

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

Isaac Nti Ofori Ph.D¹, Ifediba Margaret-Mary, C², Onyeaghala Obioma H, Ph.D³ and Bruce Zilpah⁴

^{1,4}Department of Business Administration Zenith University College, Accra Ghana

^{2,3}Department of Business Administration, Federal University Wukari, Nigeria

Corresponding Author's: Onyeaghala Obioma H

Abstract: This study is aimed at investigating the effect of downsizing on the job satisfaction of surviving employees at Vodafone branch, Ghana. The study specially sought to find out if there was any sex, job status or age differences in job satisfaction among survivors of downsizing at Vodafone Ghana. This research employed the survey research approach. The study population included the staff of Vodafone Ghana, Osu branch. A total of 68 respondents were drawn from various departments of the organization out of 97 for the study using convenience as well as purposive sampling techniques. A Likert scale-typed questionnaire was used with responses ranging from strongly disagree, disagree, Uncertain, agree and strongly agree. Quantitative data analysis was done using computer software: Ms Excel and SPSS. Data collected was analyzed using both interpretive and statistical methods. In all, the study tested three hypotheses. Results of the study indicated that, there were no gender differences in job satisfaction among survivors of downsizing. Again, contrary to the hypothesis stated, age was not found to affect the job satisfaction of survivors of downsizing. However results of the study showed that survivors of downsizing experienced less job satisfaction than their senior counterparts. Based on the findings from the study, the following recommendations among others are put forward: For downsizing to be effective and strategically beneficial, an implementation plan must be in place. It is also recommended that management should involve employees in the process, and communicate comprehensively reasons for the downsizing. Further research on the effects of downsizing on survivors will serve to further refine the relationships as presented, or add data sufficient to assess those variables not used in this study and in addition, may identify new variables not currently identified as potentially relevant to downsizing.

Keywords: Down-sizing, retrenchment, down-scaling, down-scoping, Line-pruning.

Background to the Study

The working life of today is characterized by continuous and often extensive changes. This restructuring process is due to different factors such as global competition, economic recession, new technology and transition from manufacturing to service production. In order to handle the situation, organizations are keen on minimizing their costs, and this has often resulted in organizational downsizing (Sunitha et al 2015).

Downsizing refers to a deliberate organizational decision to reduce the workforce that is intended to improve organizational performance (Cameron, Freeman & Mishra, 1991). The issue of downsizing is a global phenomenon and the number of organizations and jobs affected by downsizing is staggering (West, 2000). Recent evidence according to West (2000) indicates that organizational downsizing has shifted emphasis from blue-collar jobs to white-collar positions. Virtually every sector has engaged in downsizing. It does not only affect personnel in lower levels in organizations, but personnel at all echelons in organizations. Situation such as eroding market share, international competition, rising labor costs, economic contractions, obsolete technologies or products, and political changes may also prompt organizations to downsize.

In Ghana, certain companies are employing this same strategy for different reasons. In August 2009, the management of Vodafone Ghana announced that they were planning on laying off 950 workers as part of its compulsory redundancy programme it embarked upon. This they claim was ultimately intended to put the company on top of competition and make it productive and profitable in two years.

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

Until recently, survivors of downsizing were often considered the lucky ones and would or should be grateful to have kept their jobs so as not to become the next casualties. In theory, downsizing is presumed to have positive outcome for the organization. In some situations, downsizing may have accomplished what management had intended and in other situations, a negative consequence is the outcome. Organizations are beginning to weigh the relative costs and benefits of downsizing against the negative impact it had on employees. Most of the research literatures on downsizing have addressed its significant negative impacts, especially for individuals. One important question to ask is, are survivors really grateful to have retained their jobs or are they negatively affected by downsizing especially in terms of their job satisfaction?

Brief History of Case Organization

According to Wikipedia, Vodafone Ghana, formerly Ghana telecom, is the national telecommunication company of Ghana. In 2006, it had around 400,000 customers for fixed and mobile telephone and internet services.

On 3rd July 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 Ghanaian government retained 30% stake.

On 16th April 2009, the company was rebranded as Vodafone Ghana. The company laid off 950 employees under the new business transformation update under a compulsory redundancy to deliver enhanced value for customers and ensure commercial success in the competitive telecommunication market. Vodafone Ghana has established over 30 retail shops and over 4,200 employees across the nation with its headquarters at the Kwame Nkrumah circle opposite Odo rice restaurant.

The Vodafone Ghana Osu retail shop was opened on the 23rd of August 2014 with 35-easter capacity is said to deliver the fastest internet speed in Africa with a minimum of 40MB per second.

Vodafone Ghana Foundation

Vodafone Ghana Foundation, the charity arm of Vodafone Ghana was launched in 2009 to support sustainable initiative that drives social change, improve people's lives and solve pressing needs. Vodafone Ghana foundation believes that mobile communications can help address some of the world's compelling humanitarian needs and improve living conditions

Mission and Vision of Vodafone Ghana

Vodafone Ghana focuses on developing new products while supporting the local economy. Vodafone Ghana aims to get communication products in the areas where they are needed the most.

Vodafone Ghana is committed to their customers. Vodafone Ghana focuses on great customer care and encourages their employees to volunteer through the Vodafone Ghana foundation.

Statement of the Problem

Since the early 1980s, a variety of studies have described the psychological, attitudinal, and behavioral effects of downsizing on survivors (West, 2000). However, most studies have selected only a small subset of the various factors thought to be affected by downsizing and have limited their investigation to the effect of downsizing on employees in a single firm (Bommer, 1996). It is possible that the findings from these specific situations may not apply to other organization with different purposes, functions, or sectors. In the view of this, the present study in an attempt to address this problem focused attention on using different organizations with varying operations, provided they have undergone downsizing. This ensured that the findings from the present study have external validity.

Several studies indicate that downsizing has influenced employees' health and well-being in a negative way (Herting & Theorell, 2002; Isaksson & Muhonen, 2003). Surprisingly, little of these studies were conducted on Ghanaian samples. As indicated by West (2000) with the exception of the study by O'Hare and Vilardi (1994), research literature in general has not addressed the commonality of the findings of the independent studies on downsizing effects. Findings from this study will make addressing commonality of these findings more meaningful because of differences in the research settings. Again, findings from the present study will reveal how applicable findings elsewhere are to Ghana. Vodafone Ghana having downsized in 2009 retained some employees after the downsizing exercise. The issue that provoked this study was to establish the problems faced by downsizing survivors at Vodafone Ghana and how it has affected the satisfaction of their job.

