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Impact of downsizing on survivors employees' organizational commitment and turnover intention in Denmark

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Abstract

Today in the "Age of Reorganization" downsizing is used, frequently, by organizations, all over the world, as a business strategy, when they suffer losses and want to improve efficiency and profit. Downsizing phenomen, has become more intense, in the last years and has impacted a significant number of organizations worldwide, it can be described as a characteristic of modern life in organizations.

The purpose of this study, is to explore the impact of downsizing, on organizational commitment and turnover intentions of surviving employees, from Danish labor market, by considering four aspects of downsizing: sense of justice, job insecurity, trust and workload.

The target audience for this study, was represented by the survivor's employees, from the companies located in Region Hovedstaden, Denmark.

The sample size consisted of 65 employees, which were selected by two criteria: the first one is related to the fact, that the employee had to be a survivor of downsizing in the last three years, while, the second one, involved selection of the employees that were still working in the company, which downsized. The result shows that downsizing has a significant positive impact on organizational commitment, while, the impact on the turnover intention is positive, less significant.

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1. . Introduction

Nowadays, many companies are going through downsizing, around the globe. If in the past decade, downsizing has been seen as an unpleasant fact, in the business environment (Day, Armenakis, Field & Norris, 2012), today is a common practice among the companies, due to the highly competitive environment.

Organizations worldwide, are using downsizing as a leading strategy, in order to survive. Among the companies that downsized, in the last two years, are included: eBay, Tesla, Deutsche Bank, Yahoo, General Electric, Nike, General Motors, Macy, etc. In Denmark, in the last three years, big companies such as Mærsk, Novo Nordisk, Ineos and Vestas reduced their workforce.

The most affected part, after downsizing takes place, are the employees: the ones that got laid off have to deal with job losses, while, the ones that remained in the company, the so called 'survivors', have to face the organizational changes.

When it comes to research, there is an impressive number of studies conducted worldwide, that are covering different aspects of downsizing (Gandolfi, 2006a), however, a large body of literature is focusing on the negative effects of downsizing, related also to the emotions and behaviors of the 'survivors' (Marques et., al 2014; Brockner,1988). The negative effects of downsizing, include the decreasing commitment of the employee, as well as, an increased employee turnover rate.

It is well known that the employees who remain in the organization, have to face all the changes the organization is going through. They are complex and go from changes in the management team, which can trigger feelings of insecurity, to changes in the amount of workload and the means employees use to complete their duties, which leads to changes in their behavior and attitude.

This paper will examine, whether downsizing has negative effects, or not, on employees' organizational commitment and turnover intention, focusing on survivor employees, in Denmark.

2. Purpose of this research study and research question

2.1.Purpose

This thesis serves the purpose of investigating, whether downsizing affects the commitment of the employees and influences their turnover intentions, in the context of Danish labor market.
It seeks to do so, by focusing on the survivor employees, that have been working for companies located in the Hovedstaden Region, which resorted to layoffs in the past three years.

Previous research regarding this topic, investigated the employees that were laid off and the effects of downsizing on the victims (Latack & Dozier, 1986; Schlossberg & Leibowitz, 1980; Leana & Feldman, 1992).
There are some studies, that were exploring the survivor's attitudes and behaviors (Greenhalgh, 1982; Brockner et al., 1985). Brockner was among the first scholars that was analyzing survivors' behaviors and their reactions to layoffs. Among the theories that he used to predict the survivor's behavior are *Justice Theory* and *Equity Theory* (Campbell-Jamison et al., 2001).

According to Freeman (1993), the interest in the downsizing phenomena, got more intense in the early 1990s, when massive organizational changes and massive restructurings, took place in US and Europe, yet, at that time most of the scholars were focusing mainly on the individuals that had to cope with the job losses.
However, in the early '2000s, the researchers started to change their focus towards the downsizing effects on survivors Campbell-Jamison et al., 2001; Worrall & Cooper, 2001).

When it comes to the relationship, between downsizing and organizational commitment, there is empirical evidence that shows the organizational commitment of the employees lowered after downsizing (Allen et al.,2001; Turnle&Feldman,1998; Worrall et al., 2000).
Organizational commitment is important for the company, as it has been shown that this has an impact on the job performance and the rate of absenteeism, as well as on the employee turnover (Kim et al. 1996; Mathieu & Zajac 1990; Meyer et al.1989).

On the other hand, there are other studies that claim that on the contrary, the commitment of the survivor employees is higher after downsizing (Bergström & Arman, 2017).

The aim of this thesis is to look at the effects of downsizing in the last 3 years, in the case of employees from companies situated in the main region of Denmark and investigate if the organizational commitment and turnover intention has been increased, or not, after downsizing.

The employees that remained in the company after downsizing, are dealing with different challenges and psychological states, due to organizational changes that took place. One of the challenges can be related to *job insecurity*, which according to studies (Kivimaki et al., 2001; Winston James & Li-Ping Tang, 1996; Schweiger & Denisi, 1991) is presented as having a higher level, due to the uncertainty and unpredictability of the work environment. Another challenge, is related to *workload,* that can be increased and divided among survivors. The *trust* and the *loyalty* of the employees are other aspects that could be affected, which correlated with the *sense of justice* related to downsizing, can impact employees' *turnover intentions*.

There are studies that present the importance of turnover for the company (Cameron, et al., 1991; W. F. Cascio, 2005) and also, studies that depict the correlation between downsizing and turnover intentions, where, downsizing is considered the main factor in voluntary turnover (Moody, 2000).

