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Survivor Syndrome in Downsizing

Abstract

The Funds industry in Ireland has continued to grow over the last 25 years, becoming a key location for foreign investment and global leader in fund administration. With its global reach and skilled workforce, the funds industry continues to create revenue for the country and employment with over 12,000 currently employed in the Irish funds industry in 2013. Despite the current recession impacting the financial services heavily, the funds industry remained stable with assets under management reaching €2.3 trillion this year. However, fund administrators are under increased pressure to retain this level of profitability and success by introducing cost cutting measures such as downsizing but failing to understand its impact on the organisation and its workforce. A large quantity of research has been carried out on the effects of organisational downsizing and the impacts of survivor syndrome, however, this research predominantly originates from an African or US perspective, with little if any research carried out from an Irish perspective. This dissertation seeks to understand the impact of downsizing within a small to medium sized financial services organisation, a sub group of a global organisation operating within the Republic of Ireland in 2013, investigate if survivor syndrome exists within this organisation, and examine the management intervention necessary to avoid a negative impact on this organisation.

Title

The title of this proposed research is Survivor Syndrome in Downsizing - To understand the impact of downsizing within a financial services organisation based in Dublin, to investigate if survivor syndrome exists, and to examine the management intervention necessary to avoid a negative impact on this organisation.

Survivor Syndrome in Downsizing

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Chapter 1: Introduction

Organisational research in the area of survivor syndrome has become increasingly dominant in recent years with the acceleration of downsizing within organisations. Following the poor economic conditions over the last number of years, organisations have had to reduce costs in order to maintain profitability and competitiveness. Downsizing has been a major consideration for most organisations in order to cut costs and remain competitive with many ignoring the impact on the remaining employees or ‘survivors’ (Gandolfi 2008, p11). Most organisations assume the survivors of a downsizing situation are happy to have a job and therefore ignore the possible negative effects (Appelbaum et al. 1997, p281) to both the individual and the organisation. “Survivors are often ignored before, during, and after the restructuring process, yet it is they who will be the linchpins of future profitability” Wiesner et al. (1999, p. 394). Theissen (2004, p. 58) highlighted the importance of management increasing their accessibility after downsizing “as it is during this time that staff need reassurance that the organisation supports and is committed to them”.

”Although some employees may eventually understand and appreciate the business ramifications of the company’s failure to restructure, few escape the uncertainty created by being unsure of one’s place in the new organisation or by the lingering memory of what the company could very well do again” Isabella (2001, p36). Employees need time to adjust after a downsizing situation as “the full repercussions of downsizing are not apparent to individuals until they have lived in the ‘new’ organisation for a time”. Isabella (2001, p41). One key aspect of downsizing is the emergence of survivor syndrome which has intensified with the increased usage of downsizing due to the economic downturn. Organisations fail to understand the emotional impact on survivors (Appelbaum et al. 1997, p281), the lack of support provided (Gandolfi 2008, p11) and how the negative behaviors presented (Beylerian and Kleiner, 2003, p100) can impact productivity and levels of trust in management (Cascio, 1993, p100). Schaeffer (2012, 165) said “considering the emotional aspects and reactions of survivors is critical to ensure a successful change event”. Schaeffer (2012, 165) further highlighted the importance of planning prior to any downsizing and the value of re-visiting these plans ensuring they “incorporate how the organisation intends on dealing with the human aspects of organisational changes, such as emotional responses to loss”.

The rationale for this study is based on the knowledge that the economic recession has resulted in the acceleration of downsizing within organisations. The expectation for companies to reduce costs has become more prevalent in order to maintain profitability and competitiveness in today's market. These cost cutting measures have taken various forms such as redundancies; outsourcing and/or relocating roles to lower cost locations. There has been a large quantity of literature over the past number of years on the effects of downsizing and the symptoms and impacts of survivor syndrome with useful research findings provided. However, most of the research has been done from an African or US perspective, with little if any research carried out from an Irish perspective taking into account the organisation culture that exists here in Ireland. For some organisations the costs of operating in Ireland are just too high with the common theme in these decisions being budget reduction. With the acceleration of downsizing, survivor syndrome has emerged, the impacts of which can be damaging to both the organisation and the employees. Managing the balance between employees leaving and remaining within the company is essential in managing employee's thoughts and feelings. In order for success post downsizing, it is essential that management understands the symptoms and impacts of survival syndrome in downsizing to ensure a positive outcome for both the organisation and the employee. Although Gandolfi (2008) provided a detailed overview of the survivor impact of downsizing (ranging from 1988 – 1998) the research is potentially outdated as survivors feelings may have changed greatly in today's climate. A further gap in the research is the use of interviews as most literature has focused on information collated from previous studies or questionnaires. As not everything can be scientifically measured, interviews would allow the researcher to explore issues in more depth.

The main objective of this research is to contribute to the existing research available on survivor syndrome in downsizing as it pertains to staff within a small to medium sized financial services organisation, a sub group of a global organisation, operating within the Republic of Ireland in 2013. The organisation at the centre of this research had 230 employees at its peak in 2006, however, due to the current on-going economic downturn and the resulting impact on the Financial Services sector, there has been a company-wide requirement to reduce costs and/or increase efficiencies over the years. Having continued to review options, the organisation has reduced headcount in recent years using various forms of cost cutting measures such as

redundancies, outsourcing both locally and to lower cost locations where employment costs are less expensive. There were 170 employees employed by the organisation when this research commenced earlier in the year, combining full-time, part-time and contract staff at every level in the organisation. The acceleration of downsizing was evident when further cost cutting measures took place in May 2013 with the planned outsource of their largest department in the Dublin office to an Irish based provider. This outsourcing initiative caused a considerable reduction in staff to just 60 employees, transforming the Dublin office significantly. This research was carried out in the weeks leading up to the transition of employees to the Irish based provider and post transition when the employees were gone. The timing of the research was very much central to that period of change where the impact of downsizing would be evident.

The research literature to date has consistently highlighted the negative impact downsizing can have on the surviving employees and the lack of support provided by the organisation, however, this research predominantly originates from an African or US perspective. As the literature to date has failed to explore the impact of survivor syndrome from an Irish perspective, this research will explore this further with a focus on a small to medium sized financial services organisation, a sub group of a global organisation, operating within the Republic of Ireland in 2013. This research seeks to understand the impact of downsizing within this organisation, to investigate if survivor syndrome exists within this organisation, and to examine the management intervention necessary to avoid a negative impact on this organisation. Chapter 2 gives a detailed literature review, providing a synthesis of previous research on the impact of downsizing and the symptoms of survivor syndrome. Chapter 3 outlines the research aims and objectives of the research, explaining what the researcher aims to achieve and how they intend to achieve it. Chapter 4 is the research methodology which outlines the quantitative and qualitative approach taken with the research and the data collection methods employed. Chapter 5 highlights the key research findings. Chapter 6 is the discussion which links the research findings to the literature review, highlighting important findings and chapter 7 provides a conclusion of the research and a summary of the research question.

Chapter 2: Literature review

Introduction

“Downsizing, the planned elimination of positions or jobs, is a phenomenon that has affected hundreds of companies and millions of workers since the late 1980s” Cascio (1993, p95) and therefore literature has become more prevalent as a result. Wiesner, Vermeulen, and Littler (1999, p. 390) suggested that research prior to the 1980’s emphasised “the problems of the downsizing victims – the unemployed”. “Today this trend continues as firms attempt to cut costs quickly in order to meet the demands of the global marketplace” Mishra and Mishra (1994, p. 262). “Economic downturns, like the one precipitated by the recent global financial crisis, amount to a market shock on organisations” Roche, Teague, Coughlan, and Fahy (2011, p. 41). There is a requirement on organisations to make changes to their internal structures as the previous business environment is no longer adequate, “failure to adjust is likely to increase the threat of business closure” Roche, et al. (2011, p.41).

“Most companies continue to downsize through layoffs, despite many alternatives which are available other than just reducing headcount” Mishra and Mishra (1994, p. 262). Isabella (2001, p35) described downsizing as a strategic decision made in order to improve growth and success in the future. However, despite the popularity of downsizing, “there is significant empirical and anecdotal evidence suggesting that the overall consequences are negative at best and disastrous at worst” Gandolfi (2008, p3) with many firms failing to “to reap the widely anticipated financial gains following the conduct of downsizing” Gandolfi (2008, p11). This was supported by Cascio (1993, p95) who said “anticipated economic benefit fails to materialize” in terms of profitability and reduced expenses. This was further supported Wiesner et al. (1999, p. 394) who said “restructuring in general, and downsizing in particular, have the potential to create new obstacles to sustained profitability and growth”. However, Isabella (2001, p41) challenged this suggesting “initial cost savings for the organisation may be reached rapidly after the downsizing”; Despite the vigorous planning undertaken by most companies in a downsizing situation, many are continuously unsuccessful in achieving these anticipated benefits.

“A major factor that contributes to the failure of most organisations to achieve their corporate objectives after downsizing is that they do not adequately address the ‘people factor’ throughout the process as it related to surviving employees” Appelbaum et al. (1997, p280). According to Gandolfi (2008, p12) “scholars remain puzzled as to why firms have continued to ignore the survivors” with Appelbaum et al. (1997, p281) suggesting that “most organisations have neglected the down-side of downsizing because they assume that the survivors will simply be pleased and happy about keeping their jobs” when Isabella (2001, p41) suggested “individual employee adjustment may take more time to unfold” after downsizing. Employees remaining within an organisation following downsizing can often be overlooked.

Appelbaum et al. (1997, p279) believed that “because investments in human capital do not bring immediate results, this condition may result in lower investment in human capital”, and in a later study Appelbaum et al. (2000, p348) recommended investing in the surviving human capital as it would be “the most valuable strategic move at an organisations disposal to ensure the emergence of a productive and successful post-downsizing organisation”. Singh (2010, p66) supported this approach following his study on survivor syndrome during the economic crisis impacting public sector employees in New Zealand, recommending all organisations “notice the negative effects of the restructuring early” and “provide emotional support to the survivors who will essentially be the ones who will work towards strengthening the organisation post restructuring”. Online questionnaires were completed with participants dividing into two groups, those impacted by organisational restructuring in the previous 12 months and those who had not been impacted by the organisations restructuring and did not know anyone impacted. “When organisations are going through downsizing, they must plan all aspects of the elimination and reduction of jobs to ensure the expected outcomes” Appelbaum et al. (1997, p278). A huge focus tends to be placed on the employees leaving the company; however, similar planning is required for those remaining within the company in order to ensure a successful downsizing.

Employee Commitment

Appelbaum et al. (1997, p283) argued the importance of planning prior to implementing an downsizing initiative in order to prevent survivor syndrome, recommending the employer has “a detailed plan to deal with survivors as he does with the downsized employees”. Theissen’s (2004, p. 59) study on employees impacted by organisational restructuring concluded that “many staff indicated a lack of clarity over organisational direction and do not have confidence in the senior management team to make sensible decisions for the future. Wiesner et al. (1999, p. 401) concluded that “repeated reductions undermine the morale of remaining employees and their confidence in managements leadership and direction”. Given the potential negative consequences of downsizing, the management and supervisory team need to explore all other strategies before they implement a downsizing event” Schaeffer (2012, 163). “One idea is for the organisation to revisit its business and strategic plan” Schaeffer (2012, 163). In order to avoid a reduction in employee commitment, Theissen’s (2004, p. 59) said “survivors need to be convinced that the changes imposed on the organisation have clear benefit”. Singh (2010, p65) believes “employees should be well informed about the reason behind job cuts”. Theissen (2004, p. 57) discussed the damage that can be caused to the employer-employee relationship when failing to communicate the organisations direction. Theissen’s (2004, p. 57) concluded that “there was insufficient involvement in the decision making process and that the views of staff were largely ignored”.

Wiesner et al. (1999, p. 390) described survivor syndrome as “the set of emotions and behaviours exhibited by employees who remain in the organisation after the process of downsizing”. Organisations fail to understand the emotional impact on survivors (Appelbaum et al. 1997), the lack of support provided (Gandolfi 2008, p11) and how the negative behaviors presented (Beylerian and Kleiner, 2003, p100) can impact productivity and levels of trust in management (Cascio, 1993, p100). Theissen (2004, p. 61) was confident that the relationship between employees and management could be rebuilt over time with transparent communications. Schaeffer (2012, 165) highlighted the importance of planning any downsizing ensuring to “incorporate how the organisation intends on dealing with the human aspects of organisational changes, such as emotional responses to loss”.

The importance of communication, over-communicating and information sharing were common themes in the extensive literature provided by Appelbaum, S.H. over the years. Appelbaum et al. (1997, p283) said “employees cannot support the changes the organisation is making if they do not know what is going on” and later Appelbaum et al. (2000, p334) suggested communication is the “most valuable organisational tool in the prevention of survivor syndrome” and will have a “definitive effect on how survivors, and consequently the organisation, emerge from the downsizing”, by preventing incorrect information circulating “through the grapevine”. Theissen’s (2004, p. 61) recommended “regular communication of organisational goals” to ensure the successful integration of employees from the old to the new organisation. In later studies, Appelbaum et al. (2003, p73) discussed the “power of informal communication” in terms of the “rumor mill” suggesting “management should not overestimate their own ability to control it. Roche, et al. (2011, p.50) supported this emphasizing the need for adequate communication and information sharing to “keep at bay, at least to some degree, a rumor-mill being formed that can generate all sorts of speculation about the company’s future, which can be quite unsettling for employees”.

Roche et al. (2011) conducted a survey using 444 managers from private sector and commercial semi-state firms in order to understand the measures implemented by organisations following the recent recession. As part of this survey “communications and information disclosure were listed and ranked as the most effective HR practice in helping firms manage the recession” (Roche et al. 2011, p.84), but despite its effectiveness “fewer firms appear to have considered engaging or involving employees” (Roche et al. 2011, p.84). Cameron (1994, p210) further supported this describing both communication and information sharing as vital in the success of downsizing. “Given the role of communication in creating and fostering trust and empowerment, it is one of the best tools available to a downsizing organisation” Appelbaum et al. (2000, p347). Schaeffer (2012, 166) suggested that with “increased communication skills, it is anticipated that the management team would create a more trusting and perceived fair environment regarding the rationale for downsizing, and the plan for implementation”. Fostering the trust of employees will allow them to concentrate on their work and continue to be productive, with the assurance that management is also concerned with their wellbeing” Appelbaum et al. (2000, p347).

