

**UNIVERSITY OF GHANA**

**EMPLOYEE PERCEPTION OF RIGHTSIZING ON  
SURVIVORS' ATTITUDE AND COMMITMENT IN  
CORPORATE ORGANIZATIONS IN GHANA**

**BY**

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**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF  
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REQUIREMENT FOR THE AWARD OF MPHIL HUMAN  
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## DECLARATION

I do hereby declare that this work is the result of my own research and has not been presented by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

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## CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.

.....  
DR.MOHAMMED-AMINU SANDA  
(SUPERVISOR)

.....  
DATE



## **DEDICATION**

To the Almighty God and my Parents, Mr. and Mrs. Kweku. To Him be Glory.



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**LIST OF ABBREVIATIONS**

ABG	Access Bank Ghana
ACCESS –	Access Bank Ltd
ANOVA	Analysis of Variance
ATL	Akosombo Textiles Limited
BRP	Business Recovery Plan
CC	Continuance Commitment
CWU	Communications Workers Union
GT	Ghana Telecom
GTMC	Ghana Textile Manufacturing Company
GTP	Ghana Textile Product
HBL	Habib Bank Limited
IBG	Intercontinental Bank Ghana
MSLC	Middle School Leaving Certificate
NC	Normative Commitment
OC	Organizational Commitment
OCBs	Organizational Citizenship Behaviors
OCS	Organizational Commitment Scale
OJS	Organizational Justice Scale
PTCL	Pakistan Telecommunication Company Limited
RBZ	Reserve Bank of Zimbabwe
SPSS	Statistical Package for the Social Science
TCM	Three - Component Model of Organizational Commitment
VODA –	Vodafone Ghana Ltd.
VALCO	Volta Aluminum Company Limited

## ABSTRACT

A lot of companies and firms from all sectors have undergone rightsizing over the years. These organizations do so in order to reduce their workforce for multiple reasons, including efforts to gain a more competitive advantage, to manage or reduce cost expenditures, and to streamline the *way* in which work is conducted. Management more often carried out these exercises with little attention to adequately and effectively address the “people factor” throughout the process. This is evidenced by the numerous demonstrations and court actions during these periods. These actions called the attention of scholars to study the reactions of these employees but have mostly focused on those who have been dismissed. The perception of these layoffs undoubtedly would have enormous effect on the survivors’ level of commitment and attitude towards work in general. Since the reactions of those who survive the rightsizing, couple with management challenge, an issue that remains unexplored in the Ghanaian industrial environment, determine the future success of the organization, this research sought to examine survivors’ perception, attitude and level of commitment to their work roles after organizational rightsizing to fill this knowledge gap. One hundred and fourteen respondents (114) were conveniently sampled from three companies. A 60-item questionnaire was adopted and *slightly modified* with the assistance of the supervisor and used in the data collection. The data were analyzed and tested using Chi Square Test, the One-Way ANOVA and the Independent t Test. Of the four hypotheses that were formulated and tested, only one was supported by the data. The results indicate that 79.8% of the respondents showed negative perception of their organizations after the rightsizing process but that the process has no significant influence on survivors’ attitudes toward their work roles after the rightsizing exercise. It was also found that

among the respondents from the three companies, those from one company had a better attitude towards their work roles than those from the other companies but the attitude of survivors from the two companies did not differ from each other. The results also show that majority of the respondents (46.5%) were not sure management could remain trustworthy after the rightsizing process and that 57.0% were not sure they would maintain their jobs. Finally, no significant difference existed in the perception, attitudes and level of commitment to their companies/organizations between survivors who were in managerial position and those who were not in managerial position. The results therefore suggested that management of companies should fully involve all employees in all the processes of rightsizing and survivors should undergo rigorous debriefing after the process.

## CHAPTER ONE

### INTRODUCTION

#### *1.1 Background to the Study*

Cooperate organizations are very sensitive regarding costs and benefits to get optimal returns. The right size of human resources is indispensable for the successful survival of every organization (Malik, Ahmad & Hussain, 2010). Globalization makes the business world more competitive and complex. To compete with the competitors the organizations need to improve efficiency, increase productivity and quality, which includes the reduction of costs as well. Many organizations have used various management tools such as reengineering, mergers, acquisitions, reduction of duties and outsourcing to cope with the tough competition (Malik, et al., 2010). To compete with the competitors the organizations need to adjust its structural hierarchy and redesign administration, generally known as rightsizing (Sahdev & Vinnicombe, 1998).

Organizational rightsizing, most often referred to as downsizing is the “conscious use of permanent personnel reductions in an attempt to improve efficiency and/or effectiveness” (Budros, 1999, p.70). Organizational rightsizing is a concept that involves carefully structured activities or processes to readjust the organization or parts of it in order to increase efficiency (Spreitzer & Mishra, 2000).

Organizational rightsizing has become an increasingly important issue recently (Spreitzer & Mishra, 2002). Defined as a "purposeful reduction in the size of an organization's workforce" (Spreitzer & Mishra. p. 707), rightsizing can have a dramatic influence on all employees in an organization. Various terminologies have

been used to describe the process of rightsizing. Common among these terminologies are restructuring, decline, layoffs, downsizing, redundancy, etc. Whatever the terminology, rightsizing has become such a part of the revitalization cycle of modern organizations that is no longer considered only in connection with the decline and failure of organizations but as a routine part of management (Daft, 1995).

Organizations decide to reduce their workforce for multiple reasons, including efforts to gain a more competitive advantage, to manage or reduce cost expenditures, and to streamline the way in which work is conducted. Regardless of the reason, rightsizing has profound repercussions for everyone in the organization (Luthans & Sommer, 1999). The reactions of those who survive the rightsizing determine the future success of the organization (Brockner, Wiesenfeld. & Martin, 1995).

There are three categories of employees in any organization during rightsizing (downsizing): those who will not lose their jobs, those who may lose their jobs and those who will lose their jobs (Woodward & Buchholz, 1987). Much of the empirical literature has focused on the reactions of employees who have been dismissed (Luthans & Sommer, 1999; Spreitzer & Mishra. 2002). However, recent studies have focused on the effects of downsizing on those who are left behind (Allen, Freeman, Russeil, Reizenstein, & Rentz, 2001; Baruch & Hind, 2000). Studies show that the effects of rightsizing on organizational performance are mixed at best, often (though not always) failing to achieve or produce the desired improvements (e.g. Cascio, 1993). The failure of most organizations to achieve their objectives of rightsizing may be partly attributed to the fact that the process itself

has the tendency of reducing employee (survivor) commitment level, creativity, and innovation depending on how it is done and what perceptions and beliefs that might have left unattended to in the minds of the survivors.

Again, a major factor that contributes to the failure of most organizations to achieve their corporate objectives after rightsizing (particularly, downsizing) is that they do not adequately and effectively address the “people factor” throughout the process as it relates to surviving employees (Appelbaum, Delage, Labib, & Gault, 1997). The most common symptoms shown by survivors after downsizing includes decline in loyalty, impairment caused by job insecurity, unfairness, anxiety, depression, decreased motivation, dissatisfaction with the planning and communication, anger toward the process of downsizing, loss of credibility in the firm's management team and increased stress level (Appelbaum et al., 2000; Noer, 1993; Thornhill and Saunders, 1998). Travagione and Cross (2006) highlighted negative effects affecting survivors of downsizing, revealing that survivors experience a decrease in affective commitment, performance and job satisfaction and an increase in bad health issues.

Quite a number of studies have described the psychological, attitudinal, and behavioral effects of rightsizing on survivors. However, most studies have selected only a small subset of the various factors thought to be affected by rightsizing and have limited their investigation to the effects of rightsizing on employees in a single firm (Jalajas & Bommer, 1996). Also, the issues of how layoffs (rightsizing) affect survivors' attitudes toward work, their morale and level of job satisfaction are most often not adequately or effectively attended to.

### ***1.2 Perception of Rightsizing on Survivors' Attitudes toward Work***

The rationale underlying organizations' decision to rightsizing is to reduce operational costs and to improve firm profitability. And yet, studies show that the effects of rightsizing, particularly layoffs on organizational performance are mixed at best, often (though not always) failing to produce the desired improvements (e.g., Cascio, 1993). Other studies have examined the work attitudes and behaviors of the "survivors" (i.e., the remaining employees who are not laid off). Here, too, the reactions have been found to be quite varied. Whereas many layoff survivors react negatively, e.g., in the form of reduced organizational commitment and/or reduced job performance, a smaller percentage of survivors are either unaffected or may actually respond more positively (Mishra, Spreitzer, & Mishra, 1998).

Studies conducted at the individual level of analysis have identified some of the factors that account for the variability in survivors' reactions. For example, survivors have been shown to respond more negatively when: (1) the layoffs were perceived to be handled unfairly (e.g., Brockner et al., 1994), (2) trust in management was relatively low (Spreitzer & Mishra, 2002), (3) survivors were more psychologically close to the people who were laid off (Brockner et al., 1987), and (4) the threat of future layoffs was relatively high (Brockner et al., 1993). In all of these studies, however, much of the variance in survivors' reactions was left unexplained, suggesting the need for further theory and research to elucidate the determinants of survivors' reactions.

In order to get an appreciation of how survivors experience the layoff of their colleagues in real situations, Noer (1993) developed a brief listing and overview. He

identified the following negative feelings and attitudes by survivors: job insecurity, unfairness, depression, anxiety, fatigue, reduced risk taking, lower motivation, distrust, betrayal, lack of reciprocal commitment, dissatisfaction with planning and communication, dissatisfaction with the layoff process, lack of strategic direction, lack of management credibility, short-term profit orientation, and sense of permanent change. These negative feelings and attitudes are not to be taken lightly; in fact, they indicate that survivors are very much impacted upon by what occurred in their organizations. According to Kets de Vries and Balazs (1997), the reactions to downsizing is perspicacious and it is a belief that the existing literature in this field could be enhanced if more attention were given to the mindset of different actors in this all-too realistic psychodrama and to the roles that the various parties play in the process. While those who lose their jobs may seem the most affected by rightsizing, it is more likely that the employees who remain (survivors) suffer the more negative effects.

### ***1.3 Perception of Rightsizing on Survivors' Commitment to Work***

Organisational commitment has emerged as an important construct in organisational research owing to its relationship with work-related constructs such as absenteeism, turnover, job satisfaction, job-involvement and leader-subordinate relations (Arnolds & Boshoff, 2004; Bagraim, 2003; Buck & Watson, 2002). According to Hart and Willower (2001), organisational commitment is represented by (a) a strong belief in and acceptance of the organisation's goals and values; (b) a willingness to exert considerable effort on behalf of the organisation; and (c) a strong desire to maintain membership in the organisation. According to Mowday, Porter and Steers (1982), people who are committed are more likely to stay in an organisation and work

towards the organisation's goals. Steers (1975) indicates that organisational commitment is a useful tool to measure organisational effectiveness.

It has been also established that if survivors believed that the rightsizing processes were unfair, they developed mistrust (negative perception) for management and the organization as a whole. This negative perception then translates into reduced level of organizational commitment leading to decreased productivity. For instance, in one survey conducted by Right Associates, 70 percent of senior managers who remained in downsized firms reported that morale, trust, and level of organizational commitment declined after downsizing. Mirvis (1997) states that over 60 percent of the employees interviewed, found downsizing lower the morale and decreased level of commitment of the survivors to work. In addition to these negative effects, survivors suffer from heightened levels of stress, conflict, role ambiguity, and job dissatisfaction (Appelbaum et al., 1987; Cascio, 1993; de Vries & Balazs, 1997; Mone, 1994).

#### ***1.4 Rightsizing in Ghanaian Organizations***

Organizational rightsizing is not a new thing in Ghana. A lot of Ghanaian companies and firms from all sectors have undergone rightsizing over the years in order to become more competitive and efficient. For instance VALCO (a manufacturing industry), Ghana Telecom (a firm in a communication industry), Akosombo Textiles Limited (a firm in a manufacturing industry) and Access Bank (a banking firm) have all undergone some form of rightsizing even though the strategy or tools used might be different. The following firms portray the different strategies or tools used, and how the exercises were carried out in these firms.

### **1.4.1 Vodafone Ghana**

#### ***History of Vodafone Ghana***

This is how Vodafone Ghana developed over the years. The evolution of ‘Vodafone’ brand started in the year 1982 with the establishment of ‘Racal Strategic Radio Limited’ subsidiary of Racal Electronics plc – UK’s largest maker of military radio technology. The same year, Racal Strategic Radio Ltd formed a joint venture with Millicom called ‘Racal Vodafone’ which later evolved into the present day Vodafone. The Company was incorporated under English law in 1984 as Racal Strategic Radio Limited (registered number 1833679). The name *Vodafone* comes from *voice data fone*, chosen by the company to reflect the provision of voice and data services over mobile phones. Vodafone Group Plc is a British multinational telecommunications company headquartered in London, United Kingdom. It has gained considerable presence in Europe, the Middle East, Asia Pacific, the United States and significant in-roads in Africa through the company’s subsidiary undertakings, joint ventures, associated undertakings and investments.

After the Second World War a wing of the then Post and Telecommunications Corporation, was established as a company. For the company to function as a commercially viable entity, the Government of Ghana splitted it into two autonomous divisions – the Ghana Postal Services and the Ghana Telecom Company. Ghana Telecom was privatized two years later to G-Com Limited and was subsequently contracted to Telenor Management Partners of Norway who saw to the management of the company. A Ghanaian management team then took over the affairs prior to Vodafone’s acquisition.

### ***Scope and Services of Vodafone***

The Vodafone Group now has more than 439 million subscribers which excluded paging customers, operating in over 30 countries and has partner networks in over 40 additional countries ranking among the top 10 global companies by market capitalization. Its Vodafone Global Enterprise division provides telecommunications and IT services to corporate clients in over 65 countries. Vodafone also owns 45% of Verizon Wireless, the largest mobile telecommunications company in the United States measured by subscribers. It is the world's second-largest mobile telecommunications company measured by both subscribers and 2011 revenues (in each case behind China Mobile), and had 439 million subscribers as of December 2011.

With the unique array of products and services, Vodafone provides high speed access to the internet, mobile services and fixed lines. With the application of the latest industry technology, Vodafone Ghana is keen on building the most versatile network. They are the market leader in providing broadband services which are among the most competitive on the Ghanaian market. Through the Vodafone Ghana Foundation, they demonstrate a deep sense of social responsibility. Their promise to Ghana is to offer quality service on their network, ensuring value for money for Ghanaians.

### ***Privatization and Rebranding of Ghana Telecom***

One of the latest additions to Vodafone Group Plc is Vodafone Ghana (*formerly Ghana Telecom*). In the year 2006, Ghana Telecom had around 400,000 customers for fixed and mobile telephony and internet services. On July 03, 2008, the sale of

the company for \$900 million to Vodafone group was announced. After the transaction closed, Vodafone had a 70% stake in the company, while the Ghanaian government retained a 30% stake. The privatization has actually led to the rightsizing of the firm. On 16 April 2009, the company was rebranded as *Vodafone Ghana*. Vodafone management has laid off a total of 942 employees.

Vodafone Ghana has laid off a total of 942 employees through voluntary redundancy which formed part of an ongoing comprehensive restructuring and business transformation process in the company, and which is also likely to lead to the closure of non-core units. Management of the company announced that an additional 950 workers would be laid off compulsorily by the end of November, 2009 and be paid a severance award of three months' salary for every year of service, plus entrepreneurship training, counseling on how to handle life after Vodafone.

### ***Survivors' Perception of the Layoff Process***

Executives of unionized workers of Vodafone, the National Executive of the Communications Workers Union (CWU) and the Trades Union Congress slammed the compulsory redundancy programme when it was unilaterally announced by management. The executives noted that management violated an internal arrangement under a Standing Joint Negotiating Committee, which enjoined them to have consulted union before going public with the announcement. While the company is laying off employees, it has been recruiting new ones and paying them higher salaries than their co-equals already in service. Management violation of the internal arrangement (unilaterally announcing the compulsory redundancy programme) and disregard of process (company laying off employees, recruiting new

ones and paying them higher salaries than their co-equals already in service) has the tendency of been perceived by survivors as unfair. This study therefore seeks to explore these issues and their effect on survivors' attitude and commitment to work.

If the compulsory redundancy programme goes through Vodafone would have laid off some 1,892 of the 4,000 employees inherited from GT. This happened barely three years ago when the new management of Vodafone laid off over one thousand workers after the privatization, a series of demonstrations by the workers coupled with 'attacks' and 'counter-attacks' across the Ghanaian media left the real issues politicized in the minds of many ordinary Ghanaians. Those on the government side who supported the privatization argued that foreign capital would be injected into the company to increase efficiency while those on the opposition side who were against the privatization extensively described how the rippling effect of the layoff would significantly contribute to poverty.

#### **1.4.2 Access Bank Ghana**

##### ***The Origin of Access Bank Ghana***

The history of Access Bank Ghana cannot be left untold. Access Bank which acquired Intercontinental Bank late January, 2012 sack over 1,000 workers out of its 4,400 workforce in Nigeria. Access Bank and Intercontinental Bank are both Nigerian financial institutions and strategies implemented in Nigeria obviously affect its operations in Ghana. Access Bank Ghana (ABG) Limited, one of the leading banks in Ghana, was incorporated in May 2009 as a private limited liability company. The Bank is licensed to carry out universal banking services and provides a comprehensive bouquet of financial and non-financial services to individual and

corporate customers. The Bank is part of the Access Bank Group, made up of nine (9) African markets, spanning sub-Saharan's three monetary zones and the United Kingdom.