Further, the significance of this study and a review of other similar studies related to downsizing, organizational commitment and turnover intentions is going to be presented

2.2 Significance of the this study and other similar studies

According to organizational change literature (Wolfe, 2004), an inadequate implementation of downsizing can affect, in a negative way, the future of the organization, in terms of commitment and retention of its employees.

This research study is significant as it seeks to contribute to the growing body of literature on *downsizing, organizational commitment* and *turnover intention* and, also, as it provides an incentive for future research to further investigate the relationship between them, by different approaches.

Further, a review on similar studies that analyze the relationship between downsizing and organizational commitment, respectively between downsizing and turnover intentions is going to be presented.

When it comes to research, there is an impressive number of studies conducted worldwide, that are covering different aspects of downsizing (Gandolfi, 2006a), especially the long-term influence of downsizing for organizations and their workers (Datta & Basuil, 2015; de Jong et al., 2016), however, a large body of literature is focusing on the negative effects of downsizing, related also to the emotions and behaviors of the survivors employees'(Marques et., al 2014; Brockner,1988).

Among the negative effects of downsizing, are included a reduction of commitment of the employee, as well as, an increased employee turnover rate.
Moreover, survivors presented lower levels of productivity, a increased level of anger and job insecurity , lack of trust in the organization and its representatives and lower creativity(Sadri,1996; Shaw& Barret Power,1997) , yet their reaction to downsizing is different based on their perceptions of fairness, atachment to the victims, the level of trust in the organization

That are many studies regarding *downsizing o*r *layoffs* that are showing evidence , enriching the body of the literature, yet, they have different limitations. There are numerous studies:''*Grunberg, Knudsen, &Greenberg, 1997; Kets de Vries & Balazs, 1997; Noer, 1993''* which are conducting interviews, in singles companies, with only a few people, which makes it difficult to create "*generalizable knowledge" (Grunberg et al., 2000)* ,while, other studies are related to laboratory experiments .
Among the studies that are survey-based as Grunberg et al.(2000) observes "*Armstrong-Stassen, 1993; Davy, Kinicki, & Scheck, 1991; Mone, 1994; Tombaugh & White, 1990*" most of them are characterized by sample sized which leads to an increased difficulty to test *elaborate models.*

One of the studies, that investigates the relationship between layoffs and organizational commitment, is conducted by Grunberg et al. (2000) and examine the effects of layoffs, on organizational commitment and job performance. The study, was conducted in US, in a large manufacturing company of 80.000 employees.

Their results revealed, that there is a negative relation between the perception of unfairness related to layoffs, while, on the other hand, showed, that there was no support for a negative relation between layoff contact and commitment, as well as, no support of either layoff variable on the commitment of the mangers compared to employees from lower levels of the organization

Akdogan et al. (2009) conducted a study, on the effects of downsizing on the survivors's organizational commitment. The survey was conducted, on five different organization, that were experience downsizing in the manufacturing industry, in Turkey.

They collected data from 163 respondents and used statistics for the analysis. The findings of the study presented a higher level of organizational commitment due to survivors' pozitive perception related to downsizing.

A study conducted by Chaudry et al. (2015) investigated "*the impact of downsizing on organizational commitment and turnover intentions of surviving employees in the moderating role of social support*".

The study was including four different organizations from public and private sector, from Islamabad. The number of respondents consisted of 333 survivors' employees from top and middle level of organizational ierarchy. For the analysis of the results they have used statistics correlation and regression in order to test the hypotheses.

The results presented a positive relation between downsizing and employees' turnover intention and a significant negative impact on employee commitment. Furthermore, they shown that social support as moderator increases employee commitment.

Another case, of increased organizational commitment after downsizing, is presented by Ola Bergström and Rebecka Arman (2016) in the study called*:" Increasing commitment after downsizing: the role of involvement and voluntary redundancies"*. The authors have been looking into the reasons of increasing organizational commitment of the survivors after a major layoff.

The study was conducted on a Swedish company and the data has been collected by making 17 semi-structured interviews with different individuals that took part in the process of downsizing *"HR specialists, trade union representatives, line managers, representatives of outplacement agencies"* (Bergström & Rebecka Arman, 2016).

The results revealed different explanations related to the increased level of organizational commitment. A first explanation, is related to *process effects-"all the employees were offered the same conditions",* a second explanations, is related to *communicative effects, while,* the third one is related to the offer made by the organization to the survivors employees to leave the organization.

After reviewing the literature and looking at other similar studies, it can be concluded that, the effects of downsizing on organizational commitment are analysed through different lenses, most of them presenting a negative relationship between downsizing and organizational commitment, however, there are cases, such as: Bergström and Arman (2016), Akdogan et al. (2009) and Grunberg et al. (2000) where the relationship between organizational commitment and downsizing was positive.

This aim of the study is to explore the impact of downsizing on organizational commitment and turnover intentions of the surviving employees from the Danish labor market, in the last three years and understand, how organizational commitment and employees' turnover intentions were affected by this disruptive event: positively or negatively.

Findings from this study may be useful for management in understanding the impact of downsizing on organizational commitment and turnover intention, once understood, they can take measures to maintain employees committed despite downsizing, while reducing the negative results.