Objective of the Study

The main purpose of this study is to examine the effects of organizational downsizing on survivors at Vodafone Ghana. To achieve the general objective, the study is aimed at addressing the following specific objectives:

- i. To examine the differences in job satisfaction among older and younger survivors of downsizing.
- ii. To examine the gender differences in job satisfaction among survivors of downsizing.
- iii. Investigate the influence of downsizing on the performance of surviving employees

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

Research Questions

The following are the research questions:

1. Are female survivors experiencing less job satisfaction than the males
2. Does downsizing have effect on the performance of older employees than younger employees
3. To what extent does junior survivors experience less job satisfaction than their counter part senior survivors at Vodafone Ghana

Research Hypotheses

The following hypotheses were tested:

H₁: Female survivors of downsizing will experience less job satisfaction than their Male counterparts.

H₂: Downsizing will lead to less job satisfaction amongst junior members than senior staff members.

H₃: Older survivors of downsizing will experience less job satisfaction than younger survivors.

Significance of the Study

Upon its completion, this study will be very beneficial to the business community in particular and general public at large. The management, the business, and employees will be the major stakeholders to gain from this research work. An understanding of the effect of organizational downsizing on survivors within an organization might be instrumental to help manage the way downsizing is performed in an organization. And serve as a reference document for students who will research on a similar topic in the future

Delimitation or Scope of the Study

The study focused mainly on the effect of organizational downsizing on survivors within an organization, using Vodafone Ghana Osu branch as the research environment. As a result the findings will more importantly be for the benefit of Vodafone Ghana Ltd and other organizations with similar operations that has encountered downsizing.

Limitation of the Study

The staff of the company were reluctant to be interviewed despite the assurance; they were afraid that the information collected may be used against them. Only one branch of Vodafone Ghana was chosen for this study. If more branches were studied, the results are likely to be more grounded.

Conceptual Framework

Concept of Downsizing

Downsizing is fairly straightforward term which directly refers to making something smaller. Nevertheless, there are many aspects to the concept. Mentzer (1996) states that there is controversy around the meaning of the term; does downsizing mean a deliberate action and does any given decrease in workforce mean downsizing.

Sheaffer, Carmeli, Steiner-Revivo and Zionit (2009) state comprehensively that organizational downsizing is a relevant management strategy that targets to improve the performance of organization by decreasing costs selectively. External shocks and poor organizational processes create a need for firm to engage downsizing actions which, according to well-known belief, improve firm's performance. Kets De Vries & Balazs (1997) opine that downsizing is expected to lead to lower overheads, decreased bureaucracy, faster decision making, smoother communication, greater 'entrepreneurial' behavior, increased productivity, and better earnings. They continued that the major reason or motivation behind downsizing actions is to enhance the efficiency of the company compared to the competition.

Maybe the most comprehensive meaning for downsizing is offered by Dewitt (1998). He writes that majority of the research in downsizing field focuses on cost saving programs executed by layoffs. Nevertheless, downsizing means overall reducing physical, financial, organizational and human resources to gain efficiencies. He categorizes downsizing approaches into three subclasses; retrenchment, downscaling, and down scoping.

Retrenchment: In retrenchment actions, firm maintains its scope and even increases its output through centralization and specialization of production, changing its supplier relationships and realigning its managerial responsibilities. The writer states that if the company is in tight competitive situation, combining troubled and efficient resources might more likely affect negatively to good quality resources than improve the efficiency of the less quality resources, this is the downside of retrenchment strategy.

Downscaling: The second downsizing approach that Dewitt (1998) mentions is downscaling. It refers to permanent cuts in physical and in human resources which leads to lower output while maintaining the market scope and product lines. This is an approach to introduce firm's supply permanently in line with market demand. The downside of downscaling strategy is that it reduces firm's ability to meet competition and affect negatively to scale of production advantages. Nevertheless, downscaling actions leaves a firm with an opportunity to scale back its production output as market scope and product lines are maintained.

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

Down scoping: The third downsizing approach is down scoping. Downs coping refers to comprehensive reduction of firm's resources and activities which may lead to shrinkage of overall output. This approach targets to subtract the complexity of firm's product-market-technological position and, therefore, vertical and horizontal differentiation of the firm is decreased. As down scoping is the most comprehensive form of downsizing, Dewitt (1998) mentions five different kinds of down scoping measures with three of them decreasing firm's horizontal scope and two vertical scope. The First of the horizontal measures is line pruning, term originally developed by Kotler (1965).

Line pruning refers to sale of manufacturing or distribution rights or even total product elimination. This is put into action with layoffs. The second is market withdrawal which was originally developed by Porter (1976). Market withdrawal is relevant for distant, population-sparse and geographically challenging markets. As the term is self-explanatory, this approach leads to a decrease in firm's scope and scale. The third horizontal form that Dewitt (1998) states is customer withdrawal which targets to reduce the amount of unprofitable business relationships and support these actions by layoffs and reallocation of human and physical resources.

The two down scoping approaches; reducing firm's vertical scope are backward disintegration and forward disintegration. Backward disintegration refers to decreasing the firm's own input production processes and self-sufficiency. Forward disintegration on the other hand cuts resources from the top of the production stream in distribution and retail functions and facilities.

Chalos& Chen (2002) take DeWitt's meaning of downsizing to a more practical level. They categorized downsizing into three: i) revenue refocusing ii) cost cutting iii) plant closure. These all have different effects on corporate efficiency and profitability development in the future.

Some researchers have altered the downsizing concept and developed it further. One of the most recognized terms among researchers is rightsizing. Hitt, Keats, Harback and Nixon (1994) acknowledge rightsizing as integrated part of the organizational processes, products and people. Rightsizing demands constant analysis of the processes of the organization and is based on shared vision of the future and common mission among the members of the organization. The main difference between downsizing and rightsizing as a term is the positioning in the timeline. Downsizing may include one single measure as a downsizing action, whereas rightsizing is a constant process in the organization.