Job Security

“Until recently, the implicit contract between a company and its management personnel was a simple one - work in exchange for job security” Isabella (2001, p36) with downsizing now challenging this idea of employment. Sverke and Hellgren (2002, p. 37) described job insecurity as “a phenomenon which may have detrimental consequences for employee attitudes and well-being”. Isabella (2001, p41) recommended “changing the meaning of job security” as companies can no longer “promise the security or advancement in employment that many professionals have known in the past”. In order to avoid a breakdown in trust in management, Singh (2010, p65) recommended organisations emphasise job security, suggesting survivors are walked through the restructuring process and its intended execution and how their jobs are impacted. Isabella (2001, p40) emphasised the importance of treating staff fairly, explaining the reasons behind the greater workloads to relieve concerns, and give recognition to those carrying out the additional workloads. “Despite surviving the restructuring process, many academic staff in particular continue to feel insecure in their roles and fear further changes” with this feeling compounded by the “lack of clarity around roles and responsibilities, particularly for staff in newly restructured positions” Theissen’s (2004, p. 60). “Often people wonder what is to stop the company from laying them off next time around”. Feelings of security can be a significant concern because years spent in an organisation can create a level of familiarity that is difficult to rebuild elsewhere” Isabella (2001, p38).

Isabella (2001, p41) suggested “most professionals realise that economic factors change rapidly and the future is most uncertain” with the likelihood of further downsizing inevitable. “An addiction to repeated job cuts leads to the collapse of morale, hollowing out, and nipping a possible recovery in the bud” Wiesner et al. (1999, p. 403). “Although some employees may eventually understand and appreciate the business ramifications of the company’s failure to restructure, few escape the uncertainty created by being unsure of one’s place in the new organisation or by the lingering memory of what the company could very well do again” Isabella (2001, p36) with the realization that job insecurity can lead to “reduced commitment, and reduced satisfaction” (Ashford, Lee, and Bobko, 1989, p. 803). With downsizing expected to continue this will make “job insecurity a lasting characteristic of working life” (Sverke et al. 2002, p. 35).

Job Motivation

“Staff who do not feel valued may not perform to their full potential and the achievement of organisational objectives can be inhibited” Theissen’s (2004, p. 61). As illustrated by Cascio (1993, p95), the impact of getting this wrong is enormous as “surviving employees become narrow-minded, self-absorbed, and risk adverse. Morale sinks, productivity drops, and survivors distrust management” having a profound impact on both the individual and the organisation. Appelbaum et al. (1997, p281) further supported this suggesting that organisations have failed to understand the true impact of downsizing and the difficulties it presents in terms of “motivating a surviving workforce emotionally damaged by watching others lose their jobs”. “Survivors generally find themselves with increased workloads and job responsibilities while frequently receiving few or no resources, training, and support” Gandolfi (2008, p11). This can result in survivors detaching themselves from the organisation and “in doing so many exhibit work behaviors and attitudes that are dysfunctional to the organisation - such as reduced work performance or a lowered commitment to the organisation” Beylerian and Kleiner (2003, p100). This was apparent in Kurebwa’s (2011, p268) study of the Reserve Bank of Zimbabwe where this assumption left employees feeling “demoralized and distrustful of the whole process” and uncertain about when the downsizing process may start again.

Isabella (2001, p39) discussed the dangers of failing to deal with ‘survivors’ needs, “the result is little investment in the organisation itself”. Isabella (2001, p39) described ‘survivors’ as “independent contractors: they do their jobs as prescribed, but are no longer involved in nor necessarily committed to the general welfare of the company as a whole”. Kurebwa (2011, p268) recommended managers “navigate carefully through the downsizing process and maintain a balance among those who leave (victims) and those who remain (survivors)”. Gandolfi (2008, p12) expressed his thoughts on the neglect of survivors at the hand of organisations, recommending more support be provided to survivors. In order to avoid the “human consequences” (Gandolfi (2008, p11) of downsizing and the harmful culture it can create in the workplace. “Survivor syndrome is critically important in relation to productivity growth and the success of restructuring” Wiesner et al. (1999, p. 390)

Behavioural Changes

“Considering the emotional aspects and reactions of survivors is critical to ensure a successful change event” Schaeffer (2012, 165). “Survivors generally find themselves with increased workloads and job responsibilities while frequently receiving few or no resources, training, and support” Gandolfi (2008, p11). This can result in survivors detaching themselves from the organisation and “in doing so many exhibit work behaviors and attitudes that are dysfunctional to the organisation - such as reduced work performance or a lowered commitment to the organisation” Beylerian and Kleiner (2003, p100) which can impact productivity and levels of trust in management (Cascio, 1993, p100). “Another danger is employee withdrawal and apathy. After a while, even the most organisationally committed individuals may give up and withdraw psychologically” Isabella (2001, p39).

With the ‘survivors’ displaying pessimistic behaviours and attitudes (Travaglione et al. 2006, p.1) that can have a negative impact on both the individual and the organisation, the area of survivor syndrome has become increasingly dominant. Wiesner et al. (1999, p. 390) described survivor syndrome as “the set of emotions and behaviours exhibited by employees who remain in the organisation after the process of downsizing”. Organisations fail to understand the emotional impact on survivors (Appelbaum et al. 1997) and the harmful impact this can have on the organisation. Therefore, “line managers need to focus on regaining the trust of their employees and openly communicating throughout the change process to avoid unnecessary stress and potential absences. They also need to be able to spot the early signs of people being under excessive pressure or having difficulty coping at work and to provide appropriate support.” (CIPD, 2011).

Figure 1: Symptoms of Survivor Syndrome



Figure 1 summarises the effects of downsizing on employees and the symptoms it can create, known as survivor syndrome.

What employees need from management?

“Survivors are often ignored before, during, and after the restructuring process, yet it is they who will be the linchpins of future profitability” Wiesner et al. (1999, p. 394). “A major factor that contributes to the failure of most organisations to achieve their corporate objectives after downsizing is that they do not adequately address the ‘people factor’ throughout the process as it related to surviving employees”. Appelbaum et al. (2000, p348) recommended investing in the surviving human capital as it would be “the most valuable strategic move at an organisations disposal to ensure the emergence of a productive and successful post-downsizing organisation”. It was evident from the literature review that employees required a number of things from management when impacted by downsizing:

Honesty, Openness, and Fairness

Kurebwa (2011, p268) highlighted the “need for managers in the downsizing process to display the highest forms of integrity, honesty, openness to ideas and maintaining a degree of equitable fairness” to the survivors with Roche et al. (2011, p.133) also highlighting the importance of management responding to the pressures “in a fair and proper manner”. Singh (2010, p65) said “employees should be well informed about the reason behind job cuts” and Theissen (2004, p. 59) further supported this saying “survivors need to be convinced that the changes imposed on the organisation have clear benefit”. Separately, Theissen (2004, p. 58) highlighted the importance of increased management accessibility after downsizing “as it is during this time that staff need reassurance that the organisation supports and is committed to them”. Theissen’s (2004, p. 57) also concluded that “there was insufficient involvement in the decision making process and that the views of staff were largely ignored”.

Emotional Support

Schaeffer (2012, 164) implied “that if supervisors fail to coach and communicate and support their survivors and fail to create a sense of fairness, the organisation may experience a lack of productivity, possible sabotage, and failure to retain its employees”. Schaeffer (2012, 166) also highlighted the importance of management developing their emotional intelligence skills in order to “communicate, support, and encourage employees more effectively”.

Communication and Information Sharing

There is extensive literature in the area of communication and information sharing in downsizing. Appelbaum et al. (1997, p283) said “employees cannot support the changes the organisation is making if they do not know what is going on” and later suggested communication was the “most valuable organisational tool in the prevention of survivor syndrome” Appelbaum et al. (2000, p334). Roche, et al. (2011, p.50) supported this emphasizing its importance in “keep at bay, at least to some degree, a rumor-mill being formed that can generate all sorts of speculation about the company’s future, which can be quite unsettling for employees”. Roche et al. (2011, p. 84) further highlighted that “communications and information disclosure were listed and ranked as the most effective HR practice in helping firms manage the recession” and Cameron (1994, p210) further supported this describing both

communication and information sharing as vital in the success of downsizing. Theissen (2004, p. 61) was confident that the relationship between employees and management could be rebuilt over time with transparent communications.

In summary, the impact of survivor syndrome in Ireland in general has not been fully explored following the recent economic downturn, but first and foremost this topic has remained underexplored within my own organisation. When Schaeffer (2012, p. 76) talked about survivors and the loss experienced, she described the research as limited. A deeper understanding of the survivor's feelings is necessary in order to understand the management intervention necessary in order to have a positive post downsizing experience. Similar to the study carried out by Kurebwa's (2011, p 268) in the case of the Reserve Bank of Zimbabwe, I would like to gain a similar understanding of the attitudes and feelings of the surviving staff within my organisation to date in order to understand what management intervention is required in order to ensure a successful transition post downsizing and for in future. Singh (2010, p66) in his study on survivor syndrome during the economic in New Zealand, suggested all organisations should recognise the effects early on and "provide emotional support to the survivors who will essentially be the ones who will work towards strengthening the organisation post restructuring". Schaeffer (2012, 165) further supported this recommending management "evaluate and consider the emotional aspects of the organisation on a continual basis so it can make decisions that are appropriate to the workforce and result in a return on investment". "Considering the emotional aspects and reactions of survivors is critical to ensure a successful change event" Schaeffer (2012, 165). Schaeffer (2012, 165) further highlighted the importance of planning prior to any downsizing and the value of re-visiting these plans ensuring they "incorporate how the organisation intends on dealing with the human aspects of organisational changes, such as emotional responses to loss". "Although some employees may eventually understand and appreciate the business ramifications of the company's failure to restructure, few escape the uncertainty created by being unsure of one's place in the new organisation or by the lingering memory of what the company could very well do again" Isabella (2001, p36).

Chapter 3: Research Aims and Objectives

Research in the area of survivor syndrome has amplified in recent years with the acceleration of downsizing within organisations, following the poor economic conditions over the last number of years. According to Gandolfi (2008, p11) downsizing has been a major consideration for most organisations in order to cut costs and remain competitive with many ignoring the impact on the remaining employees or ‘survivors’. Travaglione and Cross (2006, p.1) described survivor syndrome as the “the negative attitudes and behaviours of those that survive retrenchment” which can have a negative impact on both the individual and the organisation. The objective of this study is to ascertain what impact the recent downsizing process has had on staff within an organisation, a small to medium sized financial services organisation, a sub group of a global organisation, operating within the Republic of Ireland in 2013. There are a number of aspects of this research:

1. Understanding the impact of downsizing within an organisation – How are employee commitment levels within the organisation? Does job security exist? Are employees motivated to do their job? Gandolfi (2008, p11) concluded that “survivors generally find themselves with increased workloads and job responsibilities while frequently receiving few or no resources, training, and support”. In a later study carried out on the Reserve Bank of Zimbabwe, Kurebwa (2011, p268) outlined the negative impact of downsizing on those who remain, highlighting the findings of the survivors who indicated “that they were demoralized and distrustful of the whole process”
2. Identifying if symptoms of survivor syndrome exist within an organisation – are symptoms evident within an organisation? Appelbaum et al. (2000, p333) described survivor syndrome as “a side effect of downsizing that is detrimental to both the individual survivors, and to the organisation, since productivity may also be compromised”. According to Cascio (1993, p100) “study after study shows that following a downsizing, surviving employees become narrow-minded, self-absorbed, and risk adverse. Morale sinks, productivity drops, and survivors distrust management”.

3. Examine the management intervention necessary to avoid a negative impact on the organisation – understand what management should provide to staff. Kurebwa (2011, p268) highlighted the “need for managers in the downsizing process to display the highest forms of integrity, honesty, openness to ideas and maintaining a degree of equitable fairness to both the survivors and the leavers”. According to Appelbaum et al. (2000, p.344) “the role afforded to communication throughout the downsizing process will have a definite effect on how survivors, and consequently the organisation, emerge from the downsizing”. Appelbaum et al. (1997, p281) explained how survivors can often be overlooked suggesting that “most organisations have neglected the down-side of downsizing because they assume that the survivors will simply be pleased and happy about keeping their jobs” and “because investments in human capital do not bring immediate results, this condition may result in lower investment in human capital” Appelbaum et al. (1997, p279). In a later study Appelbaum et al. (2000, p348) recommended investing in the surviving human capital as it would be “the most valuable strategic move at an organisations disposal to ensure the emergence of a productive and successful post-downsizing organisation”. Singh (2010, p66) supported this approach suggesting organisations should “provide emotional support to the survivors who will essentially be the ones who will work towards strengthening the organisation post restructuring”

The research literature to date has consistently highlighted the negative impact downsizing can have on the surviving employees and the lack of support provided by the organisation, however, this research predominantly originates from an African or US perspective, with little if any research carried out from an Irish perspective. This dissertation seeks to understand the impact downsizing has had within an organisation, to identify if survivor syndrome exists, and to examine the management intervention necessary to avoid a negative impact on the organisation. I would expect to conclude on similar recommendations to the recent literature presented in my literature review in the course of my research; however, this will be subject to the findings that I receive from my research.

Chapter 4: Research Method and Methodology

Introduction

The economic recession has impacted organisations significantly in recent years, with the acceleration of downsizing in order to maintain profitability and competitiveness in the market. With the focus on cutting costs, little thought has been placed on the employees remaining, the ‘survivors’. With the ‘survivors’ displaying pessimistic behaviours and attitudes (Travaglione et al. 2006, p.1) that can have a negative impact on both the individual and the organisation, the area of survivor syndrome has become increasingly dominant. Previous research originates from an African or US perspective predominantly, with little if any research carried out from an Irish perspective following the economic recession of the last few years.

Figure 2: Symptoms of Survivor Syndrome



The aim of this case study research is to contribute to the research carried out previously on survivor syndrome in downsizing as it pertains to all staff at a small to medium sized financial services organisation, a sub group of a global organisation, operating within the Republic of Ireland in 2013. This research seeks to understand the impact of downsizing within this organisation, to investigate if survivor syndrome exists within this organisation, and to examine the management intervention necessary to avoid a negative impact on this organisation.

Research Philosophy

Saunders et al. (2009, p107) described research philosophy as “an over-arching term relating to the development of knowledge and the nature of that knowledge”. Interpretivism is applicable in my research as the bigger picture is taken into account. “Interpretivists hold the view that the social world cannot be understood by applying research principles adopted from the natural sciences and propose that social sciences require a different research philosophy” Blumberg et al. (2008, p20). As the aim of my research is to get an in depth understanding on how my sample area is feeling, the appropriate philosophy to take was interpretivism as not everything can be scientifically measured. The research approach is primarily inductive using both qualitative and quantitative methods drawing “the conclusion from one or more particular facts or pieces of evidence” Blumberg et al. (2008, p26).

