

**THE NATURE OF RESPONSES OF SURVIVORS TO DOWNSIZING: THE
CASE OF THE MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY
IN KENYA**

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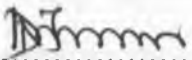
MOI, DORCAS JEPKEMOI

**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
MASTERS IN BUSINESS ADMINISTRATION (MBA) DEGREE,
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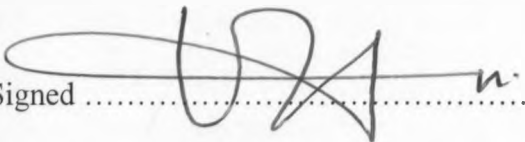
DECLARATIONS

This project is my original work and has not been submitted for a degree in any other University.

Signed

Date: 24/10/2002

This project has been submitted for examination with my approval as University Supervisor

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DEDICATION

To my daughter **Jeruto Kapkiai Sogomo**, for showing a lot of understanding during my study period, despite her tender age and to my parents, **Mr. Joseph and Mrs. Kabon Chepkong'a Moi** for teaching me the values of hardwork, discipline and patience.

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ABSTRACT

The study's principal objective was to identify the survivors' responses and the factors influencing their appraisal of downsizing within the civil service of Kenya. Explaining survivor responses to downsizing and the factors influencing those responses is considered a manager's first step towards the management of this phenomenon. This helps managers stem a variety of dysfunctional consequences that downsizing can have on surviving employees. The researcher was motivated by the fact that a large number of organizations, the world over, have and continue to downsize in order to transform organizations. These transformations ultimately result to laid – off workers and surviving employees. And although laid-off workers have had to pay a high price due to loss of jobs and income, the effects on employees who survive have been substantial as well.

To achieve the stated objective, the study was conducted on the Ministry of Education, Science and Technology in Kenya. The target respondents were all employees of the Ministry who are based in Nairobi. The results indicate that a number of responses are exhibited by surviving employees. Among them are reduced work motivation, emotional problems, fear, insecurity, mistrust, job stress, tension and anxiety. Further, the study shows that various factors influence survivors' responses. These include planning, selection, compensation, communication, participation, job reallocation and management's attitude.

The study provides guidance to managers who anticipate future organizational

downsizing and those in the process of downsizing. Although implementation of downsizing does make an explicit difference to employees, the study also points out the importance of long-term planning and managerial relationships. In this way, downsizing is to be seen not as a short-term fix but, rather, a long-term investment in the human resources of the organization.

The study has pointed out both the negative /destructive and the positive/constructive responses that survivors of downsizing exhibit. Although the study also identified factors that influence the occurrences of these responses, survivor responses have been found out to be dynamic. This therefore implies that effective management of surviving employees will depend on the presence and adequacy of a number of factors that include advance information, selection processes, training, compensation and management attitudes.

The study further suggests that a similar study be undertaken using one category of employees, or one specific cadre of employees, as the target respondents. This will avail an opportunity to cross-check the findings in this study.

CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND OF THE STUDY

All organizations, whether public or private, are set up to achieve certain specific goals or objectives. Hence for an organization to live up to its purpose and goals, its structural arrangements, strategies and resources should be such that they permit the organization to respond to its internal as well as external environment. During the life of an organization however, both internal and external changes take place affecting its structure, its resource requirements, its purpose, goals and mission. All of these changes will have fundamental effects on the organization's overall efficiency and effectiveness. It is within this context that organizations have transformed or are transforming their institutions in attempts to restore efficiency and effectiveness (Nzioka, 1988).

Three types of organizational reforms that have received increasing attention during the past two decades are: mergers and acquisitions, restructuring and downsizing , and privatization (Burke and Nelson, 1998). All these reforms present strategies and attempts undertaken by organizations in the face of economic pressures, in order to survive and to increase productivity. These changes will also have vast implications for both practice and intervention at both individual and organization levels (Cameron, Freeman and Mishra, et al 1991).

During the last two decades downsizing has become the strategy favoured by many organizations to help them cope with fundamental, structural changes in the world economy (Mishra and Spreitzer, 1998). As it is currently, downsizing does not seem to

be dissipating. More companies the world over, plan to continue downsizing over the next few years. Increasingly therefore, organizations are becoming mean as well as lean in their attempts to cut back on costs and remain competitive (Armstrong, 2001: Dupuis, Boucher and Clavel, 1996). Here in Kenya, the Kenya Railways Corporation and the Kenya Power and Lighting Corporation have also announced a further reduction of their workforce by 3,500 and 800 employees respectively (East African Standard, 2002).

Organizational transformations have resulted to lay-offs. And although laid-off workers have had to pay a high price due to the loss of jobs and income, the effects on employees who survive organizational downsizing have been substantial as well (Wetlaufer, 1998; Mishra and Spreitzer, 1998; Marshall and Hazell, 2000).

The above studies indicate that experiences exhibited by the surviving employees include:

- Erosion of trust and morale as workloads increase.
- Escalation of job insecurity.
- Increased job stress and symptoms of burnout.
- Reduction of effort and withdrawal of good citizenship behaviour.
- Hurt and guilt feelings.
- Imminent defection or turnover, and
- Uncertainties about career advancement.

Mishra and Spreitzer however, go on to offer a range of seemingly contradictory survivor responses. That whereas others experience emotional distress, some survivors are

energized and consider downsizing an opportunity for personal growth. In this case, survivors have responded by working harder and increasing their good citizenship behaviours. This observation is supported by Sparrow and Marchington (1998), who say that although downsizing can have devastating effects on survivors, it can also have a tremendous opportunity for growth and skill development. This is indicated by the fact that many roles of managers in organizations are being pushed down at lower levels and workers are being empowered. This, then enables an employee to grow both vertically and horizontally.

Survivors may have a wide variety of responses to downsizing. Mishra and Spreitzer building on Hirschman's (1970) and Farell's (1983) job dissatisfaction responses, however, argue that survivors responses to downsizing can be aligned along two separate dimensions: constructive/destructive and active/passive (Mishra and Spreitzer, 1998).

Constructive survivors do not view significant threat or harm from the downsizing. They are, therefore, willing to cooperate with top management in implementing the downsizing. This response is exhibited by employees who may, for instance, work more hours without compensation to help the organization through the transition. In contrast, destructive survivors feel more threatened and evaluate more potential for harm from the downsizing. They will be less willing to cooperate in implementing the downsizing. These survivors may even impede the process by hoarding resources within their own departments that could be better used elsewhere in the organization.

An active response in the second dimension reflects a belief that survivors can cope with the downsizing. This is manifested as an assertive response where survivors may, for instance, initiate efforts to identify redundancies in their units or may offer protests to the process. Passive survivors however, see themselves as having less ability to cope with the downsizing. They will tend to have little personal initiative in responding to the downsizing, and may simply wait for their superiors to offer suggestions or make decisions.

The survivors of downsizing, that is those who remain employed at the organization, can either facilitate or impede the outcomes of downsizing (Mishra and Spreitzer, 1998). Organizations have the ethical responsibility to make downsizing as painless and positive as possible, and addressing the needs of the survivors' following a downsizing should thus be every manager's priority.

Explaining survivor responses to downsizing and the factors influencing those responses is considered a manager's first step towards this end. This is because downsizing reflects a potentially stressful encounter for survivors, stemming from its inherent harm or loss (Brockner et al., 1988). Further, how individuals respond to this stressful situation will also depend on how they appraise it (Mishra and Spreitzer, 1998).