Job Satisfaction

Hoppock defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job (Hoppock, 1935). According to this approach, although job satisfaction is under the influence of many external factors, it remains something internal that has to do with the way the employee feels. That is, job satisfaction presents a set of factors that cause a feeling of satisfaction.

Vroom in his definition on job satisfaction focuses on the role of the employee in the workplace. Thus he defines job satisfaction as affective orientations on the part of individuals toward work roles which they are presently occupying (Vroom, 1964). Job satisfaction represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real rewards. Job satisfaction is closely linked to the individual's behaviour in the work place (Davis et al., 1985).

Job satisfaction is a worker's sense of achievement and success on the job. It is generally perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment (Kaliski, 2007).

Job satisfaction can be defined also as the extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004). The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is the collection of feeling and beliefs that people have about their current job. People's levels of degrees of job satisfaction can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay (George etal, 2008).

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

Theoretical Framework

There are numerous theoretical issues that intervene between an organizational decision to downsize, the mechanisms used to accomplish the reduction, individual reactions to the process, and eventual impact on the organization. To meet environmental demands, an organization may make changes to its structure, strategy, and products and services. Population ecology (Hannan & Freeman, 1977) and institutional theories (DiMaggio & Powell, 1983) provide alternative perspectives on organizational change. Population ecology theory emphasizes the significances of environmental pressures, highlighting how these pressures affect survival. Institutional theory underscores the importance of maintaining legitimacy by meeting societal or individual theory expectations.

Population Ecology Theory

Population ecology theory examines downsizing from an evolutionary perspective (Hannan & Freeman, 1977). According to this viewpoint, the external environment determines the most favorable characteristics of the population of organizations. To survive in their environment, organizations, must adapt to the constraints. The adaptation process may force organizations to decrease their size. By meeting the demands of the environment through downsizing, an organization increases its chances of survival. An organization's desire to meet the demands of its environment by downsizing could lead to those who survived it to become less satisfied with their jobs simply because they do not know when next the organization will downsize and whether they are next to be kicked out.

Institutional Theory

DiMaggio and Powell (1983) offer an institutional perspective for why an organization may choose to downsize. Institutional theory views downsizing as one response to environmental uncertainty. The organization chooses this strategy because it provides a semblance of control. When executives are unable to predict the environment, they are more likely to make adjustments that may be similar or identical to the actions of other organizations. An important distinction of this theory is that imitation can occur among organizations without any credible evidence of a causal link between improved performance and downsizing. From this theoretical perspective, downsizing serves as a legalizing strategy and buffers organizations against further chaos associated with uncertainty.

Although managers may not explicitly view downsizing from a particular theoretical perspective, they create an implicit assumptions among other organizations whenever they use this strategy. Hence, executives may choose this strategy because the trade literature, professional association, and executive training programs suggest that it can result in performance improvements when an organization is a certain size

Empirical Framework

This section reviews some of the studies that have been conducted in the area of downsizing and its effect on survivors. The main argument being advanced here is that, downsizing will have a negative effect on the job satisfaction of employees who survive it. In addition, studies which give cause to believe that the negative effect of downsizing on the job satisfaction of employees will have more effect on junior staff, females and other staff as compared to senior staff, males and older staff are reviewed.

There is assumption that the effectiveness of downsizing efforts is ultimately dependent on reactions of survivors to the process (Brockner, 1988). Studies have noted the lack of conclusive evidence supporting long-term benefits of downsizing (Dugherty & Bowman, 1995; Lewin & Johnston, 2000). In fact, many of the anecdotal reports (Byrnr, 1994; Chandler & Bums, 1994; Godfrey, 1994) and empirical studies highlight the negative effects of downsizing on surviving employees' productivity (Armstrong, 1988) and profitability (Madrack, 1995; Ruback, 1995). In a study of job survivors' responses to layoffs, Davy, Kinicki, and Scheck (1991) state that witnessing a layoff produces negative psychological and behavioral responses by layoff survivors.

Armstrong, Cameron and Horsburgh (1996) studied nurses' satisfaction in three hospitals in Ontario, Canada, in 1991 and 1992. The 1991 study was performed at a time when the hospitals were experiencing a nursing shortage, and the study measured satisfaction after staff restructuring. The results of these studies showed that overall job satisfaction remained relatively unaffected. However, the nurses reported less satisfaction with certain aspects of their job and work environment, including job security and supervision. This study emphasizes the necessity for effective communication before and during the downsizing process to mitigate the perceptions that the Human Services Organization (HSO) violated its psychological contract with its employees.

The findings of the study conducted by Rondeau and Wagar (2001) revealed that, the size of the reductions was less significant than the manner in which HSOs dealt with employees during the process. In order words, those HSOs that considered their employees in the process (e.g., providing long periods of notification, allowing employee input) were able to decrease negative outcomes such as dissatisfaction.

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

Furthermore, results from a study conducted by Sutton, Eisenhardt and Jucker (1985) showed that survivors of Atari Corporation's downsizing reacted very negatively to the callous manner in which employees were laid-off. Survivors observed that employees received no advance notice of their layoff, and that management was not keeping them informed about the downsizing process. Employees responded with decreased morale, and strong intentions to leave the company as soon as possible.

Moore (2001) employed three hospitals in his study to learn nurses' reactions to the restructuring process and to assess the impact of restructuring on nurses' well-being. The results of this study suggest that the level of restructuring has a significant effect on the level of nurse stress. The manifestations of stress included feelings of burnout, lower professional self-efficiency, and intentions to leave the organization. However, these feelings were mitigated by the perception of social support and by positive coping styles, specifically by viewing the restructuring as a challenge to be mastered. This study also suggests that participation in the restructuring process mitigated the manifestations of stress.

Riverside Community Hospital in California offers an example of the benefits of protecting staff during downsizing (Sherer, 1997). Immediately following a facility-wide downsizing, the hospital implemented an open forum to increase management and staff communication and to provide an environment in which management could address staff issues. If the hospital had not focused on employee morale, the entire downsizing process would not have been successful.