#### ***Services Rendered by Access Bank Ghana***

The Bank has significant shareholding from Ghanaian investors as well as diversified shareholding from individual and foreign institutional investors including Access Bank Plc, a pre-eminent financial services institution ranked amongst the Top 10 Banks in Africa. The merger has repositioned Access Bank Ghana as the most capitalized bank in the industry, in terms of paid-up capital, with strong liquidity and high levels of capital, a statement said. Some salient facts about the combined entity as at March 5, 2012, include - Customer base: 150,000, Branch network: 39, ATMs: 43, Asset base: GH¢ 929,557 million, and Paid-up capital: GH¢ 118,296 million. The Bank has leveraged its geographical network to showcase its expertise in Treasury, Cash Management, Trade Finance and Technology driven banking solutions. The Bank is also leading the way with investments in key sectors of the economy including Telecommunications, Oil and gas, Manufacturing and Agriculture.

#### ***Absorption of Intercontinental Bank's Employees by Access Bank***

Mergers in the banking industry have always been characterized by downsizing of staff. Access Bank Ghana successfully absorbed about 90% of Intercontinental Bank Ghana (IBG) Limited employees in May 2012 and is now ready to accelerate its growth strategy with the aim of becoming one of the top 5 banks in Ghana.

According to Ogundimu (2012), over 400 out of the total 448 employees of "IBG" have successfully boarded the Access Bank train. These employees have been offered the right opportunities and environment to excel at all levels in the bank. Ogundimu (2012) further clarified that severance packages are only paid to workers whose employment has been terminated or who suffer diminution as a result of a merger. 395 out of the total 448 employees of IBG had successfully boarded the Access train. Ogundimu (2012) revealed that although all IBG employees had been offered job opportunities with no diminution in their terms and conditions of service, a few have not accepted the offer and have petitioned the National Labour Commission for severance packages.

The action of the few employees to petition the National Labour Commission may be as a result of a perceived likely unfair process. Moreso, the absorbed 395 employees who accepted the offer may do so not because they were content with what was offered them but may likely be as a result of not having alternative. These issues, the study seeks to explore to determine their effect on survivors' attitude and commitment to work.

### **1.4.3 Akosombo Textile Limited**

#### ***The Origin of Akosombo Textile Company Limited***

This is how Akosombo Textiles Limited also developed. Akosombo Textiles Limited (ATL) is a private company categorized under Spinning Yarn and is the Group's only Ghanaian venture located on beautiful grounds next to the great Akosombo Dam (Ghana's West Africa's biggest supplier of hydro-electric power). It was established in 1967 on a 47 acre land with 30,240 spindles, 1,144 weaving looms and a workforce of 1,450. It has a dyeing and finishing capacity of three

million yards per month and its end products include Yarn, Grey Cloth, Dye/Print Fabrics, etc. which are consumed mainly by locals. The plant operates 24 hours a day. Production Emphasis has been largely focused on Real Wax and African Fancy Prints. The prints are extremely popular. ATL also produces high quality materials and designs which receive strong acceptance well beyond the country's borders.

### ***The Layout of Akosombo Textiles Limited***

The layout of Akosombo Textiles Limited plants is as follows - Spinning and Weaving Plant, Quality Inspection, Cotton Stores, Water Treatment Tanks, Wax Printing and Rotary Screen Printing, Dyeing and Finishing Plant, Chemical Store and Apartments.

Akosombo Textiles Ltd. (ATL) was founded in the year 1967 and celebrated its 40th anniversary in the year 2007. It is the premiere textile manufacturing company in Ghana and part of the CHA textile group of companies. ATL today is the largest textile manufacturing company in Ghana. It began with an initial workforce of 500 people which has grown to 1650 today, with its factory situated at Akosombo close to the Volta Dam in the Eastern Region of Ghana and the main administration and sales offices in the capital, Accra.

By the mid 1970s about 16 large and medium sized textile companies had been established in Ghana. The garment industry also had some 138 medium and large-scale garment manufacturing companies during that time. However, inconsistent government policies over the years have contributed greatly to the decline in the sub-sector's activity levels. As at 2002, the four major companies that survived the

turbulence in the sub-sector are the Ghana Textile Manufacturing Company (GTMC), Akosombo Textile Limited (ATL), Ghana Textile Product (GTP), and Printex with GTP maintaining the lead in the industry. As at March 2005, GTP was producing 9 million yards, ATL 18 million yards, GTMC 2.24 million yards and Printex 9.84 million yards.

### ***Survivors' Perception of the Management's Action***

Reasons why Ghanaian textiles companies (including ATL) cut down on production include imitation from abroad, high cost of production, high wages leading to inability to pay workers and lack of raw materials. The Akosombo Textile Limited targeted to lay off up to 1,120 of its employees (80 per cent of its 1,400 workforce), as a result of the dumping of cheap pirated cloths on the Ghanaian market. Unfortunately, the company's workers embarked on a strike action on January 21, 1999, to press home their demand for a 50 per cent salary increase as against the 25 per cent offered by management. The management reacted by suspending production, leading to the setting up of the committee of enquiry at the instance of the government. The appointment of 164 of the workers has been terminated for the roles they played in the strike action. The decision was based on the report of a committee that looked into the rampant locking up of members of management, and constant threats of industrial action by a section of the workers. The affected workers are however, entitled to all benefits due to them, which are ready for collection. Survivors however may have the tendency to perceive management's action (the termination of 164 of the workers' appointment) as not fair. This may likely have effect on survivors' attitude and commitment to work.

### ***1.5 Research Problem***

In all the above discussed situations of privatization (as in the case of Vodafone Ghana), merger (Access Bank) and layoff (ATL), some employees have lost their jobs while some (the survivors) are at post working. The perception of these layoffs undoubtedly would have enormous effect on the survivors' level of commitment and attitude towards work in general. This therefore represent a management challenge concerning the level of commitment and attitudes of the survivors after the rightsizing exercises, an issue that remains unexplored in the Ghanaian industrial environment. This represents a knowledge gap which this research seeks to fill.

### ***1.6 Research Purpose***

The purpose of this study is to provide understanding on the factors affecting survivors' level of commitment to and attitude towards work after the organizational rightsizing exercise.

### ***1.7 Research Questions***

The research is intended to address the following research questions –

1. Do survivors perceive that the organizational rightsizing exercise was necessary?
2. What attitudes are survivors currently having toward their work roles and the organization as a whole?
3. What are the major factors affecting survivors' level of commitment to duty after rightsizing?
4. What are the most common ways of organizational rightsizing in Ghana and how does each way affect survivor commitment?

### ***1.8 Research Objectives***

This research is being carried out with the following specific objectives:

1. To determine survivors' general perception of their organization after rightsizing.
2. To determine the attitudes of survivors toward organizational work roles after rightsizing and whether these attitudes are affected by time after the exercise.
3. To determine the major factors influencing survivors' level of commitment to work after organizational rightsizing.
4. To find out whether there is a significant relationship between the form of rightsizing and survivors' level of commitment to work after organizational rightsizing.

### ***1.9 Research Hypotheses***

Based on the literature reviewed thus far and the objectives of the research, the following hypotheses were formulated and tested:

H<sub>1</sub>: Survivors of rightsizing will have a negative perception of their organization after rightsizing.

H<sub>2</sub>: Survivors of rightsizing will show a negative attitude towards their work roles after the rightsizing exercise.

H<sub>3</sub>: Survivors of companies that undertook rightsizing much earlier will show a better attitude towards work than those that recently rightsized.

H<sub>4</sub>: The major factors that will negatively affect survivors' level of commitment to work after organizational rightsizing will be lack of trust and job insecurity.

### ***1.10 Relevance of the Study***

Rightsizing in formal organizations as a managerial strategy to attain efficiency in productivity has become a topic for open discussion over the past several years. The way it is done and its magnitude however has far reaching implications and consequences for surviving employees. The outcome of this research therefore provided insights into the effects of rightsizing on survivors' attitudes toward organizational work roles in Vodafone Ghana Ltd. The results showed that most survivors had a negative perception of their organizations after the rightsizing process which also resulted in an overall low level of commitment. Such information is very useful for the management of the company and other similar organizations as decision makers in developing policies and implementing strategies to reflect and meet the needs of the survivors.

Also, the study contributed significantly to our understanding of the psychological impact of rightsizing on survivors and such understanding has a great influence on the strategy or approach to be adopted by policy makers when considering divestiture of state-owned companies. Finally, the outcome provided useful information to occupational and career counselors as well as clinical Psychologists which could form the basis of their intervention when survivors of rightsizing become their clients.

### ***1.11 Limitations of the Study***

The results obtained from this study should be considered in the light of the following limitations:

- The sample was drawn from only three organizations which may not be representative of all the organizations in Ghana. The generalizability of the findings may therefore be limited greatly.
- The study made use of non-probability sampling techniques (the purposive and convenience sampling techniques) which are very liable to a number of biases such as the problem of sample representativity that are likely to affect the generalizability of the findings to the population.

### ***1.12 Organization of the Study***

This work has been organized in five (5) chapters.

- Chapter one dealt with the introduction to the study. It is made up of eight (8) sub-sections. These included the background to the study, statement of the problem, research objectives, research questions, research hypotheses, significance of the study, limitations of the study and chapter disposition.
- Chapter two consisted of literature review.
- Chapter three dwelt on the methodology adopted for the data collection. This included detailed description of the population and sample, sampling procedures, instruments used, how they were used and the problems faced in the research area.

- Chapter four dealt mainly with presentation, analysis and the discussion of the results.
- Chapter five consisted of, summary of the study, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

This chapter gives a review of the rightsizing literature beginning with the definition of terms followed by the theoretical framework and then the review of related studies.

#### **2.1 Definition of Concepts**

##### **2.1.1 Rightsizing**

A substantial body of rightsizing literature has accumulated over the last decade; Rightsizing is often not distinguished from related phenomena, such as restructuring, layoffs and declining. The literature mainly gives descriptions of the rightsizing actions and prescriptions for solutions or steps that can be taken for improvements. Rightsizing theory and research have tended to compartmentalize the phenomenon; it is fragmented by different levels of conceptualization, time-frames, and content areas (West, 2000).

Organizational rightsizing is a concept that involves carefully structured activities or processes to readjust the organization or parts of it in order to increase efficiency (Spreitzer & Mishra, 2000). According to David (2011), rightsizing (also called downsizing, restructuring, or delayering) involves reducing the size of the firm in terms of number of employees, number of divisions or units, and number of hierarchical levels in the firm's organizational structure. Organizational rightsizing (most often referred to as downsizing) is the "conscious use of permanent personnel reductions in an attempt to improve efficiency and/or effectiveness" (Budros, 1999,

p.70). The right size of human resources is indispensable for the successful survival of every organization (Malik, Ahmad & Hussain, 2010). According to David (2011), rightsizing is concerned primarily with shareholder well-being rather than employee well-being.

### **2.1.2 Survivors of rightsizing**

The employees who remain with the organization after rightsizing are known as survivors, and are responsible for new business performance and ultimately the success of implementation of restructuring (Baker, 2006). The term survivor also refers to an employee in an organization who was retained after reorganization or downsizing occurred (Mishra & Spreitzer, 1998). According to Baruch and Hind (1999) survivors experience the adverse effects of change with the same weight as those who have left. Since employees are ultimately left with the responsibility of ensuring success and pursuing the goals of the company (Allen, et. al., 2001), survivorship often comes with an increase in workload and responsibility and the possibility that the work will change and become more or less interesting for the individual (Brockner, Wiesenfeld, Reed, Grover, & Martin, 1993). Whereas many layoff survivors react negatively, e.g., in the form of reduced organizational commitment or job performance, a smaller percentage of survivors are either unaffected or may actually respond more positively (Mishra, Spreitzer & Mishra, 1998).

### **2.2 Existing Theoretical Frameworks**

An understanding of factors that influence survivor attitudes toward work after rightsizing is grounded in theories that explain the reactions of employees to

organizational rightsizing. Such theories (which guide the conduct of this study) include the Organisational Justice Theory (Greenberg, 1987), the Equity Theory (Adams, 1965), the Threat Rigidity Theory (Staw, Sanderlands & Dutton, 1981) and the Three - Component Model of Organizational Commitment (TCM).

### **2.2.1 The Organisational Justice Theory**

Organisational justice is defined as employees' perceptions of the fairness with which they have been treated by an organization (Campbell & Finch, 2004). This theory focuses on perceptions of fairness in organisations, by categorizing employees' views and feelings about their treatment and that of others within an organization (Saunders & Thornhill, 2003). Three types of organisational justice theory have been identified in literature. Perceptions about outcomes of decisions taken form the basis of distributive justice (Homans, 1961) cited in Campbell and Finch (2004). Perceptions about the process used to arrive at decisions to downsize form the basis of procedural justice (Cropanzano & Greenberg, 2001) while perceptions about the quality of the interpersonal treatment that an individual receives during the enactment of organisational procedures form the basis of interactional justice (Campbell & Finch, 2004).

Within the context of rightsizing, distributive justice is concerned with perceptions of fairness by survivors arising from organisational allocations of resources to victims and the outcomes thereof. Perceptions of unfairness among survivors are more likely to lead to positive inequity, where survivors perceive they had a better claim to allocations leading to feelings of guilt and decreased motivation. In this way, an outcome may be favourable but may not facilitate fairness, trust or

commitment owing to perceptions of the lack of integrity in the relation process (Bews & Uys, 2002). Alternatively, perceptions of unfairness may lead to negative inequity, where survivors feel that they had a greater claim to an outcome compared with the person receiving it, leading to feelings of anger, and possibly less effort in work (Saunders & Thornhill, 2003).

Procedural justice would be concerned with, for example, survivors' feeling with regards to whether supervisors or managers conducted downsizing in a fair manner. Positive views of the procedures are linked to higher levels of trust in the organisation and the supervisors. Justification of rightsizing and the use of empathetic communication (interactional justice) with both victims and survivors are likely to produce perceptions of fairness. Thus, survivors are more likely to accept decisions, even unfavourable ones, when given an adequate and genuine reason for them (Saunders & Thornhill, 2003). This assumption points to the role that effective communication may play in engendering the reactions and subsequent behaviours of survivors in the new organisational setting.

### **2.2.2 The Equity Theory**

The equity theory (Adams, 1965) cited in Campbell and Finch (2004) examines the concept of organisational justice and the importance of maintaining perceptions of fairness in the workplace. Studies based on these theories have shown that during times of organisational change, perceptions of injustice may not only lead to dissatisfaction, but also to decreased job performance, poor quality of work, decreased job involvement, increased intentions to leave and less co-operation with co-workers (Campbell & Finch, 2004). Indeed, the way survivors feel about

downsizing strategies and the organisation that implements them determines their attitudes and their behaviour in the new organisation following the action. In particular, the likelihood that survivors would behave in ways that are conducive to the new goals of the organization, and engage in individual productive behaviours (e.g., job involvement) that promote the effective functioning of the organisation is to some extent dependent on the perceptions, emotions and feelings that survivors develop from how the downsizing process was conducted.

### **2.2.3 The Threat-Rigidity Theory**

Survivor reactions, feelings and behaviours after downsizing can also be explained using the threat-rigidity theory. This theory holds that a threat to the vital interests of an entity will lead to forms of rigidity (Staw, et al., 1981). The rigidity may be either adaptive or maladaptive. In other words, leadership in organisations attempt to deal with potential sources of adversity by changing their internal structures and taking actions such as changing roles to enhance their position in the environment. According to Barnett and Pratt (2000) the adoption of these market strategies engenders the development of strict management styles that may result in information insufficiency, confusion, development of incapacity for rapid response, desire to leave the organisation, and dysfunctional levels of stress, fear and anxiety about the future among employees (survivors). Barnett and Pratt (2000) further reiterated that threat and/or crisis usually overwhelm organisations and their members' emotional, cognitive behaviour and response capacities.

In relating this theory to this study, the assumption is that organizational rightsizing (particularly downsizing) often comes with internal role restructuring where

survivors' roles change with different levels of demands, skills, output, etc. These together with the uncertainty of their continuous stay with the organization (depending on how they feel about the rightsizing processes), culminate in high levels of anxiety which may lead to reduced level of survivor commitment and hence low level of productivity. This therefore means that survivors who perceived the rightsizing processes to be unfair would feel insecure, anxious and would be more likely to seriously engage in search for new jobs elsewhere thereby showing low level of commitment to work. By inference, such survivors would also be more likely to have a negative perception of and attitude towards their organizations.

#### **2.2.4 The Three-Component Model of Organizational Commitment (TCM)**

Allen and Meyer (1990) proposed the three-component model of organizational commitment (henceforth called TCM) based on the idea that organizational commitment comes in three distinct forms: affective attachment to the organization, perceived costs of leaving it, and a felt obligation to stay. These three forms, labeled affective, continuance, and normative commitment respectively, are referred to as components of organizational commitment. The affective component is defined as employees' emotional attachment to, identification with, and involvement in the organization. It is concerned with the extent to which the individual identifies with the organisation. The continuance component is defined as the perception of costs associated with leaving the organization. It is more calculative and concerns the individual's need to continue working for the organisation. Finally, the normative component refers to employees' feelings of obligation to remain with the organization. Thus, normative commitment is committed to the organisation. According to Allen and Meyer (1990), common to these three streams is the notion

of a psychological state that links an individual to an organization (i.e., makes turnover less likely).

This implies people stay with the organisation because they want to (affective), because they need to (continuance), or because they feel they ought to (normative) (McDonald & Makin, 2000). Allen and Meyer (1990) suggest that the levels of all three types of commitment are related to the relationship between the individual and the organisation. The strength of each of them, however, is the influence of different factors. Affective commitment to the organisation is influenced by the extent to which the individuals' needs and expectations about the organization are matched by their actual experiences which links with the perceived reciprocal obligations of the psychological contract (McDonald & Makin, 2000). It is the individual who identifies with the organisation. Continuance commitment, on the other hand, is determined by the perceived costs of leaving the organisation. Normative commitment is a perceived obligation to stay with the organisation.

### ***2.3 Review of Related Studies***

The majority of studies on organizational rightsizing focus on the victims (particularly those employees that lose their jobs or change status) to the neglect of the survivors (Cameron, 1994). A closer look at the literature on survivor quality shows that few studies have examined the factors that influence psychological attitudes to work after some organisational restructuring (Kusum, 2004), and these have overlooked the influence of the individual characteristics of survivors (Armstrong-Stassen, 2001). There have also been few attempts to examine factors

that influence work motivation and employees' commitment after rightsizing (Guest, Peccei & Thomas, 1993; Fred, 2004).