1.2 DOWNSIZING IN THE KENYAN CIVIL SERVICE

1.2.1 Background On The Civil Service Reform Programme

Civil Services Reform (CSR) programmes increasingly being adopted in Africa are often linked to structural adjustment efforts. These efforts, which have become popularly known as the Structural Adjustment Programmes (SAPs), focus on policies directed towards improving the macro-economic framework, as well as performance of key sectors within both the public and private sectors. The SAPs seek to ultimately reduce the roles of governments in the economy and make Governments concentrate on core functions (Wescott, 1999).

In the case of Kenya, the Sixth Development Plan (1989-1993), was the first in the series of three plans through which the strategy of the Structural Adjustment process were to be implemented. The SAP as adopted by the Kenya Government, seeks to minimize and ultimately eliminate distortions in the economy, which often prevent efficient allocation of resources. It is therefore aimed at mobilizing resources to stimulate resumption of growth and development.

The CSRP in Kenya is, therefore, a segment of the SAP and seeks to contribute to the realization of the effort to reduce Government's role in the economy through implementation of identified reform initiatives (Nzioka, 1998). The purpose of the CSR is to improve the effectiveness and performance of the civil service and to ensure its affordability and sustainability over time (DPM, 2000; Wescott, 1999). The ultimate goal however, is to raise the quality of services delivered to the population and to

enhance the capacity to carry out core government functions (Wescott, 1999). This is considered essential in order to promote sustained economic and social development within the country.

1.2.2 Objectives of the Civil Service Reform Programme

Following a number of internal focusing on structure, functioning, staffing and size of the Civil Service, the Government, through the DPM, prepared the CSRP and Action Plan of March 1992 (Nzioka, 1998). The programme was envisaged for implementation in three overlapping phases: the first phase place focused on cost containment through staff reduction initiatives; the second phase on performance improvement; and the third on refinement, consolidation and sustenance of the gains made in phases I and II (DPM, 2000).

The CSRP is, therefore, a Government initiative with the long-term objective of improving efficiency and productivity in the Civil Service. Its immediate objectives include:

- Cutting down its workforce
- Improving civil service efficiency through rationalization of structures and functions.
- Re-examining civil service pay and benefits to include monetization of allowances among other measures designed to enhance motivation in the service.
- Improving operations and maintenance of facilities.
- Strengthening of capacity, efficiency and productivity of the service.

- Introduction of proper work ethics, and
- Control of establishment levels.

1.2.3 Retrenchment In The Civil Service

The Civil Service inherited at independence in 1963 was relatively small with an establishment of 60,300 employees. Due to the increasing demand for public services occasioned by the rapid population growth and political and socio-economic considerations, the Civil Service grew at an average rate of 6.5% and reached a peak of 274,000 civil servants (excluding teachers) in 1993.

The rapid growth in the Civil Service coupled with low economic growth and high population growth rate has had a negative impact on service delivery and overall Government's ability to provide improved standard of living to its citizens (DPM, 2000). Between 1974 and 1984 for instance, total wage employment in Central Government rose by 7.4% per year (excluding teachers) compared to only 2.8% in the private sector. Government policy toward employment generation therefore had to shift. With personal emoluments (PE) absorbing so much expenditure, there has not been adequate provision of complementary tools, equipment and facilities required to make the staff productive. And unless cost containment measures were urgently effected, the productivity of many branches of Government would fall below acceptable levels (Nzioka, 1998). Staff reductions therefore, had to be effected in order to ensure a fair budgetary balance between PE and operations and maintenance (O&M) in the Civil Service.

Under the CSRP Phase I which was launched in August 1993, the Government achieved a total reduction in the Civil Service of 107,836. This was achieved through an establishment of voluntary early retirement scheme, an imposition of a freeze on recruitment, abolition of vacant posts and natural attrition.

Despite the progress made in this phase, several challenges still faced the Civil Service in terms of improving performance and service delivery. This then led to the formulation of Phase II of the CSRP as a medium term strategy covering the period 1998-2001. Under this phase, the Ministerial Rationalization and Staff Rightsizing exercise has been undertaken with the overall purpose of clarifying the core functions and policy priorities of each ministry department in order to improve efficiency and effectiveness. Through this exercise the ministries and departments will divest from non-core peripheral functions, reduce overlaps and duplications and develop a coherent programme for divestment. Ministries/departments were also required to critically review their existing organizational structures and determine optimal staffing levels necessary for quality service delivery.

1.3 STATEMENT OF THE PROBLEM

Mone (1997), points out that organizational downsizing can have a variety of dysfunctional consequences on surviving employees. Indeed, negative effects that researchers have noted include: decreases in morale, trust, concentration, commitment and productivity; increases in guilt, fear, stress, workloads, absenteeism, tardiness and cynicism (Mishra & Spreitzer, 1998; Haggis, 1998, Marshall and Hazell, 2000).

Mone (1994) further indicates that increased turnover and intentions to leave may also follow downsizing. Downsizing thus reflects a potentially stressful encounter for survivors. Given the record number of organizations turning to downsizing in today's business environment also, survivors need to be managed in order that they may handle major disruptions that follow downsizing. Haggis (1998) agrees with this observation and observes that if the emotional distress associated with downsizing are not recognized and carefully dealt with, they can cripple an organization.

For this reason, therefore, this study seeks to examine the responses of survivors as they grapple with the downsizing phenomenon. Specifically, the study aims to answer the following questions: What are the survivors' responses to downsizing, and what factors influence their appraisal of downsizing?.

1.4 OBJECTIVES OF THE STUDY

The objectives of the study are:

- i) To identify the nature of responses of survivors to downsizing in the Ministry of Education, Science and Technology in Kenya.
- ii) To identify factors that may influence which survivors' responses are most likely to occur.
- iii) To determine the roles that these factors play in the management of survivors of downsizing.

1.5 IMPORTANCE OF THE STUDY

The study will be of significance to:

- i) Managers and supervisors so that they are able to design and implement strategies that may evoke more hopeful survivor responses.
- ii) The employees/survivors who are participants in setting and attaining future goals of their organization(s).
- iii) Academicians wishing to enrich their knowledge in this concept of downsizing.
- iv) Researchers who may wish to develop the study further through subsequent researches.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 DOWNSIZING: AN OVERVIEW

Since the 1980's the business environment has witnessed an era of continual and dramatic change, triggered primarily by global competitive pressures, enhancements in technology and a demanding customer – driven market (Ulrich, 1998). Organizations therefore can no longer afford to sit still believing that attributes that constituted their success so far will necessarily sustain their profitability in the future (Sahdev, Vinnicombe and Tyson, 1999). Large and bureaucratic organizations are no longer sustainable. Lean and fit, smaller and responsive organizations (Armstrong, 2001), seem to be preferred features of organization design. In order to achieve these ends, downsizing has become and will continue to be a commonly applied technique (Sahdev et al, 1999).

During the last two decades, there has been a strong tendency for organizations to adopt downsizing strategy to deal with economic pressures from the environment. First witnessed in the private sector, this strategy has now spread to all levels of government. Among the private firms to have adopted this strategy in Kenya include Barclays Bank Ltd., Kenya Breweries Ltd and Bata Shoe Company. The government parastatals that have undertaken the exercise include Kenya Power and Lighting Company, Kenya Airways, Kenya Railways Corporation and Kenya Commercial Bank Ltd. In the Civil

Service various ministries have been reducing their staff since 1994 in an effort to reduce costs and increase efficiency. The Local Authorities, notably Mombasa and Nairobi City Councils have also indicated their plans to reduce their workforce.