2.3. Research question and hypotheses

Main research question: *What is the impact of downsizing on organizational commitment and turnover intentions of survivor employees of companies in the Region of Hovedstaden, Denmark?*

Hypotheses:

Hypothesis 1*: There is a significant relationship between downsizing and employees' organizational commitment.*

 Hypothesis 2*: There is a significant relationship between downsizing and employees' turnover intentions.*

3.Overview of the research study

This research consists of 8 chapters as presented below, in figure 1. In the first chapter, an introduction to the research problem is presented. In the second chapter, the purpose of study and research question is clarified, while, the third chapter, offers an overview of the structure.

In the fourth chapter, literature review is presented focusing on three components: *downsizing, organizational commitment* and *turnover intentions*.

The methodology used in this paper, is described in chapter 5. Next, in chapter 6 all data is presented. In chapter 7 the analysis of the study conducted in this thesis is presented.

The last chapter discusses the findings and presents the conclusions as well as recommendation for future research.

Chapter 1 Introduction	Chapter 6 Methodology	Chapter 7 Data presentation
Chapter 2 Purpose & Research question	Chapter 5 Literature review	Chapter 8 Data analysis
Chapter 3 Overview of the research study	Chapter 4 Pros and Cons of Using Cronbach Alpha and Pearson Correlation	Chapter 9 **Discussions**&Findings
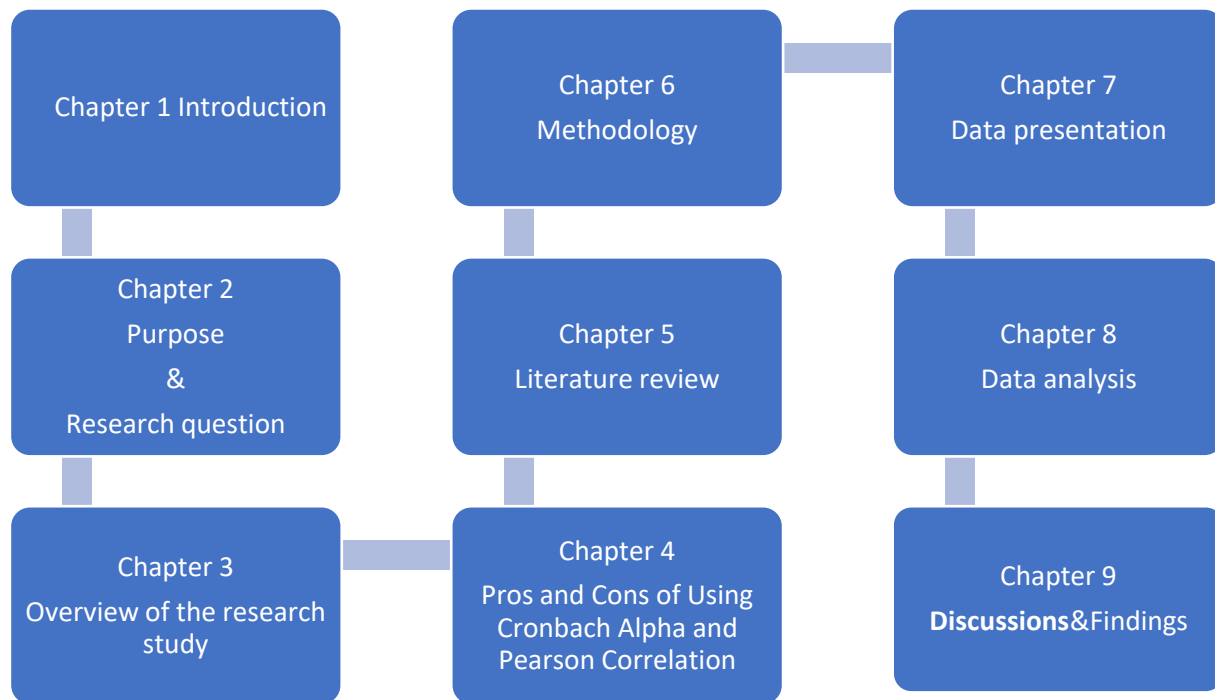
Figure 1: Research structure overview

4. Cronbach Alpha and Pearson Corelation in the analysis

Further, a short presentation is going to be made of the statistic tools used to test the hypotheses, Cronbach Alpha and Pearson Corelation.

4.1.Cronbach Alpha

In statistical research there are two concepts that has to be considered and tested, namely, reliability and validity, to verify the precision of the statistical analysis.

Reliability in statistics cand be described as the measure of consistency of the test scores and it can be refered as the ability of a test to be repetable, which is essential in building trust in the statistical analysis and in its results.

There are different tools to measure reliability among which Kuder-Richardson 20, which measures the internal reliability for a binary test, while another test, that measures internal reability for tests with multiple answeres, is Cronbach's alpha (statisticswhoto.com)

In this study for measuring the consistency of the test scores, Cronbach's alpha has been chosen to be use, due to the questionnaire design using Likert scale.

Alpha was developed in 1951 by Lee Cronbach as a measure of the internal consistency of a test or scale and it is expressed as a number between 0 and 1.The internal consistency presents how all the items in the test measure the same concept and how they are interrelated. The reliability should be determined before the test is used in the research, in order to ensure validity.

The formula for Cronbach's alpha is:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Where:
- N = the number of items.
- $\bar{c}$ = average covariance between item-pairs.
- $\bar{v}$ = average variance.

