi-Square	122.539
	df	3
	Sig.	.000

In Table 30 the extraction of the components for the variance if presented. With a specified Eigenvalue of 1, the output indicates that only one component has been extracted representing a variance of 79.139%.



Table 30: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.374	79.139	79.139	2.374	79.139	79.139
2	.383	12.751	91.890			
3	.243	8.110	100.000			

Extraction Method: Principal Component Analysis.

Tables 31, 32 and 33 give the output of the regression testing performed on the data. The regression analysis found only one variable (*I trust senior management to look after my own interest*) that had a significant contribution to the model. The model produced an R Square value of 0.239 as shown in Table 31 indicating that only 23.9% of this model is explained by the one variable. The sig value in Table 32 has a value that is less than zero indicating the model is a good fit for the data.

Table 31: Regression Testing Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.489 ^a	.239	.230	1.196	1.820

a. Predictors: (Constant), 7.1 I trust senior management to look after my best interests.

b. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

Table 32: Regression Testing ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	36.785	1	36.785	25.734	.000 ^b
	Residual	117.215	82	1.429		
	Total	154.000	83			

a. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

b. Predictors: (Constant), 7.1 I trust senior management to look after my best interests.

Table 33: Regression Testing Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
	(Constant)	4.997	.415		12.049	.000	4.172	5.822
1	7.1 I trust senior management to look after my best interests.	-.557	.110	-.489	-5.073	.000	-.776	-.339

a. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

5.1.5 Employee Engagement

Table 34 displays the descriptive statistics including the mean, standard deviation, skewness, and kurtosis. The results suggest that participants leaned towards tending to agree on *taking extra responsibilities* and *working beyond what work requires* whilst leaning towards being unsure about the rest of the questions within this construct. The results indicate that the data is positively skewed. On the other hand, the responses in the data show both positive and negative kurtosis with only *taking extra responsibilities* and *working beyond what work requires* having positive kurtosis.

Table 34: Descriptive Statistics								
	N	Mean	Std. Deviation	Variance	Skewness	Std. Error	Kurtosis	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
8.1 I believe strongly in the strategic direction being pursued by the organisation.	84	2.85	1.237	1.530	.302	.263	-1.013	.520
8.2 I am proud to be associated with the organisation.	84	2.52	1.246	1.554	.480	.263	-.774	.520
8.3 I would recommend my organisation as a good place to work	84	2.62	1.307	1.709	.413	.263	-.988	.520
8.4 I work beyond what is required to this organisation succeed.	84	1.88	1.080	1.166	1.418	.263	1.598	.520
8.5 I often take on extra responsibilities.	84	1.92	1.143	1.306	1.456	.263	1.406	.520
8.6 At the present time, I am seriously considering leaving the organisation.	84	3.00	1.362	1.855	.059	.263	-1.178	.520
Valid N (listwise)	84							

Table 35 shows the Pearson correlation for the data. All the sig values reported for this data is less than 0.05 indicating that the validity of the data is maintained.

Table 36 displays the Cronbach's Alpha of 0.568, which is below the widely accepted minimum of 0.70 and after removing item 8.6 from the analysis, the Cronbach's Alpha increased to 0.857 as shown in Table 37 implying that the revised data is reliable.

Table 35: Validity - Pearson Correlations

		8.1 I believe strongly in the strategic direction being pursued by the organisation.	8.2 I am proud to be associated with the organisation.	8.3 I would recommend my organisation as a good place to work	8.4 I work beyond what is required to this organisation succeed.	8.5 I often take on extra responsibilities.	8.6 At the present time, I am seriously considering leaving the organisation.
8.1 I believe strongly in the strategic direction being pursued by the organisation.	Pearson Correlation Sig. (2-tailed) N	1 84	.491** .000 84	.455** .000 84	.329** .002 84	.263* .015 84	-.429** .000 84
8.2 I am proud to be associated with the organisation.	Pearson Correlation Sig. (2-tailed) N		1 84	.789** .000 84	.673** .000 84	.522** .000 84	-.532** .000 84
8.3 I would recommend my organisation as a good place to work	Pearson Correlation Sig. (2-tailed) N			1 84	.667** .000 84	.519** .000 84	-.474** .000 84
8.4 I work beyond what is required to this organisation succeed.	Pearson Correlation Sig. (2-tailed) N				1 84	.792** .000 84	-.491** .000 84
8.5 I often take on extra responsibilities.	Pearson Correlation Sig. (2-tailed) N					1 84	-.410** .000 84
8.6 At the present time, I am seriously considering leaving the organisation.	Pearson Correlation Sig. (2-tailed) N						1 84

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 36: Initial Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	
		N of Items
.568	.616	6

Table 37: Revised Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	
		N of Items
.857	.859	5

Table 38 shows the results of the factor analysis that was performed on the data. The analysis was done on the data with the exclusion of variable 8.6. The KMO value of 0.773 indicating that factor analysis is appropriate for this data. The sig value is less than 0.05 implying that PCA is suitable.

Table 38: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.773
Bartlett's Test of Sphericity	Approx. Chi-Square	238.014
	df	10
	Sig.	.000

In Table 39 the extraction of the components for the variance is presented. With a specified Eigenvalue of 1, the output indicates that only one component has been extracted representing a variance of 65.013%.

Table 39: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3.251	65.013	65.013	3.251	65.013	65.013
2	.856	17.123	82.136			
3	.508	10.165	92.301			
4	.210	4.191	96.492			
5	.175	3.508	100.000			

Extraction Method: Principal Component Analysis.

The variables within the construct were combined to form one construct. Table 40 and 41 show the results of the analysis of the ANOVA test for difference between the whose organisations concluded downsizing within the last 6 months (group 1), 7-12

months (group 2) and more than 12 months (group 3). The means of Table 40 suggests that there is no big difference in the level of engagement experienced by the different groups. The output of the ANOVA test shows a sig value of 0.129 greater than 0.05 indicating that there is no significant difference between the means of the groups.

Table 40: ANOVA Descriptives

Employee Engagement

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	46	2.170	.8055	.1188	1.930	2.409	1.0	5.0
2	15	2.493	1.1055	.2854	1.881	3.106	1.0	5.0
3	23	2.643	1.1020	.2298	2.167	3.120	1.0	4.8
Total	84	2.357	.9620	.1050	2.148	2.566	1.0	5.0

Table 41: ANOVA

Employee Engagement

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	3.782	2	1.891	2.098	.129
Within Groups	73.023	81	.902		
Total	76.806	83			

5.1.6 Colleague Behaviour

Table 42 displays the descriptive statistics including the mean, standard deviation, skewness, and kurtosis. The results suggest that participants leaned towards tending to agree that the negative reaction of colleagues is likely to influence their turnover intentions. The results indicate that the data is positively skewed with a negative kurtosis.

Table 42: Descriptive Statistics

	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis		
							Std. Statistic	Std. Error
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic
9.9 The negative reaction of my colleagues to the retrenchment process	84	2.23	1.112	1.237	.720	-.248	.263	.520
Valid N (listwise)	84							

Table 43 and 44 show the results of the analysis of the ANOVA test for difference between the whose organisations concluded downsizing within the last 6 months (group 1), 7-12 months (group 2) and more than 12 months (group 3). The means of Table 43 suggests that there is no big difference in the influence that negative reaction of colleagues has on their turnover intention. The output of the ANOVA test in Table 44 shows a sig value of 0.653 greater than 0.05 indicating that there is no significant difference between the means of the groups.

Table 43: ANOVA Descriptives

9.9 The negative reaction of my colleagues to the retrenchment process

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean			
					Lower Bound	Upper Bound	Minimum	Maximum
1	46	2.30	1.245	.184	1.93	2.67	1	5
2	15	2.27	.799	.206	1.82	2.71	1	4
3	23	2.04	1.022	.213	1.60	2.49	1	4
Total	84	2.23	1.112	.121	1.98	2.47	1	5

Table 44: ANOVA

9.9 The negative reaction of my colleagues to the retrenchment process

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.073	2	.537	.428	.653
Within Groups	101.629	81	1.255		
Total	102.702	83			

5.2 Qualitative Analysis

The outcome of the qualitative analysis that was performed with the focus group, interviews and questionnaires are reported below and classified into the 5 codes that were developed namely *communication*, *consistency*, *employee welfare*, *trust* and *avoid doing*. At the end of this reporting, a chart of the word count from the statements made by the participants is shown in Figure 4. This chart presents only the words that are of interest to the research and exclude prepositions, conjunctions, adverbs, etc.

5.2.1 Communication

"The initial communication should come from the country head"

"I think it must come from the top so that the employees can see the support from the top"

"Subsequent communication/updates should be done by line managers"

"Any kind of information that will help the employees at the lowest level to understand the reasons for the organisation going through the retrenchment process"

"Be open about the process including encouraging those that are not part of the organisations longer term plans not to waste time by applying for the new positions"

"Consistent and regular communication is required before, throughout and after the process"

"I believe communication in person is valuable"

"The main thing is for management to be transparent with the process, so people know where they stand and can make informed decisions"

"Tell the people who are not likely to be affected immediately"

"The retrenchment process must be transparent and communicated well in advance"

"Being more open & honest about the status of the organisation and not wait for imminent retrenchments before announcing retrenchments"

"As soon as the projection/forecast indicates a strain in the business that would result in retrenchments"

"Giving truthful/real/authentic reasons why the business is struggling to meet its objectives"

"Constantly communicate and be transparent"

"Being open about the alternatives they are considering such as cost cutting initiatives, and pay reduction"

5.2.2 Consistency

"Unbiased appointments"

"Being fair and open, if there are any opportunities in the system, they should be fairly and equally available to everyone"

"Dealing with retrenchments in a fair, unbiased and truthful manner"

"Management have a tendency to retrench people on the floor first"

"Management must open and honest to the employees and treat everyone with fairness"

"By holding a fair & open process"

5.2.3 Employee Welfare

"Putting plans in place to help the victims to survive outside the organization e.g. giving recruitment agencies names of victims to assist with future employment"

"Counselling (financial & emotional) should be provided to employees to help them survive life after retrenchment for victims"

"Plans/actions in place to help survivors continue with the organization, e.g. social functions, training, etc."