Downsizing thus no longer represents one of the many consequences of economic upheaval, but has instead taken a life of its own (Gupuis et al. 1994); Once seen as a short-term measure, downsizing has indeed become the way to increase profitability. For most organizations, employment costs are considered the largest element in the organization's cost structures. The drive for competitive advantage has therefore meant that organizations have to take cost out of the business (Armstrong, 2001). In this way they are tempted to cut salaries first to achieve immediate economic benefits (Dupuis et al., 1996).

Downsizing has been viewed as a cost-cutting exercise, given the held belief that it is about reducing the head count and increasing the workload and responsibilities of staff. The current thinking, however, suggests that downsizing consists of an "intentional" set of activities undertaken by management of an organization in order to improve overall organizational efficiency productivity and competitiveness, which also results in a reduction of the number of employees required by organizations (Cameroon et al., 1993). Downsizing therefore is expected to lead to lower overheads, less bureaucracy, faster and smoother decision – making, and overall increase in productivity levels (Sahdev et al., 1999).

2.2 DOWNSIZING EFFECTS ON SURVIVORS

The downsizing efforts of organizations have led to reduction of costs, following unparallelled growth in global competition and the rush to increase profitability (Marshall and Hazell, 2000). Labour costs loom large on corporate balance sheets and “attacking the payroll” thus seems to be the most expedient method for most organizations (Armstrong, 2001).

Most countries have during the 1980s and 1990s, also gone through civil service reforms as a result of bloated bureaucracies and over staffed public enterprises. This has been supported by endemic over staffing accompanied by unsustainable wage bills, misaligned organizational structures and inadequate incentives weakening administrative capacity to carry out core government functions (The World Bank Group, 1999).

Comprehensive economic reforms designed by the World Bank and IMF to counter some of these problems have resulted to various conditions. These include the need to reduce government budgeting deficits by redefining the role of government and concentrating public sector activities on core functions. In the process, governments will need to contract out and privatize their non-core activities.

Many organizations resort to mergers, acquisitions, restructuring and downsizing after careful business considerations. Organizations that have bloated bureaucracies, for instance, need to reduce their workforce and delayer their management levels. By doing

this, these organizations are able to enhance service delivery through a leaner, well equipped and more efficient workforce (DPM, 2000).

There are opportunities following downsizing. Studies have indicated that downsizing can re-energize tired workers and heighten their aspirations, shift the organization's focus to future possibilities, encourage innovation, improve communication and create opportunities for personal growth (Cascio, 1993; Mishra and Spreitzer, 1998; Sparrow and Marchington, 1998). Downsizing is expected to lead to lower overheads, less bureaucracy, faster and smoother decision making, and increase in productivity levels (Sahdev, et al., 1999). Downsizing, if well implemented can thus solve organizational problems and yield business benefits.

Despite the arguments above, however, the current outcomes of downsizing cannot be described as wholly positive. Performance of downsizing firms continue to decline following announcements and after implementations of redundancies, and at a greater pace than firms which have not undertaken any layoffs (Sahdev, et al.). This can be attributed to the detrimental effect of redundancy on the survivors. Studies on downsizing also demonstrate the many negative effects of this exercises. These include: decreases in morale, trust, concentration, satisfaction, commitment and productivity; increases in guilt, stress, workloads, absences, tardiness, theft, cynicism, and opportunism. Downsizing has also been associated with adverse impact on employee loyalty, loss of invaluable corporate memory, and the resulting high cost of employee turnover (Marshall and Hazell, 2000; Mishra and Spreitzer, 1998).

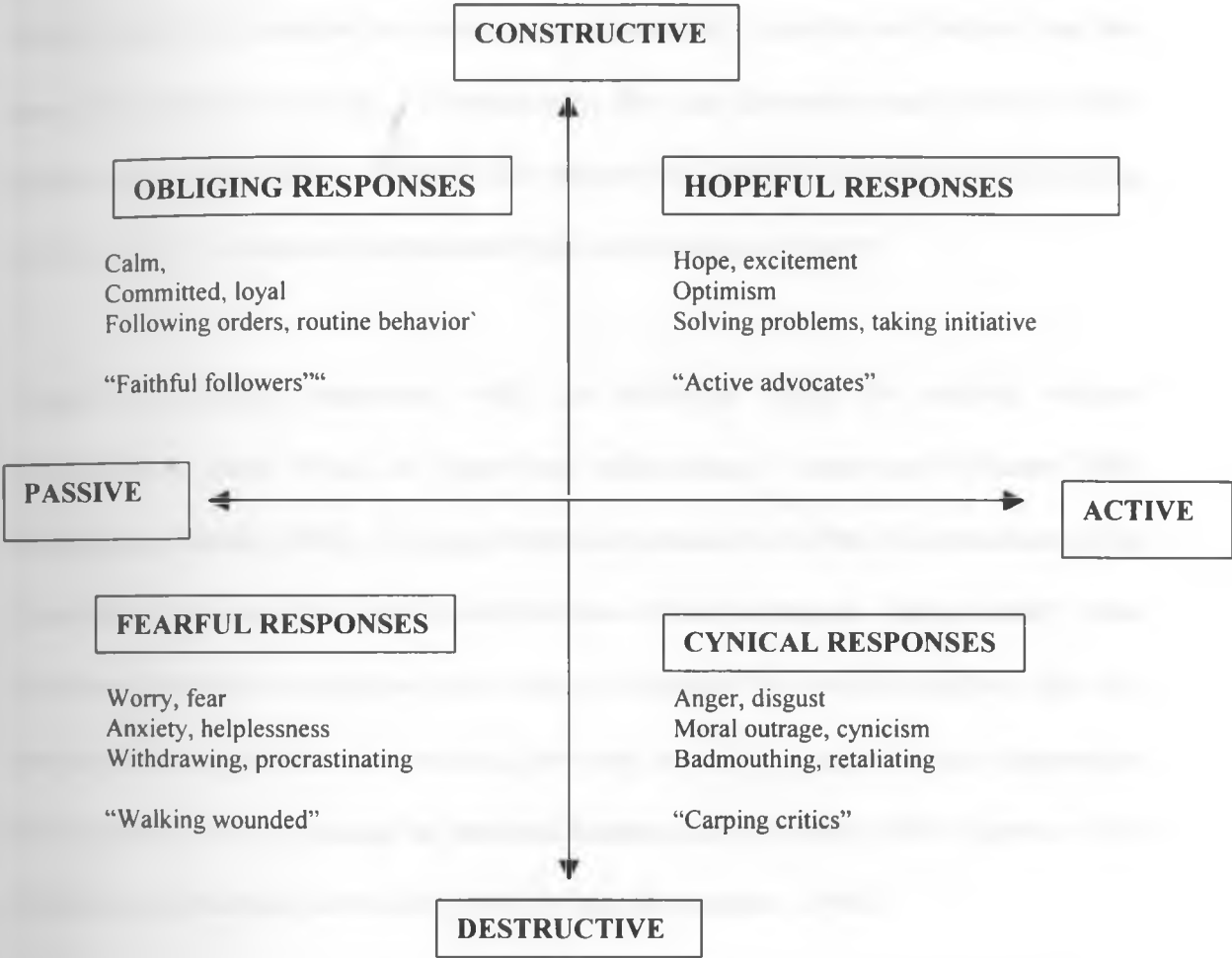
The surviving workers experience difficulty in coping with bigger workloads because they take over the duties and responsibilities of the departing workers. In most cases, survivors are expected to contribute at higher levels in a climate that does not guarantee security or long-term employment prospects (Doherty and Horsted, 1995). Secondly, survivors are often unprepared for the changes that result from downsizing and redundancy. Surviving employees may not for instance, have the necessary and adequate know-how and expertise to face the challenges ahead of them. Indeed, massive downsizing frequently generates more problems than it solves, (Dupuis et al., 1996). It causes the best and brightest employees to leave the organization. And yet these are the very employees the organization needs in order to survive, and whose costs of replacing them are enormous (Marshall and Hazell, 2000).