These studies focus on factors that influence the separated components of survivor quality after rightsizing. In addition, the studies were done in developed countries with stable economies and among organisations making losses. Currently little or no empirical evidence exists on the combine effect of the influence of the rightsizing process and personal characteristics on survivors' attitudes and level of commitment to work after rightsizing in an economically volatile environment. The literature as reviewed below is organized under three sub-headings – survivors' perception of the organization, their attitude to work and their level of commitment to work after rightsizing.

### **2.3.1. Survivors' Perception of the Organization after Rightsizing**

This thesis deals to a high degree with perceptions, attitudes and commitment to change, and it is especially important to elaborate on the nature and implications of perceptions on decisions. Perception - this is the “complex process by which people select, organize, and interpret sensory stimulation into a meaningful and coherent picture of the world” (Berelson & Steiner, 1964:88). In the same vein, perception is “about receiving, selecting, acquiring, transforming and organizing the information supplied by our senses” (Barber & Legge, 1976: 7). Perception is a process by which individuals give meaning to their environment by organizing and interpreting their sensory impressions (Robbins & Coulter, 2009).

Although research on perceptions is rich and comprehensive, the intent of this aspect of the review is not to present an exhaustive list of extant definitions of perception. Instead, it is to establish two key points. First, perception, as a psychological construct, is associated with other constructs such as attitude and level of commitment. Second, perceptions influence the ways in which humans understand the world around them and how they make decisions. When an unfavorable outcome is matched with the perception of an unfair decision, employees are likely to feel resentment toward the organization and those who made the decision (Brockner & Wiesenfeld, 1996). Cohen-Charash and Spector (2001) stated that “to the extent employees perceive their organization to be unfair because it uses unfair procedures for resource allocations, employees will develop negative attitudes towards the organization” (p. 287). With deeper insights into how people understand the world, we can better comprehend the ways in which humans make decisions and why they behave in certain ways.

The research on perceptions can be traced back to Bartlett’s (1932) influential works on the constructive nature of cognition, which argues that schematic thinking dominates human perception in ways that human generic beliefs about the world influence and shape information processes. Several researchers (e.g., Allport, 1954) have extended Bartlett’s (1932) work and have advanced our understanding of perception, attitude, commitment, judgment, and several other concepts. The preceding discussion has suggested that from a psychological perspective, individuals’ perceptions have a directive influence upon their decision-making and the outcome of their decisions; thus, it is not surprising that organization theorists are now interested in relationships between perceptions and various aspects of

organizations. For example, a work by Anderson and Paine (1975) has posited the influences of the perception of uncertainty in the environment on the perception of the need for change in a firm's strategies.

The research on the roles and effects of perceptions on people's decisions and behaviors is yet to be completed, and the search for a better understanding of various perceptions on employees' behaviors such as attitude, turnover or commitment in the field of human resource management continues its momentum. However, empirical research has begun to show that in organizational settings, certain perceptions such as the perception of uncertainty are associated with people's behaviors. An empirical study by Ashford and colleagues (1989), for example, has shown evidence for a positive relationship between perceived job insecurity and intention to quit. Another empirical study by Eisenberger, Fasolo and Davis-LeMastro (1990) has demonstrated that employees' perceived organizational support is related to various attitudes and behaviors. In a more recent study, Gopinath and Becker (2000) found that perceived procedural justice concerning the divestment activities of the firm is positively related to post-divestment commitment to the firm.

### **2.3.2. Survivors' Attitude to Work after Rightsizing**

Attitudes relate more or less to some stable set of or predisposition, opinions, interests or purpose involving expectancy of certain kinds of experiences with appropriate responses (Dwivedi, 2001). Attitudes are evaluative statements - either favorable or unfavorable - concerning objects, people, or events. Attitudes in general are defined as a persistent mental state of readiness to feel and behave in a favourable or unfavorable way toward a specific person, object, or idea (Hitt, *et al.*,

2006). They are predispositions to respond in a positive or negative way to someone or something in a person's environment.

Deducing from the above, attitude can be look at as a person's positive or negative evaluation of the organization, management or organizational activities that is likely to motivate the person to act or react in a certain way.

Attitudes, just like values, are hypothetical constructs. They are inferred from what people say, informally or in formal opinions or through their behavior. A close examination of this definition reveals three important conclusions: (1) attitudes are reasonably stable, unless important reasons occur to change them (2) attitudes are directed towards some person or idea; that is, an employee might have an attitude towards his or her job, and (3) an attitude toward an object, person or aspect of one's environment relates to an individual's behavior towards that object, person or environmental aspect.

In this instance, attitudes influence our actions. Research (Sirmon, Hitt & Ireland, 2006) on the relationship between behavior and attitudes concludes that a person's behavior is sometimes a function of attitudes. In turn, our attitudes are constantly developing and changing as a result of our behaviors. In addition, the attitude and behaviour linkage tends to be stronger when the person has had experience with the stated attitude, In general, the more the specific attitude and behaviors, the stronger the relationship. In organisations, attitudes are important because they affect job behaviour. Managers need to have an understanding of the different circumstances, such as downsizing, that lead to attitude formation among employees and how these

relate to actual job behaviour. For example, attitudes that are not favourable can result in an organisation incurring huge costs due to labor turnover, absenteeism and tardiness. The managers' responsibilities in the rightsizing context, therefore, are to recognize and foster positive attitudes and to understand both their antecedents and their potential implications for survivors. Positive attitudes after rightsizing have been found to be vital in achieving organizational goals and in succeeding in changing programmes (Eby, Russell & Gaby, 2000), while negative attitudes to change have negative consequences for the organisation (Beer & Nohria, 2000).

The understanding of attitudes in the rightsizing context can best be done by examining how attitudes are formed. Three elements of attitude formation that are cited in the literature are the cognitive, affective and behavioural elements (Katz & Stotland, 1959). The cognitive element of an attitude consists of the facts one can gather and consider about the object, person, idea or aspect of the environment. Thus, before one can have feelings about something, one has to be aware of it and think about its complexities. Feelings about objects, ideas, persons or some aspects of the environment are affective in nature. Such feelings are frequently expressed as like or dislike of the object, person, or idea and the degree to which one holds these feelings. For example, after a workforce reduction exercise and, depending on a number of factors such as the strategy used to reduce the workforce, survivors might love their jobs, dislike them or hate them. In this case, the affective component of attitudes can be described as the survivors' feeling about the personal impact of the antecedents of rightsizing. Lastly, most attitudes contain a behavioral element, which is the individual's intention to act in certain ways toward the object based on one's feelings (du Plessis & Rousseau, 2007). Survivors of a downsizing process

might eventually behave in different ways in their new work environment as a result of developing certain attitudes towards different aspects of the downsizing process. The formation of attitudes is rather complex.

According to Bergh and Theron (1999) attitudes can be formed through learning. Thus, as a result of experiencing punishment or reward in the process of an individual's interaction with other people or a particular event such as downsizing, the individual might feel betrayed or cheated. As one experiences the outcomes of such an interaction, they may begin to develop feelings about the people or event of that behaviour. Alternatively, attitudes are formed from watching others experience rewards or punishments. Survivors may develop a range of positive or negative attitudes to the organization and job after watching their colleagues or workmates experience the pain of rightsizing. The need for consistency has also been associated with the formation of attitudes. Using the balance and congruity theory (Heider, 1958), the argument is that people prefer that their attitudes be consistent towards an object, person or aspect of an environment. Consequently, when rightsizing takes place, survivors may develop certain attitudes towards, for example, their ability to remain effective in their new roles. In order to maintain a balance between this attitude and their actions, they might put more effort in their work or otherwise. Attitudes that are commonly mentioned in literature and are associated with rightsizing are job satisfaction, job involvement, perceptions of job insecurity, trust and intentions to leave.

Attitudes among employees can manifest themselves through feelings about their work, that is, job satisfaction or dissatisfaction. The concept has been widely studied

in psychological research (Judge, Parker, Colber, Heller & Ilies, 2002). Job satisfaction is a broad attitude related to the job. It is defined as an individual's general attitude towards his or her job (Staw & Cummings, 1996) an emotional response to one's tasks as well as to the physical and social conditions of the workplace (Shermerhorn, *et al.*, 2005). Pinder (1998) defines job satisfaction as the degree to which a person's work is useful for satisfying (his or) her needs. Job satisfaction is commonly viewed as including multiple facets such as pay, promotions, coworkers, supervision, the work itself, recognition, working conditions, and organisation management (Judge, *et al.*, 2002). An explanation of these facets is found in Herzberg's two-factor theory of job satisfaction. The theory focuses on the presence of motivators such as opportunities for growth, recognition, responsibility, and achievement as indications of a high level of satisfaction. On the other hand, the presence of hygiene factors such as working conditions, pay, security and relations with others indicate dissatisfaction (Riggio, 2003). From Herzberg's theory, it is possible to conclude that a high level of satisfaction represents a positive attitude towards a job, while a low level of satisfaction represents negative attitudes (Riggio, 2003).

Besides the factors that influence job satisfaction identified by Herzberg, other factors such as high-involvement management are particularly important. Individuals usually have positive experiences working with this kind of management approach, and thus strong satisfaction is likely to develop through the learning mechanism of attitude formation (Ashkanasy & Daus, 2002). A rightsizing exercise where management does not use the high-involvement approach is therefore likely to result in survivors developing a negative attitude towards the new jobs assigned to

them. Within the management literature, managers' interests tend to centre on the effects or consequences of job satisfaction and/ or dissatisfaction. As a result, job satisfaction has been found to have a high positive effect on intentions to stay and modest effect on the actual staying (Mitchell, Holtom, Lee, Sablinski & Erez, 2001). Factors such as opportunities for other employment after downsizing can cause satisfied survivors to leave. With the cost of replacing a departed employee generally quite high, maintaining high levels of survivor satisfaction after downsizing is, therefore, important. Satisfied employees have been found to be those who achieve high performance in their work thereby resulting in increased productivity, absenteeism and turnover (Greenberg, 1996).

The specific form of relationship between satisfaction and job performance however, has been a subject of a great deal of controversy. As previously stated, managers and researchers believe that high satisfaction produces strong performance. However, other managers and researchers (Kinicki, McKee-Ryan, Schriesheim & Carson, 2002) believe that it is high performance that causes employees to be satisfied. The strength of some of these variables with job satisfaction is based on the presence of some moderators such as an employee's level of performance, labour market conditions, length of tenure, and expectations of alternative job opportunities. Rightsizing can bring about some levels of job dissatisfaction or satisfaction among other survivors if, for example, survivors fail to perform as expected in their new roles or if they feel that their employment tenure has been tempered with in an unfair manner. Thus, Judge, Thoreson, Bono and Patton (2001) wrote that survivors show their dissatisfaction with the rightsizing process through behaviours directed towards leaving the organisation, actively trying to voice out their concerns in order to

improve their current conditions or passively allowing conditions to worsen through chronic absenteeism and increased error rates.

Keith (2002) conducted a research in the Louisiana State University and Agricultural and Mechanical College, U. S. A. to determine the employee organizational perceptions and their relationships to job attitudes, effort, performance, and organizational citizenship behaviors. Participants in this study were full-time, working adults and their supervisors. This study surveyed 750 supervisor-subordinate dyads (i.e., 1500 potential respondents). Although no explicit sample size requirements exist for structural equation modeling (SEM), many researchers have provided general guidelines for appropriate minimum requirements. Based on the number of matched dyads with complete data in this study ( $n = 279$ ), this yielded a sufficiently large sample for the use of structural equation modeling. Employees returned 346 surveys (46.1% response rate), of which 342 were usable (several were not included in analysis for a number of reasons including non-response). A total of 685 out of the 1500 surveys were returned (overall response rate = 44.7%). Of these surveys, 316 pairs out of 750 possible dyads (42.13%) matched up as employee-supervisor dyads (of the others that were returned, either the employee or supervisor did not return the corresponding survey).

The results showed that Twenty-one percent of the matched employees reported their organizational level as non-management, 33% first-line supervisor, 33.9% middle management and 11.4% upper management. Supervisors in the paired dyad sample were an average of 44.57 years of age ( $SD = 9.69$ ), had an average of 22.16 years work experience ( $SD = 9.97$ ) and had an average tenure of 13.10 years with

their current employer ( $SD = 9.51$ ). Twenty-three percent of supervisors in the paired dyad sample reported a graduate degree as their highest level of education, 36.7% had bachelor's degrees and 26.6% reported that high school was their highest level of education completed. Supervisors in the matched sample had an average of 24.74 subordinates ( $SD = 92.62$ ,  $Mdn = 8$ ). Most supervisors in this subgroup were male (55.4%). Twenty-three percent of matched dyad supervisors reported their level in the organization as first-line supervisor, 32.8% middle management and 43.7% upper management. Parameter estimates indicated that POS and POR were positively related to job involvement, job satisfaction and affective organizational commitment. Together, perceived organizational support (POS) and perceived opportunity for reward (POR) explained 16% of the variance in job involvement, 54% of the variance in affective organizational commitment, and 45% of the variance in job satisfaction. In turn, job involvement was positively related to time commitment and job satisfaction was positively related to work intensity. Affective organizational commitment was not significantly related to either effort construct. Collectively POS, POR and the job attitudes explained 19% of the variance in both time commitment and work intensity. With regard to outcome (employee behavior) variables, none of the paths to Organizational Citizenship Behaviors (OCBs) or in-role performance were significant.

According to Cohen-Charash and Spector (2001), job satisfaction is a determinant of organizational citizenship behaviour (OCB). Those employees who are satisfied have a high probability of talking positively about their organization. They are prepared to help others and go beyond the normal expectations in their job. Moreover, satisfied employees are more prone to go beyond the call of duty because

they want to reciprocate their positive experiences. Consistent with this thinking, previous discussion on OCB assumes that it is closely linked with job satisfaction (Bateman & Organ, 1983). However, later studies suggest that satisfaction influences OCB, but through perceptions of fairness. For example, a modest overall relationship between job satisfaction and OCB has been found (Organ & Ryan, 1995). Similarly, Cohen-Charash and Spector (2001) found that satisfaction after organizational rightsizing is related to distributive and procedural justice. They suggested that to promote a high level of satisfaction among survivors after rightsizing, organisations must ensure that all distributions, procedures, and interactions are fair. However, it might be argued that satisfaction is related to OCB when fairness is controlled for. What this means is that after downsizing, survivors' job satisfaction and OCB behaviours come down to the conceptions of fair outcomes, treatment, and procedures. If survivors do not feel that management, the procedures, or outcomes of the rightsizing process are fair, both job satisfaction and OCB are likely to suffer.

The above analysis indicates that job satisfaction comprised both affective and cognitive components. The affective component relates to the way an individual feels about a particular target (Schleicher, Watt & Greguras, 2004). In a rightsizing context, the individual is the survivor and the target is the organisation, and an employee's affect toward the organisation can either be positive or negative. An employee's beliefs and thinking about the organisation constitute the cognitive component. Thus, after downsizing, what determines the satisfaction levels of survivors are their thoughts concerning the organisation and how they feel about it.

The importance of job satisfaction among survivors of a rightsizing exercise cannot therefore be overemphasized.

A study on organizational downsizing with its impact on leavers and survivors alike was conducted by Jeffrey (2011) in Zimbabwe. The purpose of the study was to examine the effects of downsizing on employees who were leaving (leavers) the Reserve Bank of Zimbabwe (RBZ) and on those who were remaining (survivors). In January 2011, 1455 employees who had served the organization in various capacities were retrenched and 945 were retained as the bank sought to do away with quasi fiscal activities to concentrate on its core functions. A questionnaire was randomly administered to both the survivors and leavers at the Reserve Bank of Zimbabwe. The impact of downsizing was looked at in terms of the attitudes and feelings that leavers and survivors had towards the downsizing process. The population involved 900 survivors and 1,455 leavers who were comprised of 964 non-managerial staff; 232 contract workers and 259 managerial employees. Questionnaires were distributed to both survivors and leavers in order to determine their feelings, attitudes and emotions towards the downsizing exercise.

The results indicated that most leavers expressed the process as ‘unfairly’ implemented and indicated that there were no clear criteria used to eliminate them from the organization. The leavers also blamed the RBZ for failing to incorporate them into its core departments or other government departments and ministries. Survivors also indicated that they were now more vulnerable than before as they had been informed that the organization would continue to downsize in future in line with the changing economic environment.

### **2.3.3. Survivors' Level of Organizational Commitment to Work after**

#### **Rightsizing**

Mowday, Porter and Steers (1982) define organisational commitment as a strong belief in the organisation's goals and values, a willingness to exert a considerable effort on behalf of the organisation and a strong desire to remain a member of the organisation. Brooke, Russell, and Price (1988) characterized organizational commitment as “acceptance of organizational goals and values, willingness to exert effort on behalf of the organization, and desire to maintain membership in the organization” (p. 140). Employees' level of organizational commitment can change after they experience a threat to their job security. Survivors may think the organization is not as committed to them and their well-being and therefore, may reduce their level of commitment to the organization (Spreitzer & Mishra, 2002). In line with this argument, Armstrong-Stassen (2004) reported a strong association between downsizing and a decrease in organizational commitment.

The recorded dysfunctional consequences of rightsizing are believed to be mainly due to failure to maintain a high level of survivor commitment to the organization. Yet, as organizations rightsize, they rely more than ever on survivors to do what is needed for the organisation to survive and succeed (Meyer & Allen, 1997). After rightsizing, survivors usually find themselves with increased workloads because of a number of interrelated factors. These include taking on additional responsibilities, coping with the demands of increased spans of control. In addition, tasks may be defined less clearly. Thus, survivors are required to be flexible and adaptable, and find creative ways of improving efficiency. These points underline the importance of

survivors' commitment to the organization (Corbett, 2005). Studies suggest that committed workers contribute to the organisation in a more positive way than less committed employees (Metcalf & Dick, 2001). Other studies have suggested that organisational commitment is correlated with turnover and absence rates (Lee & Corbett, 2006), willingness to suggest improvements and citizenship behaviour (Moorman, Niehoff & Organ, 1993).