When it comes to the interpretation of calculated alpha value, there are several interpretations and there seems to be no clear consensus on the most appropiate labels to use to describe the calculated values. Among the descriptors of alpha values are "*excellent (0.93–0.94), strong (0.91–0.93), reliable (0.84–0.90), robust (0.81), fairly high (0.76–0.95), high (0.73–0.95), good (0.71–0.91), relatively high (0.70– 0.77), slightly low (0.68), reasonable (0.67–0.87), adequate (0.64–0.85), moderate (0.61– 0.65), satisfactory (0.58–0.97), acceptable (0.45–0.98), sufficient (0.45–0.96), not satisfactory (0.4–0.55) and low (0.11)"*(Taber, 2017)

A rule of thumb for interpreting alpha value for Likert scale questions shows as an acceptable value of alpha 0.70, however, in a cross-national study reported by Griethujisen et. al (2014) reffered to acceptable values for Cronbach alpha of 0.7 or 0.6.(ibid)

Cronbach's Alpha has been described as being one of the most important statistic tool, in research, that involves test construction, moreover, has been commonly reported for being used in studies that developed scales with the intention to measure affective constructs constructs, with other words, cronbach alpha "*is the most widely applied estimator of reliability"*(Vehkalahti et. al, 2006)

According to Taber (2017), a survey conducted in 2015, on volumes of four different research journals (IJSE, JRST, RISE, SE) during one academic year, shows how frequently Cronbach's Alpha is used in science education research. The results presented 69 references to Cronbach's alpha, but apparently the number can be much larger, since there were studies, in which the authors reffered to the values of Cronbach's alpha, but they were not mentioning the specific statistical test used.

However, according to different researchers Cronbach's alpha has its own limitations and critiques that raises questions.
One of the critiques, states that Alpha is not measuring the internal consistency, neither the degree of unidimensionality, based on different studies that presented confusing results regarding the values of alpha, values that were both high and low, and matched both, unidimensionality and multidimensionality of data, The researchers recommanded to get more additional information in order to understand what exactly alpha describes, because in this case it doesn't represent a mesure of internal consistency (Sijtma, 2008).

Another observation is related to the fact that, when using statistical results based on a single test used only once, there is not much information about the accuracy of the measurement made by

individuals, which doesn't have a big impact when the test is used to compare scores between groups, but it does have an impact when trying to *"averaging out"* the individual, it can lead to lose the psychological meaning of the correlations.(ibid)

Another study consider that alpha is measuring the internal consistency, however, the critique is reffering to that high internal consistence that can work against the validity, where high internal consistence is understood as measuring only a portion of the construct in repeated ways

As an alternative to Cronbach's alpha, Sijstsma (2009) presented in different studies one powerful estimator of reliability, called GLB, which was developed in 1977 by Woodhouse and Jackson. Other authors include Kuder and Richardson (1937), which presented a different version of *alpha for dichtomous items, KR20;* Guttman (1945) derived alpha and obtained *"Greek lower case λ₃, as the third in a series of six coefficients each of which was shown to be a lower bound to the reliability"* (Sijtsma,2009).

4.2. Pearson correlation

Correlation it's a statistic measure, that is commonly used in measurement studies and research and describes the relationship between two variables. One correlation that is popular and is used frequently is Pearson. (Goodwin&Leech,2006)

Pearson correlation outline *"the size and the direction of the linear relationship between two continuous variables"* and has values within the range -1 and +1. The negative relationship between two variables is marked by -1, while the pozitive relationship is marked by +1. When there is no correlation, the result is 0. (Goodwin &Leech, 2006).

Pearson product-moment correlation coefficient (PPMCC) has two different symbols, "ρ" when it is measured in the population and "r" when it is measured in a sample.

In situations, where Pearson Correlation is used and r=0,in order to understand why it happened that, a set of question related to the characteristics are recommended to be asked related *"lack of variability in the data, marginal distributions dissimilar shapes, the existence of a nonlinear or curvilinear relationship between the two variables, presence of outlier in the dataset, existence of other unique characteristics of the sample which relate to a low rate of r, the measurment reliability*

for one or all variables is low" (Goodwin &Leech, 2006). For each of these problems, there are different solutions.

There are different ways to interpret a correlation, according to Rovine and von Eye(1997) there are 14 ways to interpret a correlation, which includes:" *as a function of statistics, as the proportion mathces, as the propotion of variability , as the standard slope of regression line ", yet often are used* in studies, that want to obtain validity and reliability (ibid).

The value of r can be influenced by six different characteristics, among which, one that is most often mention in studies, is the *lack of linearity*, followed by the *lack of variability* and by the presence of outliers. Characteristics of samples frequently overlap with other factors that influence the size of r (ibid).

In case of a measurement error that affects the reduction in size of a correlation, process called attenuation, there is possible to make a correction that gives the researcher to make an estimation between two variables and understand how the outcomes would be if the measurement error were removed.

In situations, where Pearson Correlation is used and r=0,in order to understand why it happened that, a set of question related to the characteristics are recommended to be asked related "*lack of variability in the data, marginal distributions dissimilar shapes, the existence of a nonlinear or curvilinear relationship between the two variables, presence of outlier in the dataset, existence of other unique characteristics of the sample which relate to a low rate of r, the measurment reliability for one or all variables is low"* (Goodwin &Leech, 2006).

 For each of these problems, there are different solutions, such as *various descriptive statistics*: standard deviations or variances, which can find a lack of variability or dissimilar distribution shapes, *complete descriptions of samples* which will look into, which *characteristics causes low rates of r and last, the realibility cofficient* will present the possibility of an attenuated correlation (ibid).