Research Strategy

In order to assess the impact of downsizing within this organisation, a quantitative and qualitative study was chosen. According to Blumberg et al. (2008, p191) “quantitative studies rely on quantitative information (i.e. numbers and figures), while qualitative studies base their accounts on qualitative information (i.e. words, sentences, and narratives)”. The scientific method of a quantitative study using questionnaires was chosen to statistically evaluate the responses of the downsized survivors within this organisation. Questionnaires were chosen as they were a convenient and inexpensive method and provided an elevated view of reasonably accurate data, facilitating a prompt analysis. Motivating staff to complete the questionnaire was a concern; however, great importance was placed on the survey design to ensure it was short, clear, and concise. The pilot study allowed accurate guidelines and timeframes to be provided, assuring all participants that the process would take no more than 10 minutes which was deemed a reasonable timeframe. Armstrong (2009, p. 184) described questionnaires as “effective in gathering factual evidence but are not so useful for researchers who are investigating how or why things are happening”. A qualitative study using semi-structured interviews further complimented the use of questionnaires at this enabled a deeper dive and further exploration into the participant’s viewpoint, with the flexibility to change the direction in response to the participant, allowing the researcher to probe and explore further. The entire population was accessible; however, it was not realistic to interview the entire population.

Interviews allowed further exploration into each individual participant's personal feelings and views. Given the sensitive and personal nature of the topics being explored, an open forum such as focus groups would not be suitable.

Population

The survey population comprised of 60 employees or 'survivors' from a small to medium sized financial services organisation, a sub group of a global organisation, operating within Dublin. Following a recent outsourcing project in May 2013, the organisation had experienced a 65% reduction in staff from 170 employees to just 60 employees. As the aim of this research was to contribute to previous research on survivor syndrome in downsizing, the recent experiences of this organisation would provide a good understanding of how they have been impacted and how this relates to previous research. With the entire population accessible to the researcher, questionnaires were distributed to the entire population individually. Questionnaires were distributed to 60 employees or 'survivors' in order to measure their commitment, level of job security, motivation, and feelings towards the planned downsizing within the organisation. These employees were asked to return their completed questionnaire to Louise Gaffney in the HR Department by the end of the week.

"The basic idea of sampling is that by selecting some of the elements in a population, we may draw conclusions about the entire population" Blumberg et al. (2008, p228). The data collection process was undertaken at a time when the participant's were impacted most in the lead up to the outsourcing transition and the weeks post transition. In order to capture the impact of the downsizing process, there was a limited time scale. Completing a quantitative and qualitative study needed time, interviewing the entire population within the organisation was not realistic. Convenience sampling was the most suitable method of sampling in this situation as the population was accessible without difficulty. 20% of the population (twelve full-time employees) were selected randomly by department and interviewed. Participants were chosen randomly by department to ensure that each department was represented. With various downsizing initiatives completed in the past, ensuring each department was represented in the research ensured a more reliable and rounded collection of data.

Survey Design

Questionnaires

The initial data collection instrument used was questionnaires. The objective was to understand the impact downsizing was having within this organisation, identify if survivor syndrome exists, and examine the management intervention necessary to avoid a negative impact on the organisation. A demographics section was included in order to understand the breakdown of participants by gender, age, department, length of service, and marital status, and to measure possible correlations in the data analysis process. The questionnaire measured employee commitment, job security, motivation, behavioural levels, and what employees would like from management, the main themes coming out of the literature review process. The aim was to assess the impact downsizing was having on employees within the organisation, identify if they were displaying symptoms of survivor syndrome, and examine the management intervention necessary to avoid a negative impact on the organisation. All data were collected using a questionnaire (Appendix A). Likert responses ranging from ‘strongly agree’ to ‘strongly disagree’ were used to understand employee commitment, job security, motivation and behavioural levels. Negative items were re-coded. In the final section of the questionnaire, participants were asked what they would like their organisation to provide more of in the future. Employees had eight possible options to select, all common themes that had come out of the literature review. Participants had the option of choosing ‘honesty’, ‘openness’, ‘fairness’, ‘training’, ‘emotional support’, ‘communication’, ‘information sharing’, or ‘none of the above’. Although numerous questionnaires already existed from previous studies, these questionnaires did not cover the specific areas required for this research. Employee commitment need to be analysed but the ‘survivors’ commitment, their levels of job security, motivation, and feelings towards the planned downsizing within the organisation also needed to be understood. In order to gain this understanding, questions were used from various questionnaires before concluding on a final questionnaire template. This would mean treating all questions separately during the data analysis as it was not possible to look at each section as a whole.

The first section, demographic information, was taken from Joseph Ssemogerere’s survey of East Mengo Cooperative Union Ltd. The participant’s gender, age, department, length of service in organisation, and marital status were requested in order to evaluate any similarities or

differences in later analysis. In the second section, employee commitment, two questions originated from Christine Thesissen's study 'The impact of organisational restructuring on employee commitment at the Otago Polytechnic', two were taken from Joseph Ssemogerere's survey of East Mungo Cooperative Union Ltd., and the remaining two questions were drafted by the researcher. Previous research had indicated resourcing issues with many survivors experiencing increased workloads and responsibility (Question 8). Previous research also indicated survivors had insufficient equipment and resources needed to do their job effectively (Question 10). In section three, job security, one question was taken from Joseph Ssemogerere's survey of East Mungo Cooperative Union Ltd., one question was taken from Sirjana Singh's study "Assessing Survivor Syndrome during Economic Recession in New Zealand", and the final question was taken from Cyndi Schaeffer's 2012 study on "Downsized Survivors: Areas of Loss and Work Behaviours". In section four, motivation, two questions were taken from Cyndi Schaeffer's 2012 study on "Downsized Survivors: Areas of Loss and Work Behaviours", and the final question was drafted by the researcher. In section five, behavioural levels, two questions were taken from Sirjana Singh's study "Assessing Survivor Syndrome during Economic Recession in New Zealand" and the remaining two questions were drafted by the researcher. The researcher drafted a number of questions when previous questionnaires from reliable studies failed to touch on areas being analysed, for example in the final section the researcher asked participants if they felt 'a great deal of relief for not being impacted by the outsourcing projects that had taken place in recent years' or if they felt 'a great deal of guilt for not being impacted by the outsourcing projects that had taken place in recent years'. These were common themes that came out of previous research but these questions were not available within existing questionnaires.

Questionnaires were distributed to all 60 'survivors' in order to measure their commitment, motivation, feelings, and levels of job security towards the organisation. Rather than utilize an online facility like survey monkey, the researcher chose to deliver hard copy questionnaires by hand for a number of reasons. The researcher hoped this approach would achieve a good overall response rate with questions answered both honestly and truthfully. Distributing all questionnaires by hand allowed the researcher to reiterate the rationale and purpose behind the study, and reassure employees that the survey was strictly confidential and their identity would

be anonymised. Based on the secondary research previously carried out which highlighted the unsettling impact of downsizing, the researcher wanted to ensure employees answered the questionnaire honestly knowing the results were strictly confidential and would not be discussed with the management team within the organisation. Questionnaires were distributed in early May which was very close to the outsourcing transition date, a potentially uncertain time for most 'survivors' and a time where workloads were at a peak for all departments. All employees were asked to return the completed survey to Louise Gaffney in the HR Department by the end of the week. A pilot study was conducted using a work colleague and family to ensure a seamless process for all participants completing the questionnaire and attending interviews. The pilot study allowed accurate guidelines and timeframes to be provided in completing questionnaires and partaking in the interview process. These pilots proved to be particularly useful in developing a good interview flow and understanding the time participants would need to allocate to the research. Time was an important factor as the participants could only dedicate a certain amount of their time to such a request, therefore getting the timing wrong could be the difference between a good response rate and a bad one. The pilot also allowed the researcher to reach a conclusion on the structure of the interviews, with a realization that a deeper dive into the questions outlined in the questionnaire template would be the most suitable approach.

Interview Design

Interviews

The quantitative study was followed by a qualitative study, which allowed the researcher to further explore each participant's individual opinion on the impact of downsizing within their organisation, identify if survivor syndrome exists, and examine the management intervention necessary to avoid a negative impact on the organisation. The qualitative method chosen was interviews as this allowed the researcher "gather valid and reliable data relevant to my objectives" (Saunders et al. 2009, p318). With good response rates, the ability to probe as necessary, and the means to gather information through questions but also from observation, interviewing was extremely advantageous. Saunders et al. 2009, p.320) defined semi structured and in dept interviews as non-standardized, allowing the researcher the opportunity to deviate from the pre-prepared themes and questions from interview to interview. Semi-structured

interviews were conducted allowing the researcher follow pre-prepared questions using the questionnaire as a template. The questions contained in the questionnaire template originated from themes coming out of the literature review process so the logical approach was to use these questions to understand the survivor's commitment, their levels of job security, motivation, and feelings towards the planned downsizing within the organisation. Interviewing gave the researcher the flexibility to deviate and probe as necessary. Some questions were connected, in this situation the researcher moved onto the next question to avoid repetitive responses.

Data Collection

Permission to conduct the study was granted by the senior manager overseeing the Dublin office. A full briefing and instruction guide was attached to each questionnaire, clearly outlining the rationale and purpose behind the study, and reassuring participants that the survey was strictly confidential and their identity would be anonymised. Use of an online questionnaire facility was a consideration; however, due to the intense workloads evident within all departments a survey request via email would be lost in the email traffic and this was likely to lead to a low response rate. A decision to distribute all questionnaires individually by person avoided this situation. Although distributing questionnaires took additional time, it was an opportunistic time to reassure all participants of the objective of the study; the importance placed on confidentiality, and encouraged open and honest answers in a time of uncertainty. Re-iterating these encouraged participants to partake in the survey and answer the survey truthfully, hopefully ensuring a good response rate with reliable data. The instructions were clear on all questionnaires, advising all participants where to return their completed questionnaire. All participants were given five days to complete the questionnaire; this was deemed reasonable as ten minutes was the allocated time needed for this task. Any further time given would potentially lead to questionnaires being lost or forgotten.

Once interview participants were randomly chosen by department using convenience sampling, a calendar invite was sent to all participants. This invite confirmed the date and time of the interview and the rationale and purpose behind the study. Interviews were allocated 45 minutes as any longer would be an inconvenience with their workloads. Questionnaires had been distributed to all employees individually so all interviewees were familiar with the topic and the questions already. Interviews were held in an offsite café minutes from the office to avoid bias

and to allow all participants speak more openly and freely away from the office. Each interview commenced with a full briefing on the rationale and purpose behind the study, reassuring participants that the survey was strictly confidential and their identity would be anonymised. The researcher captured the conversations by taking hand written notes as opposed to recording conversations as participants felt more comfortable with this approach as it was more anonymous. 20% of the total population within the organisation, twelve full-time employees, was interviewed as this was deemed to be a sufficient sample with participants chosen randomly by department to ensure that each department was represented. With various downsizing initiatives completed in the past, ensuring each department was represented in the research ensured a more reliable and rounded collection of data.

Measurements

The questionnaire (Appendix A) measured the survivor's commitment to the organisation, their level of job security, motivation, feelings towards the planned downsizing within the organisation, and the management intervention necessary in order to understand the impact downsizing was having within this organisation, identify if survivor syndrome exists, and examine the management intervention necessary to avoid a negative impact on the organisation. A 5 point scale ranging from 'strongly agree' to 'strongly disagree' was used all variables except for one variable, the final section of the questionnaire asking participants what they would like their organisation to provide more of in the future. Employees had eight possible options to select, all common themes that had come out of the literature review. The last option allowed the participant to select 'none of the above'.

Data Analysis

A statistical computer package known as the Statistical Package for Social Scientists (SPSS) was used during the analysis process, producing both descriptive and inferential statistics. Extensive notes were taken at all interviews. The ability to write at a fast pace, listening carefully to what each participant was saying was extremely important to ensure you captured what the interviewee was saying. All collated information was coded in order to interpret themes from the data. All questions were treated separately in the analysis as the questions were used from various studies before concluding on a final questionnaire template.

Ethical Considerations

Ethics is an important consideration in any research in order to ensure the “right behavior” and to ensure the research is conducted in a “moral and responsible way” Blumberg et al. (2008, p154). As the researcher, the main ethical consideration was to ensure the rights of all participants were protected and ensure data protection was taken seriously. A full briefing and instruction guide was attached to each questionnaire, clearly outlining the rationale and purpose behind the study, and reassuring participants that the survey was strictly confidential and their identity would be anonymised. Prior to each interview, participants were fully briefed on the rationale and purpose behind the study, and provided with reassurance that the survey was strictly confidential and their identity would be anonymised. Participant identification numbers were assigned to all participants completing questionnaires and attending interviews to protect their identity. As the researcher, carrying out the study in an honest and ethical manner was treated with great importance. All participants were offered the opportunity to verify their data collated. Each participant provided verbal consent prior to commencing all interviews, confirming their willingness to participate. In meeting data protection requirements, all participants were advised that all documentation collated during the interview would be held securely with the researcher and would not be released to any third party without prior approval from the participants concerned. In order to gain trust in the process, no information relating to the individual would be provided to management during or after the process and names would not be used in order to protect the identity of the individuals participating.

Limitations

Motivating staff to complete the questionnaire was a concern; however, this was overcome with a good quality survey design with clear and concise questionnaire. Completing a pilot study in advance allowed accurate and reasonable timeframes to be provided to all participants. Using an online questionnaire facility was another concern due to the intense workloads and email traffic of participants which could impact the response rate. Distributing hard copy questionnaires individually avoided this potential outcome and provided an opportunity to reassure all participants of the study’s aim and the importance placed on confidentiality. Accessing the participants for individual interviews was a concern due to intense workloads; however, all participants were very supportive of the research and eager to give their input.