Hakan, Ismail, and Cem (2012) examined the effect of employees' organizational justice perceptions on their organizational commitment. Their sample consisted of 451 academic and administrative staff of a university in Ankara. The data was collected online with a questionnaire which was prepared and sent to the 451 participants via e-mail; 121 participants filled in the questionnaire. Then the forms were checked, 12 of them were taken out because some of the answers were missing. One hundred and nine (109) of them were included in the study. The questionnaire contained the Organizational Commitment Scale (OCS) by Allen and Meyer's (1990) and the Organizational Justice Scale (OJS) to measure Organizational Commitment. The former scale had three dimensions: 'Affective Commitment' with 9 statements, 'Continuance Commitment' with 9 statements and 'Normative Commitment' with 14 statements; with a total of 32 statements (Wasti, 1999). The Organizational Justice Scale (OJS) determined participants' organizational justice perceptions. This scale was created by Özdevecioğlu (2003) and was later improved by Alper (2007). The scale had three main components with a total of 22 statements: 'Distributive Justice (4 statements)', 'Procedural Justice (10 statements)' and 'Interactional Justice (8 statements)'. The participants were asked

to read the statements in each item and mark their answers on a five-level Likert Scale, in which 1 referred to 'I strongly disagree' and 5 refers to 'I strongly agree'.

The results of the three regression analysis that were carried out showed very interesting trends. In the first regression analysis, it was showed that Organizational Justice had an effect on Affective Commitment and it was proved that Distributive Justice and Interactional Justice affected Affective Commitment positively and significantly. In the second regression analysis, Continuance Commitment was considered to be the dependent variable and it was tested to see if the components of Organizational Justice had any effect on Continuance Commitment, it was shown that all of Distributive Justice, Procedural Justice and Interactional Justice affected Continuance Commitment positively and significantly. The last analysis was made to see if the components of Organizational Justice had an effect on Normative Commitment and as a consequence, only Interactional Justice was seen to have an effect on Normative Commitment positively and significantly.

Mehboob and Muhammad (2011) conducted a study among layoff survivors of the two giant organizations in Pakistan [namely Habib Bank Limited (HBL) and Pakistan Telecommunication Company Limited (PTCL)] to examine the relationship of perceived work load increase (WLI), commitment of layoff survivors towards their organizations (OC) and productivity (EP). They adopted the cross - sectional study design based on a stratified random sample of 450 survivors. The Stratified random sampling technique was employed to select the sample from the two organizations and self reported questionnaires were distributed among the survivors. The response rate for the responses retrieved was 64.2%. The results showed that

perceived workload increase (-0.718, 0.000) has strong negative and significant relationship with layoff survivors' productivity where as organizational commitment (0.155, 0.000) has weak positive but significant relationship with layoff survivors' productivity. The value of R square confirms that the independent variables are responsible for 68.7% variation in the dependent variable and the value of R (0.829) shows the strong relationship between variables. F - statistic depicts more than adequate model fitness. Layoff survivors' productivity is strongly and negatively affected by perceived workload.

Crispen conducted a research in 2009 in South Africa to determine the factors that influence the attitudinal, commitment and motivational qualities of survivors after organizational downsizing using a sample size of 226. Seven constructs were derived from the questionnaire that were used, namely, communication, organization, victim and survivor support, survivor attitude, commitment and motivation. These derived variables of interest are measured on a continuous scale within the interval (1; 5). The derived measures of attitude, commitment and motivation were compared with biographical characteristics. A non-parametric analysis of variance (Kruskal-Wallis test), which is a version of the classical Analysis of Variance (ANOVA) as well as the classical ANOVA itself, was used for testing for the significance of the differences in survivor attitude, commitment and motivation by biographical qualities.

The results showed that survivor support had the lowest mean score of 1.9 which suggests that survivors received little or no post downsizing support. The mean survivor motivation score of 3.4 was the highest, while survivor commitment and

motivation were found to be average to satisfactory as reflected by 95% confidence intervals of the mean scores contained within (3.1, 3.5). Survivor attitude on the other hand was average as shown by a central 95% confidence interval of the mean score of (2.8, 3.0). These means and confidence intervals clearly showed that the survivors were moderately happy with the handling of the downsizing process in their organizations. Because survivors perceived the process of downsizing satisfactorily done, this probably had an impact on their commitment and motivation levels.

The results also indicated that the correlation between survivor motivation and commitment was statistically significant ( $r=0.40$ ,  $p<0.0001$ ). Specifically, highly committed survivors were also highly motivated. The results furthermore showed that commitment was significantly positively correlated with all the downsizing variables, that is, communication ( $r=0.29$ ,  $p<0.0011$ ); organization ( $r=0.28$ ,  $p<0.0024$ ); victim support ( $r=0.28$ ,  $p<0.0018$ ) and survivor support ( $r=0.22$ ,  $p<0.0136$ ). Also motivation was significantly positively correlated with all the downsizing variables, that is, communication ( $r=0.26$ ,  $p<0.0021$ ); organization ( $r=0.25$ ,  $p<0.0054$ ); victim support ( $r=0.34$ ,  $p<0.0001$ ) and survivor support ( $r=0.23$ ,  $p<0.0069$ ).

Both the Kruskal-Wallis and the classical ANOVA tests, showed that all the three components of survivor quality, that is attitude, commitment and motivation did not depend on survivors' age, educational level, and number of years (experience) with the organization. Approximately 96% of the variation in attitude was explained by the downsizing strategy variables. Specifically, the only variables that showed

significant effects on survivor attitude were age ( $t=3.86$ ,  $p<0.0002$ ) and educational level ( $t=5.74$ ,  $p<0.0001$ ) of the respondents. When survivor attitude was regressed on downsizing strategy, it was found that only the communication ( $t=2.96$ ,  $p<0.0040$ ) aspect of downsizing had a significant effect. The variations in the downsizing variables alone explain about 92% of the variation in survivor attitude. This is a fairly high value which suggests that survivor attitude can be adequately predicted using only the downsizing strategy. When survivor commitment was regressed with all the selected explanatory variables, Table 24 shows that a similar pattern of dependence was detected. The results indicate that 96% of the variation in commitment was explained by variation in the explanatory variables. Most importantly, age ( $t=2.99$ ,  $p<0.0037$ ) and education ( $t=3.34$ ,  $p<0.0013$ ) had significant effects on survivor commitment. The only difference with other models is that age had a slightly higher effect on commitment (0.36), while education had a slightly lower effect on commitment (0.21) than on attitude (0.27).

Christine (2004) in one study examined the impact of organizational restructuring on employee commitment at the Otago Polytechnic in New Zealand. The Staff were selected randomly from full and part time academic and non-academic staff that were in post as at the 22nd June 2004 but who had been staff members since 1<sup>st</sup> March 2003. This group of staff had been in post at least five months prior to the initiation of the Business Recovery Plan (BRP) and in post at least eight months prior to its subsequent implementation. The main data collection method used in this research was the mail survey. Given the potential for varied interpretation of question wording, a pilot study was undertaken to ensure maximum clarity. The mail survey was the method of choice because it is relatively inexpensive to administer; it

allows for large numbers of respondents to be surveyed in a relatively short period; respondents can take their time in answering, and privacy is easier to maintain (Mangione, 1995).

The outcome showed that the overall, academic and non-academic staff were evenly divided as to whether they felt there was adequate consultation, however when the results were broken down into restructured and non restructured staff a marked difference appeared with over three quarters (77 percent) of restructured academic and over half of restructured non-academic staff (55.6 percent) indicating that there was inadequate consultation. The responses to the open-ended question revealed that while a number of academic and non-academic staff commented that their managers were very good at involving them in discussions, the significant majority of comments were negative towards the consultation process. Many staff commented that they felt their views were not taken on board and that they were told what was going to happen rather than being consulted. The Staff in restructured positions (both academic and non-academic) were far more likely than non-restructured staff to feel that they received inadequate information on how the restructure was to affect them (69.2 percent for academic staff and 66.7 percent for non-academic staff). The Staff were asked to consider whether the restructuring process adopted was justified. Sixty two percent of restructured academic staff considered the process of restructuring was unfair with 38.5 percent feeling very strongly about this. Forty four percent of restructured non-academics were also dissatisfied. Staff who felt undervalued tended to be less committed and performed less well making it more difficult for the organization to achieve its objectives.

Ssemogerere conducted a research on the relationship between Survivor Syndrome, Psychological Contract, Organizational Commitment and Organizational Commitment and Organizational Citizenship Behaviours (OCBs) in 2003 in Kampala. This was carried out by developing a conceptual framework which relates survivor syndrome, psychological contract, organizational commitment and OCBs in East Mengo Cooperative Union Ltd. The cross-sectional correlation survey design was used. Data were collected using a self-administered structured Questionnaire to a target sample of 200 respondents. Heads of Department or Supervisors of various levels, evaluated their subordinates on organization Citizenship Behaviors (OCBs) in East Mengo Cooperative Union.

The results showed that there were strong significant positive relationships between all independent variables and OCBS in East Mengo Cooperative Union. However the strongest relationship existed with (needs  $r = 0.639$ ) significance under psychological contract. The study revealed that survivor syndrome, psychological contract, and organizational commitment had strong positive relationships with OCBs. The report concluded that, there was cause to increase needs in handling those being laid off, encouraged greater survivor involvement in decision making about the change process, in order to induce higher commitment to task achievement and consequently increase exhibition of higher levels of OCBs in the Union. During restructuring, it is important to communicate everything going on truthfully, carryout counseling, attempting to help individuals to move from old employment contract to new contract.

In one other study, West (2000) carried out a research in Blacksburg, Virginia in the United States to identify and evaluate the attitudes and behaviors that are prevalent among downsizing survivors to give a better understanding of the effects of downsizing on survivors. The research, at the individual level, focused specifically on the effects of downsizing on the survivors of the organization. This was accomplished by systematically analyzing and combining the findings of 36 independent studies through meta-analysis using the vote count method to analyze the thirty-six (36) studies. The individual downsizing studies were the sources of the 16 variables used to measure behaviors and attitudes prevalent among downsizing survivors. Using all available studies on the effects of a downsizing action, measures were compiled that identified the strength of the relationships among the variables. The meta-analysis process cumulated the results of the number of diverse studies and significantly increased the power of the estimated population parameter (the coefficient of correlation). This is due mainly to an increase in sample size.

The outcome showed that majority of the downsizing survivors experienced negative downsizing effects. These results also support the findings reported by other experts and researchers of downsizing activities. The correlations for the variable relationships ranged from strong positive to strong negative with the others indicating moderate or a lower level of association. Especially notable are: the strong positive correlation for organizational commitment and job satisfaction; and strong negative correlations for organizational commitment and turnover intention, job satisfaction and turnover intention, and job involvement and turnover intention. However, the correlations for the remainder of the relationships indicate a more moderate or a lower level of association.

Leigh-Anne and Sanjana (2012) conducted a study in South Africa aimed at obtaining a biographical profile of employees who may be more susceptible to experiencing job insecurity in an organisation undergoing major restructuring. The population was made up of employees from the Gauteng and KwaZulu-Natal provinces. A sample size of 1620 employees was drawn from both regions using the simple random sampling technique whereby subjects were extracted using a random number selection process. The majority of the respondents (63.8 per cent) were from Gauteng whilst 36.2 per cent were from KwaZulu-Natal. The research adopted a formal, hypothesis-testing approach where quantitative data were collected using a cross-sectional survey method.

The results, generated using the ANOVA model, indicated that biographical influences do exist in terms of job insecurity. Majority of the employees had a great deal of uncertainty regarding whether they would keep their jobs in the future (which the researchers described as a stressor). Like other work-related stressors, job insecurity was associated with a number of detrimental consequences for both the individual and the organisation of which mistrust in management was the most salient. The perception of job insecurity was also linked to reduced organisational commitment, job satisfaction, job involvement, job performance and productivity, work effort and intention to leave the organisation. Furthermore, the interactive influence of all the biographical variables (gender, age, tenure, race, number of years in current position, region) resulted in significant differences in overall job insecurity amongst employees.

Sopian Bujang and Noorfiza Sani (2010) from the Faculty of Cognitive Science and Human Development of the University of Malaysia, Sarawak (UNIMAS), carried out a research to identify the effects of downsizing on survivors. The researchers evaluated and analysed 50 recent studies (2000-2008) of literature search on the downsizing effects on survivors at the individual level, of the organization. Most of the empirical studies in previous years before year 2000 had focused on negative responses of survivors. Fifty relevant studies in the literature search within the year 2000 until 2008 were analyzed and compared to the studies that had been done before year 2000. The study of the effects of downsizing was summarized and put into group for further discussion. Searches were conducted using the reference section of journal, thesis and dissertation from various databases. The findings showed that almost all the 50 relevant studies of the downsizing practices had direct and indirect negative consequences on survivors emotionally and behaviorally. Specifically, job insecurity, decreased trust in management, reduced organizational commitment, lack of job satisfaction and high turnover intentions were mostly cited by most of the studies reviewed.

In conclusion, the literature (e. g., D'Cruz & Noronha, 2005; Mehboob & Muhammad, 2011 and West, 2000) states that the benefits of rightsizing (particularly, downsizing), such as reduction in costs, increased productivity and competitiveness, can only be realized when survivors have positive attitudes and are committed to the new organisational goals.

## 2.4 Conceptual Framework

There are various factors which affect the survivors' attitude and commitment to the organizations they work for. One of these factors is the survivors' perception of organisational rightsizing. Organizational justice is defined as employees' perceptions of the fairness with which they have been treated by an organization (Campbell & Finch, 2004). This theory focuses on perceptions of fairness in organisations by categorizing employees' views and feelings about their treatment and that of others within an organization (Saunders & Thornhill, 2003). Three types of organisational justice theory have been identified in literature. Perceptions about outcomes of decisions taken form the basis of distributive justice (Homans, 1961) cited in Campbell and Finch (2004). Perceptions about the process used to arrive at decisions to downsize form the basis of procedural justice (Cropanzano & Greenberg, 2001) while perceptions about the quality of the interpersonal treatment that an individual receives during the enactment of organisational procedures form the basis of interactional justice (Campbell & Finch, 2004).

Appelbaum, Patton and Shapiro (2003) add that organizations that rightsize are realizing that improved business performance is based not only on technology, improved processes and products, but also equally as much on the attitudes of remaining employees towards the new work environment. Attitudes influence our actions. Research (Sirmon, Hitt & Ireland, 2006) on the relationship between behavior and attitudes concludes that a person's behavior is sometimes a function of attitudes. In turn, our attitudes are constantly developing and changing as a result of our behaviors. In addition, the attitude and behaviour linkage tends to be stronger when the person has had experience with the stated attitude.

Organizational Commitment (OC): According to Hersey and Johnson (2001), the term OC amounts to the overall normative pressures that are put on the employees to fulfill their organizational tasks, the psychological interest towards the organization and the psychological state that forces the individual to remain in the organization (İşcan and Naktiyok, 2004). About the OC, the most common classification is made by Allen and Meyer (1990). In this classification OC has three components: Affective Commitment (Emotional Loyalty) (AC), Continuance Commitment (CC) and Normative Commitment (NC). AC could be defined as the desire of the employees to remain in the organization (Meyer, 1997). Employees with a high AC are eager to stay as a member of the organization (Balay, 2002). CC can be defined as the employees' need to remain within the organization unless it is too costly to leave the organization or they have no other choice (Meyer, 2002). In NC, the employees believe they have obligations and responsibilities in the organization and therefore they feel they have to remain in the institution (Wasti, 2002). In NC, the employee feels he has to work in the institution, so it differs from AC and the employee isn't affected by the calculation of the loss in case he resigns, so it differs from CC (Solmuş, 2004).

Survivors are in a unique position to judge the fairness of downsizing and that they respond positively to this perception by becoming more committed to the organization. The Conceptual Framework presented in Figure 2.1 below is derived from literature to guide in understanding the factors that influence the employee perception of rightsizing on survivors' attitudes and level of commitment to work.

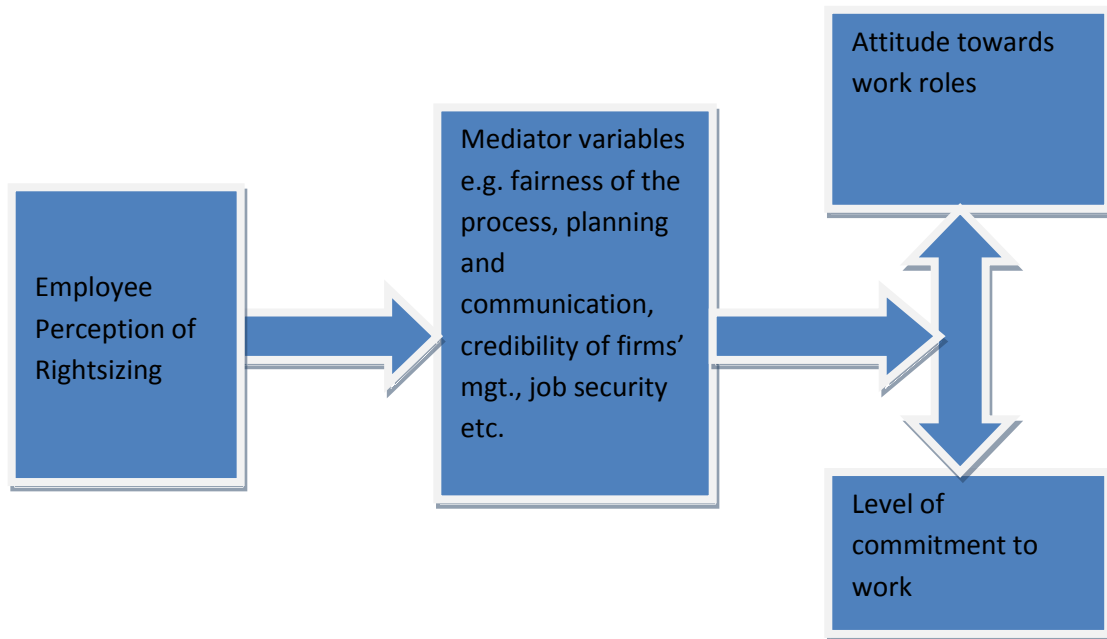


Figure 2.1 Conceptual Framework on perception of rightsizing on survivors' attitude and commitment.