However, there exist the probability that none of the already mentioned characteristics to be responsible for lower or higher rates of r. On the other hand, is possible that, besides, the fact that one or more of the factors influences r, the problem could be accentuated by a small sample size. In case of a large sample, the adverse effect will decrease. Therefore, correlations calculated on a

small sample size of 30 subject or less, can be impacted in a major way, by any variations in score, that incorporate an extra outlier or by the transformations of the variables

5. Literature Review

The purpose of this literature review is to provide the reader, with a general overview of downsizing and organizational commitment concepts, as well as the turnover intention.
This chapter reviews earlier studies and it is structured as follows: starting with the definitions of the downsizing and organizational commitment, followed by history and recent development regarding corporate downsizing and organizational commitment. Lastly, a brief overview of the relationship between downsizing, organizational commitment and turnover rate.

5.1. Definitions

5.1.1. Downsizing

There are several definitions for downsizing, which state that downsizing can be defined as planned elimination of jobs designed by the management of organization to improve their organizational competences.

Cascio (1993) in the article "*Downsizing: what do we know? What have we learned*?" defines downsizing as "the planned elimination of positions or jobs" which outlines that the primary goal of downsizing is the workforce reduction.
According to Gertz and Baptista (1995) downsizing primary goal is *"to cut waste"* and *"improve profitability"*.

However, there is no single definition accepted for downsizing by all researches, therefore it is necessary to define the meaning of downsizing. in this research paper.
According to Cameron (1994), downsizing can be described as "*a set of activities, undertaken on the part of the management of an organization and designed to improve organizational efficiency, productivity, and/or competitiveness. It represents a strategy implemented by managers that affects (a) the size of the firm's workforce, (b) the costs, and (c) the work processes.*"

Downsizing can be viewed as a strategic transformation intentionally designed by the organization's management team to improve the organizational competencies, which impacts the workforce. The workforce reduction is going to be the meaning of downsizing in this paper.

Downsizing affects the workforce processes and, thus, the remaining employees, after downsizing the amount of work is going to be divided to fewer employees, called by the literature survivor employees.

Layoff is another term that defines workforce reduction and in this study is going to be used as a synonym for downsizing.

5.1.2. Organizational commitment

Caught & Shadur (2000) propose a definition where organizational commitment is seen as the employees' state of being engaged in working on the organizational goals and implies employees' levels of loyalty and involvement, as well as identification.

A definition proposed by Meyer and Allen (1991) for the *organizational commitment* is based on three components: *affective, continuance and normative commitment*. The first one, is related to the employee's emotional bond with the organization, the second one, is related to the decision of the employee to stay because he feels that it would lose more by leaving, while, the third component refers to the decision of the employee to stay for a particular reason.

5.1.3. Turnover intentions

Employees' *turnover intention* can be defined as the voluntary intention of the employees to leave the company when they are not satisfied anymore with the organization, while involuntary turnover intention refers to the situation when the organization fires the employees (Dess &Shaw, 2001).

5.2. History & recent development

Nowadays, downsizing is used with an increased frequency, by organizations worldwide as a business strategy. This phenomenon has become very popular in the last years and its consequences have affected a large number of companies across the world.

However, the term downsizing has its roots in the early 1980s when the topic became one of interest both for scholars, but also for the business environment. *(Freeman& Cameron,1994).* According to Littler & Gandolfi (2008) downsizing has been associated with workforce reduction due to massive restructurings that took place in USA.

The interest in the downsizing phenomenon got more intense in the early 1990s when massive organizational changes and massive restructurings took place in US and Europe. (Freeman, 1993) The reason why organizations undergone massive restructurings is due to global competition that affected economy and led to downsizing as a normal practice. *(Freeman & Cameron, 1993)*

In the first half of the year 1992, the corporations from America layoff on average 1500 positions a day, which led to a total of approximatively 547.500 jobs that got cut, by the end of 1992. This year has a significant importance as a turning point in "*creating the shock that led to survivor environment". (Gottlieb&Conkling, 1995)*

Among the companies that suffer significant organizational changes there is IBM, that cut 40.000 jobs in that year, but they have started downsizing in 1985 and the total number workers that lost their jobs exceeds 500.000. Another, famous company, is General Motors, that eliminated 16.000 jobs in that year and announced workforce reduction of 74.000 jobs in total, by 1995. *(ibid)*
Other companies that have been affected are: "*AT&T, General Electric, DuPont, Eastman Kodak, USX, General Motors, Apple Computer General Electric Kodak, Data General, ITT, and Union Carbide". (Freeman &Cameron, 1993)*

According to Cascio (1993) more than 85% from the companies in the Fortune 1000 cut the white-collar employee's jobs between 1987 and 199*1.*The phenomena of downsizing continued in 2000' and increased its pace due to the economic crisis.
According to US Bureau of Labor Statistics, between 2003 and 2011, there was a total number of approximatively 1.2 million employees that got laid off, every year in US. (U.S.Bureau of Labor Statistics, 2012). In many cases downsizing helped the companies to achieve the desired results, such as Apple, General Motors, American Express, but there are as well many cases in which downsizing didn't had a positive outcome. *(Chaudhry et.al, 2015)*

There are different factors that made downsizing such a popular practice in the world, among which are increased "*work productivity, technological advances, outsourcing to cheaper labor countries, global competition*" and economic crisis. (van Dierendonck & Jacobs,2012)