Increased absenteeism and sick offs among surviving employees, with obvious costs to the organization, have also been reported. Psychological effects of downsizing can thus infect the health of the surviving employees and increase the stressful working conditions – that is, the increased job demands and decreased job controls. Such effects can further lead to negative practices that include drug abuse, pilferage and accidents. Noer (1993) believes that this “survivor sickness” can harm the organization’s health, as survivors continue to be “angry anxious and depressed for years after the layoffs”.

2.3 A TYPOLOGY OF SURVIVOR RESPONSE

Four archetypes of survivor responses result from the two dimensions proposed by Mishra and Spreitzer. These are: (1) fearful, (2) obliging, (3) cynical, and (4) hopeful (see the figure below).

Archetypes of Survivor Responses



Source: Explaining How Survivors Respond to Downsizing by Aneil K. Mishra and Gretchen. M. Spreitzer.

The survivors archetypes above capture the emotions, cognitions and behaviors that survivors use to cope with the stress of downsizing. It is also important to note that these

survivor responses are dynamic and may shift from one quadrant into another throughout the downsizing process. Employees may therefore progress from less to more intense responses as dissatisfaction from the exercise persists.

2.3.1 The Fearful Response

Fearful survivors consider the downsizing as potentially harmful and believe that they have few resources to cope. Consequently, they are destructive and passive in their responses to a downsizing. Because they believe they can be harmed by the downsizing, fearful survivors commonly experience fright, depression, and worry.

Cognitive responses associated with this archetype might be anxiety, reduced concentration, sense of lack of control and helplessness (Lazarus and Folkman, 1984; Marshall and Hazell, 2000). These survivors may reduce their level of commitment to the organization, because they identify with the loss of their colleagues. Behaviourally, these survivors also tend to withdraw from work, and because they believe that they have few resources to cope with the downsizing, they may attempt to escape through absenteeism and lateness, or by focusing on personal interests and activities at the expense of the organization (Marshall and Hazell, 2000; Mishra & Spreitzer, 1998).

2.3.2 The Obliging Response

Like the fearful survivors, obliging survivors do not believe that they have the personal resources to adequately cope with the downsizing. However, unlike fearful survivors, obliging survivors view downsizing as less threatening, and with less potential for

personal harm. They are therefore willing to go along with what is expected of them. Consequently, these survivors are constructive, yet passive in their responses.

Emotionally, obliging survivors are likely to feel calm, relief, or even gratitude. Cognitively, they are likely to be committed and loyal, inspite of the problems the organization may be experiencing. Behaviorally, instead of withdrawing or procrastinating, obliging survivors tend to respond to a downsizing by following orders obediently. Since they believe they have few personal resources for coping, these survivors are apt to wait willingly for conditions to improve in the organization.

2.3.3. The Cynical Response

Cynical survivors believe that they have the personal resources to cope with the downsizing. Like fearful survivors, they feel personally threatened that they can be harmed by the downsizing. Thus they are active and destructive.

Emotionally, these survivors are highly aroused and are likely to feel anger, disgust, and resentment, because they see significant potential for harm. Cognitively, this archetype is manifested by a sense of moral outrage, cynical or the perception of a blatant violation of the psychological contract. Behaviorally, cynical survivors response to downsizing is proactive more so than the fearful or obliging survivors. This is because they believe that they have the personal resources to cope with the downsizing.

Although cynical survivors are active, they tend to be destructive. They militate against the downsizing process rather than support it, and may challenge management during the downsizing. This archetype includes survivors who question or interfere with the downsizing process, rather than cooperate with management to implement it.

2.3.4 The Hopeful Response

Survivors in this quadrant believe that they have the resources to cope with and do not feel threatened by the downsizing. Thus, they are both active and constructive.

Because they do not feel threatened by the downsizing, survivors in this archetype are emotionally excited about the future and hope that things will get better with time. Cognitively, they believe they have the resources to effectively cope with the downsizing, therefore they tend to be optimistic about the outcome of it. They experience a sense of ownership in helping to enhance the performance of the organization.

Behaviorally, this quadrant reflects active and constructive efforts of survivors to improve conditions by discussing problems or taking actions to solve them. These survivors are not afraid to take risks to improve things in the organization. They, therefore, support the organization and find ways to fulfill the objectives of the downsizing effort.

From the typology of survivor responses discussed above, Mishra and Spreitzer indicate that when survivors appraise downsizing as threatening or harmful, they are likely to

respond less constructively. When survivors believe they can effectively cope with the downsizing, they are likely to respond more actively. These indications are explained by Mishra and Spreitzer's discussions on the effects of various factors identified as influencing survivors responses. These factors are: trust, justice, empowerment and work redesign.

Trust in management, because survivors believe that management is competent, reliable, open and concerned about all stakeholders, minimizes the threat evaluation. This, in turn, will lead to more cooperative, and thus constructive survivor responses. A perceived just implementation of the downsizing, because survivors believe they will be treated fairly, also reduces the threat assessment, and leads to more constructive responses. Further, survivor empowerment, because of an enhanced sense of personal control, will increase survivors sense that they are capable of coping with the downsizing. This will lead to more active responses. Likewise, the redesign of work, because of increased intrinsic job quality, will also enhance survivors evaluations and survivors, in turn, will more likely take active roles in the downsizing.

CHAPTER THREE

3.0 RESEARCH DESIGN

This chapter sets out the research methodology that was used to meet the objectives of the study.

3.1 THE POPULATION

The population of interest for this study were all the employees of the Ministry of Education, Science and Technology (excluding teachers) who are based in Nairobi.

This restriction was necessitated by time, financial and logistical constraints.

3.2 THE SAMPLE

A stratified random sampling technique was used in the study. The population was segregated into mutually exclusive strata. Four strata namely: top-level managers, middle-level managers, supervisors/first line managers, and lower level employees were then created.

Thereafter, respondents from each stratum were selected using the simple random sampling plan. The researcher then took a sample size of 120 based on each stratum's proportional representation as indicated in the following table.

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Table 1: Sample sizes of strata

Strata	Total population	Sample size
Top-level	40	10
Middle-level	155	25
Supervisory level	529	35
Lower-level	530	50
Total	1245	120

3.3 DATA COLLECTION

Primary data was used for this study. The data was collected by use of a structured questionnaire.

The questionnaire had both closed and open-ended questions, and most questions will employed a 5-point Likert Scale.

The questionnaire was structured into three parts. The first part sought to gather the respondents' biodata. The second part solicited for data to address objective one and the third part addressed objectives two and three.

A 'drop and pick later' method was used to administer the questionnaire to the respondents.

3.4 DATA ANALYSIS

The study is descriptive in nature. The data collected was therefore analysed using descriptive statistics. These included tables, means and percentages to represent the response rates and information that the study considered.

Factor analysis was also carried out through the use of statistical package for social sciences (SPSS) to analyse responses for objectives II and III.