"It is important to have empathy – the impact that the process has on the individual"

"Making professional services available that would counsel employees – in relation to their finances, emotions, health, etc as a result of the retrenchment process"

"Reaffirm the values of the organization and why retrenchment is almost the last option available to management to execute on"

"Coaching mentoring and empowering staff is important"

"Leverage performance reviews to gain insights into employee' goals and aspirations"

"Create growth opportunities, based on the performance reviews on individual employees"

"They must consider well-being of employees' families, and try and ensure that they do not compromise that"

"Creating an impression that employee opinions matter"

"Management should be more sympathetic after the process. They should engage in a more supportive fashion and understand the emotional effect it has on the employees that stayed behind"

"Management must demonstrate that they considered everything to prevent retrenchments from occurring"

5.2.4 Trust

"The subsequent communication, especially from line managers, is critical to have trust on the person communicating"

"If you trust the person and believe that the person has the employee or organisation's best interest at heart, they are more likely to believe that the organization considered alternatives"

"Working relationships are built on trust, and trust is built on perceived integrity"

"If you have shown me through your actions that you lack integrity, it is going to be difficult to trust the person"

"If there is not trust, you will have serious doubts that the person is honest about what they are saying concerning the process"

"There is a direct correlation between the way the employees behave when they are told about retrenchments and the trust that they have on the person communicating the retrenchment"

"Management needs to be seen as ethical and honourable in and during the process"

"I personally wouldn't voice an opinion for fear of victimization"

5.2.5 Avoid Doing

"Do not victimize employees for voicing opinions"

"The retrenchment process should not be used to get rid of low performing employees (Not Settle Scores)"

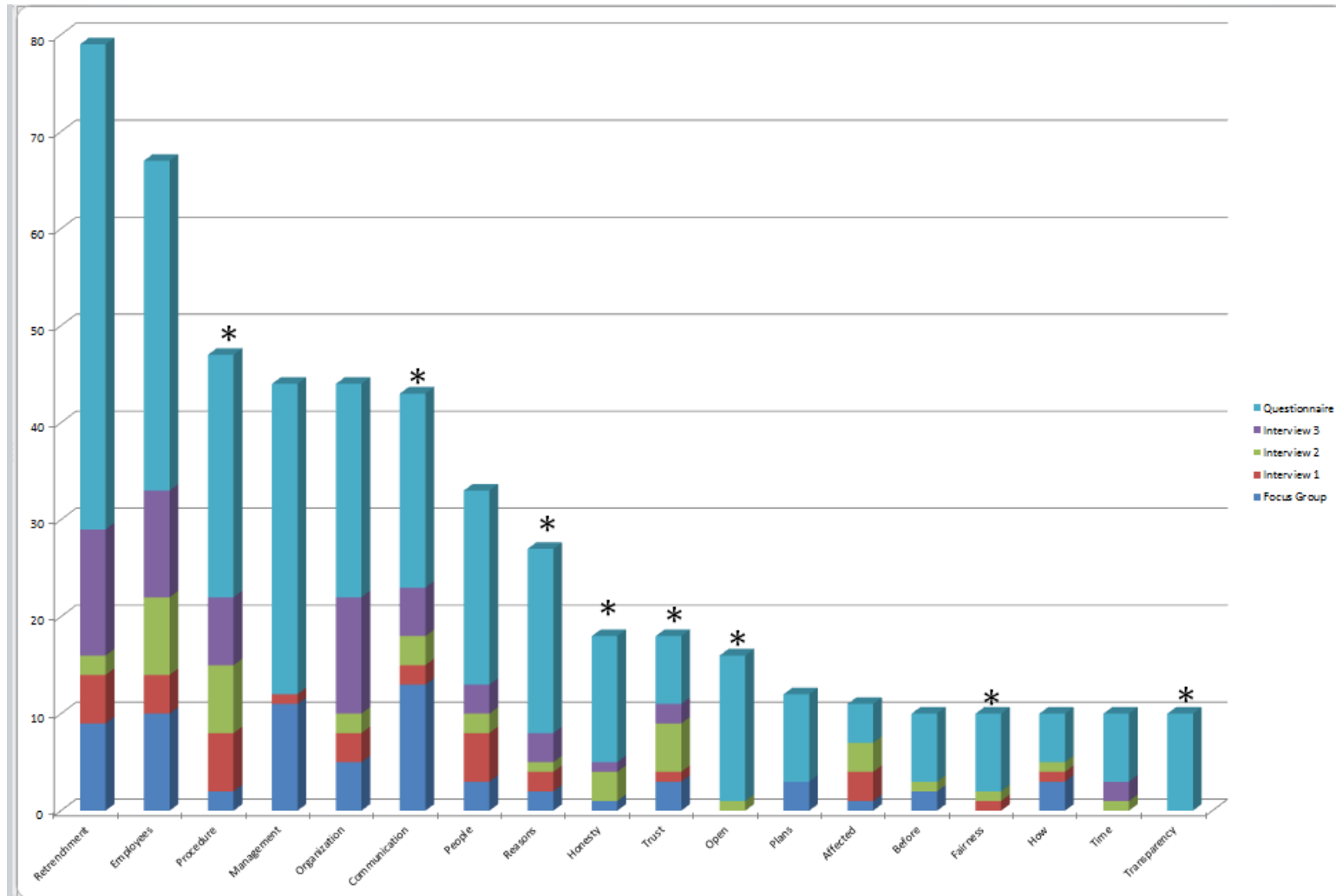
"The company should not exclude the head of departments whose departments are affected – they need to be involved"

"If department is affected, all employees within the department should be handed with letters even though a select number will be affected"

"Never deviate from the set process that the organization decided to adopt for the retrenchment process, even if a curveball is thrown by the employees"

"Never give conflicting information (multiple communicators) to the employees"

Figure 4: Qualitative Analysis Word Count



6 Discussion

6.1 Introduction

This section is focused on discussing the results obtained in chapter 5, guided by the literature review done in chapter 2 and aligning with the research questions outlined in chapter 3. The objective of this chapter is to provide an understanding of the effects that downsizing has on employees and to look at which of these factors would lead the employee to consider voluntary turnover.

Scmitt et al. (2011) state that employee downsizing does not relate to whether or not it should be done, but rather how this strategy should be implemented. After all, with increasing globalisation and competition in the market, it may be difficult for an organisation to maintain competitive advantage without any form of downsizing. If the downsizing strategy is not well executed, the organisation may find itself performing worse than before the strategy was implemented. The negative impact that downsizing has on an employee may sometimes not be avoided. The question to be addressed is how, in spite of all this negativity, organisations can keep an employee interested in continuing to have an employment relationship with the organisation. The narrative of this discussion will follow the sequence provided in terms of the individual Research Questions that were posed in chapter 3.

6.2 Research Question 1:

Does a downsizing process invoke different emotions in the mind of an employee?

The first Research Question was concerned with confirming whether employees experience a range of emotions during the downsizing process or if there are dominant ones that exist. Gandolfi & Hansson (2011) have reported that survivors of a downsizing process display emotions, attitudes, and behaviours during and after a downsizing process. These emotions lead to affective forces (Meertz & Griffeth, 2004) aroused by the organisation and membership in it.

The results in Table 1 show that the mean of the questions asked in the construct of employee emotions is not exactly the same. This implies that there is some difference in the way that downsizing affects employees' emotions. Employees are showing a

stronger feeling of *insecurity* and *losing trust in management* than all the other emotions. These two emotions, with means of 2.14 and 2.40 are closest to the response of tend-to-agree than to the response of unsure (?). The feelings of *shock* (2.66) and *disappointment* (2.67) below the unsure level, but they are closest to unsure than they are to tend-to-agree. The emotions of *anger* (3.19), *resentfulness* (3.19) and *unfairness* (3.18) yielded the similar results around the unsure level. On face value, these results indicate that the emotions experienced by employees can be classified into three groups:

- Group 1: Insecurity and losing trust in management
- Group 2: Shock and disappointment
- Group 3: Anger, betrayal, resentfulness and unfairness

Even though these groups suggest the existence of different levels of emotions that the employees experience, there seems to be an agreement in the results that the employees are inclining more towards the agreement to the existence of emotions as a result of the downsizing process. The results of Table 2 indicate that there is a medium to large positive correlation between the emotions experienced by employees. It may not be clear as to which emotion comes first but the existence of one emotion may influence the existence of the other emotions. The psychological contract theory identifies security & lost trust (Arshad, 2016), anger and betrayal (Morrison & Robinson, 1997) as some of the emotions that may signal violation.

The feelings of *insecurity* and *losing trust in management* appear to be the most dominant emotions that the employees feel as a result of the downsizing process. The feeling of insecurity may be because of the feeling of uncertainty concerning the future role of the survivor as well as the anxiety stemming from the fear of further downsizing (Arshad, 2016). On assessing the results from Table 6 and 7, it can be deduced that it does not matter when the downsizing process is concluded, the emotions experienced by employees is similar. When comparing the means of the stages between when the downsizing was concluded in an organisation (represented by group 1: less than 6 months, group 2: 7-12 months and group 3: more than 12 months) and the performance of this exercise, the ANOVA test for difference produces a sig value of 0.821 (Table 7) that is greater than 0.05 implying the lack of significant difference between the groups.

Even though the feeling of *insecurity* and *losing trust in management* appear to be the

most dominant emotions, Table 8 and 9 suggest that this combination is not responsible for influencing the survivor of a downsizing process to consider voluntary turnover. The model generated by the regression testing imply that *finding the process unfair* and *losing trust in management* are the two elements that have a significant contribution to the employee's voluntary turnover intentions. The model yielded an R-Squared of 0.353 implying that only 35.3% of the model is explained by these two elements. Since the model does not explain what the remaining 64.7% is, this 35% provides a starting point for resolving the influences on voluntary turnover intentions of an employee.

To explain the phenomenon above, we have to look at the definition of trust from Morrison & Robinson (1997) that sees trust as an individual's "beliefs regarding the likelihood that another's future actions will be favorable, or at least not detrimental, to one's interests". When an organisation announces or embarks on a downsizing process, this likelihood of favourable future actions towards the employee is threatened, leading the employee wanting to end the relationship with the employer in order to avoid the pain (Maertz & Griffeth, 2004) that may come with downsizing. Fairness of the process finds itself within the justice theory in which procedural unfairness is expected to result in the employee's undesired behaviour (Datta et al., 2010). The results of the model indicate that voluntary turnover is one of those undesired behaviours that the employee may want engage in. Arshad & Sparrow (2010) indicate that it is the perceived unfairness that leads to a negative affective reaction of psychological contract violation (PCV), which stems from their perception of not receiving what is expected from the organization.

In suggesting what management can do during the downsizing process to minimise voluntary employee turnover, the following statements regarding process fairness and trust were taken from the results section of the qualitative analysis:

"I personally wouldn't voice an opinion for fear of victimization"

"Management needs to be seen as ethical and honourable in and during the process"

"If there is not trust, you will have serious doubts that the person is honest about what they are saying concerning the process"

"Dealing with retrenchments in a fair, unbiased and truthful manner"

"By holding a fair & open process"

Based on the above, it would be suggested that the answer to Research Question 1 is yes, downsizing invokes different emotions in the mind of an employee. Furthermore, the employee does not experience the different emotions at the same level, with *feelings of insecurity* and *losing trust in management* being the dominant emotions. On the other hand, not all emotions (even dominant ones) experienced by the employee are responsible for influencing the employee to consider voluntary turnover. The model achieved suggests that the intention for the employee seek voluntary turnover post downsizing is explained by *finding the downsizing process to be unfair* and *losing trust in management*.