The Conceptual Framework above guides to understand the relationship between the variables. The mediating variables play on the employee perception during the rightsizing process to influence survivors towards their work roles. The rightsizing process also, through the mediating factors, affects the level of survivors' commitment to work. The level of survivors' commitment to work also affects their attitude towards their work roles, and vice versa.

## CHAPTER THREE

### METHODOLOGY

This chapter describes the research methodology used in conducting the study. The research setting, population, research design and sample are described, followed by instrumentation, data collection and data analysis procedures.

#### *3.1 Research Setting*

The research was conducted in three companies – Vodafone Ghana, Access Bank and Akosombo Textiles Ltd. all of which have undergone some forms of restructuring recently. The study took place at two branches of Vodafone and two branches of Access Bank, both in Accra and the main office of ATL at Akosombo in the Eastern Region.

#### *3.2 Population / Participants*

The target population for this study included all survivors in the three companies who were at post at the time of collecting data for the study. This population was estimated at 1,783 consisting of 1,108 from Vodafone, 395 from Access Bank and 280 from ATL.

#### *3.3 Sample Size*

A sample size of one hundred and fourteen (114) respondents was used for the study. This sample consisted of 53 respondents from Vodafone Company Ltd., 36 from Access Bank Ltd. and 25 from ATL. The sample also consisted of 76 males and 38 females. Of this sample, 78 respondents were in non-managerial positions whilst the remaining 35 respondents were in managerial positions in their

companies/organizations. The sample size used is supported by de Vos, Strydom, Fouche & Delport (2006, p. 196) who indicate that a study population of less than 3 000 population can have a sample size percentage of 28 or 280 respondents.

### ***3.4 Sampling Techniques***

Considering the sensitive nature of this research, the purposive sampling technique was used to select the study sites and this was then followed by the convenience sampling technique to select the individual respondents from each company. These are both non-probability sampling methods since the probability of selecting each company or respondent was very difficult to determined (Rosnow & Rosenthal, 1999). With the purposive sampling technique, members with the required characteristics are located in a particular place and the researcher purposely selects that place to meet his/her research needs. So in this particular case the researcher purposefully chose the three organizations because the rightsizing processes in these organizations were very recent and had attracted social scrutiny, particularly in the media. Also, the convenience sampling technique is most suitable for studies such as this because participation was absolutely voluntary; sampling is also done purely on the basis of availability. Respondents are selected because they are accessible and articulate. It can only be used in special cases, mostly when the universe is sufficiently homogeneous.

### ***3.5 Research Design***

In this study, the *descriptive cross-sectional survey design* was adopted. This is the type of research design in which the researcher asks questions of people at one point in time. It allows a researcher to take a *snapshot* of a research population at a certain

time and allows conclusions about phenomena across the breadth of the population to be drawn. With cross-sectional designs, information is also gathered from different groups to investigate the differences between the subgroups at the same time period. This design allows for more investigation into the topic and explores possible directions for further research. A self-report technique with the aid of a questionnaire was employed to collect the data.

### ***3.6 Data Collection Instruments***

A questionnaire was used to collect data for the study. According to Oppenheim (1992) and Emory (1995), the use of questionnaires in research of this nature comes with many advantages, which formed the basis of its use in the current research. Such advantages include its flexibility to allow for a large sample size ( $N = 114$ ) to be used, permission for a self-administered method of data collection, very economical in terms of monetary cost and time as well as ensuring anonymity in the responses offered by respondents.

The questionnaire had four main sections. The first section (Section A) consisted of five (5) self-designed items to collect data on the demographic characteristics of respondents. Such items elicited information on sex of respondent, age, job title, time spent with the organization and whether respondents believed the rightsizing/merger/layoff process could have affected them.

The Section B contained 20 items that measured respondents' perception of their organization/company after the rightsizing/merger/lay-off process (*see Appendix 1*). All the items had five response categories which were mutually exclusive. Thus, for

every item, respondents were asked to select only one response option (*see Appendix I*). Section C contained 17 items that measured respondents' attitude towards their organization/company after the rightsizing/merger/lay-off process. The items in these two sections (B and C) were adopted both from Keith's 2002 questionnaire which was used in collecting data for his study on "Organizational Perceptions and their Relationships to Job Attitudes, Effort, Performance, and Organizational Citizenship Behaviors" and Crispen's 2009 questionnaire which was used in collecting data for his study on "Factors Influencing Survivor Qualities after Downsizing".

The last section (Section D) also contained 17 items which measured respondents' level of organizational commitment after the rightsizing/merger/lay-off process (*see Appendix I*). These items were adopted from the organizational commitment scales developed by Meyer, Allen and Smith (1993) and slightly modified to suit the current study.

### **3.7 Assessment of Average Score**

Meyer and Allen (2004) developed a scale for measurement with interpretation which is based on an assessment of the average score and the level of dispersion around this average. It was published in the article: TCM Employee Commitment Survey Academic Users Guide. This scale was scored in accordance with the scoring pattern on a five-point Likert Scale. This scale was adopted for the assessment of the average score for this study.

All the items in Sections B, C and D were coded with all scores ranging from 1 for "Strongly Agree" to 5 for "Strongly Disagree" for all items. No item was scored in

the reversed way. Total scores for Section B ranged between 20 and 100 with higher scores (51 and above) reflecting negative perception whilst lower scores (50 or lower) reflecting positive perception. For Section C, none of the items was scored in the reversed way. Total scores ranged between 17 and 85 with lower scores (42 or below) indicating a liberal (positive) attitude towards their organization/company after rightsizing while higher scores (43 and above) reflecting conservative (negative) attitude. Items in the last section (Section D) were also scored in like manner. This was scored on a five-point Likert Scale and this was in accordance with the scoring pattern adopted by Meyer, Allen and Smith (1993). All the items were coded such that agreement endorsed the high level of organizational commitment with scores ranging from 1 for “Strongly Agree” to 5 for “Strongly Disagree”. Total scores ranged between 17 and 85 with higher scores (43 and above) indicating low level of organizational commitment after the rightsizing process while lower scores (42 or lower) reflecting higher level of organizational commitment.

### ***3.8 Pretesting of Questionnaire***

A pretest (pilot study) is normally conducted to assess the reliability and/or validity of a questionnaire (particularly a newly constructed or adapted questionnaire). For purposes of reliability and relevance therefore, this questionnaire was pilot-tested among twenty (20) respondents in one branch and the head office, both of the Agricultural Development Bank in Accra to determine whether the scales could be adapted to the Ghanaian situation. The pilot study was also meant to test the feasibility of the administration procedure and the extent to which participants understood the items on the questionnaire. To elicit frank, sincere and reliable

responses, respondents were given assurance of anonymity and confidentiality of data collected. The outcome was very satisfactory though it led to a few changes (topographical errors) to some of the items in the final questionnaire. For instance, item 9 “The level of prior notification provided by management was adequate”, was queried by five respondents suggesting that it was difficult for them to understand that item. This was then revised to read “The notice provided by management before rightsizing/merger/lay-off was adequate”. The rest were some few misspellings but were corrected.

The results yielded a very high reliability coefficient ( $\alpha = 0.98$ ) for the entire questionnaire. Further analysis of the components of the questionnaire showed that the Perception Scale (Section B), Attitude Scale (Section C) and Commitment Scale (Section D) yielded very high reliability coefficients ( $\alpha = 0.94$ ), ( $\alpha = 0.95$ ) and ( $\alpha = 0.97$ ) respectively.

### ***3.9 Data Collection Procedure***

Data collection occurred between 7<sup>th</sup> and 18<sup>th</sup> May, 2013. Prior to the commencement of the data collection, official letter of introduction was obtained from the Business School of the University of Ghana introducing the researcher as a Master of Philosophy student and the exercise as a course requirement. Copies of the letter were sent to the three companies for final approval.

A week to the commencement of the study, the researcher visited each of the selected organizations to remind management of the exercise and possibly to be introduced to the would-be respondents. The services of a research assistant was

sought to help administer the questionnaire. In administering the questionnaire, the researcher and his assistant explained the purpose of the study to each respondent and the confidentiality of their responses was assured them. Finally, every respondent was reminded that participation was absolutely voluntary. Some respondents asked for one week to allow them fill out the questionnaire since their work schedules were so tight. It took the researcher more time period than expected to retrieve some of the completed questionnaire from respondents. Out of the total 300 copies of the questionnaire that were administered, only 128 were retrieved and 114 were analyzed. The other 14 copies of the questionnaire could not be included in the analysis because they were either returned blank or most of the items were not responded to which in the researcher's view could significantly affect the analysis or outcome of the study. A response rate of about 42.7 percent obtained in this study was considered high enough to be acceptable.

To maintain the content validity and meaningfulness of the research instrument, all the respondents responded to the items on the questionnaire in the English language. All the one hundred and fourteen (114) respondents had varied levels of education ranging from Middle School Leaving Certificate (MSLC) through first degree to Post-graduate degrees and were able to express themselves adequately in the English language.

### ***3.10 Analysis of Data***

The data were analyzed electronically with SPSS (Version 20) using both descriptive and inferential statistical tools. The descriptive statistical tools such as frequency tables, pie charts, bar charts, etc. were used to present the demographic

data of respondents. The Inferential statistical tools (including the Chi-Square Test, One-Way ANOVA and the Independent t Test) were used to analyze and test the hypotheses. Hypotheses one, two and four were tested using the Chi-Square test. This is because items capturing data for these hypotheses were scored using frequencies. Hypothesis three was analyzed and tested using the One-Way ANOVA because three independent groups (survivors from Vodafone Ghana, Access Bank and ATL) were being compared on attitude which was measured on the interval scale. The Independent t Test was used to analyze the other findings of the study by comparing survivors in managerial positions with those in non-managerial positions on their perception, attitude and level of commitment to their organizations after the rightsizing process. Finally, Correlation was used to compare the association among variables from the three independent groups.

## CHAPTER FOUR

### ANALYSIS AND DISCUSSION OF RESULTS

This chapter focuses on the results of the study. It begins with a summary of the mean scores and standard deviations of the main study variables that were scored followed by summary of the demographic characteristics of the respondents and then some important variables all of which are presented in frequency tables, pie charts and bar charts to provide a graphical understanding of the data. Also, each of the four hypotheses that have been analyzed and tested using inferential statistical tests has been illustrated indicating whether or not it was confirmed by the data.

#### *4.1 Analysis of Demographic Characteristics of Respondents*

##### **4.1.1 Appraisal of respondents' gender**

The sex of respondents was the first demographic variable to be captured by the data collection instrument. These were analyzed and presented using a frequency table as presented in Table 4.1.

**Table 4.1: Sex of Respondents**

<b>Sex</b>	<b>Frequency</b>	<b>Percentage</b>
Male	76	66.7
Female	38	33.3
<b>Total</b>	<b>114</b>	<b>100</b>

The data in Table 4.1 shows that two-third of the respondents (76) representing 66.7% were males whilst only one – third of them making up of 33.3% were females.

#### 4.1.2 Appraisal of respondents' age

The respondents aged between 20 years and 59 years with a modal age group of 30 - 39 years. Table 4.2 below shows the age distribution of the respondents.

**Table 4.2: Age Distribution of Respondents**

Age Range	Frequency	Percentage
20 – 29	38	33.3
30 – 39	51	44.7
40 – 49	20	17.5
50 +	5	4.4
<b>Total</b>	<b>114</b>	<b>100</b>

The table (Table 4.2) shows that majority (51 out of 114 representing 44.7%) of the respondents aged between 30 and 39 years. Thirty-eight (33.3%) aged between 20 and 29 years whilst 17.5% aged between 40 and 49 years. Only five (4.4%) aged 50 years or more.

#### 4.1.3 Appraisal of Type of Company

The questionnaire also elicited information on the type of company/organization in which respondents work. This information was analyzed and presented in a bar chart as depicted in Figure 4.1 below.

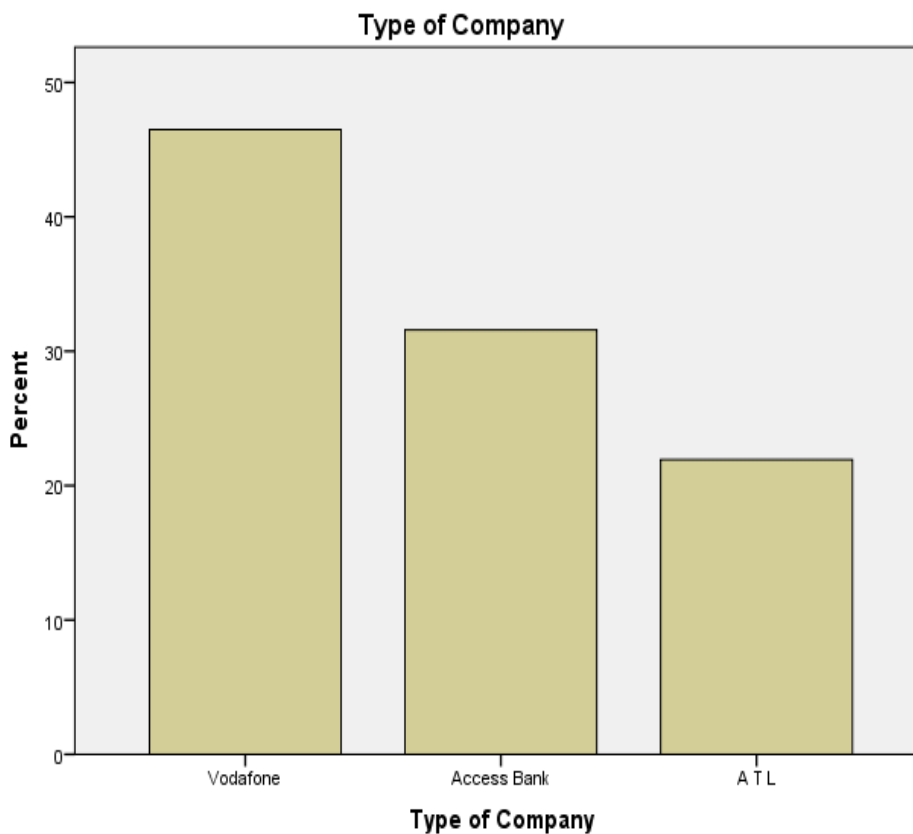


Figure 4.1: Appraisal of respondents by Type of Company/Organization

The data projected in Figure 4.1 above indicates that majority of the respondents (53 representing 46.5%) were employees of Vodafone Ghana Ltd. whilst 36 of them representing 31.6% were employees of Access Bank Ltd. and the remaining 25 respondents (21.9%) were employees of Akosombo Textiles Ltd.

#### 4.1.4 Appraisal of Job Title

The questionnaire also captured useful information on the job titles of the respondents in their various companies/organizations. These were recategorized into managerial and non-managerial during the data analysis and the outcome of this analysis is presented in Figure 4.2.

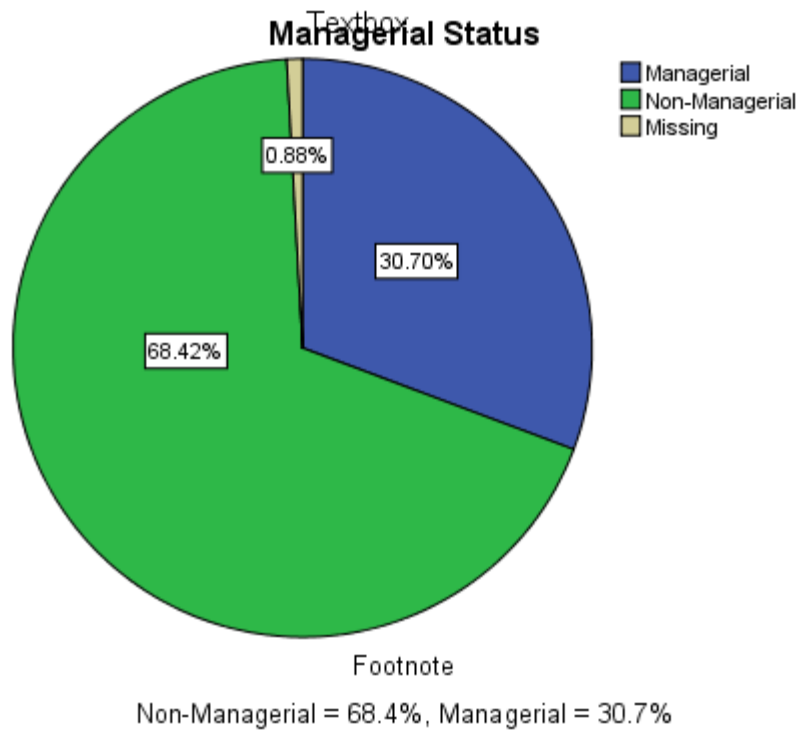


Figure 4.2: Appraisal of Managerial Status of Respondents

Data in Figure 4.2 shows that majority of the respondents (78 representing 68.4%) were in non-managerial positions whilst the remaining 35 (30.7%) were in managerial positions in their companies/organizations. One respondent (0.9%) did not indicate his/her job title and could thus not be categorized.

