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## The Impact of Downsizing on the Socio-Economic Condition on Affected Employees. The Case of Pakistan International Airline

Naveed Saif<sup>1</sup>, Khalid Rehman<sup>2</sup>, Shafiq ur Rehman<sup>3</sup>, Muh Saqib Khan<sup>4</sup>, Zia-Ur- Rehman<sup>5</sup>, Bakhtiar Khan<sup>6</sup>

<sup>1,2,4,6</sup> Department of Business Administration, Gomal University, Dera Ismail Khan,

<sup>3</sup>University of Malakand (UOM), Pakistan, <sup>5</sup>Qurtaba, University Dera Ismail Khan Campus

Email: naveedsaif\_naveedsaif@yahoo.com, khalidrehman08@gmail.com, saqiblecturer@gmail.com, bkhattak@yahoo.com, Shafiquol@hotmail.com, Zr.babar@gmail.com

### Abstract

This research study examines the process of downsizing and its impact on the socio-economic condition of affected employees. It was conducted in September 2008 in different areas of NWFP namely district Bannu, Tank, Lakki Marwat and D.I. Khan. A sample of 40 people was taken for this purpose. The average score of the respondents on the instruction of downsizing in the organization shows that mostly affected employees did not like the downsizing process. In particular they responded that downsizing is a threat for their individual as well as social and economic life. Similarly the response average for health facilities and spouse education shows that they were satisfied with the health facilities and most of the respondents indicate that because of downsizing their spouse education was affected. The final finding indicates that employees were highly affected in terms of health facilities, spouse education, new job finding, social, economic conditions and living standard.

**Keywords:** Downsizing, Social and Economic Condition, Dependent Affected Employees

### Introduction

While empirical evidence on the downsizing effect on employees' motivation has been well explored in empirical literature by Brokner et al. (1984) and he concludes that there is a greater effect by using downsizing on employees' motivation. Generally downsizing refers to such phenomena that organizations take to reduce the cost, improve organization effectiveness and produce competitiveness. In theory downsizing has positive outcomes for organizations. In many cases downsizing did accomplish what managers intend and some times it produces negative results. For downsizing we often use different words like Retracting, Building Down, streaming, Demising, Rightsizing, Contracting, Slimming, and Renewing. Each has a common meaning but a unique connotation. What is important is that we should be clear about the features of downsizing that are central to its definition, so managers should be well aware about the using of these different words at different situations.

Tommesko (1990) use word demising on place of downsizing” characterized removal of manager and professionals from organization in order to reduce cost”

Similarly Clinfered (198) use word retrenchment means “reduction inhuman resource cost including staff reduction, salary freezes, early retirement program etc. while Camron, Kim and Watten use word organizational decline in place of downsizing. Downsizing represented a strategy implemented by managers that affect the size of the firm workforce and its work process (Camron et al., 1993). These definitions had been most used by succeeding authors like Freeman, Camron, (1993); Kozolowski al (1993); Mishra and Mishra (1994). According to Camron downsizing have 4 major attributes. Downsizing may occur intentionally as a strategy, proactive response in order to improve organizational effectiveness (Kozolowski 1991). The personal attributes often involve in downsizing and causes reduction in personal, but not always limited to personals. Downsizing occurs actively or proactively to reduce/contain, cost and increase Profit, bolsters competition. Downsizing activates may bring about changes in work process thought Restricting and Redesign (Cameron 1994).

Downsizing had effect hundred of organization and million of workers since 1980’s. In USA 500 firms had been effected through Downsizing (Cameron 1994). A survey of literature on downsizing trace the rising importance of subject in (1979) and writing on the subject relating to Public Sector in (1989) prior to (1085) the great majority of literature focus on downsizing of public sector and find the result in term of Employees Motivation. Later on (1986) almost all literatures focus on private sector downsizing.

From the above general and brief explanation have come to know in depth knowledge about downsizing. Now here my research will related to the downsizing and its impact on socio economic condition of effected employs and to find out the basic causes of downsizing. I begin by briefly describing the macro level Pakistan context in term of downsizing and it s effect on employs socio economics condition. In a second section I address a limited research on organization like Pakistan International Airline (PIA) and in third section I examine the number of effects due to downsizing.

The management of PI.A has introduced the massive retrenchment in the Air line but cutting of 4000 jobs. According to the plan retrenchment figure is around 3500-4000 the plain include daily wages, contractual, regular and unionized worker and off at all level, as a first stage the management is reducing the outstation work force by 60%.