6.3 Research Question 2:

Does management behaviour during the retrenchment process have an influence on an employee's intention to leave?

Research Question 2 was concerned with understanding if the decision of the employee to consider voluntary turnover can be influenced by the way that management behaves during the downsizing process. The questions used in this construct are not completely removed from those that were used in the employees' construct. For instance, some of the questions within the construct are concerned with the handling of the downsizing process which, according to the results of emotions sections, has an influence on the employee's intention to leave.

The results of Table 11 indicate that the mean of the statements posed for this construct is closely related and seems to centre on the unsure (?) level. This is very surprising because these responses are believed to be based on the personal observations that the employees made during the downsizing process that they were part of in their organisations and it was expected that the employees would be more assertive about agreeing or disagreeing with the questions posed to them. The results of Table 12 indicate that there is a medium to large positive correlation between the different variables of management behaviour.

Whilst there is not a big difference in the means of the different questions within this construct, the results of the multiple regression testing that was performed on the data bring new information. The results in Table 16, 17 and 18 indicate that the regression model identified two variables within this construct that are responsible for the voluntary turnover intention of the employee. After the second iteration, the model

selected *management followed a consistent process when choosing who to retrench* and *there was good communication with employees* as the two variables that have a significant contribution. The R-Squared value for this model came to 0.358 implying that about 35.8% of this model is explained by the two variables.

The results of this exercise appear to be agreeing with the results already discussed in the above section. As already mentioned, procedural unfairness is expected to result in employee's undesirable behaviour (Datta et al., 2010). It, therefore, would come as no surprise that consistency of process is seen to have a significant contribution towards employees considering voluntary turnover as well. As Lines, Selart, Espedal and Johansen (2005) assert, perceptions of procedural justice are based on evaluations of the processes that led to the decisions.

In analysing the results of the qualitative analysis, the statements that came through from the participants concerning consistency of process are:

"Unbiased appointments"

"Being fair and open, if there are any opportunities in the system, they should be fairly and equally available to everyone"

"Management must open and honest to the employees and treat everyone with fairness"

The word count plot displayed in Figure 4 shows that procedure has the third highest count of the words used by participants during the qualitative analysis process. This indicates the level of importance that employees consider the procedure that the organisation follows during downsizing.

When looking at the issue of communication, Smollan (2013) states that communication on the consequences of an organizational change is one of the triggers that can cause trust in management to suddenly disappear. If we consider that I lost trust in management above has been found to have a significant contribution to voluntary turnover, it would, therefore, come as no surprise that the model has also identified communication as one of the variables that has a significant contribution to the employee's intention to consider voluntary turnover. This model would seem to strengthen the theory that identifies a relationship between the way an organisation communicates during a downsizing process and the trust the results. As Van den Heuvel et al. (2015) points out, providing incomplete or incorrect information about the change thus creates mistrust and diminishes the credibility of the ones in charge of the

change.

The results of the qualitative analysis show communication to have the sixth highest word count as displayed in Figure 4. This further shows the criticality of communication during the downsizing process. Below are some of the statements that were made by the participants concerning communication:

"Any kind of information that will help the employees at the lowest level to understand the reasons for the organisation going through the retrenchment process"

"Be open about the process including encouraging those that are not part of the organisations longer term plans not to waste time by applying for the new positions"

"Consistent and regular communication is required before, throughout and after the process"

"I believe communication in person is valuable"

"The main thing is for management to be transparent with the process, so people know where they stand and can make informed decisions"

"Tell the people who are not likely to be affected immediately"

"The retrenchment process must be transparent and communicated well in advance"

"Being more open & honest about the status of the organisation and not wait for imminent retrenchments before announcing retrenchments"

"As soon as the projection/forecast indicates a strain in the business that would result in retrenchments"

"Giving truthful/real/authentic reasons why the business is struggling to meet its objectives"

"Constantly communicate and be transparent"

There was an expectation to see the variable of *management was concerned about employees' welfare* to have a significant contribution towards an employee's intention to leave. Smollan (2013) associates trust with employee welfare. Therefore, as with communication, it was envisioned that employee welfare would influence employee voluntary turnover intentions the same way that trust did. However, the results of the model did not recognise employee welfare to have such a significant effect.

Some of the statements that were made by the participants during the qualitative analysis suggested that employees think about employee welfare during the downsizing process. These statements include:

"Management should be more sympathetic after the process. They should engage in a

more supportive fashion and understand the emotional effect it has on the employees that stayed behind"

"They must consider well-being of employees' families, and try and ensure that they do not compromise that"

"It is important to have empathy – the impact that the process has on the individual"

"Counselling (financial & emotional) should be provided to employees to help them survive life after retrenchment for victims"

"Reaffirm the values of the organization and why retrenchment is almost the last option available to management to execute on"

However, as Figure 4 shows, welfare does not feature in the top 18 ranking of the words from the qualitative analysis. This could mean that in as much as employee welfare is important, it is more crucial for employees to perceive that management provided honest communication and followed a consistent process that to demonstrate that they are concerned with employees' welfare. Because at the end of the day, by fulfilling the requirements of procedural justice, management is indirectly addressing the welfare needs of the employees.

Therefore, in response to Research Question 2, management behaviour has an influence on an employee's intention to leave with the *consistency of process* and *communication* being the significant contributors to voluntary turnover.

6.4 Research Question 3:

Is an employee's intention to leave triggered at different stages of the retrenchment process?

Research Question 3 was interested in identifying whether there is a definite stage where an employee's intention is triggered. This is considered to be important because if such a stage exists, management can take steps to intervene before the intention is triggered. The results shown in Table 19 display the means of the variables, which seem to suggest that the participants don't experience a distinction in the stage where the intention is triggered. The means calculated show that participants tend-to-agree that intention to leave is triggered at all stages i.e. *immediately after the downsizing*

announcement, after announcing affected departments and after the dismissal of close colleagues. The results of Table 20 indicate that there is a low positive correlation between the emotions experienced by employees.

Whilst the means are similar, the response to intention being triggered *immediately after the downsizing announcement* is slightly smaller than the two but the magnitude of the difference is not pronounced. Even though the magnitude of the difference in means may be small, it may explain the phenomenon that downsizings are not openly welcomed by employees in an organisation. Downsizing has been employed by organisations for more three decades (Littler & Gandolfi, 2008), and invariably leads to loss of employment. Therefore, as soon as downsizing is announced, employees think the loss of work, and in order to avoid the pain (Maertz & Griffeth, 2004) of being retrenched, they immediately consider leaving the organisation. A response from one of the participants sums up the feelings of certain employees about downsizing:

"I do not think it is possible to ever make the retrenchment process look good. The organisation I worked for went out of its way to provide all the services one can think of (i.e. counselling, financial advisor, professional CV writers, personal coaches, small business and entrepreneur advisors, etc). Despite all this, the process still left a bitter feeling. No matter how open, honest and fair the process is, it always leaves a negative atmosphere. I have experienced two retrenchment processes during my career. In the one process I was not retrenched but I never really regained the same optimism and love for my job. In the second retrenchment I lost my job but I felt much happier avoiding the negative environment that would prevail post retrenchment despite the uncertainty of not having a job in a bad economy"

Table 24 and 25 shows the results of the ANOVA testing that was done between the three groups of when the downsizing process was concluded (represented by group 1: less than 6 months, group 2: 7-12 months and group 3: more than 12 months). The sig values achieved for these groups indicate that there is no stage that any of the groups consider being more significant than the other for the turnover intention to be triggered. As already attested by the above participant, downsizing always leaves a negative atmosphere implying that at any stage of the process, the employee may be motivated to voluntarily leave the organisation.

Therefore, in response to Research Question 3, it would appear that there is no distinct

stage during the downsizing process where the intention to leave is triggered in the mind of an employee.

6.5 Research Question 4

Does an employee's trust towards management have an influence towards the employee's intention to leave?

Research Question 4 looked at the different levels of management within the organisation and asked whether trust in any or all of these levels have an influence in the employee's intention to leave. It can be recalled that the analysis of Research Question 1 identified losing trust in management as having a significant contribution to the employee's intention to leave. Then, the question that arises is whether it matters if the trust is towards the organisation, the senior management or immediate supervisor.

Looking at Table 26 there appears to be a split between the responses that participants have given concerning the element of trust. The means of *trust in senior management* and *trust in the organisation* are close to each other leaning towards tending to disagree. It may appear that for most employees, no distinction is made between the organisation and senior management. Employees consider senior management to be the one that has the authority and powers to influence how the organisation behaves. For instance, the culture of an organisation may be seen as the responsibility of the senior management. Therefore, if one talks about trust in the organisation, employees may associate with senior management.

The mean of the *trust in immediate line manager* is distinctively different from the other two and lies within the unsure (?) margin. Employees would often attribute the decision for the organisation to embark on a downsizing process on senior management removing the blame from the immediate manager. However, the way that the immediate manager handles himself/herself during the process may increase or decrease the trust that employees have in the manager. The result for this variable has the largest standard deviation between the three suggesting the individual element of the relationship that the participant has with the immediate manager, which gets introduced when deciding whether the manager is trusted. This is further supported by the very low skewness (0.188) that suggests that the distribution of this variable is close to normality.

The strength that *trust in immediate manager* has is attested by Erturk (2008) who states that if employees have trust in their supervisors, they tend to believe that their supervisors and the organisation will do the right thing for employees, which may result in employees having less anxiety and a more positive effect on the organisation. One of the participants in the focus groups states the following concerning the importance of trust:

"The subsequent communication, especially from line managers, is critical to have trust on the person communicating"

The results of Table 27 indicate that there is a high positive correlation between the trust that employees have on the supervisor, senior management, and the organisation. Table 31, 32 and 33 shows the model that was generated through regression testing on the data for this construct. In it, the model selected *trust in senior management* as having a significant contribution towards an employee's intention to leave the organisation. The model generated an R-Squared of 0.239 implying that 23.9% of the model is explained by this one variable. This agrees with the statement above that employees attribute reasons for the organisation going through downsizing to senior management. It is sometimes difficult for employees to believe that downsizing was the only solution to the challenge that the organisation may have faced, and therefore refuse to trust that senior management is truthful in their communication for choosing the downsizing option.

As one participant in the interview stated concerning what they considered to be honest communication from senior management:

"Giving truthful/real/authentic reasons why the business is struggling to meet its objectives"

Considering that there is scant evidence to suggest the effectiveness of downsizing as a strategy (Gandolfi, 2012), it further amplifies the suspicion that employees have for the real need of organisations to go through the downsizing process. As a result, employees lose faith in the organization to look after their interests, as trust within the relationship breaks down (Clinton & Guest, 2014).

Therefore, in response to Research Question 4, it can be said that an employee's trust in management can influence an employee to consider voluntary turnover. However, it

is not all levels of management that have this influence, limiting the effect of trust to senior management.