Chapter 5: Research Findings

Survey Findings

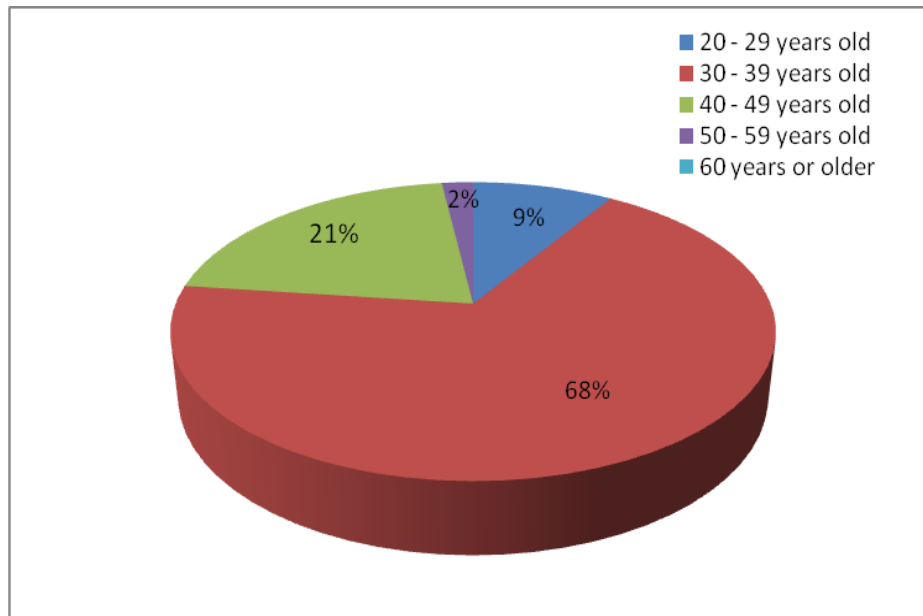
This section reports on the findings of the quantitative data collected during the study. The results are presented using both descriptive and inferential statistics in order to understand the impact of downsizing within this organisation, to investigate if survivor syndrome exists, and to examine the management intervention necessary to avoid a negative impact on this organisation. All survey findings will be presented under the following six headings, similar to the survey design:

- Demographics of Participants
- Employee Commitment
- Job Security
- Job Motivation
- Behavioural Levels
- What employees need from the organisation?

1. Demographic Information of the Participants

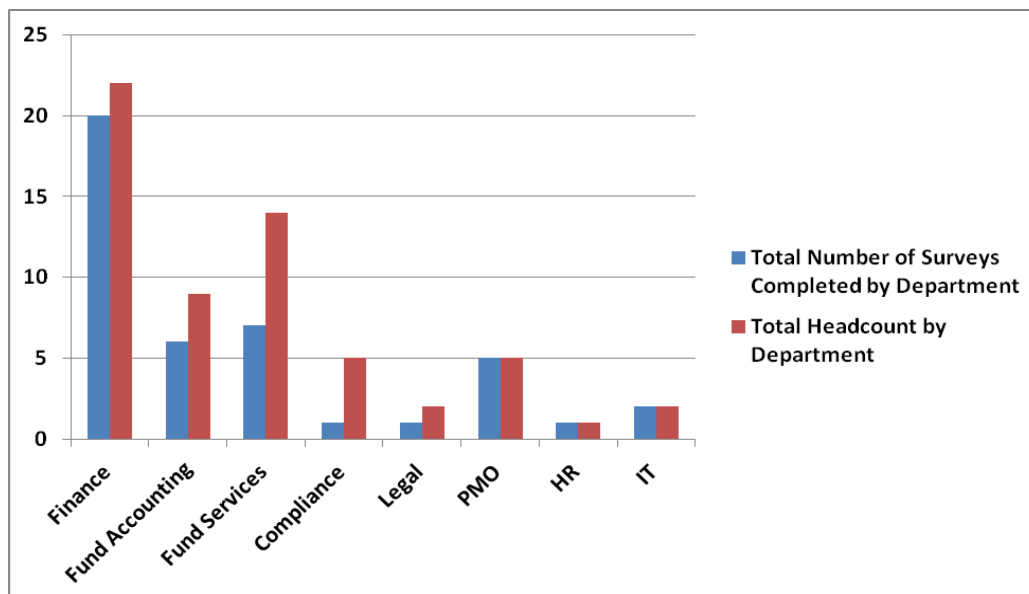
The survey population comprised of 60 employees or ‘survivors’ from a small to medium sized financial services organisation, a sub group of a global organisation, operating within Dublin in 2013. A 72% response rate was achieved, with 43 completed questionnaires returned directly to the researcher out of a total of 60 distributed within the organisation. Gender was fairly represented with male employees accounting for 51% of the total participant pool and female employees accounting for 49% of the total participant pool. The length of service of all participants was also evenly distributed. The majority of participants were aged 30 to 39 years (68%) and 40 to 49 years (21%). The participation rate by department was very good meaning all departments were fairly represented. The majority of participants were single (54%) and married (33%). These findings are illustrated in the graphs below.

Figure 3: Frequency Distribution by Age



The majority of participants (68%) were aged between 30 and 39 years, with 21% aged between 40 and 49 years. 0% of participants were 60 years and older.

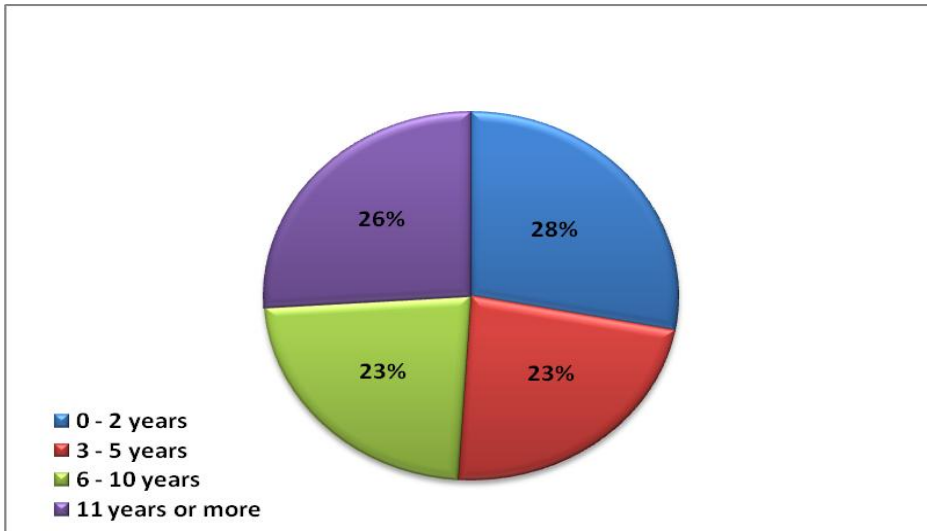
Figure 4: Frequency Distribution by Department



There was a good response rate by department which meant all departments were fairly represented (Figure 4). There was a 91% completion rate in the Finance Department, 60% completion rate in the Fund Accounting Department, 50% completion rate in the Fund Services

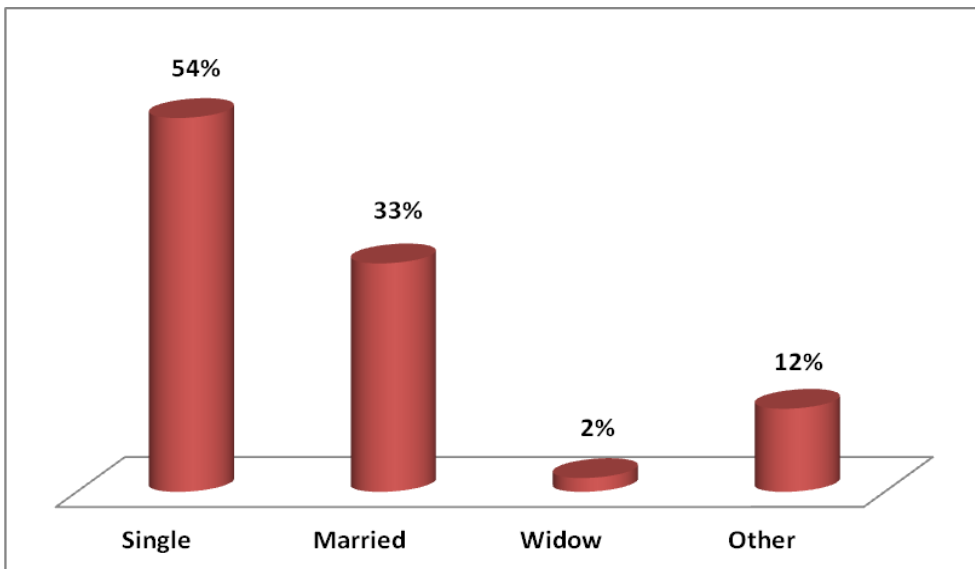
Department, 20% completion rate in the Compliance Department which was mainly due to annual leave, 50% completion rate in the Legal Department, and a 100% completion rate in the Legal, HR and IT Departments.

Figure 5: Length of Service



The length of service of all participants was evenly distributed, see Figure 5.

Figure 6: Marital Status



The majority of participants were single (54%) compared to 33% married, 12% who marked 'other' which are likely to be in a relationship, and 2% widowed.

2. Employee Commitment

The purpose of this section was to understand if employees felt committed to the organisation as employees impacted by organisational restructuring can feel “a lack of clarity over organisational direction and do not have confidence in the senior management team to make sensible decisions for the future”. Theissen’s (2004, p. 59). Employee commitment levels within the organisation were measured using six statements, all common themes coming out of the literature review. The mean values in Table 1 below provide the average responses from employees on their employee commitment levels. In most cases, the highest mean score was ‘2’ as most employees agreed with the statements apart from the final statement where the mean value was ‘3’ as most employees were ‘not sure’.

Table 1: Average Employee Commitment Levels of Participants

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Employee Commitment 1	43	1.00	4.00	2.2093	.67465
Employee Commitment 2	43	1.00	5.00	2.7907	1.01320
Employee Commitment 3	43	1.00	5.00	2.5581	.98325
Employee Commitment 4	43	1.00	5.00	1.9767	.88609
Employee Commitment 5	43	1.00	4.00	2.1395	.83328
Employee Commitment 6	43	1.00	5.00	3.7907	1.10320
Valid N (listwise)	43				

Where: 1=Strongly agree; 2=Agree; 3=Not sure; 4=Disagree; 5=Strongly Disagree

Overall employee commitment levels were found to be high. 79% of employees trust that senior management make sensible decisions for the organisation’s future, 63% agreed that their department is sufficiently staffed to handle the workload, 86% agreed that their organisation offers sufficient support with personal and family problems and 81% agreed they have sufficient equipment, training, and resources to do their job effectively. In understanding employees feelings towards management and how they planned the changes to the organisation in recent years, 47% of employees felt that management planned these changes carefully;

however, 30% of employees were unsure how they felt about this statement. When asked if their organisation was unlikely to undertake further restructuring in the future, 53% of employees disagreed with this statement, with a further 37% unsure how they felt about this statement. Table 2 summarises the levels of employee commitment within the organisation.

Table 2: Employee Commitment

Research Variables	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
EMPLOYEE COMMITMENT					
EC 1: I trust senior management to make sensible decisions for the organisation's future	7%	72%	14%	7%	0%
EC 2: I feel that management planned the changes to the organisation in recent years carefully	5%	42%	30%	16%	7%
EC 3: There is usually sufficient staff in my department to handle the workload	7%	56%	14%	21%	2%
EC 4: My organisation offers me support with personal and family problems	30%	56%	7%	5%	2%
EC 5: I have the equipment/training/resources I need to do my job effectively	16%	65%	7%	12%	0%
EC 6: Our organisation is unlikely to undertake further restructuring in the future	3%	7%	37%	16%	37%

An independent t-test found that EC1 (the trust employees have in senior management to make sensible decisions for the organisation's future) differed significantly between male and female employees, $t(41) = -.173$; $p = .036$. Non significant tests concluded as follows: EC 2: $t(41) = -.416$; $p = .680$ / EC 3: $t(41) = .529$; $p = .599$ / EC 4: $t(41) = -1.216$; $p = .231$ / EC 5: $t(41) = 1.458$; $p = .152$ / EC 6: $t(41) = .439$; $p = .663$

A one-way ANOVA was conducted to determine whether employee commitment levels differed across the participants categories of age. This did yield significant differences between these groups, $F(3, 39) = .444$; $p = .026$ for EC 3 (employee's thoughts on staffing levels in their department to handle the workload). However, a post-hoc analysis concluded this did not yield significant differences.

Table 3: Employee Commitment Correlations

		Correlations					
		EC 1	EC 2	EC 3	EC 4	EC 5	EC 6
EC 1	Correlation Coefficient	1.000	.566**	-.118	.062	.148	-.164
	Sig. (2-tailed)	.	.000	.450	.694	.343	.294
	N	43	43	43	43	43	43
EC 2	Correlation Coefficient	.566**	1.000	.288	-.005	.220	-.039
	Sig. (2-tailed)	.000	.	.061	.975	.156	.803
	N	43	43	43	43	43	43
EC 3	Correlation Coefficient	-.118	.288	1.000	.061	.351*	.247
	Sig. (2-tailed)	.450	.061	.	.696	.021	.110
	N	43	43	43	43	43	43
EC 4	Correlation Coefficient	.062	-.005	.061	1.000	.669**	-.154
	Sig. (2-tailed)	.694	.975	.696	.	.000	.323
	N	43	43	43	43	43	43
EC 5	Correlation Coefficient	.148	.220	.351*	.669**	1.000	-.106
	Sig. (2-tailed)	.343	.156	.021	.000	.	.500
	N	43	43	43	43	43	43
EC 6	Correlation Coefficient	-.164	-.039	.247	-.154	-.106	1.000
	Sig. (2-tailed)	.294	.803	.110	.323	.500	.
	N	43	43	43	43	43	43

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

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

A correlation analysis was carried out to understand if a relationship existed within the employee commitment variable. A Spearman's rho correlation found a moderately significant

positive relationship between EC1 (the trust employees have in senior management to make sensible decisions for the organisation's future) and EC2 (employees thoughts on how carefully management planned the changes to the organisation in recent years carefully), $\rho = .566$; $p = .000$. The correlation between these two variables concludes that employees trust in senior management to make sensible decisions for the organisations future positively impacts employee's thoughts on how carefully management have planned changes to the organisation in recent years carefully. A further correlation found a moderately significant positive relationship between EC4 (employees thoughts on the support provided by the organisation with personal and family problems) and EC5 (employees thoughts on having the the equipment/training/resources needed to do their job effectively), $\rho = .669$; $p = .000$. The correlation between these two variables concludes that employees thoughts on the support provided by the organisation with personal and family problems positively impacts employees thoughts on having the equipment/training/resources needed to do their job effectively. A Spearman's rho correlation also found a small to moderate positive relationship between EC3 (employees thoughts on staffing levels in their department to handle the workload) and EC5 (employees thoughts on having the equipment/training/resources needed to do their job effectively), $\rho = .351$; $p = .021$. The correlation between these two variables concludes that employees thoughts on staffing levels in their department to handle the workload positively impacts employee's thoughts on having the equipment/training/resources needed to do their job effectively.

3. Job Security

The purpose of this question was to understand if employees felt secure in their job as its common for employees to "feel insecure in their roles" Theissen's (2004, p. 60) in a downsizing situation. Employee's level of job security within the organisation was measured using three statements, all common themes coming out of the literature review.