In other related studies, Evans (1995) studied U.S. soldiers in the downsized U.S. military, and Noer (1993) interviewed employees of a downsized private organization. Similar themes emerged from both of these studies, namely; increased stress, decreased motivation, and reduced performance with extra workload.

Armstrong-Stassen of the Management and Labour Studies, Faculty of Business Administration, University of Windsor, Ontario, Canada and her panel members examined the reactions of 187 federal government employees aged 45 and older during the initial phase of a large-scale downsizing and 20 months later. There were few significant differences in the reactions of older men and women. Respondents in management positions reported significantly more positive attitudes towards their job and the organization than did respondents in non-management jobs. Compared with the initial phase of the downsizing, respondents reported a significant decrease in commitment to the organization 20 months later. For the two dimensions of job insecurity, perceived threat of job loss decreased, whereas sense of powerlessness over decisions of job affecting the further of one's job increased. A major area of concern for management is the low level of organizational trust and morale reported by the respondents at both time periods.

The focus in the research literature has been on the unemployment and reemployment difficulties of other workers who are the victims of downsizing (Golden, 1992; Warr, 1994). Whereas, the impact of downsizing on those older employees who survived organizational downsizing has received little attention. There are two major reasons why it is important to examine the effect of downsizing on older survivors. First, older employees may be especially negatively affected by organizational downsizing. Older employees have been more vulnerable to job displacement than younger employees (M. Armstrong-Stassen 2001), suggesting that organizational downsizing may be particularly stressful for this group because of the serious threat of being laid off. More so, losing their job can be very traumatic. Moreover, the practice of offering early retirement incentives as a way of reducing the company's workforce is forcing many older people into involuntarily withdrawing from the labour force (Useem, 1994). People in this age group may also be more reluctant to their community (Price, 1990). Older employees may have a greater vulnerability to being adversely affected by organizational downsizing.

In a recent study of the effects of downsizing on the health of remaining employees, Vahtera, Kivimaki and Pentti (1999) found a significant relationship between downsizing and medically certified sick leave. This effect was much stronger when the proportion of the workforce aged 50 years was high, compared with when the proportion of the workforce aged over 50 was low, suggesting that downsizing may be especially detrimental to older workers. The trauma of job loss associated with loss of livelihood can better explain this. The second major reason for examining the effects of downsizing on older survivors is that organizations have conducted downsizing with little awareness of its age-sensitive effects (Marshall, 1998). It is important that management understands what impact downsizing has on older employees, especially in light of the prediction that older workers will become absolutely critical to businesses in the next few years (Solomon, 1995).

Numerous studies have examined gender differences in job attitudes. The job satisfaction of men and women has been the most frequently studied comparison. The results have been highly inconsistent, with some studies showing that women report significantly higher job satisfaction than men (Clark, 1996; Loscocco, 1990), some studies indicating that men are more satisfied with their jobs than women (Devau & McAllister, 1991; Miller & Wheeler, 1992), and still other studies findings shows that there is no significant gender differences (Lambert, 1991; Russ & McNeilly, 1995). Abraham & Hansson (1996) compared the job satisfaction of men and women aged 40 to 69 and found that women in this age group reported significantly lower job satisfaction than men. Although women are more vulnerable both to being laid off and to having difficulties becoming

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

reemployed (Leana & Feldman, 1992; McCall 1997), there is some evidence that men tend to value job security more highly than women (Rowe & Snizek, 1995; Tolbert and Moen, 1998) and (Miller & Wheeler, 1992). However, some studies (Kuhnert & Palmer, 1991; Roskies & Luis-Guerin, 1990) have reported no significant differences between men and women for perceived job insecurity.

Furthermore, certain studies examined the effect of job level with a downsizing context. Armstrong-Stassen (1993) found that supervisors were significantly more likely to perceive the company's reason for the cutbacks as fair and were also more likely to perceive greater job security than technicians. Armstrong-Stassen (1998) examined how layoff survivors perceived and coped with a recent downsizing and found significant differences between clerical employees and female technicians and between male supervisors. In a longitudinal study of the reactions of management and staff employees to a hospital downsizing, Luthans & Sommer (1999) found that, compared with staff employees, managers reported significantly higher organizational commitment and work-group trust. There were no significant differences between managers and staff employees for job satisfaction. The level of work-group trust remained relatively stable across the three time periods for managers, but trust declined significantly between time 1 and time 2 for the staff employees. For both managers and employees, there was a decline in organizational commitment and job satisfaction over the 2-year period. These findings indicate that management and non-management survivors respond differently to organizational downsizing. What is not known is whether these differences will continue to be found when older layoff survivors are the focus of investigation.

Judging from the outcome of these studies, survivors of downsizing could be said affected by the process, at least to a certain degree. Even if organizations forewarn employees of downsizing, those who survive may feel a sense of guilt, low morale, reduced sense of team spirit and burnout leading to reduced satisfaction of jobs. More importantly, it can be seen that the impact of these negative outcomes is greater for junior staff, females and older employees.

Methodology

Research Design

This research used the survey research approach. Survey research is used for explorative intention, explanatory or confirmatory, evaluation, prediction, operational research and development of social indicators. It allows the collection of data about subjects that are exclusively internal to the participant, such as attitudes, opinions, expectations and intentions, and data on these areas are important for the study. Furthermore, it is often obtained by using questionnaires, allowing for standardization of data for easy comparison.

Population

The study population included the staff of Vodafone Ghana, Osu branch. The organization was chosen due to its past downsizing of large number of employees in 2009, and this is of great importance to the study. The Osu branch was chosen because of the ease at which the researcher would access data necessary for the study.

Sample and Sampling Procedure

A total of 68 respondents were selected out of 97 for the study. This sample size was settled on taking into consideration the difficulty in locating downsized organizations and most importantly locating those who survived it. The respondents were drawn from various departments of the organization. A conscious effort was also made to ensure a fair representation of sexes, ages and job status (i.e. junior and senior staff), since these are variables of interest in the present study.

The convenience as well as purposive sampling techniques was used to select the respondents for the study. The purpose sampling technique was appropriate in identifying or selecting those who qualify for the study, that is, those workers who have survived downsizing. The convenience sampling techniques was then used to select workers who are readily available and willing to take part in the study. These sampling techniques also ensured a fair representation of the various subunits in the population.