6.6 Research Question 5:

Do survivors of retrenchment experience reduced engagement with the organisation?

Research Question 5 was taken to confirm the effect that downsizing has on an employee resulting in reduced engagement. The ability of an organisation to harness an employee's personal enthusiasm in their work role (Boyton & Mishra, 2014) is important in an organisation and downsizing has the potential to threaten such ability. Not only is employee engagement important when it comes to an employee applying themselves, it also results in employees trusting their employees more (Saks, 2009). The above sections have discussed in great lengths the effects that the trust an employee has on their employer has towards influencing the employee's turnover intentions.

In going through the results displayed in Table 34, it can be noted that there are three classifications that have emerged based on the means of the variables within the construct. The first classification is one that is focused on how the employee feels in relation to the direction that the organisation is going and the employee's association with the organisation (*I believe strongly in the strategic direction being pursued by the organisation, I am proud to be associated with the organisation and I would recommend my organisation as a good place to work*). These results indicate that whilst the responses are leaning towards being unsure, they are gravitating more towards tend-to-agree than they are towards tend to disagree. This is an interesting observation because whilst the trust in senior management may influence the employee to consider voluntary turnover, these results suggest that the process of downsizing has not completely destroyed the positive affinity that the employees have towards the organisation.

The second classification concerns itself with the way the employees view the level of their contribution to the organisation (*I work beyond what is required to this organisation succeed and I often take on extra responsibilities*). The results show the strongest level of agreement in all the results that were obtained in this exercise. This

observation could be spelling two possibilities. The first is that as an individual it is difficult to look at oneself as not giving your best to your work, prompting the employees to report themselves as going the extra mile in their work. The second possibility, which somewhat aligns with the first classification above, could mean that despite the downsizing process employees are still giving themselves fully to their jobs. The latter possibility appears more plausible than the former. Following the downsizing process, the employees may not be at the stage where they have completely disassociated themselves from the organisation and are therefore still committing themselves to making the organisation succeed.

The third classification concerns itself with employees' current state in relation to the continued belonging to the organisation (*At the present time, I am seriously considering leaving the organisation*). The results indicate that the employees are completely undecided about a continued relationship with the organisation. It is even alarming that the distribution of this data is almost perfectly normal with the skewness of 0.59. This could also be used to explain further the reason why the second possibility discussed above is the most plausible one. It is believed that since the employees have not decided whether they want to leave or stay with the organisation, and until such a decision is clear, they continue to give themselves to the organisation with the belief that if they stay, they would have contributed to the continued success of the organisation. These results also present good possibilities for management to work with the employees. If the employees have not completely decided on which route to take in relation to voluntary turnover, it could mean that they are open to suggestions. And this is where management can come up with ways of convincing these employees to continue their relationship with the organisation.

The results of Table 35 indicate that voluntary turnover intention has a negative correlation with all the other variables of employee engagement. This supports Saks (2006) as cited in Cotter & Fouad (2012) that indicated that engagement has also been found to mediate the relationship between certain job characteristics and job-related consequences such as job satisfaction, organizational commitment, and intention to quit.

From the results displayed in Table 40 and 41, the means indicate that there is a slight difference between the groups (represented by group 1: less than 6 months, group 2:

7-12 months and group 3: more than 12 months) in relation to the construct of employee engagement. Even though all the means are between tend-to-agree and unsure, the pattern shows that group 1 is closest to tend-to-agree whilst group 3 is closest to being unsure with group 2 in between. This may mean that during the period closest to the conclusion of the downsizing process, employees are still making sense of the situation and have not developed strong enough negative perceptions towards the organisation. However, as time passes and the reality of the 'new normal' begin to dawn on the employees the perception towards the organisation becomes increasingly negative. Even though the mean suggests a difference between the groups, the result of ANOVA in Table 41 shows a sig value of 0.129 that is greater than 0.05. This indicates that there is no significant difference in the means of the 3 groups. Also, if employee engagement is taken as a single construct, the overall mean of 2.357 in Table 38 gives the level of engagement that employees experience as a result of downsizing.

In order to answer this Research Question, Quirke (2008) definition of engagement that sees engaged employees as “feeling a strong emotional bond to their employer, recommending it to others and committing time and effort to help the organization succeed” will be used. The period between when the downsizing in an organisation was concluded and the performance of the research seems to be important. However, this importance does not produce a significant difference in the level of employee engagement experienced by the three groups concerned. The overall employee engagement indicates that employees are reasonably engaged as they tend-to-agree to the employee engagement related questions that were presented to them.

6.7 Research Question 6:

Is an employee's intention to leave independent of his/her colleague's reaction to the retrenchment process?

This Research Question was included in determining whether an employee's behaviour in the organisation during the downsizing process can be independent of how other employees behave. This was thought to be important because management may think that they are dealing with behaviour that is uniquely driven by the employee without realising the colleague behaviour plays a role.

Unlike all the other Research Questions whose constructs contained more than one variable, this Research Question contained only one question. The results from Table 39 indicate that the mean of the data suggests that the employees tend-to-agree to the fact that colleague reactions may influence one to consider leaving the organisation. The standard deviation indicates that the responses do not exceed unsure extensively and the positive skewness indicates that the data leans more towards tend-to-agree than it does on unsure.

In analysing the three groups of when the downsizing was completed, the ANOVA descriptives appear to show that there is no large difference between the means of the three groups. Even though the difference is not large, the means for group 1 and group 2 are closer to each other than to those of group 3. This trend appears to somewhat agree with that experienced in the analysis of employee engagement where group 3 appeared to have the lowest engagement between these three groups. It may be argued that over a long term period, the continued negative behaviour of the colleagues will get the employee to unconsciously adopt some of these behaviours explaining why group 3's mean is closest to tend-to-agree. In analysing the results in Table 44, the sig obtained by the ANOVA test for difference gives the sig of 0.653 that is greater than 0.05 indicating that the difference between the means of the three groups is not significant.

To confirm whether there is indeed a relationship between employee engagement and the reaction of colleagues, a Pearson correlation testing was conducted between the two as displayed in Table 45.

		9.9 The negative reaction of my colleagues to the retrenchment process	
			Employee Engagement
9.9 The negative reaction of my colleagues to the retrenchment process	Pearson Correlation	1	-.018
	Sig. (2-tailed)		.872
	N	84	84
Employee Engagement	Pearson Correlation	-.018	1
	Sig. (2-tailed)	.872	
	N	84	84

The results from the correlation indicate that whilst there may be a negative correlation

between the two constructs, it is weak and non-significant.

Based on the above analysis, it would appear that the negative reaction of colleagues during downsizing has an influence on the employee's intention to leave the organisation. However, when performing a regression testing using colleague behaviour as the independent variable and voluntary turnover as the dependable variable, the results in Table 46 and 47 shows that colleague behaviour has a non-significant contribution to voluntary turnover.

Table 46: Colleague Behaviour Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.135 ^a	.018	.006	1.358

a. Predictors: (Constant), 9.9 The negative reaction of my colleagues to the retrenchment process

b. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

Table 47 Colleague Behaviour Model Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	2.632	.333		7.901	.000	1.969	3.294
	9.9 The negative reaction of my colleagues to the retrenchment process	.166	.134	.135	1.235	.220	-.101	.432

a. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

6.8 Further Analysis

The results and findings of this research have identified certain relationships that will be used to refine the model that was proposed. In order for the model refining to occur, an analysis of the key variables that the investigation produced needed to be performed. From the discussion above, it was deduced that *lost trust in management*, *unfair process* and *consistency of process, communication, and trust in senior management* are the variables that have a significant contribution to the voluntary intention of the employee. Furthermore, *colleague reaction* was found to have a contribution to the employee's voluntary turnover intention.

To determine the relationship between these variables that have a significant contribution to the employee's voluntary turnover intentions, Pearson correlation was performed and the results are displayed in Table 48.

From the Table 48, it can be seen that the two variables for emotions (*lost trust in management, unfair process*) have a positive correlation as already encountered in the discussion above. However, they both have a negative correlation with the other three variables. This is so because these emotions were invoked as a result of the downsizing process, therefore, this relationship is expected to be negative. It is believed that the more procedurally fair the downsizing process becomes, the less likely that employees would have these emotions. The same analogy holds for the other three variables concerning why they have a positive correlation. The way management behaves in terms of communication and consistency of the process will influence the way an employee trusts senior management. Therefore, if management improves in their behaviour then the employee trust is also expected to improve.

The analysis was taken further to determine how these variables fare in the way they contribute to the voluntary turnover model if they are analysed together. Therefore, a multiple regression testing was performed on these variables with the voluntary turnover as the dependent variable. The results in Table 49 and 50 display the multiple regression testing results.

Table 48: Correlations - Voluntary Turnover Significant Contributors

		4.2 I lost trust in management	4.7 I found the process unfair	5.1 There was good communication with employees	5.4 Management followed a consistent process when choosing who to retrench.	7.1 I trust senior management to look after my best interests.
4.2 I lost trust in management	Pearson Correlation	1	.511**	-.402**	-.431**	-.437**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	83	83	83	83	83
4.7 I found the process unfair	Pearson Correlation	.511**	1	-.393**	-.596**	-.468**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	83	83	83	83	83
5.1 There was good communication with employees	Pearson Correlation	-.402**	-.393**	1	.469**	.463**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	83	83	84	84	84
5.4 Management followed a consistent process when choosing who to retrench.	Pearson Correlation	-.431**	-.596**	.469**	1	.508**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	83	83	84	84	84
7.1 I trust senior management to look after my best interests.	Pearson Correlation	-.437**	-.468**	.463**	.508**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	83	83	84	84	84

** . Correlation is significant at the 0.01 level (2-tailed).

Table 49: Voluntary Turnover Model Summary^c

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Durbin-Watson	
						F Change	df1	df2		
1	.565 ^a	.319	.310	1.134	.319	37.883	1	81	.000	
2	.640 ^b	.410	.395	1.062	.091	12.395	1	80	.001	1.660

a. Predictors: (Constant), 5.4 Management followed a consistent process when choosing who to retrench.

b. Predictors: (Constant), 5.4 Management followed a consistent process when choosing who to retrench., 4.2 I lost trust in management

c. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

Table 50: Voluntary Turnover Model Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	5.110	.367		13.939	.000	4.381	5.840
	5.4 Management followed a consistent process when choosing who to retrench.	-.636	.103	-.565	-6.155	.000	-.841	-.430
2	(Constant)	3.715	.524		7.088	.000	2.672	4.759
	5.4 Management followed a consistent process when choosing who to retrench.	-.473	.107	-.420	-4.416	.000	-.687	-.260
	4.2 I lost trust in management	.355	.101	.335	3.521	.001	.155	.556

a. Dependent Variable: 8.6 At the present time, I am seriously considering leaving the organisation.