Table 4: Average Job Security Levels of Participants

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Job Security 1	43	2.00	5.00	3.0930	.99556
Job Security 2	43	1.00	5.00	2.7442	1.25533
Job Security 3	43	1.00	5.00	2.8140	.93238
Valid N (listwise)	43				

Where: 1=Strongly agree; 2=Agree; 3=Not sure; 4=Disagree; 5=Strongly Disagree

Overall levels of job security were found to be varied. Although 32% of employees agreed that working for this organisation gives them job security despite recent outsourcing initiatives, 31% of employees disagreed, with a further 37% of employees were unsure how they felt about this statement. When asked if they were worried about being unemployed, 51% of employees confirmed they were worried, 40% confirmed they were not worried, with a further 9% unsure how they felt. 42% of employees were certain they would still be employed by the organisation this time next year, however, 40% of employees were unsure how they felt about this statement. Table 5 summarises the levels of job security within the organisation.

Table 5: Job Security

Research Variables	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
JOB SECURITY					
JC 1: Despite recent outsourcing initiatives, working for this organisation gives me job security	0%	32%	37%	19%	12%
JC 2: I am worried about being unemployed	19%	32%	9%	35%	5%
JC 3: I am almost certain that I will still be employed by the organization this time next year	2%	40%	40%	11%	7%

An independent t-test found that gender had no significant impact on the job security of employees, JS1: $t(41) = -.317$; $p = .753$, JS2: $t(41) = -.330$; $p = .743$, JS3: $t(41) = .030$; $p =$

.976. A one-way ANOVA was conducted to determine whether employee's levels of job security differed across the participants categories of age. This did yield significant differences between these groups, $F(3, 39) = 6.767$; $p = .001$ for JS 3 (employees view on if they will still be employed by the organisation next year). A post-hoc analysis showed a significant difference between the 0 – 2 years and 3 – 5 years age categories (sig. or $p = .007$), the 0 – 2 years and 6 – 10 years age categories (sig. or $p = .007$), and the 0 – 2 years and 11 years and more age categories (sig. or $p = .030$) for JS 3 (employees view on if they will still be employed by the organisation next year).

Table 6: Job Security Correlations

Correlations			
	Job Security 1	Job Security 2	Job Security 3
Correlation Coefficient	1.000	-.548**	.340*
Job Security 1 Sig. (2-tailed)	.	.000	.026
N	43	43	43
Correlation Coefficient	-.548**	1.000	-.379*
Job Security 2 Sig. (2-tailed)	.000	.	.012
N	43	43	43
Correlation Coefficient	.340*	-.379*	1.000
Job Security 3 Sig. (2-tailed)	.026	.012	.
N	43	43	43

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

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

A correlation analysis was carried out to understand if a relationship existed within the job security variables. A Spearman's rho correlation found a moderately significant negative relationship between JC1 (employees levels of job security despite recent outsourcing initiatives within the organisation) and JC2 (employees feeling worried about being unemployed), $r = -.548$; $p = 0.000$. The correlation between these two variables concludes that employees levels of

job security negatively impacts employees feeling worried about being unemployed. A further correlation found a small to moderate negative relationship between JC2 (employees feeling worried about being unemployed) and JC3 (employees certainty of being employed by the organisation next year), $\rho = -.379$; $p = .021$. The correlation between these two variables concludes that employees view on being with the organisation next year negatively impacts employee's feeling worried about being employed. A Spearman's rho correlation also found a small to moderate positive relationship between JC3 (employees certainty of being employed by the organisation next year) and JC1 (employees levels of job security despite recent outsourcing initiatives within the organisation), $\rho = .340$; $p = .026$. The correlation between these two variables concludes that employee's levels of job security within the organisation despite recent outsourcing initiatives positively impacts employee's certainty of being employed by the organisation next year positively.

4. Job Motivation

Employee's level of job motivation within the organisation was measured using three statements, all common themes coming out of the literature review.

Table 7: Average Job Motivation Levels of Participants

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Motivation 1	43	1.00	2.00	1.7442	.44148
Motivation 2	43	2.00	5.00	4.3256	.64442
Motivation 3	43	1.00	4.00	1.8837	.73060
Valid N (listwise)	43				

Where: 1=Strongly agree; 2=Agree; 3=Not sure; 4=Disagree; 5=Strongly Disagree

Overall levels of job motivation were found to be high with 100% of employees confirming that they felt comfortable pushing themselves and trying new tasks with no evidence of them being risk adverse. 96% of employees disagreed that they do only what it required of them and never volunteer for extra work with 88% of employees agreeing that they give 100% or more at their job. Table 8 summarises the levels of job motivation within the organisation.

Table 8: Job Motivation

Research Variables	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
JOB MOTIVATION					
JM 1: I am comfortable with pushing myself and trying new tasks	26%	74%	0%	0%	0%
JM 2: I do only what it required of me and never volunteer for extra work	0%	2%	2%	56%	40%
JM 3: I give 100% or more at my job	28%	60%	7%	5%	0%

An independent t-test found that gender had no significant impact on the job motivation of employees, JM1: $t(41) = .430$; $p = .670$, JM2: $t(41) = -.76$; $p = .940$, JM3: $t(41) = .230$; $p = .819$.

A one-way ANOVA was conducted to determine whether employee's levels of job motivation differed across the participants categories of age. This did yield significant differences between these groups, $F(3, 39) = 4.560$; $p = .008$ for JM 1 (employees feeling motivation to push themselves and try new tasks) and $F(3, 39) = 3.997$; $p = .014$ for JM 2 (employees motivation to do only what is required of them and never volunteer for extra work). A post-hoc analysis was not available to understand the significant differences in more detail, as at least one group had fewer than two cases.

A one-way ANOVA was conducted to determine whether employee's levels of job motivation differed across the participants categories of marital status. This did yield significant differences between these groups, $F(3, 39) = 3.632$; $p = .021$ for JM 3 (employees feeling motivated to give 100% or more at their job). A post-hoc analysis was not available to understand the significant differences in more detail, as at least one group had fewer than two cases.

Table 9: Job Motivation Correlations

Correlations				
		Motivation 1	Motivation 2	Motivation 3
	Correlation Coefficient	1.000	-.501**	.279
Motivation 1	Sig. (2-tailed)	.	.001	.070
	N	43	43	43
	Correlation Coefficient	-.501**	1.000	-.201
Motivation 2	Sig. (2-tailed)	.001	.	.195
	N	43	43	43
	Correlation Coefficient	.279	-.201	1.000
Motivation 3	Sig. (2-tailed)	.070	.195	.
	N	43	43	43

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

A correlation analysis was carried out to understand if a relationship existed within the job motivation variables. A Spearman's rho correlation found a moderately significant negative relationship between JM1 (employees feeling motivation to push themselves and try new tasks) and JM2 (employees motivation to do only what is required of them and never volunteer for extra work), $r = -.501$; $p = 0.001$. The correlation between these two variables concludes that employee's motivation to push themselves and try new tasks positively impacts employees' motivation to do more than what is required of them and volunteer for extra work. Alpha level 0.05 was used for all tests.

5. Behavioural Levels

Behaviours displayed by employees within the organisation were measured using four statements, all common themes coming out of the literature review.

Table 10: Average Behaviour Levels of Participants

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Behavioural Outcomes 1	43	2.00	5.00	3.8140	.76394
Behavioural Outcomes 2	43	1.00	5.00	2.6047	1.13682
Behavioural Outcomes 3	43	2.00	5.00	4.0000	.81650
Behavioural Outcomes 4	42	1.00	4.00	2.4762	.80359
Valid N (listwise)	42				

Where: 1=Strongly agree; 2=Agree; 3=Not sure; 4=Disagree; 5=Strongly Disagree

Overall behavioural levels were found to be normal with only 5% of employees feeling a great deal of anger towards the organisation for the outsourcing projects that have taken place in recent years and a further 26% unsure of how they feel about this statement. 51% of employees agreed to feeling a great deal of relief for not being impacted by the outsourcing projects that have taken place in recent years, with a further 28% unsure of how they feel about this statement. Only 4% of employees felt guilty for not being impacted by the outsourcing projects that have taken place in recent years, with a further 19% unsure of how they feel about this statement. 48% of employees felt their employer had fulfilled the promises made to them when they were hired, with a further 30% unsure of how they feel about this statement. Table 11 summarises the behaviours displayed by employees within the organisation.

Table 11: Behavioural Outcomes

Research Variables	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree
BEHAVIOURAL LEVELS					
BO 1: I feel a great deal of anger towards my organisation for the outsourcing projects that have taken place in recent years	0%	5%	26%	53%	16%
BO 2: I feel a great deal of relief for not being impacted by the outsourcing projects that have taken place in recent years	16%	35%	28%	14%	7%
BO 3: I feel a great deal of guilt for not being impacted by the outsourcing projects that have taken place in recent years	0%	4%	19%	49%	28%
BO 4: I feel that my employer has come through in fulfilling the promises made to me when I was hired	9%	39%	30%	21%	0%

An independent t-test found that gender had no significant impact on the behaviours of employees, BO1: $t(41) = -1.166$; $p = .250$, BO2: $t(41) = -.451$; $p = .654$, BO3: $t(41) = .000$; $p = 1.000$, BO4: $t(40) = -.380$; $p = .706$.

A one-way ANOVA was conducted to determine whether employee's behavioural levels differed across the participants categories of age. This did not yield significant differences between these groups, $F(3, 39) = 1.862$; $p = .152$ for BO 1 (employees feeling anger towards my organisation for the outsourcing projects that have taken place in recent years), $F(3, 39) = 1.560$; $p = .215$ for BO 2 (employees feeling relief for not being impacted by the outsourcing projects that have taken place in recent years), $F(3, 39) = .068$; $p = .977$ for BO 3 (employees feeling guilt for not being impacted by the outsourcing projects that have taken place in recent years), and $F(3, 38) = .623$; $p = .604$ for BO 4 (employees position on whether their employer has come through in fulfilling the promises made to me when they were hired). A post-hoc analysis was not available to understand the significant differences in more detail.

Table 12: Behavioural Correlations

		Correlations			
		Behavioural Outcomes 1	Behavioural Outcomes 2	Behavioural Outcomes 3	Behavioural Outcomes 4
Behavioural Outcomes 1	Correlation Coefficient	1.000	-.042	.226	-.356*
	Sig. (2-tailed)	.	.790	.146	.021
	N	43	43	43	42
Behavioural Outcomes 2	Correlation Coefficient	-.042	1.000	.081	.238
	Sig. (2-tailed)	.790	.	.604	.130
	N	43	43	43	42
Behavioural Outcomes 3	Correlation Coefficient	.226	.081	1.000	-.182
	Sig. (2-tailed)	.146	.604	.	.250
	N	43	43	43	42
Behavioural Outcomes 4	Correlation Coefficient	-.356*	.238	-.182	1.000
	Sig. (2-tailed)	.021	.130	.250	.
	N	42	42	42	42

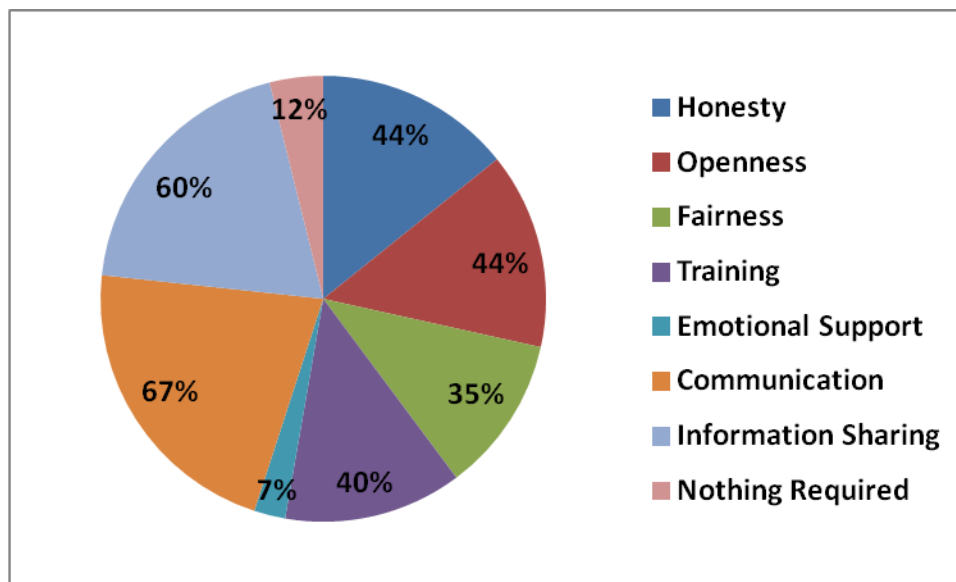
*. Correlation is significant at the 0.05 level (2-tailed).

A correlation analysis was carried out to understand if a relationship existed within the behavioural variables. A Spearman's rho correlation found a small to moderate negative relationship between BO4 (employees position on whether their employer has come through in fulfilling the promises made to them when they were hired) and BO1 (employees feeling anger towards my organisation for the outsourcing projects that have taken place in recent years), rho = $-.356$; $p = .021$. The correlation between these two variables concludes that employee's position on whether their employer has come through in fulfilling the promises made to them when they were hired negatively impacts employee's feelings of anger towards my organisation for the outsourcing projects that have taken place in recent years. Alpha level 0.05 was used for all tests.

6. What employees need from the organisation?

In order to understand what employees needed from the organisation in the future, employees were asked this question directly. Eight possible options were provided, all common themes that had come out of the literature review. Employee's had the option to select any number of the options, with the last option being 'none of the above', however; only 12% selected this option and therefore have indicated no requirements. 67% of employees requested more communication from their organisation in the future, with 60% requesting more information sharing, 44% requesting more honesty and openness, 40% requesting more training, 35% requesting more fairness, and 7% requesting more emotional support from their organisation in the future. See Figure 7 below.