According to estimate of PIA will save 70 million/year as a result of downsizing. At present PIA facing the worst financial crises of history. To make a turnaround the management has prepared a contingency plan that was place before chief executive general Pervaiz Musharaf. Who approved that plan and the main theme of that contingency plan was introducing of Retrenchment as downsizing in the organization

### **Statement of the Problem**

Downsizing refers to such phenomena that organization take to reduce the cost, improve organization effectiveness and produce competitiveness. In theory downsizing have try out come for the organization. This study will tells us how downsizing process occur what are its impact on the employees that had been affected, what are the things that create a situation in which downsizing were necessary and the impact of this downsizing on affected employees that wither their social and economics lives are suffer and id they found any relevant job and more specifically the impact of those affected employees on the society as

well as on the country. Due to these reasons downsizing need to evaluate and its relationship with affected employee's economic/social condition.

### **Significance of the Study**

My aim for this analysis was to make student inform about the downsizing process and its affect on employees. There is a close relationship between the downsizing and employees organization effectiveness. I have attempted to conclude this report to convey the attitude of affected employees because of downsizing process. The satisfaction of employees refers to fulfillment of their social and economic condition. Hence if employees are economically socially strong they can bitterly serve for their organizations as well as country. I know that my hard work and efforts for this project will some how pay a way of success as an action.

### **Limitation of Study**

The study oriented around the downsizing and its affect on the social economic condition of affect employees. The study was under taken in service sector only. And as geographic the study was carried out to the selected areas of Lakki Marat and District Tank. Although other area's of NWFP as well as Pakistan can also be studied, but only concentrated on the selected region. The only reasons for limiting this study were the time and money shortage.

### **Objective of Study**

This research will focus on the following objective:

1. To identify the number of affected during the process of downsizing in PIA.
2. To assess the impact of displacement on the socio-economics conditions of affected.
3. To draw conclusion and to suggest recommendation in the light of finding of this study regarding the downsizing process.

### **Literature Review**

Most empirical studies have examined the impact of downsizing on organization employee's motivation. The instruction of downsizing as a tool to organization member's may changer their motivation behavior. A survey of literature on downsizing trace to rising importance of subject in (1979) and writing on the subject as it relates to public sector in (1989); Prior to (1985) the great majority of literature focus on downsizing of public sector and checks the result s in term of employee's motivation. Latter on (1986) almost all literature focuses on private sector downsizing. Most of researcher and scholars work on the study about the downsizing and how servings employees were effected (Broker, Davy and Charter 1985; Brokner, Grover, Read, DeWitt, O Melly 1987; Brankner 1988); these scholar after their research suggested that employees having lace of motivation after using the downsizing within the organization.

The determent of public size downsizing has been explain by few researcher (studies) namely those by Heller and Teit (1983); Riddick (1997); and Schevio Campo et al (1977). These studies were made in their country and also courage their methodology some are of descriptive nature while other is econometric t analysis. Carign-R-Literr-Richard Drunkard) Thomas Bramble-Andrew Hade (1998) compare the downsizing of two countries Australia and New Zeeland and find about the difference among human resources management variable. That and these result show opposing trend (in Australia firm have suffer negative HR outcomes following downs whereas in New Zeeland the motivation and commitment have

tends to increase after D.S (After/before the downsizing). Fowke, G.K (1998) provides some insights into downsizing effect on carrier motivation. The factor conclude effective and contentious commitment, trust on management, social justice, job infectivity and perception, of management planning in the end Fowke calls for shared responsibility to developed career motivation- Canada Queen university Fowke, G.K 1998 Layoff and survivors career motivation paper 24 queen's at Kingston such of Indus. Relate current issue series.

Downsizing outcomes "Better a victims then a survivor" Kay Devine. Irish Reay Linda Station. In this reach the researcher get information about the employees with in the organization after introducing downsizing and show that victims who's left the job was secure better jobs than continuing worker (Survivor) Key Devine (Key Devine@Ualberta.Ca ) University of Arberta Canada.

Patric Me Govern (1997) in his research about (The managerial career's after downsizing) stated that our research which is based on in depth case study of major birth bases employer finds no evidence of change by introduction of new model and the most notable changes included less job security for (specially for older then fifty) Fewer opportunity for upper promotion. Emphasizes on your own careers and they conclude that re-structuring add further impetus to internally promoted middle manager Patric McGoven London School of Economics.