The results of the regression testing indicate that if the five variables are taken together, only two of them have a significant contribution to voluntary turnover intentions namely *management followed a consistent process when choosing who to retrench* and *I lost trust in management*. The model produced an R-Squared of 0.395 implying that 39.5% of this model is explained with the two variables. The beta coefficients of this model indicate that the two variables have opposite contributions to the model as indicated by the sign of their values. This is not a surprise as it has already been indicated in Table 43 that these two variables have a negative correlation.

7 Summary of Findings and Conclusion

7.1 Introduction

The aim of this research was to investigate the key factors that influence voluntary turnover intention in employees. This is focused on helping the organisations embarking or undertaking to embark on downsizing to design their process to minimise voluntary turnover of employees. This section is focused on looking at the summary of findings from this research and to give the conclusion for the objective of the exercise as stated above and in chapter 1. It will also give implications for management to consider to improve the performance of the organisation in relation to the effect that downsizing will have on their employees. The final part of this chapter will give suggestions for future research work to further expand the study of this subject.

7.2 Summary of the Findings

The summary of the research indicates that several factors influence the employee intention for voluntary turnover, with two of them having the greatest effect.

Research Question 1 was interested in uncovering the existence of emotions in employees as a result of downsizing and the influence that these emotions have on voluntary turnover intentions. The study revealed that employees experience emotions of insecurity, lost trust in management, anger, betrayal, resentment, shock, unfairness and disappointment, from the downsizing process. The findings further revealed that out of all these emotions, the unfairness of process and losing trust in management are the emotions that influence the employee's voluntary turnover intentions.

Research Question 2 focused on investigating the effect that management behaviour has on the employee's voluntary turnover intention. The study indicated that from all the variables that were assessed, communication and the consistency of the process during downsizing were the main aspects of management behaviour that are influential in the employee's voluntary turnover intentions.

Research Question 3 aimed at discovering if the employee's voluntary intention is initiated at a specific stage during the downsizing process. The outcome of the study revealed that there is no unique stage that the voluntary turnover initiation occurs. Employees' turnover intention is triggered during any stage of the process.

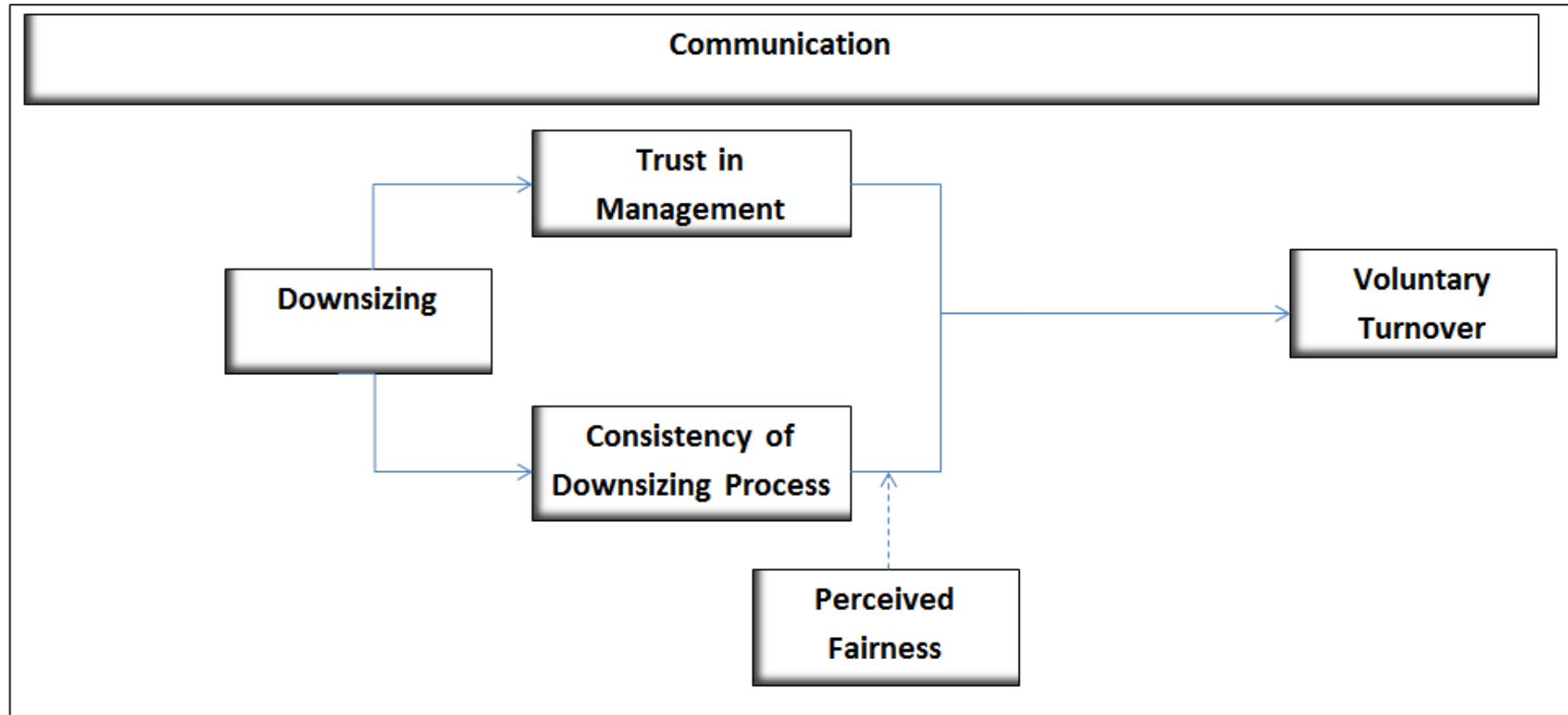
Research Question 4 wanted to investigate whether the employee's trust in management gets affected during downsizing and which level of trust is responsible for influencing employees to consider voluntary turnover. The investigation indicated that employees lose the trust that they have with senior management more than they do with their immediate line manager. It goes further to reveal that this trust in senior management is responsible for influencing employees to consider voluntary turnover.

Research Question 5 sought to understand whether survivors of downsizing experience a reduction in engagement. The outcome of this analysis indicated that the employees remain reasonably engaged after going through the downsizing process.

Research Question 6 aimed to uncover whether the way that colleagues behave during downsizing has an influence on the employee's voluntary turnover intentions. The study revealed that employees considered negative colleague reaction to have an influence on employee's turnover intentions. However, this influence appeared to not have a high level of significance. A further analysis indicated that colleague reaction has a weak correlation with engagement.

Subsequent investigation revealed that whilst five variables have been found to have a significant contribution to voluntary turnover intentions, only two of these are the most significant contributors. Considering that two of these variables (*I lost trust in management & I trust senior management to look after my interest*) are concerned with trust, they can be combined into one variable. It can, therefore, be deduced that voluntary employee turnover intentions is influenced by *trust in management* and *consistency of the downsizing process* whilst mediated by *communication* and *fairness* of the downsizing. This relationship is represented in Figure 5.

Figure 5: Model of Voluntary Turnover



7.3 Implications for management

The findings of this research indicate the importance of taking a holistic view of the downsizing process to identify the factors that may lead to turnover. It also reveals the importance of looking at an issue down to its fundamental level. The beginning of this research looked at higher level descriptions of emotions, management behaviour, and employee trust in management to determine the influence they have on voluntary turnover. However, the findings from the exercise indicate that it is much more fruitful to investigate the components that are making up these descriptions. The model that has been developed and shown in Figure 5 above gives the areas that management should be focused on when considering a downsizing process.

Literature has looked at the effect that an employee's trust in management has on the acceptance of the message that management conveys. This implies that trust is not a stage based phenomenon that needs to be thought about when going through a change processes, like downsizing. Management needs to elevate trust to the same level of importance as the core elements of the business like revenue and profit. McManus and Mocsá (2015) assert that building a culture of trust requires commitment from the top. Trust becomes the foundation that each relationship is built on and management needs to continuously focus their attention on activities that increase employee trust. Trust needs to be at a level where employees can believe that what management is saying about downsizing is the truth. Vanhala et al. (2011), in their study of impersonal trust, concluded that if employees are able to trust the organisation they work for, they can trust their future in it.

The Merriam-Webster dictionary defines consistency as an agreement or harmony of parts or features to one another or a whole, or the ability to be asserted together without contradiction. This implies that there should be harmony in what the management does in different situations so as not to have any observed contradiction. This also means that consistency has an influence on trust because any signs that show that management does not have consistency in the way that they take actions will make employees find it difficult to believe what management communicates. As Frazier et al. (2010) asserted that "wherever procedures are deemed fair and are applied in an equitable manner by the authority figure, the trustor perceives that the trustee enacts fair procedures consistent with their own values and hence attributes

integrity to the trustee". This seems to be one of the areas concerning downsizing that employees watch very closely. Therefore, management must take caution in how they handle issues surrounding the downsizing process. No employee wants to find out that in a world of fairness they should have received a better deal than they actually got. And finding out that one of the reasons they did not get the outcome they deserved was because management was not consistent in the route they took to get to the decisions. It is believed that there is a level of rationality with employees to a point where they are more likely going to accept and understand a difficult outcome as long they believe that it was the best outcome in that situation. With this in mind, management needs to put a plan in place of how decisions are going to be made during the downsizing process. The process will need to be made available to the employees so that when a decision is reached it does not come as a surprise and every employee can trace the steps taken to reach the decision in line with the agreed process. This will also assist management to demonstrate to employees that they can be trusted and that they have nothing to hide.

The emotion that has a moderating influence on the employee's voluntary turnover intention is the perception of fairness. The Merriam-Webster dictionary defines fairness as treating people in a way that does not favour some over others. Therefore, employees would like to see management not to be seen as favouring other employees over others when making decisions. This factor ties in together with the factor above because they are both focused on the process that management follows during downsizing. The fact that these two aspects feature together shows the significance that employees place on what management does.

Even though the analysis does not feature communication as a key factor that influences voluntary turnover intention, it does have a mediating effect. Employees want and expect open and honest communication from management. In some cases, employees could predict beforehand that a downsizing is likely to be implemented based on the performance of the organisation. It, therefore, does not do management any good when they do not openly communicate with the employees and giving them the picture as is. Frazier et al. (2010) talk about informational justice as "the quality of explanations given for decisions that are made" and, open and honest communication is one way that fosters informational justice. Downsizing has been occurring long enough that it is no longer acceptable for management to give employees incomplete

information about why the organisation is downsizing and the different stages of development that the downsizing process goes through. Employees are likely to forgive management for making unwise decisions that could have lead the organisation to the point of downsizing than for management to not openly communicate.