Figure 7: Employees Require from Management



Interview Findings

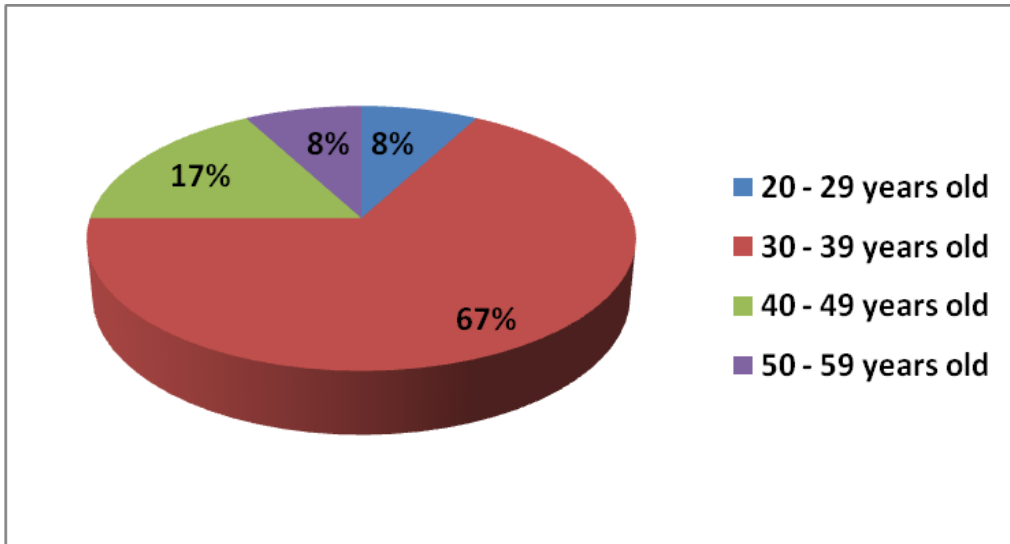
This section reports on the findings of the qualitative data collected during this study using semi-structured interviews. The interview process further complimented the use of questionnaires allowing a more detailed understanding of each participant's viewpoint. All interview findings will be presented under the following six headings, similar to the survey design, in order to understand the impact of downsizing within this organisation, to investigate if survivor syndrome exists, and to examine the management intervention necessary to avoid a negative impact on this organisation:

- Demographics of Participants
- Employee Commitment
- Job Security
- Job Motivation Behavioural Levels
- What employees need from the organisation?

1. Demographic Information of the Participants

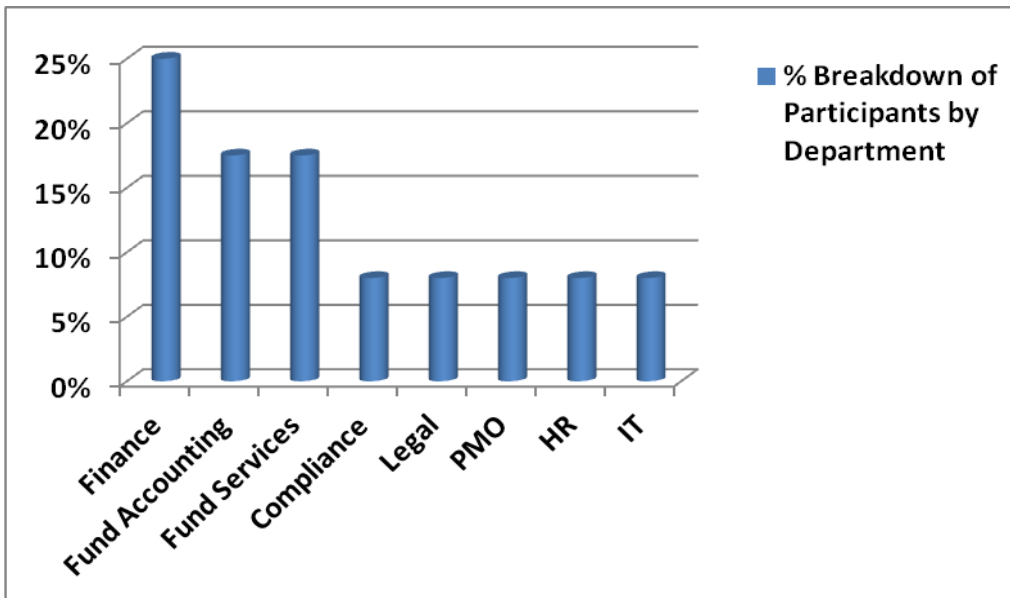
The interview population comprised of 12 employees or 'survivors' from a small to medium sized financial services organisation, a sub group of a global organisation, operating within Dublin in 2013. 20% of the population (twelve full-time employees) were selected randomly by department and interviewed. Participants were chosen randomly by department to ensure that each department was represented. With various downsizing initiatives completed in the past, having each department represented in the research ensured a more reliable and rounded collection of data.

Figure 8: Breakdown of Participants by Age



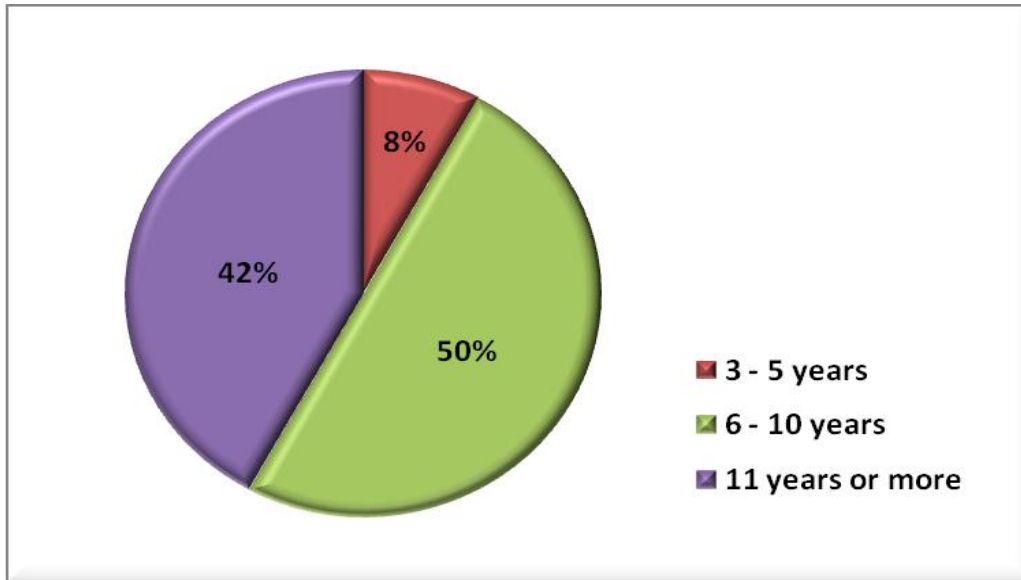
The majority of participants (67%) were aged between 30 and 39 years, with 17% aged between 40 and 49 years.

Figure 9: Breakdown of Participants by Department



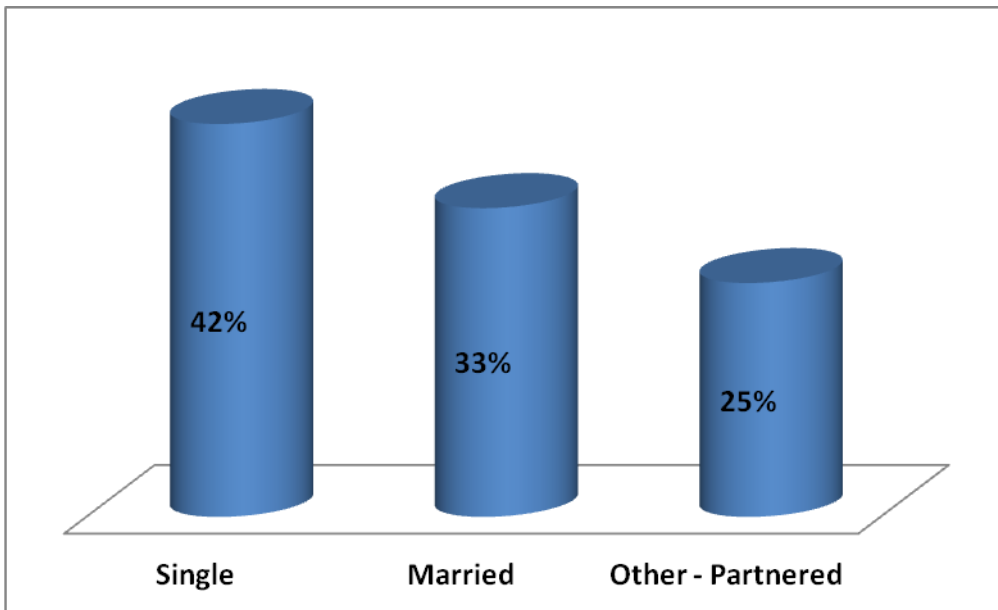
The majority of participants came from the Finance Department which staffs 37% of the total organisation headcount, the Fund Accounting Department which staffs 15% of the total organisation headcount, and the Fund Services Department which staffs 23% of the total organisation headcount within the Dublin office.

Figure 10: Length of Service of all Participants



The majority of participants have 6 – 10 years service with the organisation (50% of the participants) and 11 years of more service with the organisation (42% of all participants).

Figure 11: Marital Status of all Participants



The majority of participants are single (42%) compared to 33% married and 25% partnered.

2. Employee Commitment

The purpose of this section was to understand if employees felt committed to the organisation as employees impacted by organisational restructuring can feel “a lack of clarity over organisational direction and do not have confidence in the senior management team to make sensible decisions for the future”. Theissen’s (2004, p. 59). Employee commitment levels within the organisation were measured using six statements, all common themes coming out of the literature review.

EC1: I trust senior management to make sensible decisions for the organisation’s future.

There was a mixed response on this from the various interviewees, with 58% that trust senior management to make sensible decision for the organisation and 32% that don’t trust management to make sensible decisions for the organisation. For those that agreed with this statement, there was a general acceptance that these decisions were made for the organisations future locally and globally as opposed to the employee’s future and it comes with negative effects such as delays to transition dates and costing more money. One interviewee explained how things didn’t go to plan with the recent outsourcing which “ended up costing the company more money in the long run” despite its intention to make more money while another interviewee thought “they made a mistake outsourcing after seeing the bills coming in, it wasn’t their wisest move”. There was a certain reality that despite their negative effect their decisions make sure the organisation continues to make money. One interviewee said it was “clear from the organisations results in terms of figures and profits we’re doing the right thing”. Although they trusted senior management to make sensible decisions or the organisations future there was an acceptance that this was how organisations worked, with one interviewee accepting that “profits go before people” and another interviewee accepting that local staff are not considered saying “if they have to get rid of staff they don’t think of the impact on people’s lives”.

For those that disagreed with this statement, there was a general feeling of mistrust towards the decisions senior management had made in recent years. There Pseudo testing failed questioning if the recent outsourcing was the right decision, with one interviewee described how management “stone walled through despite this and went ahead with the outsourcing” and continued to portray management as having a “blind sighted view” continuing with the

outsourcing despite it not being a sensible decision. It was also suggested the strategic decisions made by senior management change which has a cost and HR implication. One interviewee explaining how despite outsourcing processing roles to the India office 2 – 3 years ago, these roles were brought back to the Dublin office as part of the outsourcing to the Irish based provider this year. Another interviewee said they “failed to research systems used in Dublin” and went ahead with the UK model despite it being an unsuitable match for Dublin. Another interviewee suggested “a better outcome and a smoother transition could’ve taken place” had they involved lower level staff in the recent outsourcings decision making process.

EC2: I feel that management planned the changes to the organisation in recent years carefully.

There was a mixed response on this from the various interviewees. For those that agreed with this statement, there was a general acceptance that “it’s all strategic, they know what the want – profits” and “outsourcing can make the organisation profitable”. One interviewee strongly believed that management do plan carefully explaining “there is always a bigger plan; they are always putting blocks in place for the future”. For those that agreed with this statement, there was a general acceptance. While another interviewee agreed with this saying “the intention is always good for the organisation but not necessarily good for staff”. The interviewee went on to say “they plan to get to where they want to be but they don’t plan the people impact, the organisation is cut throat like that, their main priority is money”. Decisions seem disconnected, one interviewee spoke of the processing roles moving to India and their return to Dublin two years later as part of the outsourcing to the Irish based provider and another interviewee explained office refurbishment that took place in the Dublin office just before the outsourcing project was announced, costing thousands.

EC3: There is usually sufficient staff in my department to handle the workload.

There was general acceptance from the various interviewees that their departments are sufficiently staffed to handle the workload. For those that had been impacted by insufficient staff to handle the workload, this was a direct impact of the organisations downsizing in recent years. The organisations failure to backfill two leavers in the Legal department was causing additional work on the remaining employees, causing huge frustration. Separately in the

Finance department, the recent outsourcing was placing additional pressure with the workload increasing significantly which wasn't expected. One interviewee explained how "you do tend to inherit work with a loss of people" and further described workload increase as a "huge spill over on the project, clearly not thought through".

EC4: My organisation offers me support with personal and family problems.

All interviewees unanimously agreed that the organisation offers support with personal and family problems. Some had experienced it personally, while others had witnessed the support colleagues had received directly or had heard about it. One interviewee said the "the organisation does treat staff well" while another said "they are a very personable organisation".

EC5: I have the equipment/training/resources I need to do my job effectively.

83% of those interviews agreed that they had the equipment, training, and resources needed to do their job effectively. For the two interviewees that disagreed with this statement, this was a direct impact of the organisations downsizing in recent years and failure to provide the necessary training or resources required to complete these new pieces of work.

EC6: My organisation is unlikely to undertake further restructuring in the future.

All interviewees unanimously agreed that the organisation was likely to undertake further restructuring in the future. It was accepted by most that the organisation is always thinking of the next cost cutting measure. The general feeling was that due to market conditions and the changes in regulations, further restructuring would be likely in the future. One interviewee described it as "a domino effect occurring at the moment", while another interviewee described how the organisation from their experience "constantly looks at their structure to see if it best fit" and "the next cost cutting measure". A number of interviewee's commented that the organisation had been working on some kind of restructuring for as long as they have been working there.

3. Job Security

The purpose of this section was to understand if employees felt secure in their job as its common for employees to "feel insecure in their roles" Theissen's (2004, p. 60) in a downsizing

situation. Employee's level of job security within the organisation was measured using three statements, all common themes coming out of the literature review.

JS1: Despite recent outsourcing initiatives, working for this organisation gives me job security.

There was a mixed response on this from the various interviewees. For those who felt they had job security, this was because they still had a job when the question was posed to them. One interviewee said "so much has been taking away but I feel secure in the additional work left behind" and went on to say "they're obviously confident in people remaining in org otherwise would've got rid of everything". Another interviewee said there's so much work to be done in my department "my job will be secure for the foreseeable future" while another said "I can't see it coming to a stage where it's not needed". There was a certain reality with one interviewee saying "I have job security for now, but I wouldn't say I will have it down the line". For those that did not feel they had job security, this was as a result of the recent downsizing where one interviewee said "I'm just waiting to be given my notice, since the recent outsourcing my workload has reduced considerably". Another interviewee impacted by the organisations downsizing, did not feel they had job security because the "less people in Dublin, less need for IT people" and with the availability of consultants organisations could avoid paying salaries and benefits. The office in India was a huge concern for another interviewee because "the organisation is always thinking of how they can save money and with an office in India that scares me because we could easily transfer my department there". One employee commented that they "get the impression there's more to come", with another employee saying there's "no such thing as security, the recession exasperated this". This employee made a further comment that "there's a certain reality of how organisations work, everyone's expendable, there's no such thing as security, it's a given in all organisations".