### **Methodology of Research**

This chapter explains in detail about how data was collected and what methodology will require in order getting information. It starts with the selection of appropriate method that consist of in depth Survey and interview, it provide the information about the sample population and purpose of the study and further describes the research instruments the data collection process sampling design and type of analysis carried out in the study.

### **Data**

Both the sources of data collections primary and secondary will be used for the primary data the following research instrument will be used and the secondary data will be gathering from internet and the relevant institution.

### **Research Instruments**

A comprehensive questionnaire/Interview schedule pertaining to the following information will be devised:

- No of displaced employees.
- Their nature of Job.
- Age, gender, qualification and length of service of affected workers.
- Level of income before and after displacement.
- Literacy status of household members.
- Health facilities.
- Standard of living.

### **Sampling Design**

The number of all displaced worker constitute the universe of the study. It is proposed that the sample of 40, if randomly selected will fairly represent the whole universe.



**Data Analysis**

Data was analyzed through using frequency percentage distribution. The FPD analysis was used to determine the impact of downsizing on affected employees in various area of NWFP. Our study is consisting of primary data and as well as secondary data. Primary data was collected to complete an instrument (Annexure-A0 that include an informed consent questions, assessing various demographic and background characteristics of motivational beliefs of respondents. The later portion of this instrument consisted of 18 Likert-styled items (e.g. 1 strongly disagree to 5= strongly agree.) Semantic scales like the Likert, the staple and the semantic Differential, are used for constructing most instruments determine the extent to which measurements errors can be avoided an dare therefore of great concern to business researchers (Munshi, 1990).

**Results and Discussions**

Research is conducted to determined the downsizing and its impact on effected employees socio economic condition and also consist of the sample distribution on the basis of the age job level experience salary education and number of dependent family member the discussion in detail is following explanations:

*Table 1. Distribution of sample by age (Year)*

Class Limit	Class Boundary	Mid Value (X)	Frequency	(Fx)	Percentage
21-30	30.5-30.5	25.5	18	459	45
31-40	30.5-40.5	35.5	12	426	30
41-50	40.5-50.5	45.5	9	409.5	22.5
51-60	50.5-60.5	55.5	1	55.5	2.5
			40	1350	100

Table show the sample distribution by age. It is the clear form the table that most of the people that was been effected due to downsizing has the age limit of (21-30) years (45%) and (31-40) (30%). It is the clears picture of the downsizing that mostly young peoples are effect due to downsizing and in this mostly people are married so that why they were effected social economic rather than that of age (40-50) years which are (22.5%).

*Table 2. Distribution of samples by education*

Degree	Frequency	Percentage
Metric	0	0
Intermediate	17	42.5
Bachelor	21	52.5
Master	2	5
	40	100

The above table gives a picture of an educational qualification for the sample. (52.5%) of the sample affected are of 14 year education bachelor degree holder. And (42.5%) of the people affected because of downsizing are of intermediate level 12 years education. These results show those mostly low rank/lower workers were affected because of downsizing.

Table 3. Distribution of sample by salary (Thousand)

Class Limit	Class Boundary	Mid Value (X)	Frequency	(FX)	Percentage
8-18	7.5-18.5	13	27	351	67.5
19-29	18.5-29.5	24	13	312	32.5
30-40	29.5-40.5	35	0	0	0
41-50	40.5-51.5	46	0	0	0
			40	663	100

This table gives an idea of sampling distribution regarding salaries of affected employees before downsizing. From the table it is clear that one (67.5%) were effected and (32.5%) of (9-19) were mostly affected, and secondary (67.5%) of salary range (8-18) were also affected. As show the clear picture of affected employees were mostly lower levels.

Table 4. Distribution of the sample by the number of dependent case

Class Limit	Mid Value (X)	Frequency	(FX)	Percentage
0-3	1.5	19	28.5	47.5
3-6	4.5	11	49.5	27.5
6-12	9	9	81	22.5
12-25	18.5	1	18.5	2.5
		40	177.5	100

Show the distribution of sample on the basis of children ages of affected employees. It was important to find the actual number of direct dependent. (47.5%) result shows that dependent kids have age of (0-3) years constitute of (27.5%) and (22.5%) both (3-6) year and (6-12) year respectively.

Table 5. Distribution of Sample in the basis of job level

Job level	Frequency	Percentage
Managerial Leave	0	0
Top Level	0	0
Middle Level	9	22.5
Lower Level	31	77.5
	40	100

Table 5 shows the result regarding the job levels that have been affected because of downsizing. For example (77.5%) of lower level and (22.5%) of middle level were affected due to downsizing process.