Instrument

This research used the structured questionnaire and the items on the questionnaire were close ended-questions making it easier for respondents to understand and answer. Besides, it facilitated interpretation of data by standardizing alternative responses. A Likert scale-typed questionnaire was used with responses ranging from strongly disagree, disagree, Uncertain, agree and strongly agree. The instrument was validated and its reliability ascertained.

Data Collection procedure

Permission was sought from the Human Resource Managers of the company for their employees to respond to the questionnaires of the study. The workers were approached individually and their suitability for the study determined.

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

Participants were then briefed on the aims and purpose of the study before they were given the questionnaires to fill at their free time. The researcher went back for them after three days.

Data Analysis

Quantitative data analysis was done using computer software: Ms Excel and SPSS. Descriptive frequency tables for social demographic characteristics like gender, age and educational level was also used. Data collected was analyzed using both interpretive and statistical methods.

Results and Discussion

Demographic Details of Respondents

Gender Distribution of Respondent

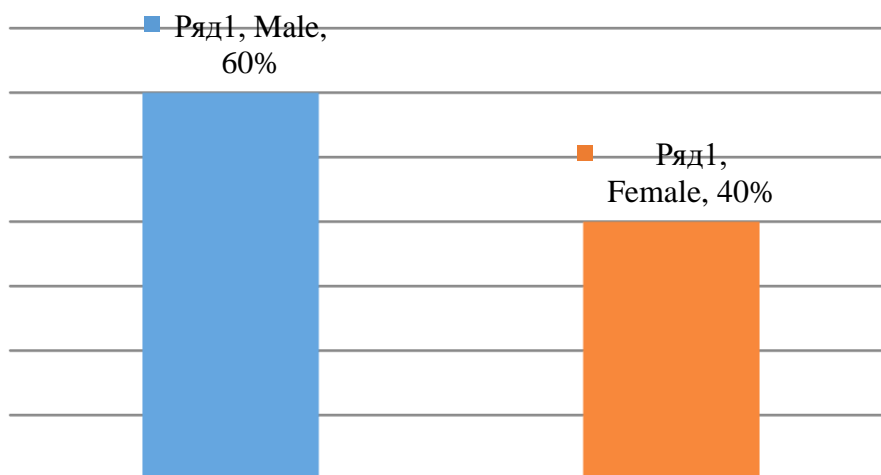


Figure 1: Gender Distribution of Respondents

Source: Field Data 2019

From Figure 1, it is identified that majority, representing 60% of the respondents at Vodafone Ghana were males as compared with a minority of respondents of 40% who were females.

Age Distribution of Respondents

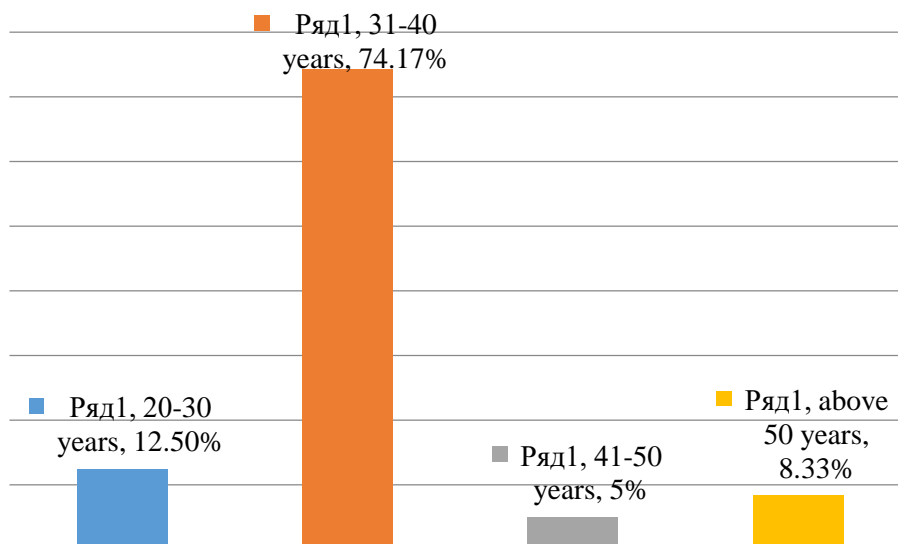


Figure 2: Age Distribution of Respondents

Source: Field Data 2019

Figure 2 lays to bare the age groupings of the respondents. Age – range of 31 to 40 was the age-range that recorded the highest percentage of 74.17%. Age-range of 20-30 recorded the second highest percentage of 12.5% followed by age – range above 50 years that represented 8.33%. Age – range 41-50 recorded the least with a percentage of 5.

Job Status of Respondents

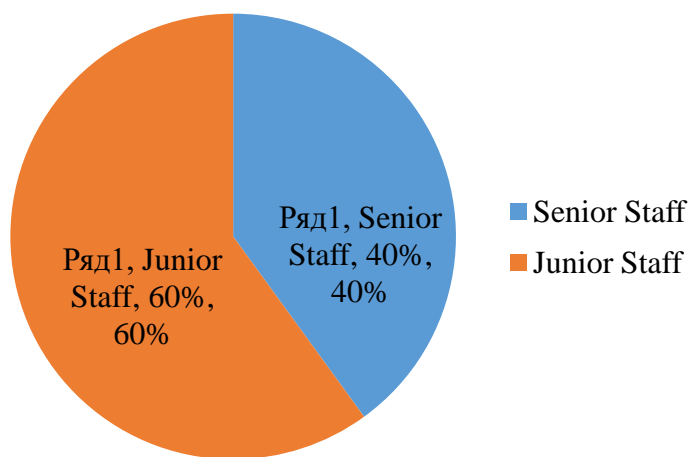


Figure 3: Job Status of Respondents

Source: Field Data 2019

Results from Figure 3 shows that majority, representing 60 % of the employees from Vodafone Ghana were junior staffs as compared with a minority representing 40% of the employees were senior staff.