JS2: I am worried about being unemployed.

Three interviewees confirmed that they were worried about being unemployed, as there was huge reliance on their wages. One interviewee said "it's a domino effect and further cuts will be made" and securing a job somewhere else would be a real concern as her partner is a taxi man; therefore they rely on her salary. Another interviewee said it was a real concern as he has to

support his wife and kids so he “couldn’t go too many months without an income” with another saying they need money coming in as they have bills to pay.

However, the majority of employees interviewed were not worried about being employed for the following reasons:

- Finding suitable employment in their sector would not be a problem
- They were “currently feeling quite secure and believe that the Dublin office will remain in operation for a while yet, certainly for a number of years”.
- They don’t tend to worry about things they can’t control and they don’t have a mortgage or family / dependents to support if they were unemployed.
- The redundancy payment offered by the organisation is so generous, with one interviewee saying they are “not the slightest bit worried, I would love it”.

JS3: I am almost certain that I will still be employed by the organization this time next year.

Three interviewees disagreed that they would still be employed by the organisation this time next year for two reasons. One interviewee confirmed “there’s a lot of uncertainty at the moment”. There has been little or no communication about the recent outsourcing, an update was given two years ago to confirm it was happening and no further communications took place after this. Rumors start because there’s no communications which causes further uncertainty. Another interviewee believed there was a huge possibility that their department would be moved to the India office because “the organisation is always trying to save money”. The majority of employees interviewed were certain that they would be employed by the organisation this time next year. However, this was on the basis that it would take more than one year to close the office because that kind of change would take a lot of time with one interviewee saying “if you asked me if I think I will be employed by this organisation this time two years, my answer would be different”. One interviewee commented that “redundancy wouldn’t be a big deal as the market is steady at the moment and the mortgage rates, but that could change”.

4. Job Motivation

JM1: I am comfortable with pushing myself and trying new tasks.

All interviewees unanimously agreed that they are motivated to push themselves and try new tasks with most saying it's comes from your own personal satisfaction. Overall employees are still motivated to come in and do their job and be challenged, with some saying they downsizing in recent years has created "lots of opportunities to take on new tasks" with losing team members. One interviewee also pointed out the importance of pushing yourself and trying new tasks as "for any survivor of outsourcing, it's the only way you'll get noticed.

JM2: I do only what it required of me and never volunteer for extra work.

There was a mixed response on this from the various interviewees. For those who only do what is required of them and never volunteer for extra work, one interviewee confirmed that this was due to their already high workload while the other interviewee confirmed that this was as a direct result of downsizing which has left them with very little work and leaving them demotivated. Instead they spend their time looking for a new job. For those who do go the extra mile and volunteer for extra work, downsizing has been their motivation behind this. One interviewee said "if you do a good job then you are more likely to get opportunities put your way, work hard and you'll get recognised by management". Another interviewee said with recent changes in the team over the last few months "it would naturally make you take on extra work".

JM3: I give 100% or more at my job.

All interviewees unanimously agreed that they are motivated to give 100% or more at their job, it's their work ethic. One interviewee said "I haven't changed; I don't give any less now than I did before". Another interviewee said they "like to produce high quality work".

5. Behavioural Levels

I feel a great deal of anger towards my organisation for the outsourcing projects that have taken place in recent years.

Anger was not a behaviour displayed by interviewees as there was a general acceptance that it's a business decisions to make money so it's almost expected and those impacted by the recent outsourcing were remunerated quite well with retention payments and the notice given, receiving all the support and more. However there was also a general feeling that the

organisation could've done some things better. There was so much secrecy, with some departments getting updates before others. There were also secret meetings took place frequently causing more unease.

I feel a great deal of relief for not being impacted by the outsourcing projects that have taken place in recent years.

There was a mixed response on this from the various interviewees. One interviewee who has been with the organisation for a number of years said "I would like a package because the packages paid to staff up to now are so much better than other organisations". Their sector is booming so they weren't concerns about finding suitable employment in another organisation. Another interviewee said "I am not worried about being unemployed, I have no commitments (no mortgage or loans) and I am young and flexible to move location. For those who did feel relief, this was because they were still employed by the organisation and the concern of not being able to pay their mortgage is no longer a worry. Employees also felt relief for being with the organisation for so long.

I feel a great deal of guilt for not being impacted by the outsourcing projects that have taken place in recent years.

All interviewees unanimously agreed that they did not feel guilty for not being impacted by the recent outsourcing projects in recent years, as it wasn't their decision so there was nothing they could do about it. It was also felt that those impacted directly received generous retention payments, guaranteed bonuses and they were guaranteed a job.

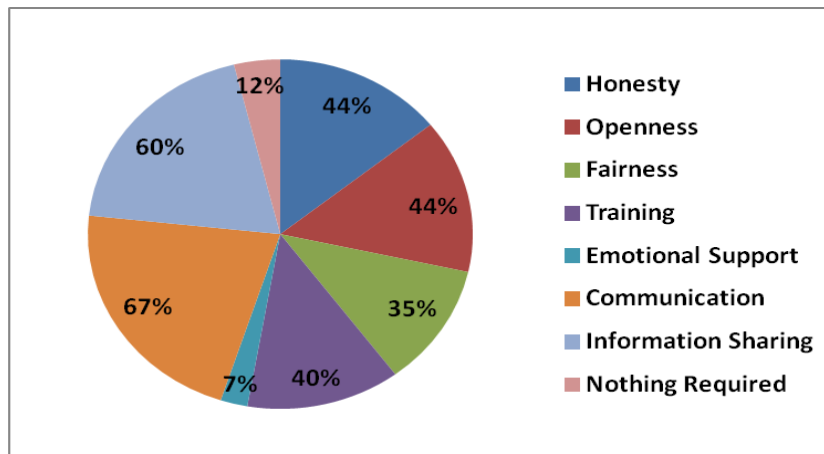
I feel that my employer has come through in fulfilling the promises made to me when I was hired.

There was a mixed response to this as most employees didn't have any opinion as they had been with the organisation for 10 years and more. All remaining employees agreed that their employer had fulfilled all promises made when they were hired for a number of reasons, promotional opportunities received, support with exams, excellent exposure to the industry and high profile projects, and the new job experiences as a direct result of various restructuring over the years

6. What employees would like from management?

In order to understand what employees needed from the organisation in the future, employees were asked this question directly with the outcome explained in more detail under the survey findings section. During the interview process similar findings were concluded with employees requesting more communication and information sharing mainly to avoid the rumor mill and make employees feel more secure in their job. One interview said management should share information when they are in a position to share it to avoid the rumor mill, “even if management think staff won’t like the message, they won’t like it two months later either”. Another interviewee said “the rumor mill is the only forum of communication currently and I think there’s a lot of unrest”. With another interviewee recommending “management should be out there communicating to staff and allaying their fears as they do think they’re next” after any outsourcing. They should be communicating their plan. It was suggested that open communication “would make me feel more secure in my job”. A number of interviewees commented on the lack of transparency with the recent redundancies that took place in two different departments which were not communicated to employees. It was suggested that “primarily they are trying to be fair with the redundancy packages provided to recent redundancy leavers” but nobody received any communication and these were long serving employees. It was also suggested “more training needs to be provided, its important it continues for those left behind and the corporate training packages online are not focused on small teams of survivors”. See Figure 12 for the breakdown of result.

Figure 12: Employee Require from Management



Chapter 6: Discussion and Comment

The overriding aim of this research is to understand the impact of downsizing, identify if survivor syndrome exists, and explore the management intervention necessary to avoid survivor syndrome negatively impacting success in downsizing within a small to medium sized financial services organisation. The organisation is a sub group of a global organisation, operating within the Republic of Ireland in 2013. The purpose of this section is to relate the research findings to the literature review in order to highlight key findings. All findings will be presented under the following five headings:

- Employee Commitment
- Job Security
- Job Motivation
- Behavioural Levels
- What employees need from the organisation?

Employee Commitment

Employee commitment is essential in any high performing organisation in sustaining long-term success. Theissen's (2004, p. 59) study on employees impacted by organisational restructuring concluded that "many staff indicated a lack of clarity over organisational direction and do not have confidence in the senior management team to make sensible decisions for the future. However, the quantitative research challenged this opinion with overall employee commitment levels found to be high. 79% of employees confirmed they trust that senior management make sensible decisions for the organisation's future and 47% of employees confirming that management planned these changes carefully with a further 30% of employees unsure how they felt about this. The interview findings produced a mixed response to this, with 58% of employees confirming they trust senior management to make sensible decision for the organisation as "there is always a bigger plan; they are always putting blocks in place for the future". However, there was a certain reality that despite their negative effect it was "clear from

the organisations results in terms of figures and profits the organisation was doing the right thing” but that “profits go before people” and “if they have to get rid of staff they don’t think of the impact on people’s lives”.

For those who confirmed they did not trust senior management to make sensible decision for the organisation, there was a general feeling of mistrust towards past decisions made. Schaeffer (2012, 163) suggested organisations should “revisit its business and strategic plan”, however, the research findings highlighted failed testing with the recent outsourcing questioned if it was the right decision, and management continued to “stone wall through despite this and went ahead with the outsourcing” with a “blind sighted view”. Their past strategic decision making was also questioned as processing roles outsourced to India 2 – 3 years ago were brought back to Dublin as part of the outsourcing to the Irish based provider this year. In addition to this an office refurbishment costing thousands of pounds took place just before the recent outsourcing project was announced. Theissen’s (2004, p. 59) said “survivors need to be convinced that the changes imposed on the organisation have clear benefit”. The research findings also concluded this as the planned changes in recent years were “all strategic, they know what they want – profits and outsourcing can make the organisation profitable” and that “the intention is always good for the organisation but not necessarily good for staff”. One employee said the organisation “plans to get to where they want to be but they don’t plan the people impact, the organisation is cut throat like that, their main priority is money”.

According to Theissen’s (2004, p. 57) “there was insufficient involvement in the decision making process and that the views of staff were largely ignored”. The research findings produced a similar view with one employee suggesting that “a better outcome and a smoother transition could’ve taken place had they involved lower level staff in the recent outsourcings decision making process”. Gandolfi (2008, p11) concluded that many firms fail to “to reap the widely anticipated financial gains following the conduct of downsizing”. The research findings formed a similar view suggesting the recent outsourcing “ended up costing the company more money in the long run” despite its intention to make more money while another interviewee thought “they made a mistake outsourcing after seeing the bills coming in, it wasn’t their wisest move”.

According to Gandolfi (2008, p11), “survivors generally find themselves with increased workloads and job responsibilities while frequently receiving few or no resources, training, and support”. The survey and interview findings disagreed with Gandolfi with the majority of employees confirming their department was sufficiently staffed to handle the workload. However the interview process highlighted that employees impacted by the organisations downsizing in recent years agreed with Gandolfi’s opinion. The organisations failure to backfill two leavers in the Legal department and the increasing workloads in the Finance department caused by the recent outsourcing project was causing additional workloads and huge frustration. One employee described how “you do tend to inherit work with a loss of people”. The survey and interview findings disagreed with Gandolfi’s suggestion on resources and training as the majority of employees that they had sufficient equipment, training, and resources to do their job effectively. However, the interview process highlighted that employees impacted by the organisations downsizing in recent years agreed with Gandolfi’s opinion as they believed the organisation failed to provide the necessary training or resources required to complete new pieces of work.

Isabella (2001, p41) suggested “most professionals realise that economic factors change rapidly and the future is most uncertain” with the likelihood of further downsizing inevitable. The survey findings concluded that 53% of employees did not believe the organisation would undertake further restructuring in the future, however, 37% of employees were unsure. The interview findings disagreed with this statement, with a number of employees commenting that the organisation had been working on some kind of restructuring for as long as they had been with the organisation and that due to market conditions and the changes in regulations, further restructuring would be likely in the future.

Job Security

Overall levels of job security were found to be varied. 32% of employees agreed that working for this organisation gives them job security despite recent outsourcing initiatives, because they still had a job. There was also the opinion that “so much has been taking away but I feel secure in the additional work left behind” and went on to say “they’re obviously confident in people remaining in org otherwise would’ve got rid of everything”. Isabella (2001, p41) suggested “most professionals realise that economic factors change rapidly and the future is most uncertain” with the likelihood of further downsizing inevitable. This was evident in the interview findings with one employee “waiting to be given notice” as the recent outsourcing has reduced their workload considerably”. Another employee did have job security because the “less people in Dublin, the less need for IT people”. According to Isabella (2001, p36) “few escape the uncertainty created by being unsure of one’s place in the new organisation or by the lingering memory of what the company could very well do again”. The research findings agreed with this with one employee commenting on how the organisation “is always thinking of how they can save money and with an office in India that scares me because we could easily transfer my department there”. Another employee said there was “no such thing as security, the recession exasperated this”. 51% of employees confirmed they were worried and 40% confirmed they were not worried. The majority of employees interviewed were not worried about being employed because finding suitable employment in their sector would not be a problem and if they were faced with unemployment, they don’t have a mortgage or dependents to support and they had comfort in the generous redundancy payment offered by the organisation. Isabella (2001, p. 40) emphasised the importance of treating staff fairly. Employees worried about being unemployed were the main earners in their family and supported family members and or dependents. 42% of employees were certain they would still be employed by the organisation this time next year, however, this was on the basis that it would take more than one year to close the office because that kind of change would take a lot of time with one interviewee saying “if you asked me if I think I will be employed by this organisation this time two years, my answer would be different”. 40% of employees were unsure how they felt about this statement.

Job Motivation

According to Cascio (1993, p95) “surviving employees become narrow-minded, self-absorbed, and risk adverse, and productivity drops”. However the research findings challenging this opinion overall levels of job motivation were found to be high with 100% of employees confirming that they felt comfortable pushing themselves and trying new tasks with no evidence of them being risk adverse. 96% of employees disagreed that they do only what it required of them and never volunteer for extra work with 88% of employees agreeing that they give 100% or more at their job. Overall employees still appear motivated to come in and do their job and be challenged, with some saying they downsizing in recent years has created “lots of opportunities to take on new tasks”. One employee pointed out the importance of pushing yourself and trying new tasks as “for any survivor of outsourcing, it’s the only way you’ll get noticed while another employee said “if you do a good job then you are more likely to get opportunities put your way, work hard and you’ll get recognised by management”. According to Beylerian and Kleiner (2003, p100), “many survivors exhibit work behaviors and attitudes that are dysfunctional to the organisation - such as reduced work performance”, however this did not appear to be evident in this organisation.