How do you feel about the following statement about the following statement about downsizing process & its impact?

**B1. I was satisfied with my job before downsizing?**

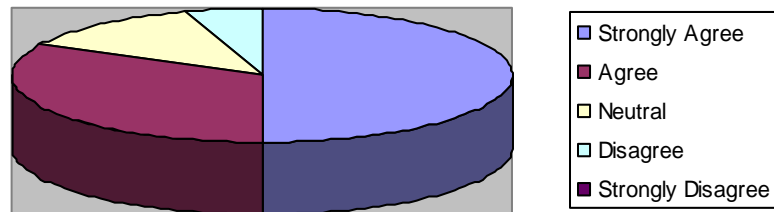
In this regard employees have mixed thoughts about the downsizing.

Few effected employees replied that they were satisfy with their job before downsizing while (20%) employees strongly agree that they were happy with their job before downsizing while (13%) were agree with their (X) Job. Which shows that mostly affected employees were happy with their previous job (5%) was neutral about the question?

Table 6.

	Frequency	Percentage
Strongly agree	20	50
Agree	14	33.5
Neutral	4	13.5
Disagree	1	6
Strongly Disagree	01	4
	40	100

I was satisfy with my job before downsizing

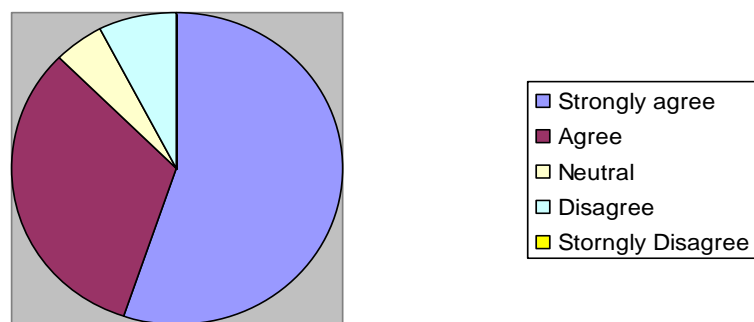


**B2. I was satisfied with the health facilities provided by the organization.**

A large number of employees said that they were satisfied with the health facilities provided by the organization. (55%) were strongly agreed and (32.5%) were agreeing while on (7.5%) were disagreeing about the facilities provided by their organization.

Table 7.

	Frequency	Percentage
Strongly agree	21	51
Agree	13	33
Neutral	3	7.5
Disagree	1	6.5
Strongly Disagree	2	2
	40	100



I was satisfied with the health facilities provided by the organization

**B3. I was upset with the introducing of downsizing in the organization.**

Most of the people think that downsizing is threat for their job and think that company shows that (50%) were strongly disagree with the introduction of DS and (40%) were accept



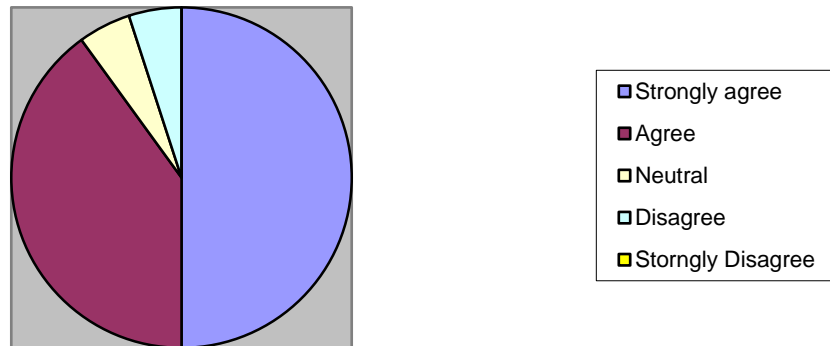
that because of downsizing their life were upset & miserable while only (5%) were neutral and disagree about organization downsizing.

Table 8.

	Frequency	Percentage
Strongly agree	21	53
Agree	16	40
Neutral	0	0
Disagree	1	3
Strongly Disagree	2	4
	40	100

I was upset with the introducing of downsizing in the organization

#REF!