#### 4.1.5 Appraisal of Time spent with Organization

Respondents have been with their companies/organizations for varied number of years. This information was also captured by the data collection instrument which were analyzed and presented in Table 4.3

**Table 4.3: Time spent with Organization**

<b>Number of Years</b>	<b>Frequency</b>	<b>Percentage</b>
Less than a Year	7	6.1
1 – 4	45	39.5
5 – 8	35	30.7
9 – 12	14	12.3
13 – 16	7	6.1
17 – 20	4	3.5
21+	2	1.8
<b>Total</b>	<b>114</b>	<b>100</b>

The data presented in Table 4.3 demonstrates majority of respondents (45 out of 114 representing 39.5%) who spent between the range of one and four years with their various organizations, followed by 35 representing 30.7% falling in the range of five and eight years. Whilst 14(12.3%) fall between nine and twelve years. Less than ten respondents (representing 6.1%, 6.1%, 3.5%, and 1.8% respectively) either spent less than a year or thirteen and above.

#### *Respondents' Views on whether or not they could have been Affected*

Respondents' views on whether they could have been affected by rightsizing exercise were elicited using questionnaire. Table 4.4 below displays their responses.

**Table 4.4: Respondents' views on whether they could have been affected by the rightsizing exercise**

<b>Could the Exercise Affect You?</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	46	40.4
No	36	31.6
Not Sure	32	28.1
<b>Total</b>	<b>114</b>	<b>100</b>

The data presented in Table 4.4 reveals a greater number of respondents (46 out of 114 representing 40.4%) indicating they could have been affected by the rightsizing exercise. However, 36 (representing 31.6%) responded otherwise with 32 (28.1%) not being sure as to whether they would be affected or not.

### ***Means Scores and Standard Deviations***

Table 4.5 below shows the means and standard deviations of respondents' scores on perception, attitude and level of commitment to their organizations after the rightsizing process.

**Table 4.5: Means and Standard Deviations**

<b>Variable</b>	<b>N</b>	<b>Sum</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Perception</b>	<b>114</b>	<b>6907</b>	<b>60.59</b>	<b>13.067</b>
<b>Attitude</b>	<b>114</b>	<b>4812</b>	<b>42.21</b>	<b>9.005</b>
<b>Commitment</b>	<b>144</b>	<b>5746</b>	<b>50.40</b>	<b>10.717</b>

From the table (Table 4.5), the respondents had a mean score of 60.59 with a standard deviation of 13.067 for perception, a mean score of 42.21 with a standard deviation of 9.005 for attitude and a mean score of 50.40 with a standard deviation of 10.717 for level of commitment to their organizations after the rightsizing process. This means that, generally respondents had a negative perception of their organization as well as low level of commitment after the rightsizing process. They however showed a positive attitude towards their organizations after the rightsizing process.

## ***4.2 Hypotheses Testing***

Four main hypotheses were formulated and tested in this study. This section of the chapter elaborates how each of these hypotheses was analyzed and tested. Chi-square test allows us to test hypotheses using nominal or categorical data. What chi-square does is test whether one set of proportions is different from another by comparing frequencies. One Variable Chi-Square Test: In this Test, there is only one variable involve with two levels. The one variable involved in the following Test is “Attitude towards Organization” with two levels-“Positive perception and Negative perception”. According to the chi-square table all that is needed for significance at the .05 level is when  $X^2_{obs.}$  is greater than  $X^2_{crit.}$

### **4.2.1 Hypothesis 1**

The first hypothesis that “*Survivors of rightsizing will have a negative perception of their organization after rightsizing*” was analyzed and tested using Chi Square Test ( $X^2$ ) and the results of the analysis are presented in Tables 4.6 and 4.7 below.

**Table 4.6: Perception after Rightsizing**

Type of Perception	Frequency	Percentage
Positive perception	23	20.2
Negative perception	91	79.8
<b>Total</b>	<b>114</b>	<b>100</b>

The data in Table 4.6 indicates that majority of respondents (91 out of 114 representing 79.8%) had a negative perception of their companies/organizations after the rightsizing process whilst the remaining 23 (representing 20.2%) showed a positive perception. The significance of this difference was therefore tested using the one variable Chi Square Test ( $X^2$ ) and the results of the analysis are presented in Table 4.7 below.

**Table 4.7: Summary Table of Chi Square ( $X^2$ ) Analysis**

Factor	Observed N	df	$X^2$ obs.	$X^2$ crit	<i>P</i>
Positive Perception	23	1	40.56	10.83	.000
Negative Perception	91				

From Table 4.7 above, a statistically significant difference exists between the respondents with positive perception of their companies/organizations after the rightsizing process and those with a negative perception [ $X^2(1) = 40.56, p < .0001$ ]. It is clear from Table 4.6 above that majority of the respondents (79.8%) showed a negative perception of their companies/organizations after the rightsizing process and therefore, the first hypothesis was duly supported by the data.

### 4.2.2 Hypothesis 2

The second hypotheses that “*Survivors of rightsizing will show a negative attitude towards their work roles after the rightsizing exercise*” was also analyzed and tested using Chi Square Test ( $X^2$ ) and the results of the analysis are presented in Tables 4.8 and 4.9 below.

**Table 4.8: Attitude after Rightsizing**

Type of Attitude	Frequency	Percentage
Positive	64	56.1
Negative	50	43.9
<b>Total</b>	<b>114</b>	<b>100</b>

The data in Table 4.8 shows that majority of respondents (64 representing 56.1%) had a positive attitude towards their work roles and for that matter their companies/organizations after the rightsizing process whilst 50 of them representing (43.9%) had a negative attitude. The one variable Chi Square Test ( $X^2$ ) was used to test the significance of this observed difference between the groups. The results of the analysis are presented in Table 4.9 below.

**Table 4.9: Summary Table of Chi Square ( $X^2$ ) Analysis**

Factor	Observed N	df	$X^2$ obs.	$X^2$ crit	$P$
Positive Attitude	64	1	1.72	2.71	ns
Negative Attitude	50				

The data in Table 4.9 above indicates that the difference observed between the two groups is not statistically significant [ $X^2$  (1) = 1.72,  $p$  = ns]. It is observed from

Table 4.8 above that many more respondents (56.1%) showed a positive attitude towards their companies/organizations after the rightsizing process than those who showed a negative attitude. However, this difference was deemed insignificant and the conclusion was that majority of the respondents neither have positive nor negative attitude towards their companies/organizations after the rightsizing process. With this outcome, the second hypothesis was not supported by the data from the field.

### 4.2.3 Hypothesis 3

ANOVA (which is also called analysis of variance) is used when comparing means involving more than two groups. To carry out ANOVA, the mean and standard deviation for each of the groups involved in the study must be calculated. The analysis of variance will then tell us three things: Whether there are any significant differences of means among all of the groups, provided by the  $F$  -ratio: Whether any of the specific groups differ from each other. There are more than one possible pairs of groups and this is provided by using Comparison Techniques. Whether the differences are relatively big or small, Measures of Explained Variance will tell us this. The  $F$ -ratio compares the variance between the groups with the variance within the groups. According to the ANOVA all that is needed for significance at the .05 level is when  $F$  obs. is greater than  $F$  crit.

The third hypothesis suggested that *“Survivors of companies that undertook rightsizing much earlier will show a better attitude towards work than those that recently rightsized”* was analyzed and tested using the One-Way ANOVA test since

three independent groups were being compared on attitude which was measured on the interval scale. The results of this analysis are presented in Table 4.10 below.

**Table 4.10: Summary Table of the results from the One-Way ANOVA**

Source of Variation	Sum of Scores	df	Mean Squares	<i>F</i>	<i>P</i>
Between Groups	616.003	2	308.001	4.00	.021
Within Groups	8546.945	111	77.000		
<b>Total</b>	<b>9162.947</b>	<b>113</b>	<b>-</b>		

Results from Table 4.10 above shows that there is a significant difference among respondents from at least two of the organizations [ $F(2, 111) = 4.00, P = .021$ ]. To determine the particular groups that differed significantly and the direction of this difference, the t Test (Protected t Test) was used in multiple comparisons and the results of the multiple comparisons are represented in Table 4.11 below.

**Table 4.11 – Summary Table of the Multiple Comparisons using the t Test Method LSD**

GROUP MEANS	GROUP MEANS			
		VODA	ACCESS	ATL
	VODA	-	4.700*	4.603*
	ACCESS	-	-	0.097 ns
	ATL	-	-	-

**NOTE:** \* -  $P < .05$  ns – Not significant ATL – Akosombo Textiles Ltd.  
VODA – Vodafone Ghana Ltd. ACCESS – Access Bank Ltd.

From the multiple comparisons as reflected in the summary table above, it can be observed that all the pair-wise comparisons were statistically significant except ACCESS vs ATL. In examining the mean scores of these groups, it is found that ACCESS (44.42) > ATL (44.32) and ATL (44.32) > VODA (39.72). Since higher scores reflected negative attitude, respondents from Vodafone Ghana had a better attitude than those from either Access Bank Ltd. or ATL. This finding is inconsistent with the prediction that “Survivors of companies that undertook rightsizing much earlier will show a better attitude towards work than those that recently rightsized” and in that case the data could not support the hypothesis. This is so because ATL is the company that undertook rightsizing much earlier.

#### 4.3.4 Hypothesis 4

The last hypothesis predicted that “The major factors that will negatively affect survivors’ level of commitment to work after organizational rightsizing will be lack of trust and job insecurity”. This was analyzed and tested using Chi Square Test ( $X^2$ ) and the results of the analysis are presented in Tables 4.12 and 4.13 below.

**Table 4.12 Management has remained trustworthy after the exercise**

Type of Attitude	Frequency	Percentage
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Agree	26	22.8
Not Sure	53	46.5
Disagree	35	30.7
<b>Total</b>	<b>114</b>	<b>100</b>

The data in Table 4.12 indicates that majority of respondents (53 out of 114 representing 46.5%) were not sure management of their organizations remained trustworthy after the rightsizing process, 35 of them (30.7%) disagreed with the statement and only 26 respondents (22.8%) agreed with the statement. The Chi Square Test ( $X^2$ ) was therefore used to test the significance or otherwise of the differences observed among the groups and the results of the analysis are presented in the summary table, in Table 4.13 below.

**Table 4.13 Summary Table of Chi Square ( $X^2$ ) Analysis**

Factor	Observed N	df	$X^2$ obs.	$X^2$ crit	$P$
Agree	26	2	9.95	4.60	<.05
Not Sure	53				
Disagree	35				

From Table 4.13 above, a statistically significant difference exists between the frequencies of respondents who were not sure management of their organizations remained trustworthy after the rightsizing process and those who agreed to the statement or those who did not agree to the statement [ $X^2(2) = 9.95, p < .05$ ]. It is clear from Table 4.12 above, that majority of the respondents (46.5%) were not sure management of their companies/organizations remained trustworthy after the rightsizing process.

The second aspect of the hypothesis was on the job insecurity. Data for this part of the hypothesis was also analyzed and tested with the Chi Square Test ( $X^2$ ) and the outcome of the analysis are presented in Tables 4.14 and 4.15 below.

**Table 4.14: I Think I will Maintain my Job**

Type of Attitude	Frequency	Percentage
Agree	30	26.3
Not Sure	65	57.0
Disagree	19	16.7
<b>Total</b>	<b>114</b>	<b>100</b>

The data in Table 4.14 indicates that majority of respondents (65 of the 114 respondents representing 57.0%) were not sure they would maintain their jobs in their organizations considering what was going on after the rightsizing process, 30 of them (26.3%) agreed with the statement and only 19 respondents (16.7%) disagreed with the statement. The Chi Square Test ( $X^2$ ) was used to test the significance level of the differences observed among the groups and the results of this analysis are presented in Table 4.15 below.

**Table 4.15: Summary Table of Chi Square ( $X^2$ ) Analysis**

Factor	Observed N	df	$X^2$ obs.	$X^2$ crit	<i>P</i>
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Agree	30	2	30.368	4.60	<.05
Not Sure	65				
Disagree	19				

The data from Table 4.15 above shows that a statistically significant difference exists between the frequencies of respondents who were not sure they would maintain their jobs in their organizations considering what was going on after the rightsizing process and those who agreed to the statement or those who did not agree to the statement [ $X^2 (2) = 30.368, p < .05$ ]. It is clear from Table 4.14 that majority of the respondents (57.0%) were not sure they would maintain their jobs in their organizations. With these outcomes, the data could not support the last hypothesis and it was therefore rejected.

#### ***4.4 Other Findings***

The study also came out with some very important findings which were not otherwise hypothesized for. Critical among these findings were the area of differences in perception, attitude and level of commitment between respondents (survivors) who were in managerial position and those who were not in managerial position.

##### **4.4.1 Dependent Variable 1**

The first dependent variable on which these two groups were compared was perception of the organization after the rightsizing process and this was done using the Independent t Test. A *t*-test is used to determine whether the means of two groups are statistically different from each other. If the *p*-value is less than or equals

to .05 then the means of the two groups are significantly different. The outcome of this analysis is presented in Table 4.16 below.

**Table 4.16: Perception of Survivors in Managerial and Non-Managerial Positions after Rightsizing**

Managerial Status of Respondents	N	Mean	Std. Dev.	df	t-value	p-value
Non-Managerial	78	60.83	13.502	111	0.452	0.471
Managerial	35	59.63	12.144			

The results in Table 4.16 indicate that no significant difference exists in the perception of the organization between respondents (survivors) who were in managerial position and those who were not in managerial position [ $t(111) = 0.452$ ,  $p = 0.471$  (n.s)]. Thus, survivors in managerial positions did not differ significantly from those in non-managerial position as far as perception of the organization after rightsizing was concerned.

#### 4.4.2 Dependent Variable 2

The second variable on which survivors in managerial positions and those in non-managerial positions were compared was attitude towards the organization after rightsizing. This was also analyzed using the Independent t Test. The outcome of this analysis is presented in Table 4.17 below.

**Table 4.17: Attitudes of Survivors in Managerial and Non-Managerial positions**

Managerial Status	N	Mean	Std. Dev.	Df	t-value	p-value
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<b>of Respondents</b>						
Non-Managerial	78	42.53	9.03			
Managerial	35	41.17	8.92	111	0.740	0.830

The data in Table 4.17 shows that no significant difference exists in the attitudes between respondents (survivors) who were in managerial position and those who were not in managerial position [ $t(111) = 0.740, p = 0.830$  (n.s)]. Thus, the attitude of survivors in managerial positions did not differ significantly from that of those in non-managerial position.

#### 4.4.3 Dependent Variable 3

The next variable on which survivors in managerial positions and those in non-managerial positions were compared was level of commitment to the organization after rightsizing. This was also analyzed using the Independent t Test. The outcome of this analysis is presented in Table 4.18 below.

**Table 4.18: Level of Commitment of Survivors in Managerial and Non-Managerial positions**

<b>Managerial Status of Respondents</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>df</b>	<b>t-value</b>	<b>p-value</b>
Non-Managerial	78	50.05	11.205			
Managerial	35	50.91	9.703	111	0.394	0.263

The results in Table 4.18 indicate that no significant difference exists in the level of commitment to the organization between respondents (survivors) who were in

managerial position and those who were not in managerial position [ $t(111) = 0.394$ ,  $p = 0.263$  (n.s)]. Thus, survivors in managerial positions did not differ significantly from those in non-managerial position as far as the level of commitment to the organization after the rightsizing process was concerned.

#### 4.4.4 Dependent Variable 4 (Overall Commitment)

Another critical finding of the study was on the overall level of commitment of survivors to their companies/organizations after the rightsizing process and data on this were analyzed using Chi Square Test ( $X^2$ ). The outcomes of these analyses are presented in Tables 4.19 and 4.20 below.

**Table 4.19: Level of Commitment after Rightsizing**

Type of Perception	Frequency	Percentage
High	25	21.9
Low	89	78.1
<b>Total</b>	<b>114</b>	<b>100</b>

The data in Table 4.19 shows that majority of respondents (89 representing 78.1%) had a low level of commitment to their companies/organizations after the rightsizing process whilst 25 of them representing (21.9%) had a high level of commitment. The one variable Chi Square Test ( $X^2$ ) was used to test the significance of this observed difference between the groups. The results of the analysis are presented in Table 4.20 below.

**Table 4.20: Summary Table of Chi Square ( $X^2$ ) Analysis**

Factor	Observed N	Df	$X^2$ obs.	$X^2$ crit	<i>P</i>
High	25	1	35.93	10.83	.000
Low	89				

The data in Table 4.20 above indicates that the difference observed between the two groups is statistically significant [ $X^2$  (1) = 35.93,  $p = .000$ ]. It is clear from Table 4.19 above that many more respondents (78.1%) showed low level of commitment to their companies/organizations after the rightsizing process whereas only 21.9% of them showed high level of commitment.

#### 4.4.5 Correlation among Study Variables

Pearson's correlation (or simply correlation) is a number ( $r$  = correlation coefficient) that describes the strength of the relationship between two variables. Relationships can be positive or negative. Correlation detects and describes relationships among variables using techniques. Unlike experimental designs, variables are not deliberately manipulated or controlled—variables are described as they exist naturally. These techniques can be used to explore the association between pairs of variables (correlation), predict scores on one variable from scores on another variable (bivariate regression). The variables in Table 4.21 below would be compared using the technique used to explore the association between pairs of variables.

**Table 4.21 Relationship among Study Variables**

	Variables	Employee Perception	Employee Attitudes	Employee Commitment
5	Employee Perception	-		
6	Employee Attitudes	.462**	-	
7	Employee Commitment	.716**	.604**	-

Note: N=114 \*p< 0.05 \*\*p< 0.01

The results in Table 4.21 above clearly show that there is a significant positive relationship between the perception of employee and employee attitude ( $r = .462$ ,  $p < 0.01$ ). It is also observed that there is a significant positive relationship between the perception of employee and employee commitment ( $r = .716$ ,  $p < 0.01$ ). Finally, it is also clear that there is a significant positive relationship between attitude of employee and employee commitment ( $r = .604$ ,  $p < 0.01$ ).

This means that among the variables in the three companies or organizations used as target population, there is a very strong correlation between employee perception and employee commitment, a strong correlation between employee commitment and employee attitude whereas the correlation between employee perception and attitude is quite moderate.