According to the literature downsizing impacts the company's wellbeing in different ways starting with the environment, employee's commitment, productivity etc. (Chaudhry et.al, 2015)

There are studies among which Cascio et al.,1997; Nixon et. al., 2004; Guthrie and Datta, 2008, that presents, both negative and positive relationship between downsizing and the performance of the company, but there is more evidence that shows the negative effects of downsizing. (Bayardo, et al., 2013; Gandolfi,)

The negative consequences can be translated as an increased level of stress for the remaining employees, since a higher amount of work nees to be completed, it can also be explained as a lower organizational commitment of the survivor employees-a higher rate of job insecurity among the survivors employees that leads to a high rate of turnover. (Lee &Corbet, 2006)

5.3. Causes of downsizing

Researchers have discussed many causes and factors that can lead to downsizing, as summarized below.

There are 3 types of causes according to Radcliff et al. (2001): the first one is the typical one related to costs cutting and sometimes related to external market factors, the second one is related to strategic changes in the management of the company, while the third one is connected to mergers and acquisitions.

Another classification made by Cooper et. al, (2012) divides the causes of downsizing in 2 categories: *external or macro/environmental causes of employment* and *internal organizational factors.*

5.3.1. External causes

One primary cause, for employment downsizing, is *declining customer demand*, which can take place on a long period of time or a shorter one, which happens to be the case of economic crisis. When declining demand takes place, companies tend to respond by reducing their personnel.

Companies that have a broken business model reduce their workforce for survival, while healthy companies practice proactive downsizing to prevent difficult times by cutting costs and boosting earnings. (Copper et. al, 2012).

A second trigger for workforce reduction is related *to industry deregulation and privatization,* this happens to be the case of companies from countries that are transitioning to capitalism, an example is China. A third cause is related to *anticipated economic changes* and shows that companies are downsizing when there is already a large number of companies that have engaged in downsizing. Another cause is *downsizing among competitors,* which comes as "*a cloning response*" from the companies that are looking for legitimacy, they are adopting practices implemented by those companies considered successful, in this case downsizing *(Copper et. al, 2012).*

There are cases, when institutional actors, can prevent employment downsizing by taking action, this was also the case of Germany's government that introduced two government-sponsored programs to survive recession. One of the programs was engaging the companies to reduce the working schedules for their employees instead of laying them off, while the other program was reducing the working time for the employees during downturns. A cause of downsizing that can show up in this case is if the companies are *abandoning the institutionalized practices. (ibid)*

Another important external cause of downsizing is *globalization and global competition*, which affects the distribution of jobs globally, and goes hand in hand, with another cause, *differences in regional labor costs.* Other external causes are related to *industry factors, workforce demographics and investments in technology and stock markets.* The trend of investing in technology began back in the 1990'and become more intense in the last couple of years, which may lead to downsizing more than before. *(ibid)*

5.3.2. Internal causes of downsizing

There are several internal causes of downsizing among which: *mergers and acquisitions, firm governance, characteristics of CEOs and HR practices.*

In the process of *mergers and acquisitions*, downsizing may happen or not, depending of the type of the M&A. In the case of vertical or conglomerate M&A, usually downsizing does not take place

due to the fact that the main reason of doing M&A in this case is to diversify shareholder value, comparing to horizontal M&A, where downsizing happens very often, since the companies cannot support two departments having the same role. *(ibid)*

According to studies, managers are engaging in downsizing due to the pressure of institutional shareholders, which think that by downsizing can increase the firm's value. Findings show that there is a relationship between the ownership of the company and the rate of downsizing: in the cases where companies were monitored by *shareholders of large blocks of stocks*, the level of downsizing was higher comparing to the companies where the *managerial ownership* is in control, or where it is a *family ownership* in control. *(ibid)*

As far as that goes, *characteristics of CEO* as an internal cause it is not a significant one since the findings (Budros, 2000, 2002, 2004) reveal that, this was relevant for the companies from the financial sector that had a CEO with finance background. *(Copper et. al, 2012)*

Evidence show that downsizing may happen also due to *HR practices,* that are trying to create *high-involvement* workplaces and they engage in downsizing as a strategy in order to obtain that. *(ibid)*

5.4. Consequences of Downsizing

Further, a summary of a literature review, of the financial consequences, organizational consequences and human individuals is going to be presented.

5.4.1 Financial consequences

Companies engage in downsizing to improve financial performance, and for that reason, financial results have a significant importance. According to organizational downsizing literature, most of the studies report negative effects related to the financial outcomes.

A review research on downsizing, made on 41 studies, by Datta et. al, (2010) has analyzed the performance outcome of downsizing, by a 3 streamlines framework which includes *market response*, *profitability* and *productivity.*

The analysis of *market response* was made on 20 studies that applied market measures on downsizing. The findings suggest that companies that engaged in employee downsizing faced value losses instead of increased shareholder value.

The *profitability analysis* included 22 research studies that have used measures such as: return on assets, return on equity and return on sales, to analyze the effects of downsizing on the performance of the companies. In this case, there are no definite conclusions, since the results have been *equivocal.* The findings have shown that a large part of the companies didn't encounter increased profitability after downsizing, yet the companies that engaged in proactive downsizing and where the process of downsizing has been perceived as being just by the employees, experienced improvements in their profitability.