**B4. My living stand and social life was effected because of downsizing**

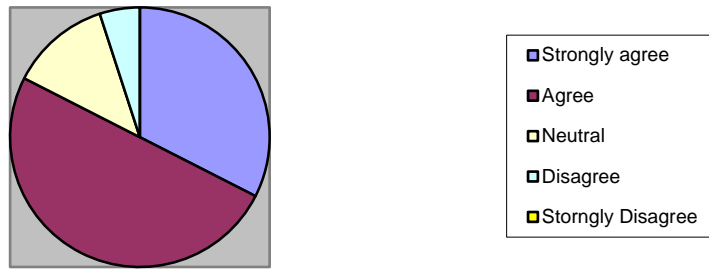
In this case there is frustration vision of employees and result shows that (50%) were agree and (32.5%) social life was strongly effected because of downsizing while only (5%) were disagree about the question its show that downsizing has great impact on social and economic condition.

Table 9.

	Frequency	Percentage
Strongly agree	13	32.5
Agree	20	50
Neutral	6	11.5
Disagree	2	5
Strongly Disagree	1	1
	40	100

My living standard and social life was affected because of downsizing

#REF!



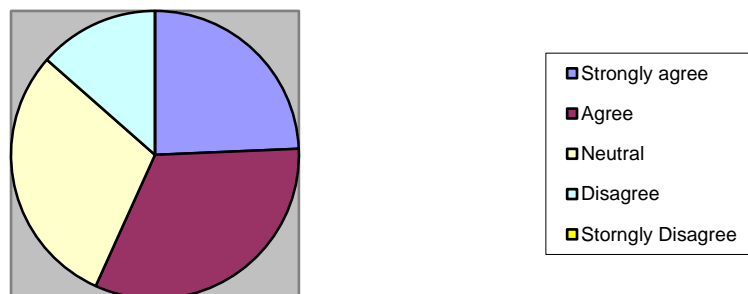
***B5. I would like to work on the same position if opportunity was provided to me***

Table 10.

	Frequency	Percentage
Strongly agree	10	24.5
Agree	10	29
Neutral	12	24.5
Disagree	6	15.5
Strongly Disagree	2	6.5
	40	100

I would like to work on the same position if opportunity was provided to me

#REF!



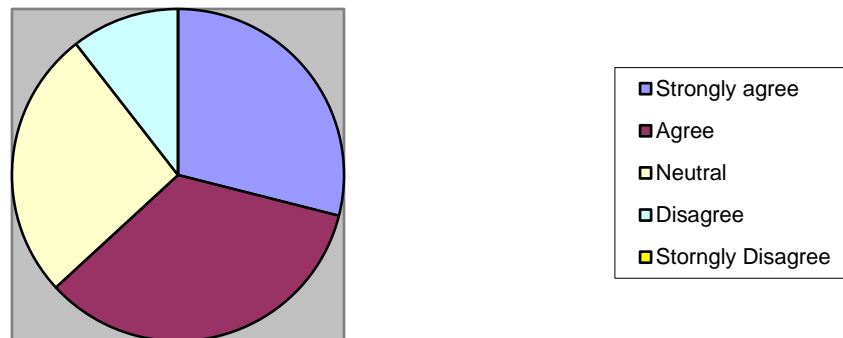
**B6. I didn't found any relevant job of downsizing**

About the new job question there were mixed view (32.5%) and (27.5%) were agree that they would not found relevant job after the downsizing and that create real trouble for the individual as well as for their family while (10%) disagree and says that they had found new job and (25%) were neutral.

Table 11.

	Frequency	Percentage
Strongly agree	10	26.5
Agree	13	32.5
Neutral	11	26
Disagree	3	8
Strongly Disagree	2	7
	40	100

I didn't found any relevant job of downsizing



**B7. Now my income level is low and not fulfilled my needs**

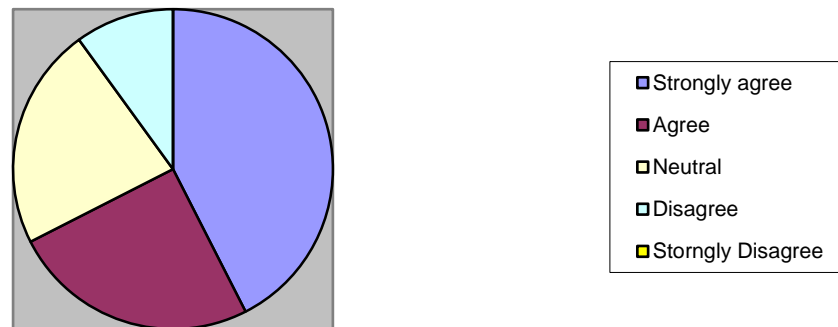
This question is relevant to the previous one and show almost same result means (42.5%) were strongly agree and (25%) were agree that their new income level is low as compare to the previous job while only (7.5%) were disagree about their new job income level. This clearly shows that downsizing really effect the employs social as well as economic condition.