#### ***4.5 Summary of Findings***

In summary, it is very clear from the data collected and analyzed so far that majority of the respondents (79.8%) showed a negative perception of their companies/organizations after the rightsizing process, that many more of the respondents (56.1%) showed a positive attitude towards their companies/organizations after the rightsizing process than those who showed

a negative attitude but the difference was insignificant. It was also found that respondents from Vodafone Ghana had a better attitude towards their work roles than those from either Access Bank Ltd. or ATL but those from Access Bank Ltd. did not differ significantly from those from ATL. It also came out clearly that majority of the respondents (46.5%) were not sure management of their companies/organizations remained trustworthy after the rightsizing process and also that majority of them (57.0%) was not sure they would maintain their jobs in their organizations. It was also clear that no significant difference existed in the perception, attitudes and level of commitment to their companies/organizations between survivors who were in managerial position and those who were not in managerial position. Finally, it was found that among the variables in the three companies or organizations used as target population, there is a very strong correlation between employee perception and employee commitment, a strong correlation between employee commitment and employee attitude, whereas the correlation between employee perception and attitude is quite moderate.

#### ***4.5.1 Discussion of Findings***

The study examined survivors' general perception, attitudes and the major factors influencing their level of commitment to work after organizational rightsizing. To achieve this, 114 survivors from three companies which had recently undergone rightsizing (Vodafone Ghana, Akosombo Textiles and Access Bank Ghana) were sampled for the study. Rightsizing is a more complex phenomenon in which different groups of employees react with mixed feelings, particularly when the process is judged (perceived) to be unfair. This results in varying levels of effect on survivor attitude and level of commitment to work. This formed the focus of the

current study. Four hypotheses were formulated and tested of which only one was supported by the data.

The first hypothesis which stated that “*Survivors of rightsizing will have a negative perception of their organization after rightsizing*” was tested using the Chi Square Test ( $X^2$ ). This first hypothesis was duly supported by the data. This means that 79.8% of the respondents had a negative perception of their companies/organizations after the rightsizing process as reflected in Table 4.6. This finding is consistent with the research findings of Keith (2002), Gopinath and Becker (2000) and Eisenberger, Fasolo and Davis-LeMastro (1990) who all found in their various studies that most survivors had a negative perception of their organizations and/or management after a rightsizing process.

This outcome may be attributed to various factors arising from the processes before, during and after the rightsizing process. First of all, the major factor that might lead to the negative perception is when survivors think or feel that the rightsizing process is unfair (Hakan, Ismail & Cem, 2012). In this research, it was found that majority (63) of the respondents (55.3%) thought that the criteria of laying off people was unfair, 33 of them (28.9%) were not sure of the fairness of the criteria and 18 (15.8%) were of the view that the criteria was fair. This point was given much credibility by the finding from another item that majority of the respondents (50.9%) disagreed with the statement that much information was given to explain the decision to rightsize. Clearly, survivors in these organizations felt that the process of laying-off their colleagues during the rightsizing process was unfair and this seemed to be the key causal factor of the negative perception that the survivors had of their

organizations. They tend to have the feeling that they could also be affected in the future.

The second hypothesis which predicted that “*Survivors of rightsizing will show a negative attitude towards their work roles after the rightsizing exercise*” was also tested using the Chi Square Test ( $X^2$ ). This second hypothesis was rejected. This means that the number of respondents who had positive attitude towards their companies/organizations after the rightsizing process was statistically not different from those who had negative attitude as reflected in Table 4.8. This finding is inconsistent with the research findings of Jeffrey (2011) as well as Bergh and Theron (1999) on survivors’ attitude after organizational downsizing. Jeffrey (2011) conducted a study to examine the effects of downsizing on employees who were leaving (leavers) the Reserve Bank of Zimbabwe (RBZ) and on those who were remaining (survivors). The results indicated that most leavers thought the process as ‘unfairly’ implemented and indicated that there were no clear criteria used to eliminate them from the organization whereas the survivors also indicated that they were now more vulnerable than before as they continued to fear that the organization would continue to downsize in future in line with the changing economic environment. This, according to the findings was the root cause of the negative attitude that most of the survivors showed.

Bergh and Theron (1999) maintained that many survivors develop a range of negative attitudes to the organization and job after watching their colleagues or workmates experience the pain of rightsizing. They however acknowledged that some may develop a range of positive attitudes depending on the level of

involvement in the process. The outcome was rather in conformity with the findings of Crispen who conducted a research in (2009) in South Africa to determine the factors that influenced the attitudinal, commitment and motivational qualities of survivors after organizational downsizing. Survivor attitude towards the organization was found to be average as shown by a central 95% confidence interval of the mean score of (2.8, 3.0).

The inconsistencies may be attributed to the fact that the current study used a smaller sample size ( $n = 114$ ) as compared to those of Jeffrey (2011) and Bergh and Theron (1999) which both used much larger sample sizes of 750 and 300 respectively. The effect of smaller sample sizes is quite damaging in its attempt to estimate the true or exact state of affairs in the population (Opoku, 2006). It is also possible that many of the survivors were trying to be “good” in the eyes of management to, in a way, avoid being victims on the next layoff.

The third hypothesis which suggested that “*Survivors of companies that undertook rightsizing much earlier will show a better attitude towards work than those that recently rightsized*” was analyzed and tested using the One-Way ANOVA. The results showed that respondents (survivors) from Vodafone Ghana had a better attitude than those from either Access Bank Ltd. or ATL but the attitude of survivors from Access Bank did not differ from those from ATL. With this finding the third hypothesis was rejected.

The inconsistencies may be attributed to the fact that survivors of ATL, being the company which undertook the rightsizing much earlier feel that employees’ tenure

of employment has been tempered with in an unfair manner. The company's workers embarked on a strike action on January 21, 1999, to press home their demand for a 50 per cent salary increase as against the 25 per cent offered by management. The management reacted by suspending production, leading to the setting up of the committee of enquiry at the instance of the government. The appointment of 164 of the workers has been terminated for the roles they played in the strike action.

The assertion regarding their feeling is consistent with research findings of Judge, Thoreson, Bono and Patton (2001) who found that survivors show their dissatisfaction with the rightsizing process through behaviours directed towards leaving the organisation, actively trying to voice out their concerns in order to improve their current conditions or passively allowing conditions to worsen through chronic absenteeism and increased error rates. This, according to the findings was the root cause of the inconsistencies since the survivors of the company which undertook the rightsizing much earlier have not got the right environment to show a better attitude to work. The research findings of Keith (2002) showed among others that time commitment was as a result of job involvement and job satisfaction was positively related to work intensity. These are antecedents for a better attitude to work which were not available for these survivors.

The last hypothesis predicted that *"The major factors that will negatively affect survivors' level of commitment to work after organizational rightsizing will be lack of trust and job insecurity"*. This was tested using the Chi Square Test ( $X^2$ ). From Table 4.13, a statistically significant difference exists between the respondents who

were not sure management of their organizations remained trustworthy after the rightsizing process. It was clear from Table 4.12 that majority of the respondents (46.5%) were not sure management of their companies/organizations remained trustworthy after the rightsizing process.

The second aspect of the hypothesis was on the job insecurity. Data for this part of the hypothesis was also analyzed and tested with Chi Square Test ( $X^2$ ). The data from Table 4.15 shows that a statistically significant difference exists between the respondents who were not sure they would maintain their jobs in their organizations considering what was going on after the rightsizing process. It was clear from Table 4.14 that majority of the respondents (57.0%) were not sure they would maintain their jobs in their organizations. With these outcomes, the data could not support the last hypothesis and it was therefore rejected. This means that there is no enough evidence to prove that *“The major factors that will negatively affect survivors’ level of commitment to work after organizational rightsizing will be lack of trust and job insecurity”*. This finding is inconsistent with the research findings of Leigh-Anne and Sanjana (2012) who conducted a study in South Africa aimed at obtaining a biographical profile of employees who may be more susceptible to experiencing job insecurity in an organisation undergoing major restructuring. The results generated using the ANOVA model, indicated that biographical influences do exist in terms of job insecurity. Majority of the employees had a great deal of uncertainty regarding whether they would keep their jobs in the future (which the researchers described as a stressor). The perception of job insecurity was also linked to reduced organisational commitment, job satisfaction, job involvement, job performance and productivity, work effort and intention to leave the organisation.

The interactive influence of all the biographical variables (gender, age, tenure, race, number of years in current position, region) resulted in significant differences in overall job insecurity amongst employees. Sopian Bujang and Noorfiza Sani (2010) from the Faculty of Cognitive Science and Human Development of the University of Malaysia, Sarawak (UNIMAS), also carried out a research to identify the effects of downsizing on survivors. This finding is also inconsistent with the research findings. The findings showed that almost all the 50 relevant studies of the downsizing practices had direct and indirect negative consequences on survivors emotionally and behaviorally. Specifically, job insecurity, decreased trust in management, reduced organizational commitment, lack of job satisfaction were mostly cited by most of the studies reviewed.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

This conclusive chapter discusses the findings of the study, summarizes the entire study, offers some recommendations based on the findings and provides an overall conclusion to the work.

#### 5.1 Summary of the Study

The study examined survivors' perception, attitude and level of commitment to their work roles after organizational rightsizing. One hundred and fourteen respondents (76 males and 38 females) aged between 20 and 59 years old were conveniently sampled from Vodafone Ghana, Access Bank Ltd and Akosombo Textiles Ltd. for the study. A 60-item questionnaire was adopted and slightly modified by the researcher with the assistance of his supervisor and used in the data collection. The data were analyzed and tested using Chi Square Test, the One-Way ANOVA and the Independent t Test. Correlation was also used to compare the association among variables. Of the four hypotheses that were formulated and tested, only one was supported by the data.

The results indicate that majority of the respondents (79.8%) showed a negative perception of their companies/organizations after the rightsizing process, that many more of the respondents (56.1%) showed a positive attitude towards their companies/organizations after the rightsizing process than those who showed a negative attitude but the difference was insignificant. It was also found respondents from Vodafone Ghana had a better attitude towards their work roles than those from either Access Bank Ltd. or ATL but those from Access Bank Ltd. did not differ significantly from those from ATL. It also came out clearly that majority of the

respondents (46.5%) were not sure management of their companies/organizations remained trustworthy after the rightsizing process and also that majority of them (57.0%) were not sure they would maintain their jobs in their organizations. Also, it was clear that no significant difference existed in the perception, attitudes and level of commitment to their companies/organizations between survivors who were in managerial position and those who were not in managerial position. Finally, it was found that among the variables in the three companies or organizations used as target population, there is a very strong correlation between employee perception and employee commitment, a strong correlation between employee commitment and employee attitude, whereas the correlation between employee perception and attitude is quite moderate.

## ***5.2 Conclusion***

In conclusion, the research was generally successful despite the limitation mentioned above. Most of the objectives of the study were achieved. The data showed that generally, survivors had a negative perception about their organization after rightsizing but without significant changes in their attitude toward the organization. The study however failed to bring up the major factors influencing survivors' level of commitment to work after organizational rightsizing. To a very large degree, the outcome of the research represents the true reflection of the survivors' perception, attitude and level of commitment to their work roles after organizational rightsizing, at least within the Ghanaian context.

## **5.3 Recommendations**

### **5.3.1 Recommendations for Future Research**

Based on the above limitation of the study, the following are recommended to improve upon subsequent studies of this nature.

- Future researchers in this area should consider employing the services of two or more research assistants during the data gathering stage. This will help reach out to many respondents at a time with the questionnaire.
- Also, future researchers in this area should consider translating the questionnaire into other languages such as Asante-twi and Ga to facilitate easy understanding of the items by those who might have difficulty understanding, reading or writing the English language properly as with some respondents at ATL.
- Finally, future researchers interested in this area should consider increasing the sample size to over 200 involving as many companies as possible. This will enhance the generalizability of the findings.

### **5.3.2 Recommendations for Management**

- In organisations, attitudes are important because they affect job behaviour. Management need to have an understanding of the different circumstances, such as rightsizing, that lead to attitude formation among employees and how these relate to actual job behaviour.

- Management should make use of the insights into the effects of rightsizing on survivors' attitudes toward organizational work roles in corporate organizations. Management should keep in mind such information when developing policies to implement strategies that reflect the needs of the survivors.

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## APPENDIX 1

### RESEARCH QUESTIONNAIRE

Department of Organization & Human Resource Management  
University of Ghana Business School  
P. O. Box LG 78, Legon, Accra, Ghana

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#### **Perception of Rightsizing on Survivors' Attitude and Commitment in Corporate Organizations in Ghana**

##### **SYNOPSIS**

This research is being undertaken in partial fulfillment of the award of an MPhil in Human Resource Management. The aim of this research is to understand the perception of rightsizing on survivors' attitude and commitment in corporate organizations in Ghana. Rightsizing basically may lead to; the layoff of some employees with specified work relationships with survivors, increased workload, changing work roles, etc. that could affect the attitude and level of commitment of the survivors. The underlying objective of this research is to help organisations identify and appreciate how rightsizing affects survivors' attitude and commitment to work. The outcome of this research is expected to add to practical and theoretical knowledge in both the academic and business management fields.

I undertake that all information obtained will solely be used for the purpose of this study only and also that the confidentiality of all responses is highly guaranteed. All enquiries about this study should be directed to:

**Martin Kweku Tetteh**  
**Graduate Researcher**

**SECTION A – BACKGROUND INFORMATION**

(Please tick (✓) where applicable)

1. Sex

Male	Female
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2. Age

20-29 years	30-39 years	40-49 years	50-59 years
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3. Job Title (Specify)

e.g production manager, cash manager, investment advisor, etc
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4. Time spent with the organisation.

Less than 1 1 year	1-4 years	5-8 years	9-12 years	13-16 years	17-20 years	21+ years
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5. Do you sincerely think that the last setting aside of some workers could have affected you?

Yes [ ]	No [ ]	Not Sure [ ]
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**SECTION B - PERCEPTION**

*Please, kindly respond to the following items appropriately as applied to you by circling ( ) in the boxes to the right of the statements that corresponds to the way you think or feel. Kindly do not leave any item unanswered. Use the following as a guide in your response options.*

**1 = Strongly Agree      2 = Agree      3 = Not Sure      4 = Disagree  
5 = Strongly Disagree**

No.	Item					
6.	There was the need to undertake rightsizing/merger/lay-off in this company.	1	2	3	4	5
7.	The rationale to rightsize/merge/lay-off was clearly and effectively communicated to all employees.	1	2	3	4	5
8.	I did agree with the rationale and decision to undertake rightsizing/merger/lay-off in this company.	1	2	3	4	5
9.	The notice provided by management before rightsizing/merger/lay-off was adequate.	1	2	3	4	5
10.	Much information was given to all employees of how the rightsizing/merger/lay-off process was to be conducted.	1	2	3	4	5
11.	Much+ information was given to all employees of the company's explanation for deciding who was to stay and who was to go.	1	2	3	4	5
12.	The criteria used to lay-off some of the employees during the rightsizing/merger/lay-off process was fair.	1	2	3	4	5
13.	Employees were actively involved in the design of the organization's rightsizing/merger/lay-off process.	1	2	3	4	5
14.	Much trust was there between managers and other employees during the rightsizing/merger/lay-off process.	1	2	3	4	5
15.	Much respect was shown to those employees made redundant as a result of the organizational rightsizing/merger/lay-off process.	1	2	3	4	5
16.	My working hours have decreased substantially after the rightsizing/merger/lay-off process.	1	2	3	4	5
17.	Management of my organization remains trustworthy after the rightsizing/merger/lay-off process.	1	2	3	4	5

18.	I earn more than I used to earn before the rightsizing/merger/lay-off process.	1	2	3	4	5
19.	I have become more interested in and feel secured about my job after the rightsizing/merger/lay-off process.	1	2	3	4	5
20.	I have a better degree of authority in my work than I had before the rightsizing/merger/lay-off process.	1	2	3	4	5
21.	Everyone now has an equal chance of being promoted in this organization after the rightsizing/merger/lay-off process.	1	2	3	4	5
22.	I think I will maintain my job or even moved to a higher level within the organization after the rightsizing/merger/lay-off process.	1	2	3	4	5
23.	I often think about being with this organization.	1	2	3	4	5
24.	On the whole, this organization is better off in production and outlook after the rightsizing/merger/lay-off process.	1	2	3	4	5
25.	I am quite proud to be able to tell people that I work for this organization after the rightsizing/merger/lay-off process.	1	2	3	4	5

### **SECTION C - ATTITUDE**

*Please, kindly respond to the following items appropriately as applied to you by circling ( ) in the boxes to the right of the statements that corresponds to your tendency of behaving in a particular way. Kindly do not leave any item unanswered. Use the following as a guide in your response options.*

**1 = Strongly Agree      2 = Agree      3 = Not Sure      4 = Disagree  
5 = Strongly Disagree**

No.	Item					
26.	I am interested in and feel good doing my job role after the rightsizing/merger/lay-off process.	1	2	3	4	5
27.	In my work I like to feel I am making some effort, not just for myself but for the organization as well.	1	2	3	4	5
28.	I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
29.	I am very much involved personally in my job after the process of rightsizing/merger/lay-off.	1	2	3	4	5
30.	Usually I feel attached to my job after the rightsizing/merger/lay-off.	1	2	3	4	5
31.	I am always the first to arrive and the last to leave the workplace.	1	2	3	4	5
32.	I put in more hours throughout the year than most of my co-workers.	1	2	3	4	5
33.	When there is a job to be done, I devote all of my energy to getting it done.	1	2	3	4	5
34.	I strive as hard as I can to be successful in my work.	1	2	3	4	5
35.	I never thought of getting another work anywhere so that I can always put in much effort at my workplace.	1	2	3	4	5
36.	My boss is flexible about how I accomplish my job objectives.	1	2	3	4	5
37.	I do not think much before taking responsibility because my boss is often flexible with new ideas.	1	2	3	4	5
38.	It has become easy now to trust my boss in backing me up on decisions I make in the course of my work.	1	2	3	4	5
39.	I feel that the work I do is very valuable to the organization.	1	2	3	4	5