Career Length of Respondents

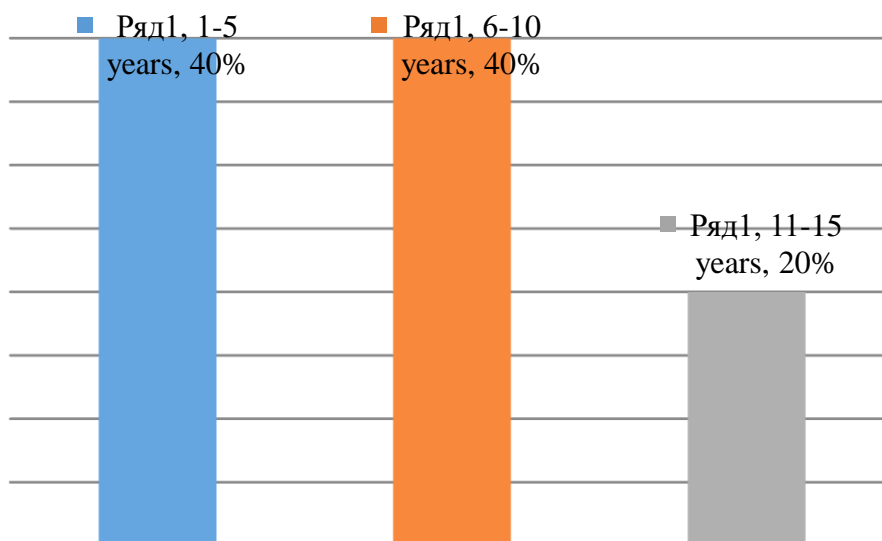


Figure 4: Career Length of Respondents

Source: Field Data 2019

Results from Figure 4, shows that very few representing 20% of the employees at Vodafone Ghana have worked with the organization for a period of 11-15 years.40% of the employees have worked with the organization for a period of 1-5 years. The remaining 40% of the employees have worked with the organization for a period of 6-10 years.

Hypothesis Testing

The first hypothesis was stated as ‘Female survivors of downsizing will experience less job satisfaction than their Male counterparts’. The independent t test was employed to test this hypothesis. The results are presented in table 1.

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

Table 1: Summary of Independent t test results, Means and Standard Deviations for Job Satisfaction Categories by Sex

	Sex	Frequency	Mean	Std. Deviation	t	df	p
Job Satisfaction	Male	38	67.84	17.47	.182	66	
	Female	30	68.53	12.71			

Source: Field Data 2019

The results from Table 1, shows that there is no significant difference in job satisfaction among Male and Female survivors of downsizing at Vodafone Ghana [$t_{(66)} = .182, p = .856$]. At the .05 level of significance, Female survivors of downsizing [$M = 68.53, SD = 12.71$] were not found to experience less job satisfaction than Male survivors of downsizing ($M = 67.84, SD = 17.47$). As such, the hypothesis that, 'Female survivors of downsizing will experience less job satisfaction than their Male counterparts' was not supported by the analysis.

Hypothesis 2 sought to find out if staff status of the survivors of downsizing had any effect on their satisfaction with their job. It was hypothesized that downsizing will lead to less job satisfaction amongst junior staff members. The independent t test was again employed to test this hypothesis. Summary of the results can be found below.

Table 2: Summary of Independent t Test Results, Means and Standards for Deviations for Satisfaction Categorized By Staff Status

	Status	Frequency	Mean	Std. Deviation	t	df	p
Job Satisfaction	Senior Staff	35	72.09	13.98	2.298	66	.025
	Junior Staff	33	63.63	16.15			

Source: Field Data 2019

Summary of the results as indicated in Table 2, shows that there is a significant difference in job satisfaction between Senior and staff members who are survivors of downsizing at Vodafone Ghana [$t_{(66)} = 2.298, p = .025$]. At the .25 level of significance, junior staff members who are survivors of downsizing ($M = 63.63, SD = 16.15$) were found to experience less job satisfaction than senior staff members who are survivors of downsizing ($M = 72.09, SD = 13.98$). In view of this, the hypothesis that, 'Downsizing will lead to less job satisfaction amongst junior staff members than senior staff members' was supported by the results of the analysis from Vodafone Ghana.

The third and final hypothesis looked at differences in the experience of job satisfaction among survivors of downsizing. The hypothesis was stated as 'Older survivors of downsizing will experience less job satisfaction than younger survivors'. The independent t test was once more used to test this hypothesis. Summary of the results are presented below:

Table 3: Summary of Independent t Test Results, Means and Standard Deviation for Job Satisfaction Categorized by Age of Employee

	Age	Frequency	Mean	Std. Deviation	t	df	p
Job Satisfaction	Young	41	67.39	16.572	.495	66	.622
	Old	27	69.30	13.775			

Source: Field Data 2019

The results from Table 3, show that there is no significant difference in job satisfaction between Young and Older survivors of downsizing [$t_{(66)} = .495, p = .622$]. At the .05 level of significance, older survivors of downsizing ($M = 69.30, SD = 13.775$) were not found to experience less job satisfaction than Younger survivors of downsizing ($M = 67.39, SD = 16.572$). Therefore, the hypothesis that, 'Older survivors of downsizing will experience less job satisfaction than younger survivors' was not supported by the results of the analysis.

Discussion of Key Findings

The first hypothesis examined sex differences in job satisfaction among survivors of downsizing. The hypothesis was stated as 'Female survivors of downsizing will experience less job satisfaction than their Male counterparts'. This hypothesis was however not supported. This means that the gender of survivors of downsizing did not have much effect on their satisfaction with their job in Vodafone Ghana. Numerous studies have examined gender differences in job attitudes. The job satisfaction of men and women has been the most frequently studied comparison. The results have been highly inconsistent, with some studies showing that women report significantly higher job satisfaction than men (Clark, 1996; Loscocco, 1990), some studies

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

indicating that men are more satisfied with their jobs than women (De vaus & McAllister, 1991; Miller & wheeler, 1992), and still others finding no significant gender differences (Lambert, 199; Russ & McNeilly, 1995).