Table 12.

	Frequency	Percentage
Strongly agree	17	42.5
Agree	11	26
Neutral	9	22.5
Disagree	4	10
Strongly Disagree	1	2.5
	40	100

Now my income level is low and not fulfilled my needs

#R



**B8. My spouse education was effected because of downsizing**

About their spouses education the results show the clear picture that most of the effected employees spouse education were effected e.g. (25%) strongly agree and (42.5%) agree that because of downsizing their social/economic life as well as their spouse education were also effected while on e(20%) were disagree about that their spouse education were effected.

**Conclusions**

According to the result from result and discussion section conclusion can be made for example most of effective employees were young or aged and it is also showed from the data that 45% of the affected employees are in the age limit of (21-30) years and 30 are in the age of (31-40) years age limit. It is clear than downsizing effect the young employees.

Similarly there is short reference in the education qualification of affected employee 52.5% of the affected employee has just 14 years education are bachelor degree holder and 42.5% of the affected employees having education of intermediate level. It is clear that mostly affected employee is on low level jobs.

If we examine at the rewards system to the organization members for their service means of sample by the distribution of salary then it is clearly indicated from the table that mostly affected employees are getting salary (8000-1800) thousand. Which is 67.5% of the sample and 32.5% were getting (19000-29000) rupees.

Directed dependent means the children of employee who are supported to him/her and not by others. In this regard actual result of direct dependent the % result for this sample is some what like for example kid having age of (3-1) years constitute 47.5% an kind having age of (03-6) years constitute of 27.5%. The

Distribution of sample based on job level of affected employee’s shows that mostly affected employees was middle level. That constitutes 22.5% and low level that constitute 77.5% so it is clear from the result that downsizing affects almost low level staff of the organization. While the question about the downsizing that either the effect employees were satisfied only 5\$ was disagree and 12.5% was neutral about the question.

Similarly the question related with health facilities provided by the organization 55% were strongly only 7.5% were not agree and 32.58\$ was agree with the health facilities.

The introduction of the downsizing in the organization make upset almost 90% staff and affected employees says that there individual and social life was upset to introducing affected employees says that there individual and social life was upset by introducing downsizing. The

question regarding that why would like to work in the same position if the opportunities were provided, only 30% were agree and 22.5% were strongly agree while 7.5% were strongly disagree 12.5% were disagree while 27.5% was neutral about the question.

The question regarding the spouse education most of the affected employees are said that

After downsizing their spouse did not continue their education is their relevant institutes 42.5% were agree about the question while 17.5% were neutral and 15% were disagree about the question.

The main purpose of this study was to investigate the causes of downsizing as it has been explain by Camron (1993), downsizing may occur as a strategy, and a response in order improve organization effectiveness and Kozolowiski (1991). The personal attributes often involves in downsizing and causes reduction in personal. To conclude we can say that downsizing were occur intentionally in P.I.A as a strategy and cause reeducation in personals and after downsizing the effected employees face lot of difficulties and hindrances in their life.

Mostly of the affected employee were lower level an having low salaries. While their age limit shows that in this age most of the effected employees were married and having different of dependents. So the introduction of downsizing in the organization creates a serious trouble for the affected employees to service in the society. And lot of respondent reply that they did not find any relevant job after downsizing and 50% of the sample reply that they would like to continue on the same job if opportunity was provided.

### **Recommendations**

After analyzing the results on the basis of detail interview and questioners. We found that after with the introduction of downsizing as a tool with in (PIA) most of the affected employees were did not service in the specify and their inconvenient, dependent kids education and their social as well as economical life was seriously affected. A result found by Carige R.L. (1998) in his work as well. So it is recommended that for the goodwill and in order to reduce anxiety among the masses and affected employees as well as for the economic growth in the country alternative job facilities should provided to the affected employees and try to reduce the downsizing process relates to public as well as in private sector. Because downsizing may be tool strategy for the organization but having great threats fro the affecters especially in different areas of Pakistan, because it create inflations and slow down the process of economic development but is downsizing is necessary in some condition then try to provide alternative opponents to affected employees in term of benefits.

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