CHAPTER FOUR

4.0 DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION

4.1.1 General Information

Although a sample size of 120 was required for this study, only 110 employees accepted to participate by accepting the questionnaires. However, it was not possible to get back all these questionnaires in time and therefore, 77 responses were used for the analysis. This represents a response rate of 70%.

The population of study was segregated into four mutually exclusive groups namely: top-level, middle-level, supervisory – level, and lower-level categories of employees.

The table below shows the number of responses in the four categories.

Table 2: Number of responses

Categories of Respondents	No. issued	No. of responses	%
Top-level Employees	8	6	75
Middle-level employees	22	18	85
Supervisory-level employees	32	23	72
Lower-level employees	48	30	63
Total	110	77	70

Source: Questionnaire responses, August, 2002.

4.1.2 Respondents' characteristics

The table below gives a summary of the respondents characteristics

Table 3: Respondents' characteristics (n = 77)

Characteristic	Frequency	%
Gender of employees		
• Male	48	62
• Female	29	38
Age brackets of employees (in years)		
• 20 – 25	7	9
• 26 – 30	12	16
• 31 – 35	18	23
• 36 – 40	24	31
• Above 40	16	21
Marital status		
• Single	18	23
• Married	59	77
Academic qualifications		
• 'O' level	27	35
• 'A' levels	21	27
• Diploma level	9	12
• University level	20	26
Period of service (in years)		
• 1-4	5	6.5
• 5 – 10	15	19.5
• 11 – 15	36	47
• above 16	21	27

Source: Questionnaire responses, August 2002.

The table above shows that 62% of the respondents were male whereas only 38% were female. A larger proportion of the respondents, that is, 75% were above 30 years of age compared to 27% of those who were below 30 years. Whereas 77% of the respondents are married, 23% of them are single. Respondents with 'O' level academic qualifications account for 35% of the total respondents, 27% are 'A' level certificate holders, 26% are university graduates, and 12% hold diploma certificates. Only 26% of the respondents have worked with their employer for a period less than 10 years compared to 74% of those who have worked for more than 10 years.

These results suggest that a majority of the respondents are:

- male (62%)
- above 30 years of age (75%).
- married (77%), and
- have had a period of service of more than 10 years (74%)

On academic qualifications, the number of respondents with 'O' level certificates are the majority at 35%, 'A' levels at 27%, and University graduates at 26%. Those with diploma certificates were the least at 12%.

4.2 AN ANALYSIS OF THE NATURE OF RESPONSES OF SURVIVORS OF DOWNSIZING

The first objective of this study was to identify the nature of responses of survivors of downsizing. These responses were captured through part two of the questionnaire.

Consistency of respondents to the statements asked was captured by asking several questions on each of the statements.

4.2.1 Responses According to Categories of employees.

The results of the responses according to categories of employees are discussed below:

Statement 1: Feeling of fear, insecurity and mistrust

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	67%	50%	65%	70%	53
• A less extent	17%	30%	30%	28%	26
• A much less extent or never	16%	20%	5%	2%	11

Key:

TL	-	Top Level
ML	-	Middle Level
SL	-	Supervisory Level
LL	-	Lower level

The above key provides information for purposes of all subsequent/tables in this sub – section.

50% and above of the respondents from each of the four categories experience a feeling of fear, insecurity and mistrust following retrenchment. 70% of the respondents in the lower-level category affirmed this, 67% in the top-level, 65% in the supervisory – level and 50% in the middle-level category.

Statement 2: Feeling of helplessness, disillusionment and difficulties in establishing good working relations with other employees.

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	17%	44%	52%	80%	48
• A less extent	33%	40%	33%	10%	29
• A much less extent or never	50%	16%	15%	10%	23

Whereas 80% of the respondents in the lower-level category experience a feeling of helplessness, and difficulties in establishing good working relations, 52% of those in the supervisory levels experience the said response. A further 44% of those in the middle level category experience this response while a lesser 17% of those in the top level category responded affirmatively to this.

Statement 3. Job stress, tension and anxiety

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	50%	61%	83%	77%	68
• A less extent	33%	27%	12%	15%	22
• A much less extent or never	17%	12%	5%	8%	10

83% of respondents in the supervisory level category experience job stress, tension and anxiety, 77% in the lower level, 61% in the middle level and 50% in the top level also experienced this response.

Statement 4. Feeling of confusion and disorganization due to unclear and conflicting roles

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	17%	40%	52%	53%	40.5
• A less extent	33%	35%	36%	30%	33.5
• A much less extent or never	50%	25%	12%	17%	26

In the lower level category, 53% of the respondents experience confusion and disorganization. This is followed closely by 52% of those in the supervisory level.

Respondents in the middle and top level categories are at a distance 40% and 17% respectively.

Statement 5. Emotional problems including guilt feelings, hurt, anger and injustice

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	67%	70%	78%	73%	72
• A less extent	17%	21%	18%	25%	20
• A much less extent or never	16%	9%	4%	2%	8

Emotional problems including guilt feelings, hurt, anger and injustice are experienced by

78% of respondents in the supervisory level, 73% in the lower level, 70% in the middle

level and 67% in top level category.

Statement 6. Conflicts between personal and employers' requirements.

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	33%	39%	61%	50%	46
• A less extent	33%	41%	24%	35%	33
• A much less extent or never	33%	20%	15%	15%	21

61% of respondents in the supervisory level category experience conflicts between

personal and employer's requirements, 50% in the lower level, 39% in the middle level,

and 33% in the middle level category.

Statement 7. Fatigue

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	33%	44%	52%	57%	46.5
• A less extent	33%	35%	38%	40%	36.5
• A much less extent or never	33%	21%	10%	3%	17

57% of the respondents in the lower level category experience fatigue, 52% in the supervisory level, 44% in the middle level, and 33% in the top level category.

Statement 8. Reduced work motivation

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	83%	78%	87%	87%	84
• A less extent	10%	18%	13%	13%	13
• A much less extent or never	7%	4%	-	-	3

Reduced work motivation is highly experienced by respondents in all the four categories, namely, 87% in both the lower and supervisory levels, 83% in the top level and 78% in the middle level category.

Statement 9. Feelings of calmness and an opportunity for personal growth

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	33%	33%	17%	14%	24
• A less extent	17%	28%	23%	27%	24
• A much less extent or never	50%	39%	60%	59%	52

Few respondents from each of the categories experience calmness or view retrenchment as an opportunity for personal growth. Only 14% affirmed this in the lower level, 17% in the supervisory level and 33% in both the middle and top level categories.

Statement 10. Increased work motivation

Categories of employees					
	TL	ML	SL	LL	Average mean score%
• A great extent or a very great extent	33%	33%	9%	10%	21
• A less extent	17%	16%	13%	18%	16
• A much less extent or never	50%	51%	78%	72%	63

Likewise, fewer respondents from these categories experience increased work motivation upon retrenchment. 9% of the respondents are in the supervisory level, 10% in the lower level, and 33% each in both the middle and the top level categories.

4.2.2 Responses According to Respondents' characteristics.

From the table above, the following results can be discussed on each of the statement.