The second hypothesis was to find out if the job status of the survivors had any effect on their satisfaction with their job. It was hypothesized that Downsizing will lead to less job satisfaction amongst junior staff members than senior staff members. This hypothesis was confirmed indicating that junior staff members who have survived downsizing in Vodafone Ghana were more satisfied with their jobs than senior colleagues. In other words the job status of an employee who has survived downsizing had a significant impact on their satisfaction with their job. The present finding is in line with the findings of Armstrong-Stassen (1993), who found that supervisors (senior staff) were significantly more likely to perceive the company's reason for the cutbacks as fair and were also more likely to perceive greater job security than technicians (junior staff). This is likely to lead senior staff being more satisfied with their jobs than their junior counterparts. Armstrong-Stassen (1998) later examined how layoff survivors perceived and coped with downsizing and found significant differences between female clerical employees and female technicians and between male technicians and male supervisors.

The third and final hypothesis looked at age differences in the experience of job satisfaction among survivors of downsizing. The hypothesis was stated as 'Older Survivors of downsizing will experience less job satisfaction than younger survivors'. This hypothesis was also not supported. This indicates that the age of survivors of downsizing at Vodafone Ghana did not have any effects of downsizing on their job satisfaction.

Summary

The present study aimed at investigating the effect of downsizing on the job satisfaction of surviving employees at Vodafone Ghana. The study specially sought to find out if there was any sex, job status or age differences in job satisfaction among survivors of downsizing at. In all, the study tested three hypotheses. Results of the study indicated that, there were no gender differences in job satisfaction among survivors of downsizing. Again, contrary to the hypothesis stated, age was not found to affect the job satisfaction of survivors of downsizing. However results of the study showed that survivors of downsizing experienced less job satisfaction than their senior counterparts.

Conclusions

In conclusion, findings from this study imply that in the Ghanaian context, particularly in Vodafone Ghana there are no significant differences in job satisfaction levels amongst male and females as well as amongst old employees and young employees after downsizing. However, in terms of job status (i.e. senior staff and junior staff), there is a significant difference in job satisfaction after downsizing. Junior members of staff experience less job satisfaction as compared to the senior counterparts.

Recommendations

Based on the findings from the study and the conclusions above, the following recommendations are put forward;

For downsizing to be effective and strategically beneficial, an implementation plan must be in place. Without some sort of plan, determining who should be discharged and what effects downsizing will have on the organization is difficult. It is also recommended that management should involve employees in the process, and communicate comprehensively reasons for the downsizing as well as choosing the people to layoff, that will enable surviving employees to appreciate, be able to keep their job, have a sense of belonging in the organization. Also if employees know the reasons for the downsizing they will have job security.

Further research on the effects of downsizing on survivors will serve to further refine the relationships as presented, or add data sufficient to assess those variables not used in this study. In addition, further studies may identify new variables not currently identified as potentially relevant to downsizing. This research found minimal data that address survivor reactions to downsizing over time; additional longitudinal research studies would help to enlighten this area of interest. Further research that includes comparing the effects of downsizing on survivors in the public and private sectors would be very important. These recommendations were not factored into the presented study because of time constraints.

References

1. Armstrong-Stassen, M., (1998). The effect of gender and organizational level on how survivors appraise and cope with organizational downsizing. *The journal of applied behavioral science*, 34(2), 125-142.
2. Armstrong-Stassen, M. (2001). Reactions of older employees to organizational downsizing: the role of gender, job level and time. *The journals of Gerontology series B: psychological sciences and social sciences*, 56, 234-243.
3. Hertting, A. & Theorell, T. (2002). Physiological changes associated with downsizing of personnel and reorganization in the health care sector. *Psychotherapy and psychosomatics*, 71,117-122.

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

4. Isaksson, K. & Johansson, G. (2000). Adaptation to continued work and early retirement following downsizing: Long term effects and gender differences. *Journal of occupational and organizational psychology*, 73, 241-256.
5. Meyer, J. P. & Allen, N.J. (1984). "Testing the 'side-bet theory' of organizational commitment: some methodological considerations. *Journal of applied psychology*, 69, 372-378.
6. Mishra, A.K. & Mishra, K.E. (1994). The role of mutual trust in effective Downsizing strategies. *Human Resource Management*, 33(2), 261-279. at an electronic utility. *Journal of Industrial Psychology*, 15(1).
7. West, G. B. (2000). *The Effects of Downsizing on Survivors: A Meta- Analysis*. Dissertation submitted to the Faculty of the Virginia Polytechnic Institute and State University, Blacksburg, Virginia.
8. Sverke, M., & Hellgren, J. (2002) The nature of job insecurity: Understanding employment uncertainty on the brink of a new millennium. *Applied Psychology: An International Review*. p 51(1), 23-42 (1)
9. Cameron, K.. (1991). 'Best practices in white-collar downsizing: Managing contradictions'. *Academy of Management Executive* (5): 57-73.
10. Bommer, (1996) Organizational citizenship behaviour, in:
<https://pdfs.semanticscholar.org/b2c3/a1f19d7f425dce3485beac95e0264441736f.pdf>
11. Isaksson, K. and Muhonen, (2003). A two-dimensional approach to job motion of individualism and consumerism, hurting the culture of solidarity; in:
<https://the-eye.eu/.../Navarro%20%26%20Muntaner%20%28Eds.%29%20-%20The%20...>
12. O'Hare and Vilardi (1994), research literature in general has not .
citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.511.5346&rep=rep1...
13. Sheaffer, Z., Carmeli, A., Steiner-Revivo, M., & Zionit, S. (2009). Downsizing strategies and Organizational Performance: A longitudinal Study. *Management Decision*, 47(6), 950-974.
<http://dx.doi.org/10.1108/00251740910966677>
14. Kets De Vries, Manfred F. R. and Katharina Balazs 1997 *The Downside of Downsizing*, *Human Relations*, January 1997, Volume 50, Issue 1, pp 11–50 | in:
15. <https://onlinelibrary.wiley.com/doi/abs/10.1002/%28SICI%291097-0266%28199801%2919%3A1%3C59%3A%3AAID-SMJ934%3E3.0.CO%3B2-2>
16. Kotler, P. (1965) <https://www.routledgehandbooks.com/doi/10.4324/9780203517390.ch15>
17. Porter M. (1976) Divestment from the perspective of exit barrier: in
<https://books.google.com.ng/books?id=S7J2DwAAQBAJ&pg=PA299&lpg=PA299&dq=poter+1976&source=bl&ots=W2MQG2xFmW&sig=ACfU3U09DXOXOy61LowCG-PjwiLfljO5tg&hl=en&sa=X&ved=2ahUKewiCnp2V9r3jAhUTsXEKHXXkDE8Q6AEwDnoECAkQAQ#v=onepage&q=poter%201976&f=false>
18. Sunitha E, Scholor, Jntuh, Ap, Jahangir Ou, Prabhu K, Jntuh, (2015) A Study on Behavioral Responses of Survivors as a Result of Downsizing and its Coping Strategies, *IOSR Journal of Business and Management (IOSR-JBM)* e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 17, Issue 4. Ver. III, PP 27-31 www.iosrjournals.org
19. Dewitt. (1998) Firm, industry, and strategy influences on choice of downsizing approach,
[https://onlinelibrary.wiley.com/doi/full/10.1002/\(SICI\)1097-0266\(199801\)19:1](https://onlinelibrary.wiley.com/doi/full/10.1002/(SICI)1097-0266(199801)19:1)
20. Chalos and Chen (2002) examine three reasons (revenue refocusing, cost cutting and plant closure) for companies with single and multiple job loss ...<https://books.google.com.ng/books>
21. Robert Hoppock (1935) *Job Satisfaction*, in: https://books.google.com/books/about/Job_Satisfaction Title, Job Satisfaction Publication of the National Occupational Conference.
22. Hitt, Keats, Harback and Nixon (1994) *Successful and Unsuccessful Acquisitions | Takeover ...* <https://www.scribd.com/document/Hitt-Et-Al-1998-Successful-and-Uns...to-that-individuals-behaviour-in-the-work-place>.
23. Davis et al., (1985) The Effect of Job Satisfaction to Employee retention, in :
https://www.researchgate.net/publication/315653880_the_effect_of...
24. Kaliski, B.S. (2007). *Encyclopedia of Business and Finance*, Second edition, Thompson Gale, Detroit
25. Statt, D. (2004). *Psychology and the World of Work* (2nd Ed.). New York: Palgrave MacMillan.
26. Armstrong M (2006) *A Handbook of Human Resource Management Practice*, in:
https://books.google.com/.../Human_Resources_&Personnel_Management
27. George et al., (2008) Factors Influencing Job Satisfaction of Employees: A Study on ...https://www.researchgate.net/publication/304451179_