Colleague reaction does not feature amongst the factors that influence voluntary turnover intentions even though participants agree that there is an influence. What makes this factor have non-significance is because colleagues are also employees of the organisation. Therefore, the factors listed above are the factors that will matter to them, influencing them to react in a particular way. Therefore, if management focuses on working on the above factors, they have a better chance of influencing the colleagues to react positively more than if they take specific steps to influence the colleagues directly. The other issue that makes this factor difficult to deal with directly is the fact the different employees have different colleagues that influence their decisions. Therefore, it will be hard for management to identify each and every influential colleague that an employee may have. Management would be recommended to deal with this issue indirectly by focusing on the main factors.

7.4 Suggestion for Further Research

This research is based on an extensive investigation of one organisation coupled with the additional input of participants from a variety of organisations in South Africa. Even though the size of the sample may not have been sufficient to be representative of all organisations in South Africa, the research of this research may still be useful for other organisations. Downsizing as a change process is a common strategic business practice and organisations going through or intending to go through this process could learn from the outcome of this research. Therefore, the outcome of this research would be useful to other change processes outside of downsizing.

The research was conducted mainly in one organisation; future research could be done in more than one organisation to confirm the findings obtained in this study.

The data for this report comes predominantly from survivors of the downsizing process, additional research can be done to obtain contribution from the other parties that are affected by downsizing, namely victims, executioners and the employees that voluntarily left their organisations as a result of downsizing.

7.5 Conclusion

With many organisations implementing downsizing to improve competitiveness, it can no longer be considered a unique process. Therefore, organisations should be improving the way that they deal with their employees to alleviate the negative stigma that comes with the process. The financial implications of losing a key employee in the organisation because of the way an organisation handled the process is very high. Therefore, organisations cannot afford to continue on the same destructive path of handling downsizing. This is further exacerbated by the negative and usually sustained negative behaviour of the employees that remain in the organisation after the process.

The voluntary turnover model highlights the key factors that are facing management that can help minimise this voluntary turnover of employees. These factors can be classified into two categories; management being and management doing. Management needs to continuously have a conduct that builds trust so that when the organisation is faced with a process like downsizing, employees can trust management to look after their own interest. Management has to also conduct the downsizing process in a consistently fair manner. Throughout the entire downsizing process, open and honest communication should be an integral part of the interaction between management and employees. By incorporating these factors into their downsizing design, management has a better chance of minimising the voluntary turnover of employees post downsizing.

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Appendix A: Organisation Consent Form

Date:

To whom it may concern

I,, as delegated authority of Organisation Name (Pty) Ltd. hereby give permission to the primary researcher Fikile Nghondzweni to conduct research with staff of abovementioned organisation as part of his MBA studies with Gibs.

I have reviewed the questionnaire questions given to me by the researcher and I hereby give my approval for the researcher to engage our staff on the data gathering exercise for his research project titled: **Minimising Voluntary Turnover Post Employee Downsizing in South Africa**

This authorization is based on a mutual understanding that the above mentioned organisation's name will not be mentioned or referenced anywhere in his project. Additionally, no information in his project will enable the third party to identify the name of the above mentioned organisation as the respondent to the survey.

The information provided by the employees of the above mentioned organisation is purely for academic purposes and cannot be used for any other purpose.

Regards,

Delegate Name
Position

Date

Appendix B: Research Questionnaire

Dear Sir/Madam,

I am studying towards a Masters of Business Administration (MBA) with the Gordon Institute of Business Science (GIBS). As part of my studies I have to complete a mini-dissertation. Prof Karl Hofmeyer is supervising this research.

I kindly request your participation in this research by completing a survey questionnaire on Minimising Voluntary Turnover Post Employee Downsizing. All information provided will be treated as confidential. Information will not be disclosed to any other party and no information will be reported on an individual basis.

The questionnaire consists of 13 sections and should take no longer than 10 minutes to complete. By completing the survey, you indicate that you voluntarily participate in this research. You may withdraw at any time without penalty. If you have any questions or concerns, please contact me or my supervisor.

Thank you in advance for your assistance.

Kind regards

Fikile Nghondzweni



RESEARCH QUESTIONNAIRE

Age:	
Gender:	
Position:	
Highest Qualification:	
Years with Organisation:	
Answer the following questions relating to your experience of the last retrenchment process in the organisation by ticking the answer that closely relate to your view.	

	In the last 6 months	7 - 12 months	More than 12 months
1. When was the retrenchment process concluded?			

	Yes	No
2. I was an employee of this organisation during the last retrenchment process.		
3. I left my previous employment as a response to a retrenchment process embarked by previous organisation.		

4. Emotions invoked by Retrenchment Process

During the retrenchment process:					
	Agree	Tend to Agree	?	Tend to Disagree	Disagree
4.1. I felt insecure					
4.2. I lost trust in management					
4.3. I felt angry					
4.4. I felt betrayed					
4.5. I was resentful					
4.6. I felt shocked					
4.7. I found the process unfair					
4.8. I left disappointed					

5. Management Behaviour During Retrenchment Process

During the retrenchment process:					
	Agree	Tend to Agree	?	Tend to Disagree	Disagree
5.1. There was good communication with employees					
5.2. The organisation provided a platform to openly express my opinion and dissatisfaction about the process.					
5.3. Management was concerned about employees' welfare during the implementation of the retrenchment.					
5.4. Management followed a					



consistent process when choosing who to retrench.					
5.5. Management continuously provided useful feedback regarding decisions made during the retrenchment process.					
5.6. Management took steps to deal with the employees in a truthful manner					

6. Intention Initiation Stages					
In my experience people consider leaving the organisation:					
	Agree	Tend to Agree	?	Tend to Disagree	Disagree
6.1. Immediately after the organisation announces that it will embark on the retrenchment process.					
6.2. After the affected departments where the retrenchment would be focused is announced.					
6.3. After their close colleagues are retrenched in the organisation.					

7. Employee's Trust on Management					
Following the retrenchment process in the organisation:					
	Agree	Tend to Agree	?	Tend to Disagree	Disagree
7.1. I trust senior management to look after my best interests					
7.2. I trust my organization to keep its promises or commitments to me and other employees					
7.3. I trust my immediate line manager to look after my best interests					

8. Employee Engagement					
Following the retrenchment process in the organisation:					
	Agree	Tend to Agree	?	Tend to Disagree	Disagree
8.1. I believe strongly in the strategic direction being pursued by the organisation.					
8.2. I am proud to be associated with the organisation.					
8.3. I would recommend my organisation as a good place to work					
8.4. I work beyond what is required to this organisation succeed.					
8.5. I often take on extra responsibilities.					
8.6. At the present time, I am seriously considering leaving the organisation					



9. Emotional Effect on Intention

In my experience, the following would influence employees to consider leaving the organisation:

	Agree	Tend to Agree	?	Tend to Disagree	Disagree
9.1. Feeling of Insecurity					
9.2. Losing trust in management					
9.3. Feeling Angry					
9.4. Feeling of Betrayal					
9.5. Being Resentful					
9.6. Feeling Shocked					
9.7. Finding the process unfair					
9.8. Feeling disappointment					
9.9. The negative reaction of my colleagues to the retrenchment process.					

Please answer the below question in own words:

10. What are other things that you believe management should consider during retrenchment to encourage employees not to think of leaving the organisation?

Appendix C: Interview and Focus Group Questions

Minimising Voluntary Turnover Post Employee Downsizing in South Africa

1. When do you think is the correct time for the organisation to tell its employees about retrenchments?
2. What type of information about the retrenchments that you consider as a must for the organisation to communicate to its employees?
3. Who do you believe should be responsible for communicating retrenchments to the employees?
4. How do you think that the trust that you have on the person communicating the retrenchment will influence you to respond to the retrenchment process?
5. What do you consider to be honest communication during retrenchment process?
6. What do you expect the organisation to do during the retrenchment process to make you believe that the organisation was concerned with employees' welfare?
7. What are some of the things that a organisation should never do during the retrenchment process?

Appendix D: Focus Group Consent Form

Consent for participation in a research focused groups

Minimising Voluntary turnover Post Employee Downsizing in South Africa

I agree to participate in a research project led by Fikile Nghondzweni from the Gordon Institute of Business Science (Gibs) under the supervision of Prof Karl Hofmeyer. The purpose of this document is to specify the terms of my participation in the research project.

1. I have been given sufficient information about this research project. The purpose of my participation in this research project has been explained to me and is clear.
2. My participation in this research project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being part of the focused group under the facilitation of the researcher and the focused group session will last approximately 60 minutes. I allow the researcher to take written notes during the interview. I also may allow the recording by audio of the focused group session. It is clear to me that in case I do not want the session to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the focused group session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have been given the guarantee that this research project has been reviewed and approved by Gibs Ethics Committee.
7. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.
8. I have been given a copy of this consent form co-signed by the interviewer.

Participant's Signature

Date

Researcher's Signature

Date

For further information, please
contact:

Fikile Nghomdzweni
fikile.nghondzweni@gmail.com

Appendix E: Interview Consent Form

Consent for participation in a research interview

Minimising Voluntary turnover Post Employee Downsizing in South Africa

I agree to participate in a research project led by Fikile Nghondzweni from the Gordon Institute of Business Science (Gibs) under the supervision of Prof Karl Hofmeyer. The purpose of this document is to specify the terms of my participation in the research project.

1. I have been given sufficient information about this research project. The purpose of my participation in this research project has been explained to me and is clear.
2. My participation in this research project is voluntary. There is no explicit or implicit coercion whatsoever to participate.
3. Participation involves being interviewed by the researcher and the interview will last approximately 45 minutes. I allow the researcher to take written notes during the interview. I also may allow the recording by audio of the interview. It is clear to me that in case I do not want the interview to be taped I am at any point of time fully entitled to withdraw from participation.
4. I have the right not to answer any of the questions. If I feel uncomfortable in any way during the interview session, I have the right to withdraw from the interview.
5. I have been given the explicit guarantees that the researcher will not identify me by name or function in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure.
6. I have been given the guarantee that this research project has been reviewed and approved by Gibs Ethics Committee.
7. I have read and understood the points and statements of this form. I have had all my questions answered to my satisfaction, and I voluntarily agree to participate in this study.
8. I have been given a copy of this consent form co-signed by the interviewer.