Table 4: Responses According to Respondents Characteristics

	Frequency / (Percentage)									
Character-istics	1	2	3	4	5	6	7	8	9	10
1. Gender										
• Male	31/(65%)	24/(50 %)	32/(76%)	22/(46%)	28/(58%)	17/(35%)	29/(60%)	30/(63%)	33/(27%)	10(21%)
• Female	18/(62%)	10/(34%)	19/(66%)	10/(34%)	19/(66%)	13/(45%)	17/(59%)	17/(59%)	8/(28%)	6/(21%)
2. Age bracket(yrs)										
• >30 years	36/(64%)	14/(55%)	16/(29%)	20/(36%)	22/(39%)	18/(32%)	19/(34%)	42/(75%)	16/(29%)	22/(38%)
• <30 years	18/(86%)	15/(71%)	18/(86%)	16(76%)	17/(81%)	14/(67%)	17/(81%)	18/86%)	6/(29%)	7/(33%)
3. Marital status										
• single	10(56%)	8(44%)	12(67%)	10(56%)	11(61%)	4(22%)	12(67%)	16(88%)	3(17%)	2(11%)
• married	32(54%)	28(47%)	36(61%)	26(44%)	39(66%)	18(30%)	20(34%)	42(71%)	9(15%)	6(10%)
4. Academic qualifications										
• 'O' & 'A' level	38(79%)	28(58%)	32(67%)	26(54%)	36(54%)	22(46%)	26(75%)	42(87%)	6(12%)	6(12%)
• Diploma	6(67%)	4(44%)	5(56%)	4(44%)	7(78%)	4(44%)	5(56%)	7(78%)	2(22%)	1(11%)
• University	9(45%)	7(35%)	7(35%)	9(45%)	12(60%)	8(40%)	8(40%)	17(85%)	6(30%)	4(20%)
5. Period(yrs)										
• >10 years	23/(38%)	26/(43%)	27/(45%)	36/(60%)	30/(50%)	25/(42%)	29/(48%)	44/(73%)	24/(40%)	22/(37%)
• <10 years	15/(88%)	13/(76%)	14/(82%)	8/(67%)	11/(65%)	12/(71%)	14/(82%)	14/(82%)	6/(35%)	7/(41%)

Source: Questionnaire responses, August 2002.

From the table above the following results can be discussed:

1. Gender of employees

From these findings there were not much discrepancies on the responses of both the sexes on each of the statements. Apart from responses for statements 2 and 4 that had 50% for male, and 34% for female, and 46% for male and 34% for female respectively, the other responses scored fairly similar response rates.

2. Age brackets of employees

For responses according to age, however, there were significant differences in a majority of the statements except for statements 9 and 10. In statements 9, both of the respondents categories scored a response rate of 29%. In statement 10, 39% of the respondents were above 30 years of age and those below 30 years of age were 33%.

3. Marital status of employees

Responses according to marital status of employees were fairly similar for most of the statements. A discrepancy was only noted in statement 7. In this statement, 67% of the respondents were single whereas only 34% were married.

4. Academic Qualifications of employees

Responses according to this category also showed a fairly similar pattern, except for statements 1 and 3. Whereas differences in 'O'/'A' level and diploma level respondents in the statements are not significant, those respondents with university qualifications however posted significant response rates.

5. Period of service

Responses according to the period of service were also overly marked by huge differences, except for statements 8, 9 and 10. In statement 8, 73% of the respondents have served for more than 10 years while 82% are those whose service is below 10 years. In statement 9, the response rate was 40% for respondents above 10 years and below 10 years service respectively. Likewise, for statement 10, 37% have more than 10 years' service 35% for respondents service while 41% have served for less than 10 years.

4.3 AN ANALYSIS OF THE FACTORS INFLUENCING SURVIVORS' RESPONSES.

The second objective of this study was to identify factors that may influence which survivors' responses are most likely to occur following retrenchment. These factors were addressed through part three of the questionnaire.

The findings on these statements are discussed below:

Statement 1: Provision of adequate and timely advance information.

i) Advance information provided to all employees before retrenchment:

Response	Frequency	Percentage
Yes	65	84
No	12	16
Total	77	100

ii) Adequacy and timeliness of the information provided .

Response	Frequency	Percentage
• A greater extent or a very great extent	6	8
• A less extent	15	19
• A much less extent or never	56	73
Total	77	100

65 (84%) of the respondents agreed that advance information was provided to all employees prior to the retrenchment exercise.

As to whether the information provided was adequate and timely, only 8% of the respondents affirmed this.

Statement 2. Selection criteria

i) Presence of a criterion

Response	Frequency	Percentage
Yes	58	75
No	19	25
Total	77	100

ii) Fairness of the selection criteria

Response	Frequency	Percentage
• A greater extent or a very great extent	2	2.5
• A less extent	5	6.5
• A much less extent or never	70	91
Total	77	100

75% of the respondents indicated a presence of a criteria to select employees to be retrenched. Only 2.5% however, agreed that the criteria used in the selection process was fair.

Statement 3. Training to prepare retrenched employees

i) Presence of a training programme.

Response	Frequency	Percentage
Yes	59	77
No	18	23
Total	77	100

ii) Adequacy of the training

Response	Frequency	Percentage
• A greater extent or a very great extent	1	1.3
• A less extent	9	11.7
• A much less extent or never	67	87
Total	77	100

77% of respondents affirmed that training was undertaken to prepare retrenched employees. The training was however inadequate with 87% of the respondents indicating this.

Statement 4. Compensation

i) Whether retrenched employees were compensated.

Response	Frequency	Percentage
Yes	75	97.4
No	2	2.6
Total	77	100

ii) Adequacy and timeliness of the compensation

Response	Frequency	Percentage
• A greater extent or a very great extent	-	-
• A less extent	4	5
• A much less extent or never	73	95
Total	77	100

Despite the fact that retrenched workers were compensated (as affirmed by 97% of the respondents), this compensation was neither adequate nor timely.

Statement 5. Communication of retrenchment decision

i) All the respondents indicated that retrenched employees were communicated to as follows:

Method	Frequency	Percentage
• Confidential letters/memos	59	77
• Open letters	17	22
• Notice boards	1	1
Total	77	100

ii) Appropriateness of the method

Response	Frequency	Percentage
• A greater extent or a very great extent	51	66
• A less extent	16	21
• A much less extent or never	10	13
Total	77	100

66% of the respondents indicated that the method of communication used was appropriate.

Statement 6. Direction of change of workload

Response	Frequency	Percentage
Increased	55	71
Decreased	6	8
No change	16	21
Total	77	100

71% of the respondents indicated that there was an increase in their workload following retrenchment. 21% experienced no change at all while only 6% of the respondents indicated a decreased workload.

Statement 7. Job reallocation

Responses to whether the Ministry has under taken job reallocation following retrenchment were as follows:

Response	Frequency	Percentage
• A greater extent or a very great extent	28	36
• A less extent	39	51
• A much less extent or never	10	13
Total	77	100

Job reallocation has been carried out to a less extent, as a majority of the respondents (51%) affirmed this.

Statement 8. Whether assignments exceed current skills

Response	Frequency	Percentage
• A greater extent or a very great extent	8	11
• A less extent	45	58
• A much less extent or never	24	31
Total	77	100

From the above responses, 58% of the respondents indicated that assignments given exceeded their current skills only to a less extent.

Statement 9. Training to manage assignments

Response	Frequency	Percentage
• A greater extent or a very great extent	13	17
• A less extent	31	40
• A much less extent or never	33	43
Total	77	100

The above responses indicate that training and preparation of employees to manage assignments given has only been under-taken to a less extent.

Statement 10. Participation of employees in planning and setting work targets.

i) Before retrenchment

Response	Frequency	Percentage
• A greater extent or a very great extent	9	12
• A less extent	22	28
• A much less extent or never	46	60
Total	77	100

ii) After retrenchment

Response	Frequency	Percentage
• A greater extent or a very great extent	13	17
• A less extent	25	32
• A much less extent or never	39	51
Total	77	100

Above 51% of the respondents, both before and after retrenchment indicate that employees do not participate in planning and setting own work targets. Those who participate only to a less extent are 28% and 32% for before and after retrenchment respectively.