Effect of Organizational Downsizing on Job Satisfaction of Surviving Employees at Vodafone Ghana

28. Hannan, M.T. and Freeman, J. (1977) The Population Ecology of Organizations. *American Journal of Sociology*, 82, 929-964, in: www.sicrp.org › reference ›
29. Paul J. Dimaggio, Walter W. Powell (1983) Institutional Isomorphism and collective rationality in organizational, in: <https://www.semanticscholar.org> › paper › Institutional-isomorphism-and-col...; DOI:10.1016/S0742-3322(00)17011-1.
30. Brockner's (1988) The role of communication in managing reductions in work force <https://www.tandfonline.com> › doi › pdf
31. Richard Brinkman, June Brinkman (2013) *Business & Economics, Corporate Pharaohs: a Vicious Circle of Globalization* <https://books.google.com.ng> › books
32. Madrick (1995). The foundation of economic growth is productivity, "This decline in productivity.
33. Kaplan and Ruback J. F, (1995). Motivation. Seeks to assess which broad valuation methodologies work best, in: in: Space www.people.hbs.edu › rgreenwood › emcf › valuation
34. Armstrong J.L (1996) Group learning: The role of environment - New in: <https://onlinelibrary.wiley.com> › doi › abs › ace.36719967106
35. Rondeau and Wagar (2001) *Human Resource Management in the Public Sector* <https://books.google.com.ng> › books 2001) measures. ... to the often inappropriate nature of financial measures for non-profit organizations.
36. Eisenhardt and Zbaracki (1985) The Effects of Job Insecurity on Employee Safety Outcomes: Cross ... www.apa.org › pubs › journals › releases › ocp 62139
37. Hickson et al., (1986) *Strategic Decision-Making: Process Perspectives – Research Gate* <https://www.researchgate.net> › publication › 227977594_Strategic_Decisio...
38. Derek Graham Moore (2001) Reassessing Emotion Recognition Performance in People With in: <https://www.researchgate.net> › publication › 11646035_Reassessing_Emotio... *American Journal on Mental Retardation*, Vol. 106, No..
39. Noer, David M., (1939) *Healing the wounds : overcoming the trauma of layoffs and and revitalizing downsized organizations.*<https://cmc.marmot.org> ›
40. Warr P. (1994) *A conceptual framework for the study of work and mental health: Work*, in: <https://www.tandfonline.com> › doi › abs
41. M Kivimäki - 2003 -ussi Vahtera; Marko Elovainio; Jaana Pentti; Marianna Virtanen. Mika Kivimäki Goldberg, D. P., Gater, R., Sartorius, N., Ustun, T. B., Puccinelli, M., Gureje, O. et al. (1997). Miller, J. R., Cascio, W. F., & Young, C. E. (1999). Downsizing ...
42. Solomon Z (1995) *Journal of Traumatic Stress* ...<https://onlinelibrary.wiley.com> › doi › abs › jts.2490080202
43. Clark (1996) *Job Satisfaction, British Journal of Industrial* ... <https://onlinelibrary.wiley.com> › doi › abs › j.1467-8543.1996.tb00648.x
44. Devan and White, (1999) *Concise Learning and Memory*, in: <https://books.google.com.ng> › books
45. Richard A. Lambert (1991) How sensitive is executive compensation to organizational size ...<https://onlinelibrary.wiley.com> › doi › abs › smj.4250120506
46. Russ and McNeilly (1995) *Coping Systems for Employee Turnover: A Case Study Research at* <https://books.google.com.ng>
47. Carrie R. Leana and Daniel C, Feldman.(1992) *Coping with Job Loss: How Individuals, Organizations*, in: <https://www.researchgate.net> › publication › 332258225_Review_Coping_w...
48. Kuhnert and Palmer (1991) *Concilier flexibilité du travail et cohésion sociale: un défi à relever*, in: <https://books.google.com.ng> › books