Participant's Signature

Date

Researcher's Signature

Date

For further information, please
contact:

Fikile Nghomdzweni
fikile.nghondzweni@gmail.com

Appendix F: Communication Query Report

HU: Coded Research Data
File: [C:\Users\FNG-ZA\Desktop\Gibs MBA\2016\Courses\Integrative Business Re...\Coded Research Data.hpr7]
Edited by: Super
Date/Time: 2016-10-22 10:30:46

Document filter:
No active filter - use 6 Primary Documents in query

52 Quotations found for query:
"Communication"

P 2: Pr.Roots_Focus Group 1.docm - 2:7 [After a plan has been put in p..] (3:3) (Super)

Codes: [When to communicate - Family: Communication]
No memos

After a plan has been put in place on how the retrenchment would affect the employees

P 2: Pr.Roots_Focus Group 1.docm - 2:8 [New company structure after re..] (8:8) (Super)

Codes: [What to communicate - Family: Communication]
No memos

New company structure after retrenchment

P 2: Pr.Roots_Focus Group 1.docm - 2:9 [The reasons for doing the retr..] (10:10) (Super)

Codes: [What to communicate - Family: Communication]
No memos

The reasons for doing the retrenchment

P 2: Pr.Roots_Focus Group 1.docm - 2:10 [What specific process will be ..] (11:11) (Super)

Codes: [What to communicate - Family: Communication]
No memos

What specific process will be followed for voluntary packages

P 2: Pr.Roots_Focus Group 1.docm - 2:11 [The initial communication shou..] (16:16) (Super)

Codes: [Who should communicate - Family: Communication]
No memos

The initial communication should come from the country head.

P 2: Pr.Roots_Focus Group 1.docm - 2:12 [Subsequent communication/updat..] (17:17) (Super)

Codes: [Who should communicate - Family: Communication]
No memos

Subsequent communication/updates should be done by line managers.

P 2: Pr.Roots_Focus Group 1.docm - 2:15 [To be told the full story of w..] (28:28) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

To be told the full story of why retrenchments are happening

P 2: Pr.Roots_Focus Group 1.docm - 2:16 [Call retrenchment what it is, ..] (31:31) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Call retrenchment what it is, don't come with fancy names to make it look nicer

P 3: Pr.Roots Interview 1.docm - 3:1 [As soon as possible once sure ..] (3:3) (Super)

Codes: [When to communicate - Family: Communication]

No memos

As soon as possible once sure there is no alternative

P 3: Pr.Roots Interview 1.docm - 3:2 [Explain why retrenchment is re..] (7:7) (Super)

Codes: [What to communicate - Family: Communication]

No memos

Explain why retrenchment is required – with as much detail as possible

P 3: Pr.Roots Interview 1.docm - 3:3 [Give people the range of how m..] (12:12) (Super)

Codes: [What to communicate - Family: Communication]

No memos

Give people the range of how many people are expected to be retrenched

P 3: Pr.Roots Interview 1.docm - 3:4 [The CEO or Country Head should..] (15:15) (Super)

Codes: [Who should communicate - Family: Communication]

No memos

The CEO or Country Head should be responsible for communicating

P 3: Pr.Roots Interview 1.docm - 3:6 [The reality of why there is no..] (22:22) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

The reality of why there is not viable alternative

P 3: Pr.Roots Interview 1.docm - 3:7 [Communication of all the alter..] (23:23) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Communication of all the alternatives considered

P 4: Pr.Roots Interview 2.docm - 4:1 [As soon as company considers r..] (3:3) (Super)

Codes: [When to communicate - Family: Communication]

No memos

As soon as company considers reducing

P 4: Pr.Roots Interview 2.docm - 4:2 [I think it must come from the ..] (19:19) (Super)

Codes: [Who should communicate - Family: Communication]

No memos

I think it must come from the top so that the employees can see the support from the top

P 5: Pr.Roots Interview 3.docm - 5:1 [As soon as the projection/fore..] (3:3) (Super)

Codes: [When to communicate - Family: Communication]

No memos

As soon as the projection/forecast indicates a strain in the business that would result in retrenchments

P 5: Pr.Roots Interview 3.docm - 5:2 [Any kind of information that w..] (6:6) (Super)

Codes: [What to communicate - Family: Communication]

No memos

Any kind of information that will help the employees at the lowest level to understand the reasons for the company going through the retrenchment process

P 5: Pr.Roots Interview 3.docm - 5:3 [The highest level person in th..] (15:15) (Super)

Codes: [Who should communicate - Family: Communication]

No memos

The highest level person in the organization

P 5: Pr.Roots Interview 3.docm - 5:5 [Facts based communication that..] (22:22) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Facts based communication that does not leave room for interpretation

P 5: Pr.Roots Interview 3.docm - 5:6 [Giving truthful/real/authentic..] (24:24) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Giving truthful/real/authentic reasons why the business is struggling to meet its objectives

P 6: Pr.Roots Questionnaire Data.docm - 6:1 [Be open about the process incl..] (1:1) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Be open about the process including encouraging those that are not part of the companies longer term plans not to waste time by applying for the new positions

P 6: Pr.Roots_Questionnaire Data.docm - 6:2 [Explain fully why it became ne..] (2:2) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Explain fully why it became necessary to retrench and give assurances that those in management positions that failed also get retrenched

P 6: Pr.Roots_Questionnaire Data.docm - 6:3 [Being open about the alternati..] (3:3) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Being open about the alternatives they are considering such as cost cutting initiatives, and pay reduction

P 6: Pr.Roots_Questionnaire Data.docm - 6:5 [Constantly communicate and be ..] (9:9) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Constantly communicate and be transparent

P 6: Pr.Roots_Questionnaire Data.docm - 6:6 [Consistent and regular communi..] (4:4) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Consistent and regular communication is required before, throughout and after the process

P 6: Pr.Roots_Questionnaire Data.docm - 6:7 [one-on-one meetings with key e..] (10:10) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

one-on-one meetings with key employees

P 6: Pr.Roots_Questionnaire Data.docm - 6:8 [transparency around reasons wh..] (12:12) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

transparency around reasons why the retrenchment is being enforced

P 6: Pr.Roots_Questionnaire Data.docm - 6:9 [Be fair, honest and have empat..] (13:13) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Be fair, honest and have empathy

P 6: Pr.Roots_Questionnaire Data.docm - 6:10 [Open, honest communication] (14:14) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Open, honest communication

P 6: Pr.Roots_Questionnaire Data.docm - 6:13 [Communicating the strategic re..] (18:18) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Communicating the strategic reason for the retrenchment

P 6: Pr.Roots_Questionnaire Data.docm - 6:14 [I believe communication in per..] (19:19) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

I believe communication in person is valuable

P 6: Pr.Roots_Questionnaire Data.docm - 6:20 [The main thing is for manageme..] (26:26) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

The main thing is for management to be transparent with the process, so people know where they stand and can make informed decisions

P 6: Pr.Roots_Questionnaire Data.docm - 6:22 [It important the management ta..] (28:28) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

It important the management take staff into their confidence and share as much information as it has available to them, so people can make informed decisions regarding their futures

P 6: Pr.Roots_Questionnaire Data.docm - 6:24 [To continue to communicate tra..] (29:29) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

To continue to communicate transparently and keep people update to the reasons why retrenchment is necessary

P 6: Pr.Roots_Questionnaire Data.docm - 6:25 [Open and honest communication ..] (30:30) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Open and honest communication and sharing of the logic behind some decisions. Explaining the bigger direction but also the logic behind the smaller teams

P 6: Pr.Roots_Questionnaire Data.docm - 6:26 [Be fully transparent as to the..] (31:31) (Super)

Codes: [Honest Communication - Family: Communication]

No memos

Be fully transparent as to the reasons it is happening (financial, market, strategy), and provide clear communication as to all the other steps that were taken before retrenchment also became an option

P 6: Pr.Roots_Questionnaire Data.docm - 6:27 [Open and honest communication ..] (32:32) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Open and honest communication on the reasons why the retrenchment is necessary.

P 6: Pr.Roots_Questionnaire Data.docm - 6:28 [A clear indication of the expe..] (33:33) (Super)

Codes: [What to communicate - Family: Communication]
No memos

A clear indication of the expected timelines of the retrenchment process.

P 6: Pr.Roots_Questionnaire Data.docm - 6:33 [Communication is key from both..] (39:39) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Communication is key from both sides.

P 6: Pr.Roots_Questionnaire Data.docm - 6:34 [Management should explain the ..] (40:40) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Management should explain the process fully and the reason why positions have been filled and why certain employees have not been retained

P 6: Pr.Roots_Questionnaire Data.docm - 6:35 [Clarity on the strategic impor..] (44:44) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Clarity on the strategic importance of the downsizing and consistent communication with employees

P 6: Pr.Roots_Questionnaire Data.docm - 6:36 [Tell the people who are not li..] (44:44) (Super)

Codes: [What to communicate - Family: Communication]
No memos

Tell the people who are not likely to be affected immediately

P 6: Pr.Roots_Questionnaire Data.docm - 6:38 [Being more transparent - commu..] (47:47) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Being more transparent - communication

P 6: Pr.Roots_Questionnaire Data.docm - 6:40 [Be transparent with employees ..] (53:53) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Be transparent with employees about everything

P 6: Pr.Roots_Questionnaire Data.docm - 6:42 [Been truthful in their explana..] (59:59) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Been truthful in their explanation as to why retrenchment needs to take place

P 6: Pr.Roots_Questionnaire Data.docm - 6:43 [The retrenchment process must ..] (64:64) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

The retrenchment process must be transparent and communicated well in advance

P 6: Pr.Roots_Questionnaire Data.docm - 6:46 [Honest communication - 100% ho..] (71:71) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Honest communication - 100% honesty, not just when it suits

P 6: Pr.Roots_Questionnaire Data.docm - 6:49 [Being more open & honest about..] (75:75) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Being more open & honest about the status of the organisation and not wait for imminent retrenchments before announcing retrenchments

P 6: Pr.Roots_Questionnaire Data.docm - 6:50 [Share all critical information..] (78:78) (Super)

Codes: [What to communicate - Family: Communication]
No memos

Share all critical information that has cause the organisation to retrench

P 6: Pr.Roots_Questionnaire Data.docm - 6:52 [More effective/greater communi..] (80:80) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

More effective/greater communication of impending or future developments that could lead further retrenchment or changes in the environment both positive and negative

P 6: Pr.Roots_Questionnaire Data.docm - 6:57 [Being truthful in all communic..] (84:84) (Super)

Codes: [Honest Communication - Family: Communication]
No memos

Being truthful in all communications

Appendix G: Consistency Query Report

HU: Coded Research Data
File: [C:\Users\FNG-ZA\Desktop\Gibs MBA\2016\Courses\Integrative Business Re...\Coded Research Data.hpr7]
Edited by: Super
Date/Time: 2016-10-22 10:33:01

Document filter:
No active filter - use 6 Primary Documents in query

7 Quotations found for query:
"Consistency"

P 6: Pr.Roots_Questionnaire Data.docm - 6:12 [Unbiased appointments] (17:17) (Super)

Codes: [Consistency/Fairness - Family: Consistency]
No memos

Unbiased appointments

P 6: Pr.Roots_Questionnaire Data.docm - 6:21 [Being fair and open, if there ..] (27:27) (Super)

Codes: [Consistency/Fairness - Family: Consistency]
No memos

Being fair and open, if there are any opportunities in the system, they should be fairly and equally available to everyone

P 6: Pr.Roots_Questionnaire Data.docm - 6:31 [Dealing with retrenchments in ..] (37:37) (Super)