The last streamline analysis, *the productivity*, is based on 14 research studies and has more positive outcomes comparing to the streams before. Some of the studies showed productivity improvements (Chen et.al,2001; Suarez-Gonzales,2001; Hillier et. al, 2007), improvements in sales productivity (Chalos&Chen, 2002) while others showed a negative or irrelevant connection between downsizing and post/downsizing productivity. (Data et. al, 2010)

5.4.3. Human consequences

According to Brockner et al.(1988),the human costs of downsizing are high. Downsizing has great effects on the various individuals that are part of the process: managers who are the downsizers, employees who are laid off as victims, the employee who are remaining in the company as survivors.

The consequences of downsizing are related to the way in which process of downsizing is managed: ”*how organizations handle the procedures related to downsizing and how managers/supervisors treat employees before, during and after downsizing is very important in predicting survivors'attitudinal and behavioural responses and much depends on how employees perceives management's handling of the process”* (Arshad & Sparrow, 2010).

5.4.3.1. Victims

The people that are being laid off and have to leave the company are considered victims. There are studies concerning the effects of downsizing on the victims, whose work agreements are finished based on reasons independent of their job competence (Capelli, 1992). As already mentioned above, there are several causes of downsizing *external* and i*nternal,* which are not related to the competences of the employees.

The literature (e.g., Bennett, Martin, Bies, & Brockner, 1995; Cappelli, 1992; Fallick, 1996; Leana & Feldman,1992) has attributed the label victims, to the individuals that lost their jobs when companies downsized, due to the fact that researchers outlined the negative effects of psychological and physical well-being of downsizing (Devine et. al, 2003).

5.4.3.2. Survivors and survivor syndrome

The syndrome of the employees, that survived downsizing is defined by specialists in human resources as the "*mixed bag of behaviors and emotions often exhibited by remaining employees following an organizational downsizing*" (Doherty,1995).

Downsizing produces division and confusion among the employees, which leads, to a higher levels of productivity in the case of survivors, who are motivated to keep their position, but it is just for a short period, followed by a decrease in productivity.

The victims are going through different emotional states of loss, depression, anxiety, other psychological ones while, the ones that survived, also have similar reactions (Appelbaum, 1997). The survivors, tend to present changes in their work behavior such as lack of motivation, decreased morale and satisfaction, furthermore, they have also presented an increased level of absenteeism (Gandolfi, 2005, Kinnie et al., 1998, Cameron, 1994).

There are three categories of sickness, related to survivor syndrome, according to Gandolfi (2008). The first category is associated with the emotional and psychological states, which survivors are experiencing just after downsizing and includes symptoms such as anger, job insecurity, guilt, which has impact on employees motivation, as well as their commitment and performance.

The second category, that Gandolfi talks about, is associated with guilt the survivors may experience because some of their coworkers got fired, while the last category is related to envy, that the survivors may experience towards, the people that got laid off and it happens after downsizing is done (Gandolfi, 2008).

5.5. Downsizing variable structure

Next, **four** aspects related to feelings of: justice, job insecurity, trust and workload, are going to be discussed. These aspects represent the base, for creating the survey questions regarding downsizing and in the same time, creating the variable for SPSS, the questions are going to be presented later, in Methods.

Justice

Considering the fact, that downsizing, may impact the attitudes and behaviors of the employees that survived, the *justice issue* is significant, when it comes to the effects of downsizing on survivors. There is a large body of literature related to justice, more precisely, to *interpersonal justice and organizational justice,* that has relevance in analyzing the effects of downsizing on the ones that survived layoffs.

One of the first things that survivors would like to know, is related to the legitimacy of downsizing, secondly, they will think about the victims and will wonder, if the process of downsizing was made in a fair manner, thirdly, how was the decision regarding layoff made and, lastly, if the victims got any support from the organization. (Brockner et., al, 1987)

Job insecurity

Previous studies (Cascio, 1993; Buch et al., 1991), have presented, that some of the outcomes of the organizational changes, that take place during downsizing, are directly, related to a "*deterioration of communication*" in company, as well with *an "increase in fear*"(Amabile & Conti, 1999)

Survivors, that have good and close relationship with the victims, can get more feelings of insecurity than others, as they identify themselves with the victims. Moreover, they can also get higher level of insecurity, due to external aspects such as, the incapacity of the job market, to

receive the new unemployed people. As a consequence, of the feelings of anxiety and insecurity, their work performance can suffer by having a lower quality of work, as well as a lower productivity.

Job insecurity is the first sickness, presented by Gandolfi, as already mentioned before and it leads to a decrease in motivation and satisfaction on one hand, while on the other hand, it impacts the commitment and the performance (Gandolfi, 2008).

Trust
According to Cascio, (1993) *trust* of the employee is also affected during downsizing, they feel that the company let down their coworkers, so they do not see a reason, why they should trust their employer, since they feel betrayed.

On a different note, an organizational change process such as downsizing will either create trust between employees and their manager or break it, as Smollan (2013) indicated that when organizational change takes place, *trust* in management can disappear.

Van den Heuvel (2015) stated, that the more trust employees have in the organization and their leaders, the more will they understand the need for organizational change and gives a definition for trust:*"beliefs regarding the likehood that another's actions will be favorable, or at least not detrimental, to one's interest".* Therefore, trust becomes an important aspect, that representatives of an organization have to build before undertaking any organizational changes.

When survivors experience lack of *trust* towards the organization, they could disregard the information sent by the management, on the ground of believing, that the information has been orchestrated. On the other hand, when survivors trust the management, they can seek guidance and help relate to the new work demands, resulted after downsizing. Furthermore, when survivors have high level of *trust* towards their company, they can perceive the situation as an opportunity for them for further career developments.