Behavioural Levels

Wiesner et al. (1999, p. 390) described survivor syndrome as “the set of emotions and behaviours exhibited by employees who remain in the organisation after the process of downsizing”. “Considering the emotional aspects and reactions of survivors is critical to ensure a successful change event” Schaeffer (2012, 165) with many ‘survivors’ displaying pessimistic behaviours and attitudes (Travaglione et al. 2006, p.1) that can have a negative impact on both the individual and the organisation. Overall behavioural levels were found to be normal, with most employees displaying feelings of relief but failing to display feelings of anger and guilt. Employees did not display feelings of anger or guilt as there was a general acceptance that the outsourcing was a business decision to make money so it’s almost expected and those impacted by the recent outsourcing were remunerated and supported very well. However there was also a general feeling that the organisation could’ve done some things better such as improve

communications to avoid so much secrecy. Employees did display feelings of relief for being in employment and being in a position to pay their mortgage. Employees appeared grateful to their organisation for fulfilling all promises made when they were hired and more with exam support provided, promotional opportunities, career development, and excellent exposure to the industry and high profile projects.

What employees need from the organisation?

Cameron (1994, p210) described both communication and information sharing as vital in the success of downsizing. Roche et al. (2011, p. 84) also highlighted that “communications and information disclosure were listed and ranked as the most effective HR practice in helping firms manage the recession” and the research findings further supported this with 67% of employees requested more communication from their organisation in the future, with 60% requesting more information sharing. According to Roche, et al. (2011, p.50) a rumor-mill “can generate all sorts of speculation about the company’s future, which can be quite unsettling for employees”. The research findings concluded that this was the case in the organisation, with one employee suggesting a rumor mill is the only current form of communication in the organisation which is causing a lot of unrest”. According to Kurebwa (2011, p268), there is a need “for managers in the downsizing process to display the highest forms of integrity, honesty, openness to ideas and maintaining a degree of equitable fairness”. The research findings concluded that this was necessary as a number of recent redundancies were not communicated to employees despite them being with the organisation for quite a number of years. Schaeffer (2012, 166) also highlighted the importance of management developing their emotional intelligence skills in order to “communicate, support, and encourage employees more effectively” which was further supported in the research findings as open communication would make employees feel more secure in their job. .

Chapter 7: Conclusions and Recommendations

The overriding aim of this research was to understand the impact of downsizing, identify if survivor syndrome exists, and explore the management intervention necessary to avoid survivor syndrome negatively impacting success in downsizing within a small to medium sized financial services organisation operating within the Republic of Ireland in 2013. The purpose of this section is to provide a summary of what I found during the course of this research. The findings support the view that symptoms of survivors syndrome exist with this organisation, a clear impact of downsizing within recent years. Although the questionnaires provided a useful snapshot of employee's thoughts, feelings and opinions on the topics discussed, the interview process was extremely beneficial in understanding allowing me to explore the issues in more depth. After analysing the literature available on employee commitment, I was expecting employee commitment to be low within the organisation but I was surprised at the trust employees had in management to makes sensible decisions and plan changes carefully. However, despite the trust being evident, the interview findings provided a certain reality that "profits go before people" and that the organisation was doing the right thing which was "clear from the organisations results in terms of figures and profits". The literature review suggested "survivors generally find themselves with increased workloads and job responsibilities while frequently receiving few or no resources, training, and support" Gandolfi (2008, p11). I wasn't surprised to see that this was evident within the organisation.

The literature review indicated the likelihood of further downsizing which was inevitable with "most professionals realising that economic factors change rapidly and the future is most uncertain". Given the continuous downsizing that has taken place within the organisation to date, I expected the questionnaire findings to highlight high levels of job insecurity but this was not the case. Its possible employees within this organisation are used to downsizing and their impacts. The interview process surprisingly highlighted that although employees confirmed they had job security, this was because they had a job at the time the question was posed to them. With further exploration during the interview process, it was evident that a number of employees did not have job security as a direct result of the recent downsizing that had taken place in the organisation. Surprisingly, employees were not worried about being unemployed as they believed they would have no issues finding suitable employment and they had comfort in

the generous redundancy payment provided by the organisation. I certainly hadn't come across this in previous research.

The literature review indicated downsizing causes "reduced work performance" Beylerian et al. (2003, p100) with surviving employees becoming "narrow-minded, self-absorbed, and risk adverse" Cascio (1993, p95), however this did not appear to be evident in this organisation. Overall employees appeared to be motivated in their job and embraced the "opportunities to take on new tasks", created by downsizing with other motivated by doing a good job in the hope of getting recognised by management. The literature review indicated downsizing causes 'survivors' to display "pessimistic behaviours and attitudes (Travaglione et al. 2006, p.1) that can have a negative impact on both the individual and the organisation. These negative behaviours were not evident in the research findings with most employees displaying feelings of relief but failing to display feelings of anger and guilt. There was a general acceptance that the outsourcing projects were a business decision that they had no control over, therefore feelings of guilt and anger were unnecessary.

There are a number of ways management can intervene in order to avoid survivor syndrome negatively impacting success in downsizing and this was evident in both the literature review and the research findings, in some ways these results are not surprising. The importance of communication and information before during and after any downsizing situation is paramount to avoid the unrest of the rumor mill and make employees feel more secure in their job. Appelbaum et al. (2000, p334) described communication as the "most valuable organisational tool in the prevention of survivor syndrome", with communication and information sharing "ranked as the most effective HR practice in helping firms manage the recession" Roche et al. (2011, p. 84). Honesty, openness, and fairness were also highlighted as extremely important in any downsizing situation for transparency. Although the need for emotional support and sufficient training were evident in the literature review, it was necessary but not a huge requirement within this organisation. With the acceleration of downsizing likely to continue, management needs to "invest in the surviving human capital, as it would be the most valuable strategic move at an organisations disposal to ensure the emergence of a productive and successful post-downsizing organisation". Appelbaum et al. (2000, p348)

Limitations

This research focused on staff within a small to medium sized financial services organisation operating within the Republic of Ireland in 2013. I would recommend further research looking at more than one organisation within the Republic of Ireland in order to gain a great understanding of the impact of redundancy in Ireland in 2013, possibly focusing on various sectors of the industry.

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APPENDICES

1. Questionnaire Template
2. Employee Interview – Participant 1

APPENDIX 1: QUESTIONNAIRE TEMPLATE

Research Questionnaire

Please can you spare me 10 minutes of your valuable time and respond to the following questions about your employment within your organisation.

The purpose of this study is to gain a clearer understanding of the impact of organisational restructuring on employees, as part of my Masters of Arts in HRM research proposal. The rationale for this study is based on the knowledge that the economic recession has resulted in the acceleration of downsizing within organizations which can have a profound impact on both the organization and the employee. My research endeavors to understand the impact of downsizing within my organisation and seeks to explore the intervention necessary to avoid a negative impact on the individual or the organisation itself.

Confidentiality: The survey is strictly confidential and your identity in this research is anonymous. Your answers are completely confidential and will only be viewed by myself. Once I have analysed these results all survey forms will be destroyed.

Instructions for completing the questionnaire: The survey consists of a number of short answers and statements. Please read and tick the answer that best reflects your view. The survey should take no longer than 10 minutes to complete. On completion of the survey, please return the completed document to Louise Gaffney in the HR Department. I would be grateful if you could complete it on or before Friday 31st May 2013.

THANK YOU!

SECTION 1: DEMOGRAPHIC INFORMATION

The information you provide in this section will enable me to understand the results better and confirm what characteristics people participating in this research have. (Please tick the correct box)

1. Gender: Male Female

2. Age:

20 to 29

30 to 39

40 to 49

50 to 59

60 years or older

3. What department do you work in?

Finance

Fund Accounting

Fund Services

Compliance

Legal

PMO

HR

IT

4. How many years have you worked in this organisation?

0 - 2 years 3 - 5 years 6 - 10 years 11 years or more

5. What is your marital status?

Single Married Widow Other

SECTION 2: EMPLOYEE COMMITMENT

Evaluate the following statements using the provided boxes.

6. I trust senior management to make sensible decisions for the organisation's future.

Strongly agree Agree Not sure Disagree Strongly disagree

7. I feel that management planned the changes to the organisation in recent years carefully.

Strongly agree Agree Not sure Disagree Strongly disagree

8. There is usually sufficient staff in my department to handle the workload.

Strongly agree Agree Not sure Disagree Strongly disagree

9. My organisation offers me support with personal and family problems.

Strongly agree Agree Not sure Disagree Strongly disagree

10. I have the equipment/training/resources I need to do my job effectively.

Strongly agree Agree Not sure Disagree Strongly disagree

11. Our organisation is unlikely to undertake further restructuring in the future.

Strongly agree Agree Not sure Disagree Strongly disagree

SECTION 3: JOB SECURITY

12. Despite recent outsourcing initiatives, working for this organisation gives me job security.

Strongly agree Agree Not sure Disagree Strongly disagree

13. I am worried about being unemployed.

Strongly agree Agree Not sure Disagree Strongly disagree

14. I am almost certain that I will still be employed by the organization this time next year.

Strongly agree Agree Not sure Disagree Strongly disagree

SECTION 4: MOTIVATION

15. I am comfortable with pushing myself and trying new tasks.

Strongly agree Agree Not sure Disagree Strongly disagree

16. I do only what it required of me and never volunteer for extra work.

Strongly agree Agree Not sure Disagree Strongly disagree

17. I give 100% or more at my job.

Strongly agree Agree Not sure Disagree Strongly disagree

SECTION 5: BEHAVIOURAL OUTCOMES

18. I feel a great deal of anger towards my organisation for the outsourcing projects that have taken place in recent years.

Strongly agree Agree Not sure Disagree Strongly disagree

19. I feel a great deal of relief for not being impacted by the outsourcing projects that have taken place in recent years.

Strongly agree Agree Not sure Disagree Strongly disagree

20. I feel a great deal of guilt for not being impacted by the outsourcing projects that have taken place in recent years.

Strongly agree Agree Not sure Disagree Strongly disagree

21. I feel that my employer has come through in fulfilling the promises made to me when I was hired.

Strongly agree Agree Not sure Disagree Strongly disagree

22. In the future I would like my organisation to provide more of the following:

(Please tick the box / boxes that best apply to you)

Honesty	<input type="checkbox"/>	Emotional support	<input type="checkbox"/>
Openness	<input type="checkbox"/>	Communication	<input type="checkbox"/>
Fairness	<input type="checkbox"/>	Information sharing	<input type="checkbox"/>
Training	<input type="checkbox"/>	None of the above	<input type="checkbox"/>

Thank you for your participation.

APPENDIX 2: QUESTIONNAIRE TEMPLATE

PARTICIPANT 1

Gender: Female
Age: 30 - 39
Department: Legal
Service in Organisation: 11 years plus
Marital status: Other – Partnered

EMPLOYEE COMMITMENT

I trust senior management to make sensible decisions for the organisation's future.

I disagree. With the recent outsourcing project to move the Transfer Agency and IT testing departments to an Irish based provider, the pseudo tests failed which questioned if the outsource was the right idea. Management still stone walled through despite this and went ahead with the outsourcing. They have a blind sighted view, it wasn't a sensible decision but they made it anyway.

There is usually sufficient staff in my department to handle the workload.

I strongly disagree; I have an on-going issue with this. My manager left the company last year and was not replaced. Another team member left the company earlier in the year and she was not replaced. I couldn't attend my best friend's wedding last month as no-one could help with my workload. It's just me and I've had additional work piled on me since January this year. It is a huge risk to the company, there should be processes in place to mitigate these risks. It is hugely frustrating.

My organisation offers me support with personal and family problems.

Yes they do, I have never been refused.

I have the equipment/training/resources I need to do my job effectively.

I strongly disagree. While I can do my job effectively, when you do take on new pieces of work you need to use your own initiative to seek how you'll do the work as the training or resources are not provided to you.

My organisation is unlikely to undertake further restructuring in the future.

I strongly disagree. I think it's a domino effect occurring at the moment.

JOB SECURITY

Despite recent outsourcing initiatives, working for this organisation gives me job security.

Yes it does give me job security because I still have a job.

I am worried about being unemployed.

Yes I do worry about me being next. It's a domino effect and further cuts will be made, I don't care what other people say. I don't have the qualifications of Company Secretary so getting a job somewhere else is a real concern. My partners a taxi man so we rely on my wage.

I am almost certain that I will still be employed by the organization this time next year.

Yes, because it will take more than one year to close this office. If you asked me if I think I will still be employed by the organisation this time two years, my answer would be different.

MOTIVATION

I am comfortable with pushing myself and trying new tasks.

This comes from your own personal satisfaction, it's still at its upmost, I want to come in and do my job. At times the frustration gets the better of you and you do think what the point is but you soldier on. I still push myself to get things done. I take it personal, I still highlight risks continuously.

I do only what it required of me and never volunteer for extra work.

It's not that I volunteer, it's thrown at me. I wouldn't put my hand up for more work because I already have so much on my desk. I have such a high workload on my desk.

I give 100% or more at my job.

I still work 24/7 for board meetings over 2 days to get the job done before I go on annual leave but this goes unnoticed because I have the ability to work from home. This is put on you, you have to do it.

BEHAVIOURAL OUTCOMES

I feel a great deal of anger towards my organisation for the outsourcing projects that have taken place in recent years.

No because I see it as being a business, the company needs to make money. It could have been a good business decision. I do understand their decision making but they should've had the courage to turn their decision around when they realised what the pseudo testing was showing half way through the project (that outsourcing was not the right idea).

I feel a great deal of relief for not being impacted by the outsourcing projects that have taken place in recent years.

Absolutely, it goes back to my concerns about being employed and not being able to pay my mortgage.

I feel a great deal of guilt for not being impacted by the outsourcing projects that have taken place in recent years.

Did I feel guilt - no. It wasn't my decision so there was nothing I could do about it. Was I lucky – yes.

I feel that my employer has come through in fulfilling the promises made to me when I was hired.

I'm not sure how to answer this as it was 11/12 years ago. I have seen a lot in my time here, so many things that opened my eyes to the fact that it's a business. It's certainly not the company it was 13 years ago.

In the future I would like my organisation to provide more of the following.

I would like more honesty, openness, fairness, training, communication, and information sharing. I don't think emotional support is needed as work is work and your personal life is personal. Primarily they are trying to be fair with the redundancy packages provided to recent redundancy leavers in the HR and PMO departments and in the past. Honesty and openness are needed in the foremost. After any outsource, management should be out there communicating to staff and allaying their fears as they do think they're next. They should be communicating what's their plan. So many rumors start, that Finance are next or the office is moving location. The rumor mill is the only forum of communication currently and I think there's a lot of unrest.