Statement 11. Overall empowerment of employees

Response	Frequency	Percentage
• A greater extent or a very great extent	7	9
• A less extent	29	38
• A much less extent or never	41	53
Total	77	100

An overall empowerment of employees to plan, set and make own decisions has only been undertaken to a less extent.

Statement 12. Two-way communication between employees and management

Response	Frequency	Percentage
• A greater extent or a very great extent	9	12
• A less extent	34	44
• A much less extent or never	34	44
Total	77	100

Two-way communication exists only to a less extent, both before and after retrenchment.

4.4 MANAGEMENT OF SURVIVORS OF DOWNSIZING

The third objective of the study was to determine the role that the factors identified in the second objective play in the management of survivors of downsizing. This objective was also addressed through Part three of the questionnaire.

In addition to the factors addressed by objective 2, specific statements on management of survivors of downsizing were put forward to respondents in question 21 as shown in the following table.

Table 5: Responses on management of survivors

Frequency/(Percentage)				
Statement	To a great extent of a very great extent	To a less extent	To a much less extent or never	Total
1. Management's concern for employee's interests	67/(87%)	-	10/(13%)	77
2 Competence of managers	64/(83%)	4/(5%)	9/(12%)	77
3 Management's ability to be relied on	64/(83%)	5/(6%)	8/(11%)	77
4. Manager's openness and honesty	64/(83%)	2/(3%)	11/(14%)	77
5.Fairness in selection, implementation and compensations	66/(86%)	5/(6%)	6/(8%)	77
6. Employees sense of attachment to work	56/(73%)	14/(18%)	7/(9%)	77
7. Employee's possession of necessary skills and abilities	65/(84%)	10/(13%)	2/(3%)	77
8.Empl.oyee's ability to work without supervision	62/(82%)	10/(13%)	4/(5%)	77
9.Employee's ability to participate on retrenchment decisions	61/(79%)	10/(13%)	6/(8%)	77
10. Fair reallocation of duties and responsibilities	68/(88%)	-	9/(12%)	77
11. More say in future decision making	54/(70%)	16/(21%)	7/(9%)	77

Source: Questionnaire responses, August 2002.

From the above analysis it is evident that all the factors solicited for through these statements are important for surviving employees in their attempts to cope with the effects of downsizing. Each of the statements scored a response rate of 70% and above.

This analysis indicates therefore that both internal and external resource factors are equally important for surviving employees in coping with retrenchment.

CHAPTER FIVE

5.0 SUMMARY AND CONCLUSIONS

5.1 SUMMARY

The first objective of the study was to identify the nature of responses of survivors to downsizing in the Ministry of Education, Science and Technology in Kenya. Secondly, the study was to identify factors that may influence which survivors responses are most likely to occur. Thirdly, the study was to determine what roles these factors play in the management of survivors of downsizing.

Survivors have a wide variety of responses to downsizing. The study indicates that a majority of surviving employees experience emotional distress, job dissatisfaction and other devastating experiences. The study also found out that few employees however feel energized by downsizing and consider it as an opportunity for personal growth.

Organizations have the ethical responsibility to make downsizing as painless and positive as possible. Addressing the needs of survivors following a downsizing should therefore be every management's priority. This is necessitated by the fact that survivors of downsizing play an important role in the future of any organization. Given that survivors of downsizing remain employed at the organization as the victims (the "retrenchees") exit from the organization, they can either facilitate or impede the outcomes of downsizing. This will depend on how these survivors evaluate the whole process of downsizing.

Management must therefore be able to address the needs of survivors following a downsizing exercise. To do this, management must be able to explain these survivor responses and the factors influencing those responses. Further, management must be able to determine the roles each of these factors play in helping survivors cope with the devastating effects of downsizing.

5.2 CONCLUSIONS AND RECOMMENDATIONS

The study has pointed out the negative and destructive responses that survivors of downsizing exhibit. Positive and constructive responses exhibited by some employees have also been pointed out. The study has further identified factors that may influence the occurrences of these responses, and their roles in the management of the survivors. It is important to note that downsizing reflects a potentially stressful encounter for surviving employees of all categories. These employees therefore need to be managed in order that organizations may continue to survive, and to achieve their purposes and goals.

It is equally important to note that survivor responses are dynamic and may shift from 'negative' to 'positive' or from 'positive' to 'negative' quadrants throughout the downsizing process.

This means that employees may progress from less to more intense responses as dissatisfaction from the exercise persists. If delay for instance, on compensation programmes persists, surviving employees will feel that management has no concern for their interests, and thus their responses are further negated.

The study has also indicated that some responses can be uniformly experienced irrespective of categories of employees. These include fear, insecurity, mistrust, job stress, tension, anxiety and reduced work motivation. Other responses however, appear distinctly related to specific categories. Responses according to characteristics of employees however showed similar patterns except in “age brackets” where significant differences were indicated. Capturing these varied responses has several benefits. First, management is able to recognize and appreciate the many responses exhibited by its differing employees. Secondly, management will be in a position to identify the kinds of resources available, both within and without the organization, to help it manage the influences of downsizing.

The study points out that dealing with survivors’ responses require that management puts in place both internal and external resource factors. The study further shows that no factor can be singled out as a major contributory cause or determinant to all exhibited survivors’ responses. Rather, the absence or inadequacy of a combination of several of these factors lead to the problem. The implication therefore is that effective management of surviving employees will depend on a number of variables including advance information, selection criteria, training, compensation, job reallocation, employee participation, communication system and management attitudes.

Conflicts do arise following an organization’s attempts to increase its output and efficiency and an employee’s need to protect his/her interests. This however calls for

management to harmonize all its resources so that conflicts and disruptions that follow downsizing can be managed.

Further, management's competence in handling this delicate exercise coupled with its concern for employees interests, have undoubtedly been shown in the study to be important factors.

5.3 LIMITATIONS OF THE STUDY

The researcher faced three limitations in the study.

The target respondents were all employees of the Ministry of Education, Science and Technology in Kenya. Some lower and supervisory level employees however seemed unable to trust the intentions of the researcher and hence may not have sincerely indicated all aspects in relation to the study. A majority of the respondents however seemed sincere in their willingness to accept the questionnaires and return them on time.

Another limitation regards the size of the sample. Some would-be respondents failed to return their questionnaires. Others declined to be involved in the study. The contents of the study could have been richer if a larger number of respondents were involved.

Lastly, some respondents were also slow in submitting back their questionnaires. The researcher therefore had to physically and constantly follow them to honour their promises. On some occasions, this approach was not kindly received by these respondents.

5.4 SUGGESTIONS FOR FURTHER RESEARCH

To cross check the findings in this study, it is suggested that a replica study be undertaken using one category of employees, for instance managers, as the target respondents.

Similarly, a study can also be carried out targeting one specific cadre of employees, for instance, computer operators or drivers.

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APPENDIX 1

A LETTER TO THE RESPONDENT

University of Nairobi
Faculty of Commerce
MBA Office
P.O. Box 30197
NAIROBI

Dear Respondent,

RE: REQUEST FOR RESEARCH INFORMATION

I am a postgraduate student pursuing a Master of Business Administration (MBA) degree at the University of Nairobi. I am currently conducting a research with a view to identifying the nature of responses of survivors of downsizing within the Ministry of Education, Science and Technology in Kenya. This research is part of the courses requirements.