Codes: [Consistency/Fairness - Family: Consistency]
No memos

Dealing with retrenchments in a fair, unbiased and truthful manner

P 6: Pr.Roots_Questionnaire Data.docm - 6:37 [Management have a tendency to ..] (46:46) (Super)

Codes: [Consistency/Fairness - Family: Consistency]
No memos

Management have a tendency to retrench people on the floor first

P 6: Pr.Roots_Questionnaire Data.docm - 6:39 [Being more fare] (48:48) (Super)

Codes: [Consistency/Fairness - Family: Consistency]
No memos

Being more fare

P 6: Pr.Roots_Questionnaire Data.docm - 6:51 [Management must open and hones..] (79:79) (Super)

Codes: [Consistency/Fairness - Family: Consistency]
No memos

Management must open and honest to the employees and treat everyone with fairness

P 6: Pr.Roots_Questionnaire Data.docm - 6:56 [By holding a fair & open proce..] (84:84) (Super)

Codes: [Consistency/Fairness - Family: Consistency]

No memos

By holding a fair & open process

Appendix H: Employee Welfare Query Report

HU: Coded Research Data

File: [C:\Users\FNG-ZA\Desktop\Gibs MBA\2016\Courses\Integrative Business Re...\Coded Research Data.hpr7]

Edited by: Super

Date/Time: 2016-10-22 10:33:28

Document filter:

No active filter - use 6 Primary Documents in query

20 Quotations found for query:

"Employee Welfare"

P 2: Pr.Roots_Focus Group 1.docm - 2:17 [Putting plans in place to help..] (34:34) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Putting plans in place to help the victims to survive outside the organization e.g. giving recruitment agencies names of victims to assist with future employment

P 2: Pr.Roots_Focus Group 1.docm - 2:18 [Counselling (financial & emoti..] (35:35) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Counselling (financial & emotional) should be provided to employees to help them survive life after retrenchment for victims

P 2: Pr.Roots_Focus Group 1.docm - 2:19 [Plans/actions in place to help..] (38:38) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Plans/actions in place to help survivors continue with the organization, e.g. social functions, training, etc.

P 3: Pr.Roots_Interview 1.docm - 3:8 [It is important to have empath..] (26:26) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

It is important to have empathy – the impact that the process has on the individual

P 3: Pr.Roots Interview 1.docm - 3:9 [Have regular meetings to allow..] (28:28) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Have regular meetings to allow employees to ask questions for clarity

P 5: Pr.Roots Interview 3.docm - 5:7 [Making professional services a..] (27:27) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Making professional services available that would counsel employees – in relation to their finances, emotions, health, etc as a result of the retrenchment process

P 6: Pr.Roots Questionnaire Data.docm - 6:4 [Reaffirm the values of the org..] (7:7) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Reaffirm the values of the organization and why retrenchment is almost the last option available to management to execute on

P 6: Pr.Roots Questionnaire Data.docm - 6:15 [Coaching mentoring and empower..] (20:20) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Coaching mentoring and empowering staff is important

P 6: Pr.Roots Questionnaire Data.docm - 6:16 [Leverage performance reviews t..] (22:22) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Leverage performance reviews to gain insights into employee' goals and aspirations

P 6: Pr.Roots Questionnaire Data.docm - 6:17 [Providing employees with posit..] (24:24) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Providing employees with positive feedback with something tangible ie bonus etc

P 6: Pr.Roots Questionnaire Data.docm - 6:18 [Create growth opportunities, b..] (23:23) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Create growth opportunities, based on the performance reviews on individual employees

P 6: Pr.Roots Questionnaire Data.docm - 6:19 [They must consider well-being ..] (25:25) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

They must consider well-being of employees' families, and try and ensure that they do not compromise

that

P 6: Pr.Roots_Questionnaire Data.docm - 6:29 [Creating an impression that em..] (34:34) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Creating an impression that employee opinions matter

P 6: Pr.Roots_Questionnaire Data.docm - 6:30 [Offering feasible alternatives..] (35:35) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Offering feasible alternatives than the retrenchment process e.g. cutting hours worked, taking on additional responsibilities

P 6: Pr.Roots_Questionnaire Data.docm - 6:32 [Constant reassurance and trans..] (38:38) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Constant reassurance and transparency

P 6: Pr.Roots_Questionnaire Data.docm - 6:41 [Show empathy and less threats] (55:55) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Show empathy and less threats

P 6: Pr.Roots_Questionnaire Data.docm - 6:44 [Keep investing in people] (66:66) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Keep investing in people

P 6: Pr.Roots_Questionnaire Data.docm - 6:45 [Not let people feel like just ..] (70:70) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Not let people feel like just a number when announcing retrenchment

P 6: Pr.Roots_Questionnaire Data.docm - 6:55 [Management should be more symp..] (81:81) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]

No memos

Management should be more sympathetic after the process. They should engage in a more supportive fashion and understand the emotional effect it has on the employees that stayed behind

P 6: Pr.Roots_Questionnaire Data.docm - 6:58 [Management must demonstrate th..] (85:85) (Super)

Codes: [Employee Welfare - Family: Employee Welfare]
No memos

Management must demonstrate that they considered everything to prevent retrenchments from occurring

Appendix I: Trust Query Report

HU: Coded Research Data
File: [C:\Users\FNG-ZA\Desktop\Gibs MBA\2016\Courses\Integrative Business Re...\Coded Research Data.hpr7]
Edited by: Super
Date/Time: 2016-10-22 10:34:08

Document filter:
No active filter - use 6 Primary Documents in query

11 Quotations found for query:
"Trust"

P 2: Pr.Roots_Focus Group 1.docm - 2:13 [The initial communication does..] (22:22) (Super)

Codes: [Trust - Family: Trust]
No memos

The initial communication does not matter how trustworthy the person that is giving the information.

P 2: Pr.Roots_Focus Group 1.docm - 2:14 [The subsequent communication, ..] (23:23) (Super)

Codes: [Trust - Family: Trust]
No memos

The subsequent communication, especially from line managers, is critical to have trust on the person communicating.

P 3: Pr.Roots_Interview 1.docm - 3:5 [If you trust the person and be..] (18:18) (Super)

Codes: [Trust - Family: Trust]
No memos

If you trust the person and believe that the person has the employee or organisation's best interest at heart, they are more likely to believe that the organization considered alternatives

P 4: Pr.Roots_Interview 2.docm - 4:3 [Working relationships are buil..] (23:23) (Super)

Codes: [Trust - Family: Trust]
No memos

Working relationships are built on trust, and trust is built on perceived integrity

P 4: Pr.Roots_Interview 2.docm - 4:4 [If you have shown me through y..] (24:24) (Super)

Codes: [Trust - Family: Trust]
No memos

If you have shown me through your actions that you lack integrity, it is going to be difficult to trust the

person

P 4: Pr.Roots Interview 2.docm - 4:5 [If there is not trust, you wil..] (25:25) (Super)

Codes: [Trust - Family: Trust]

No memos

If there is not trust, you will have serious doubts that the person is honest about what they are saying concerning the process

P 5: Pr.Roots Interview 3.docm - 5:4 [There is a direct correlation ..] (19:19) (Super)

Codes: [Trust - Family: Trust]

No memos

There is a direct correlation between the way the employees behave when they are told about retrenchments and the trust that they have on the person communicating the retrenchment

P 6: Pr.Roots Questionnaire Data.docm - 6:11 [Building trust throughout the ..] (16:16) (Super)

Codes: [Trust - Family: Trust]

No memos

Building trust throughout the process

P 6: Pr.Roots Questionnaire Data.docm - 6:23 [Business continuity is not a g..] (28:28) (Super)

Codes: [Trust - Family: Trust]

No memos

Business continuity is not a good enough reason to withhold the truth from people

P 6: Pr.Roots Questionnaire Data.docm - 6:47 [Management needs to seen as et..] (72:72) (Super)

Codes: [Trust - Family: Trust]

No memos

Management needs to seen as ethical and honourable in and during the process

P 6: Pr.Roots Questionnaire Data.docm - 6:48 [I personally wouldn't voice an..] (73:73) (Super)

Codes: [Trust - Family: Trust]

No memos

I personally wouldn't voice an opinion for fear of victimization

Appendix J: Avoid Doing Query Report

HU: Coded Research Data

File: [C:\Users\FNG-ZA\Desktop\Gibs MBA\2016\Courses\Integrative Business Re...\Coded Research Data.hpr7]

Edited by: Super

Date/Time: 2016-10-22 10:32:15

Document filter:

No active filter - use 6 Primary Documents in query

9 Quotations found for query:
"Avoid Doing"

P 2: Pr.Roots_Focus Group 1.docm - 2:20 [Act ignorant – pretending not ..] (41:41) (Super)

Codes: [What Not To Do - Family: Avoid Doing]

No memos

Act ignorant – pretending not to know what is going on

P 2: Pr.Roots_Focus Group 1.docm - 2:21 [Do not victimize employees for..] (42:42) (Super)

Codes: [What Not To Do - Family: Avoid Doing]

No memos

Do not victimize employees for voicing opinions

P 3: Pr.Roots Interview 1.docm - 3:10 [The retrenchment process shoul..] (32:32) (Super)

Codes: [What Not To Do - Family: Avoid Doing]

No memos

The retrenchment process should not be used to get rid of low performing employees (Not Settle Scores)

P 3: Pr.Roots Interview 1.docm - 3:11 [The company should not exclude..] (34:34) (Super)

Codes: [What Not To Do - Family: Avoid Doing]

No memos

The company should not exclude the head of departments whose departments are affected – they need to be involved.

P 3: Pr.Roots Interview 1.docm - 3:12 [If department is affected, all..] (35:35) (Super)

Codes: [What Not To Do - Family: Avoid Doing]

No memos

If department is affected, all employees within the department should be handed with letters even though a select number will be affected.

P 4: Pr.Roots Interview 2.docm - 4:6 [Don't deviate from the set/agr..] (46:46) (Super)

Codes: [What Not To Do - Family: Avoid Doing]

No memos

Don't deviate from the set/agreed legislated procedure.

P 5: Pr.Roots Interview 3.docm - 5:8 [Never deviate from the set pro..] (32:32) (Super)

Codes: [What Not To Do - Family: Avoid Doing]

No memos

Never deviate from the set process that the organization decided to adopt for the retrenchment process, even if a curveball is thrown by the employees.

P 5: Pr.Roots Interview 3.docm - 5:9 [Never give conflicting informa..] (33:33) (Super)

Codes: [What Not To Do - Family: Avoid Doing]

No memos

Never give conflicting information (multiple communicators) to the employees

P 5: Pr.Roots Interview 3.docm - 5:10 [Never deviate from the timelin..] (34:34) (Super)

Codes: [What Not To Do - Family: Avoid Doing]

No memos

Never deviate from the timelines given to employees – stick to the commitments made

Appendix J: Ethical Clearance Approval