40.	I feel free to be completely myself at work.	1	2	3	4	5
41.	I take on and perform any role assign me creditably with delight.	1	2	3	4	5
42.	I willingly help others employees who have work related problems or are absent.	1	2	3	4	5

### **SECTION D - COMMITMENT**

*Please, kindly respond to the following items appropriately as applied to you by circling ( ) in the boxes to the right of the statements that corresponds to the level of seriousness that you attach to your work these days. Kindly do not leave any item unanswered. Use the following as a guide in your response options.*

**1 = Strongly Agree      2 = Agree      3 = Not Sure      4 = Disagree  
5 = Strongly Disagree**

<b>NO.</b>	<b>Item</b>					
43.	I will be very grateful and happy to spend the rest of my working life with this organization.	1	2	3	4	5
44.	I really feel and treat this organization's problems as if they are my own.	1	2	3	4	5
45.	I currently feel a strong sense of "belonging" to this organization particularly after the rightsizing/merging/laying off.	1	2	3	4	5
46.	I feel "emotionally attached" to this organization after the rightsizing/merging/laying off.	1	2	3	4	5
47.	I currently feel like "part of the family" at my organization after the rightsizing/merging/laying off.	1	2	3	4	5
48.	Even with the rightsizing/merging/laying off, this organization still has a great deal of personal meaning for me.	1	2	3	4	5
49.	Currently, my feel of staying with this organization is a matter of necessity as much as desire.	1	2	3	4	5

50.	It would be very hard for me to leave this organization right now, even if I wanted to.	1	2	3	4	5
51.	Too much of my life would be disrupted if I decided I wanted to leave this organization now.	1	2	3	4	5
52.	I feel that I have too few options to consider leaving this organization.	1	2	3	4	5
53.	Even though I had not put so much of myself into this organization, I might not consider working elsewhere.	1	2	3	4	5
54.	Deciding to work for this organization was a good decision on my part far from a mistake.	1	2	3	4	5
55.	Currently, I feel obliged to remain with this organization.	1	2	3	4	5
56.	Even if it were to my advantage, I do not feel it would be right to leave this organization now.	1	2	3	4	5
57.	I will feel very guilty if I left this organization now.	1	2	3	4	5
58.	This organization deserves my loyalty.	1	2	3	4	5
59.	I will not leave this organization right now because I have a sense of obligation to the management as well as the customers.	1	2	3	4	5
60.	I feel I owe a great deal to this organization/company.	1	2	3	4	5

**Thank you for your time and responses.**

## APPENDIX 2 Supplementary Tables

**Table 6.1: There was the need for the Rightsizing Exercise**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	22	19.3
Agree	48	42.1
Not Sure	26	22.8
Disagree	14	12.3
Strongly Disagree	4	3.5
<b>Total</b>	<b>114</b>	<b>100</b>

**Table 6.2: The Rationale to Rightsize was duly Communicated**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	7	6.1
Agree	24	21.1
Not Sure	45	39.5
Disagree	31	27.2
Strongly Disagree	7	6.1
<b>Total</b>	<b>114</b>	<b>100</b>

**Table 6.3: The Time of Prior Notification was Adequate**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	6	5.3
Agree	22	19.3
Not Sure	52	45.6
Disagree	23	20.2
Strongly Disagree	11	9.6
<b>Total</b>	<b>114</b>	<b>100</b>

**Table 6.4: Much Information about the Process of the exercise was given to employees**

<b>Response Category</b>	Frequency	Percent
Strongly Agree	5	4.4
Agree	27	23.7
Not Sure	42	36.8
Disagree	30	26.3
Strongly Disagree	10	8.8
Total	114	100.0

**Table 6.5: Much information was given to explain the decision was given to all employees**

<b>Response Category</b>	Frequency	Percent
Strongly Agree	6	5.3
Agree	20	17.5
Not Sure	30	26.3
Disagree	43	37.7
Strongly Disagree	15	13.2
Total	114	100.0

**Table 6.6: The criteria of laying off some people was fair**

<b>Response Category</b>	Frequency	Percentage
Strongly Agree	4	3.5
Agree	14	12.3
Not Sure	33	28.9
Disagree	37	32.5
Strongly Disagree	26	22.8
Total	114	100.0

**Table 6.7: Employees were actively involved in designing the rightsizing proces**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	2	1.8
Agree	16	14.0
Not Sure	46	40.4
Disagree	34	29.8
Strongly Disagree	16	14.0
Total	114	100.0

**Table 6.8: Much trust was there b/n management and employees during the process**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	4	3.5
Agree	28	24.6
Not Sure	50	43.9
Disagree	22	19.3
Strongly Disagree	10	8.8
Total	114	100.0

**Table 6.9: Much respect was shown to those who were laid off**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	3	2.6
Agree	20	17.5
Not Sure	38	33.3
Disagree	32	28.1
Strongly Disagree	21	18.4
Total	114	100.0

**Table 6.10 : My working hours have been substantially after the rightsizing**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	6	5.3
Agree	18	15.8
Not Sure	20	17.5
Disagree	55	48.2
Strongly Disagree	15	13.2
Total	114	100.0

**Table 6.11: I earn more than I used to earn before rightsizing**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	7	6.1
Agree	20	17.5
Not Sure	15	13.2
Disagree	57	50.0
Strongly Disagree	15	13.2
Total	114	100.0

**Table 6.12 I have become more interested in and feel secured about my job after the process**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	8	7.0
Agree	33	28.9
Not Sure	39	34.2
Disagree	22	19.3
Strongly Disagree	12	10.5
Total	114	100.0

**Table 6.13: I have a better degree of authority in my work than before**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	7	6.1
Agree	44	38.6
Not Sure	42	36.8
Disagree	17	14.9
Strongly Disagree	4	3.5
Total	114	100.0

**Table 6.14: Everyone now has an equal chance of being promoted in this organization**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	5	4.4
Agree	24	21.1
Not Sure	51	44.7
Disagree	25	21.9
Strongly Disagree	9	7.9
Total	114	100.0

**Table 6.15 I think I will maintain my job or even moved higher level within the organization after the process**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	3	2.6
Agree	27	23.7
Not Sure	65	57.0
Disagree	14	12.3
Strongly Disagree	5	4.4
Total	114	100.0

**Table 6.16: I often think about being with this organization**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	12	10.5
Agree	53	46.5
Not Sure	26	22.8
Disagree	18	15.8
Strongly Disagree	5	4.4
Total	114	100.0

**Table 6.17: On the whole, this organization is better off after the rightsizing process**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	9	7.9
Agree	53	46.5
Not Sure	29	25.4
Disagree	16	14.0
Strongly Disagree	7	6.1
Total	114	100.0

**Table 6.18: I am quite proud to tell others that I am part of this organization after the process**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	10	8.8
Agree	47	41.2
Not Sure	35	30.7
Disagree	16	14.0
Strongly Disagree	6	5.3
Total	114	100.0

**Table 6.19 I am interested in and feel good in my job role after the rightsizing**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	23	20.2
Agree	55	48.2
Not Sure	20	17.5
Disagree	14	12.3
Strongly Disagree	2	1.8
Total	114	100.0

**Table 6.20: I feel I am making some effort not just for myself but the organization as well**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	35	30.7
Agree	52	45.6
Not Sure	17	14.9
Disagree	10	8.8
Total	114	100.0

**Table 6.21: I feel I have too few options to consider leaving this organization**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	12	10.5
Agree	31	27.2
Not Sure	34	29.8
Disagree	23	20.2
Strongly Disagree	14	12.3
Total	114	100.0

**Table 6.22: I am very much involved personally in my job after the rightsizing process**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	12	10.5
Agree	67	58.8
Not Sure	26	22.8
Disagree	8	7.0
Strongly Disagree	1	.9
Total	114	100.0

**Table 6.23: Usually, I feel attached to my job after the rightsizing**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	11	9.6
Agree	47	41.2
Not Sure	34	29.8
Disagree	19	16.7
Strongly Disagree	3	2.6
Total	114	100.0

**Table 6.24: I am always the first to arrive at and leave the workplace**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	7	6.1
Agree	17	14.9
Not Sure	66	57.9
Disagree	18	15.8
Strongly Disagree	6	5.3
Total	114	100.0

**Table 6.25: I put in more hours than most of my colleagues**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	5	4.4
Agree	21	18.4
Not Sure	68	59.6
Disagree	15	13.2
Strongly Disagree	5	4.4
Total	114	100.0

**Table 6.26: I devote all my energy to get any work done**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	27	23.7
Agree	55	48.2
Not Sure	22	19.3
Disagree	7	6.1
Strongly Disagree	3	2.6
Total	114	100.0

**Table 6.27: I strive as hard as I can to successful in my work**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	48	42.1
Agree	46	40.4
Not Sure	16	14.0
Disagree	2	1.8
Strongly Disagree	2	1.8
Total	114	100.0

**Table 6.28: I never thought of getting another work anywhere**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	9	7.9
Agree	35	30.7
Not Sure	36	31.6
Disagree	25	21.9
Strongly Disagree	9	7.9
Total	114	100.0

**Table 6.29: My boss is flexible about how I accomplish my job objectives**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	12	10.5
Agree	21	18.4
Not Sure	63	55.3
Disagree	17	14.9
Strongly Disagree	1	.9
Total	114	100.0

**Table 6.30: I do not think much before taking responsibility**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	10	8.8
Agree	17	14.9
Not Sure	67	58.8
Disagree	17	14.9
Strongly Agree	3	2.6
Total	114	100.0

**Table 6.31: It has become easy now to trust my boss in backing me up on decisions that I make**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	8	7.0
Agree	22	19.3
Not Sure	63	55.3
Disagree	16	14.0
Strongly Disagree	5	4.4
Total	114	100.0

**Table 6.32: I feel that the work I do is very valuable to the organization**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	46	40.4
Agree	42	36.8
Not Sure	20	17.5
Disagree	5	4.4
Strongly Disagree	1	.9
Total	114	100.0

**Table 6.33: I feel free to be completely myself at work**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	9	7.9
Agree	54	47.4
Not Sure	29	25.4
Disagree	19	16.7
Strongly Disagree	3	2.6
Total	114	100.0

**Table 6.34: I take on and perform any role assign me creditably with delight**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	24	21.1
Agree	54	47.4
Not Sure	27	23.7
Disagree	7	6.1
Strongly Disagree	2	1.8
Total	114	100.0

**Table 6.35: I willingly help others employees who have work related problems or are absent.**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	40	35.1
Agree	52	45.6
Not Sure	13	11.4
Disagree	6	5.3
Strongly Disagree	3	2.6
Total	114	100.0

**Table 6.36: I will be very grateful and happy to spend the rest of my working life with this organization**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	11	9.6
Agree	37	32.5
Not Sure	35	30.7
Disagree	27	23.7
Strongly Disagree	4	3.5
Total	114	100.0

**Table 6.37: I really feel and treat this organization's problems as if they are my own**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	15	13.2
Agree	56	49.1
Not Sure	28	24.6
Disagree	13	11.4
Strongly Disagree	2	1.8
Total	114	100.0

**Table 6.38: I currently feel a strong sense of belonging to this organization especially after the rightsizing**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	8	7.0
Agree	43	37.7
Not Sure	41	36.0
Disagree	18	15.8
Strongly Disagree	4	3.5
Total	114	100.0

**Table 6.39: I feel emotionally attached to this organization after the rightsizing**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	5	4.4
Agree	42	36.8
Not Sure	39	34.2
Disagree	20	17.5
Strongly Disagree	8	7.0
Total	114	100.0

**Table 6.40: I currently feel like part of the family at my organization**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	7	6.1
Agree	53	46.5
Not Sure	27	23.7
Disagree	20	17.5
Strongly Disagree	7	6.1
Total	114	100.0

**Table 6.41: Even with the rightsizing, this organization still has meaning for me**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	10	8.8
Agree	53	46.5
Not Sure	38	33.3
Disagree	12	10.5
Strongly Disagree	1	.9
Total	114	100.0

**Table 6.42: Currently, my feel of staying with this organization is a matter of necessity as much as desire**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	16	14.0
Agree	34	29.8
Not Sure	30	26.3
Disagree	25	21.9
Strongly Disagree	9	7.9
Total	114	100.0

**Table 6.43: It would be very hard for me to leave this organization right now, even if I wanted to**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	17	14.9
Agree	32	28.1
Not Sure	28	24.6
Disagree	29	25.4
Strongly Disagree	8	7.0
Total	114	100.0

**Table 6.44: Too much of my life would be disrupted if I decided I wanted to leave this organization now**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	11	9.6
Agree	33	28.9
Not Sure	28	24.6
Disagree	27	23.7
Strongly Disagree	15	13.2
Total	114	100.0

**Table 6.45: I feel that I have too few options to consider leaving this organization**

Response Category	Frequency	Percentage
Strongly Agree	11	9.6
Agree	38	33.3
Not Sure	29	25.4
Disagree	20	17.5
Strongly Disagree	16	14.0
Total	114	100.0

**Table 6.46: Even though I had not put so much of myself into this organization, I might not consider working elsewhere**

Response Category	Frequency	Percentage
Strongly Agree	7	6.1
Agree	43	37.7
Not Sure	35	30.7
Disagree	19	16.7
Strongly Disagree	10	8.8
Total	114	100.0

**Table 6.47: Deciding to work for this organization was a good decision**

Response Category	Frequency	Percentage
Strongly Agree	8	7.0
Agree	48	42.1
Not Sure	35	30.7
Disagree	19	16.7
Strongly Disagree	4	3.5
Total	114	100.0

**Table 6.48: Currently, I feel obliged to remain with this organization**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	17	14.9
Agree	29	25.4
Not Sure	33	28.9
Disagree	24	21.1
Strongly Disagree	11	9.6
Total	114	100.0

**Table 6.49: Even if it were to my advantage, I do not feel it would be right to leave this organization now**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	10	8.8
Agree	17	14.9
Not Sure	26	22.8
Disagree	24	21.1
Strongly Disagree	37	32.5
Total	114	100.0

**Table 6.50: I will feel very guilty if I left this organization now**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	4	3.5
Agree	23	20.2
Not Sure	24	21.1
Disagree	34	29.8
Strongly Disagree	29	25.4
Total	114	100.0

**Table 6.51: This organization deserves my loyalty**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	17	14.9
Agree	57	50.0
Not Sure	28	24.6
Disagree	11	9.6
Strongly Disagree	1	.9
Total	114	100.0

**Table 6.52: I will not leave this organization right now because I have a sense of obligation to the management as well as the customers**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	6	5.3
Agree	46	40.4
Not Sure	47	41.2
Disagree	10	8.8
Strongly Disagree	5	4.4
Total	114	100.0

**Table 6.53: I feel I owe a great deal to this organization/company**

<b>Response Category</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	12	10.5
Agree	48	42.1
Not Sure	39	34.2
Disagree	9	7.9
Strongly Disagree	6	5.3
Total	114	100.0

**Table 6.54: Crosstabulation of Mean Scores on Dependent Variables \* Sex**

<b>Sex</b>		<b>Perception</b>	<b>Level of Commitment</b>	<b>Attitude</b>
<b>Male</b>	N	76	76	76
	Mean	60.83	49.93	40.97
	Std. Dev	12.436	9.662	7.696
<b>Female</b>	N	38	38	38
	Mean	60.11	51.66	44.68
	Std. Dev	14.411	12.564	10.871
<b>Total</b>	N	144	144	144
	Mean	60.59	50.51	42.21
	Std. Dev	13.067	10.701	9.005

**Table 6.55: Crosstabulation of Mean Scores on Type of Company**

Type of Company		Perception	Level of Commitment	Attitude
Vodafone	N	53	52	53
	Mean	62.17	52.04	39.72
	Std. Dev	13.276	11.049	8.331
Access Bank	N	36	36	36
	Mean	52.47	46.64	44.42
	Std. Dev	12.056	10.173	10.734
A T L	N	25	25	25
	Mean	68.92	52.92	44.32
	Std. Dev	5.787	9.508	6.142
Total	N	114	113	114
	Mean	60.59	50.51	42.21
	Std. Deviation	13.067	10.701	9.005

**Table 6.56: Summary Table of the results from the One-Way ANOVA (on level of commitment)**

Source of Variation	Sum of Scores	Df	Mean Squares	<i>F</i>	<i>P</i>
Between Groups	806.161	2	403.081	3.689	.028
Within Groups	12018.069	111	109.255		
<b>Total</b>	<b>12824.230</b>	<b>113</b>	<b>-</b>		

**Table 6.57: Summary Table of the Multiple Comparisons using the t Test Method**

	GROUP MEANS			
		VODA	ACCESS	ATL
GROUP MEANS	VODA	-	9.89*	4.16 ns
	ACCESS	-	-	11.67*
	ATL	-	-	-
		-	-	-

**NOTE:** \* -  $P < .05$       ns – Not significant      ATL – Akosombo Textiles Ltd.  
VODA – Vodafone Ghana Ltd.      ACCESS – Access Bank Ltd.

**Table 6.58: Summary Table of the results from the One-Way ANOVA (on Perception)**

Source of Variation	Sum of Scores	Df	Mean Squares	<i>F</i>	<i>P</i>
Between Groups	4239.339	2	2119.669	15.627	.000
Within Groups	15056.284	111	135.642		
<b>Total</b>	19295.623	113			

**Table 6.59: Summary Table of the Multiple Comparisons using the t Test Method**

GROUP MEANS	GROUP MEANS			
		VODA	ACCESS	ATL
VODA	-	-	9.69*	6.75*
ACCESS	-	-	-	16.45*
ATL	-	-	-	-

**NOTE:** \* -  $P < .05$       ns – Not significant      ATL – Akosombo Textiles Ltd.  
VODA – Vodafone Ghana Ltd.      ACCESS – Access Bank Ltd.