Kindly, spare a moment or two to fill the attached questionnaire. The information being sought is purely for academic purposes and will be treated in strict confidence.

A copy of the research report will be made available to you upon request.

Your cooperation in this exercise will be highly appreciated.

Yours faithfully,

Moi D.J.
MBA Student

Mr. D.O. Ochoro
Lecturer, and Supervisor
Business Administration Department

A QUESTIONNAIRE TO BE FILLED BY THE RESPONDENT

Please respond to the questions below either by filling in the blank spaces or by ticking the brackets that which best describe your situation.

PART 1

1. Please indicate your gender

Male [] Female []

2. Please indicate your age bracket

20 - 25 years []

26 – 30 years []

31 – 35 years []

36 – 40 years []

above 40 years []

3. Indicate your marital status

Single []

Married []

Other (please specify).....

4. What is your highest academic qualifications?

‘O’ level []

‘A’ level []

Diploma level []

University graduate []

5. Any other professional qualifications? []

Please, specify

6. What is your current job position in the Ministry?

.....

7. When were you appointed to this position? (Year)
.....
8. How long have you been employed by the Civil Service?
1 - 4 years []
5 - 10 years []
11 – 15 years []
above 16 years []
9. How many people from your department/section have left the Ministry following the recent retrenchment exercise?.....
10. How many of those who left the department/section were your immediate senior officers?
11. How many of those who left were directly under you?

PART II

Please indicate to what extent you experience each of the following due to the recent retrenchment.

	To a very great extent	To a great extent	To a less extent	To a much less extent	Never
1. A feeling of fear	[]	[]	[]	[]	[]
2. A feeling of helplessness	[]	[]	[]	[]	[]
3. Suspicion towards the intentions of management	[]	[]	[]	[]	[]
4. Job stress and tension	[]	[]	[]	[]	[]
5. A feeling of anxiety	[]	[]	[]	[]	[]
6. Job insecurity	[]	[]	[]	[]	[]
7. A feeling of mistrust	[]	[]	[]	[]	[]
8. Lack of adequate skills and knowledge to perform current task.	[]	[]	[]	[]	[]
9. Unclear and conflicting roles	[]	[]	[]	[]	[]
10. Lack of adequate information required to handle the situation	[]	[]	[]	[]	[]
11. Conflicts between personal and employer's requirements	[]	[]	[]	[]	[]
12. A feeling of anger	[]	[]	[]	[]	[]
13. A feeling of hurt	[]	[]	[]	[]	[]
14. A feeling of confusion and disorganization	[]	[]	[]	[]	[]
15. A feeling of decline in self-confidence	[]	[]	[]	[]	[]
16. Inability to cope with the workload	[]	[]	[]	[]	[]
17. Lack of adequate support and guidance from senior staff	[]	[]	[]	[]	[]

To a very great extent	To a great extent	To a less extent	To a much less extent	Never
---------------------------	----------------------	---------------------	--------------------------	-------

- | | | | | | |
|--|-------|-------|-------|-------|-------|
| 18. Difficulties in establishing good working relationships with other employees | [] | [] | [] | [] | [] |
| 19. Reduced work motivation | [] | [] | [] | [] | [] |
| 20. Emotional problems, including guilt feelings following loss of colleagues. | [] | [] | [] | [] | [] |
| 21. A feeling of injustice | [] | [] | [] | [] | [] |
| 22. A feeling of calmness | [] | [] | [] | [] | [] |
| 23. An emerging opportunity for personal growth | [] | [] | [] | [] | [] |
| 24. Increased work motivation. | [] | [] | [] | [] | [] |

PART III

- State whether advance information was provided to all the employees prior to the retrenchment. Yes [] No []
- To what extent do you consider that the information provided in 1 above was adequate and timely?

To a very great extent	[]
To a great extent	[]
To a less extent	[]
To a much less extent	[]
Never	[]
- State if a criterion was used in the selection of workers to be retrenched.

Yes	[]	No	[]
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4. Indicate whether there was a selection interview prior to the retrenchment exercise?

Yes [] No []

5. To what extent do you consider the selection criterion in 4 above to have been fair?

To a very great extent []

To a great extent []

To a less extent []

To a much less extent []

Never []

6. Was there a formal training to prepare the retrenched workers prior to their departure?

Yes [] No []

7. To what extent do you consider the above preparation adequate?

To a very great extent []

To a great extent []

To a less extent []

To a much less extent []

Never []

8. Were the retrenched employees compensated?

Yes [] No []

9. To what extent do you consider the compensation above to have been adequate and timely?

To a very great extent []

To a great extent []

To a less extent []

To a much less extent []

Never 1 []

10. What means of communication was used to convey the retrenchment decision to the victims?

- Confidential letters /memos []
- Open letters []
- Noticeboards []
- Others (specify)

11. Indicate the extent to which you consider the method used in 10 above appropriate?

- To a very great extent []
- To a great extent []
- To a less extent []
- To a much less extent []
- Never []

12. Has your workload changed in any way as a result of the retrenchment exercise?

- Yes [] No []

13. Please indicate the direction of the change in 12 above.

- Increased []
- Decreased []
- Other (specify)

To a very great extent To a great extent To a less extent To a much less extent Never

14.	To what extent has there been job re-allocation amongst surviving employees as a result of retrenchment	[]	[]	[]	[]	[]
15.	To what extent do you consider that assignments/work given exceed your skills?	[]	[]	[]	[]	[]
16.	To what extent have you been prepared or trained to manage these assignments?	[]	[]	[]	[]	[]

17	To what extent did you participate in planning and setting your departmental/sectional work targets before retrenchment?	[]	[]	[]	[]	[]
18	To what extent do you participate in planning and setting these work targets now?	[]	[]	[]	[]	[]
19.	To what extent do you feel that the Ministry /department has empowered employees to make decisions in work-related issues, following the retrenchment?	[]	[]	[]	[]	[]
20.	To what extent has there been a continuous two-way communication between employees and senior management, during and after the retrenchment?	[]	[]	[]	[]	[]

21 To what extent do you consider the following statements as important for surviving employees in coping with the effects of retrenchment?

	To a very great extent	To a great extent	To a less extent	To a much less extent	Never
	5	4	3	2	1
i) Management's concern for employees' interests when implementing the exercise	[]	[]	[]	[]	[]
ii) Competence of managers in handling the exercise	[]	[]	[]	[]	[]
iii) Management's ability to be relied on to keep its promises.	[]	[]	[]	[]	[]
iv) A manager's openness and honesty in sharing vital information with employees	[]	[]	[]	[]	[]

		To a very great extent	To a great extent	To a lesser extent	To a much lesser extent 2	Never
		5	4	3		1
v)	Fairness in the selection, implementation and compensation processes	[]	[]	[]	[]	[]
vi)	An employee's sense of attachment to his/her work	[]	[]	[]	[]	[]
vii)	An employee's possession of necessary skills and abilities to perform assigned work	[]	[]	[]	[]	[]
viii)	An employee's ability to work on his/her own without close supervision.	[]	[]	[]	[]	[]
ix)	An employee's ability to participate in making decisions on the retrenchment exercise	[]	[]	[]	[]	[]
x)	Fair reallocation of duties and responsibilities following retrenchment	[]	[]	[]	[]	[]
xi)	More say in future decision making roles	[]	[]	[]	[]	[]

22. Please indicate any other comments you may wish to include which is relevant to this subject.
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THANK YOUR FOR YOUR COOPERATION