5.6. The relationship between downsizing and turnover intentions

According to Maertz et al.,(2012) *"voluntary employee turnover has been one of the most popular topics in organizational research over the last 50 years"*. Voluntary turnover is a popular topic among the researchers, due to its consequences for the firms. Among the effects of the turnover on the firm, there are financial effects, lower efficiency of the employees and customer relations.

Watrous et al., (2006) categorizes turnover, on one hand, into voluntary and involunatary, while on the other hand, in functional and dysfunctional. Taking into consideration this classification, downsizing relates to the involuntary turnover, and it is preferable for the organization because of the control they exert over the situation, comparing with the voluntary turnover, where the employees have the control.

There were different studies (Van den Heuvel et al.,2015; Arshad and Sparrow (2010) that tried to explain why voluntary turnover of survivor, is drived by downsizing, one theory is linked to *psychological contract violation*'. Due to uncertainty, employees have an increased job insecurity until the process of downsizing ends, while on the other hand, they relate to the victims due to their attachment, which can lead to increased intentions of turnover.

Downsizing can be seen as a disruptive organizational event, after which the survivor employees have to find a balance in their workplace. Uncertainty, job insecurity and perceived procedural injustice, may increase individual desire of ending the employment. Following downsizing survivors turnover intention may be affected by different factors such as "*trust*" (Mishra & Spreitzer, 1998) and communication.

Another argument, that supports survivors' intentions to exit the company, is based on *social influence theory,* which states that employees' perceptions of an organizational event is impacted by communication with other coworkers, which leads to the idea that postdownsising, the survivors may choose to leave the company by sharing the same perceptions, through communication with other coworkers. (Feely and Barnett, 1997)

Smollan (2013) claims that communication can be one of the effects of organizational changes that makes trust in management disappears. The credibility of the organization is affected when

incomplete or incorrect information about the organizational change are spread out, which make space for rumors and leads to uncertainty, which makes the organizational change to be unsuccessful. It seems that the success of organizational change, in this case, downsizing, depends on the organization's communication. (Van den Heuvel, 2015).

In reducing the voluntary turnover, an important role is played by the organization, which can undertake different actions and motivate the employees to stay. Maertz and Grieffeth (2004) claims that motivation is an important factor that can make employees change their mind about turnover.

The perceptions of the employees on the process of downsizing, weight heavily in the process of deciding to leave or not the company and are related to fairness and procedural justice concept, which according to Data et al.(2010) has an impact on the employee results of downsizing. The perceptions of fairness on the process of downsizing, which involves decision-making, implementation, have an important impact on the behavior of the survivor employees, in case of unfairness perceptions, the organization will face undesired actions and behaviors of the employees.

Employees perceptions on downsizing process related to fairness and procedural justice are influenced by the way of perceiving whether downsizing was necessary, the decision criteria of laying off certain employees was appropriate, and also whether the employees that have been chosen to let go, were treat in a fairly manner during downsizing and after that.

An important aspect regarding procedural fairness is related to the communication, because it seems that "*survivors perceive greater procedural fairness*" when the managers communicate directly with them regarding downsizing (Data et al.,2010). On the other hand, in case of perceiving procedural injustice, the desire of survivors to leave the company would increase.

The procedural fairness, perceived by the survivors in the process of downsizing, is also influenced by their managers behavior. According to Wells and Peachey (2010), the voluntary turnover can be influenced by leadership behaviors, even when the organization is not engaging in downsizing. One of the leadership style, that shown a strong influence in "*mitigating voluntary turnover intentions*" is transformational leadership. Transformational leadership is characterized by vision and by making the individuals to feel valued and worthwhile in the organization.

Mendes and Stander (2011) presented that leadership is referred to as a positive organizational behavior which stimulates the engagement of the employees, leads to higher performance and commitment and reduces the voluntary turnover.

Leadership, influences voluntary turnover, due to the fact, that employees perceive their leaders as their primary source of information regarding organizational strategies and perceive their behaviors as indicators of organizational intentions.

The effects of leadership (*transactional and transformational*) on voluntary turnover intention, seems to be negative. On one hand, the emotional attachment is stimulated between leader and follower, while on the other hand, rewards for good performance are shared. (Wells &Peachey, 2010).

5.7.Organizational Commitment

5.7.1 Challenges and drivers of commitment

The commitment of the employees caught researchers' attention between 1960s and 1970s in US, and became a popular topic among scholars in the recent years. Commitment has been looked at from different angles, using different methods and procedures with different goals.

Even though, commitment has been examined for a long period of time, researchers are experiencing challenges regarding this subject.

First challenge can be related to the fact that there seems to be no consensus when it comes to its dimensionality, which can be observed through different approaches that suggests different dimensionality: *unidimensionality*, respectively *multidimensionality (Meyer,2016)*

Second challenge that impacted not only the scholars, but also the practitioniers is related to the way of differentiating commitment from other related constructs, such as: motivation, engagement, embededdness, identification and psychological contracts. *(Meyer, 2016).*

Motivation as a construct raised a challenge by questioning if a motivated employee and a committed one are the same thing, or not, since the theory states that there is evidence that

motivation has a longer history Another challenge refers to multiple foci of commitment, which raises more questions regarding the compatibility and the potential for conflict (ibid)

Drivers of commitment

One of the drivers that leads to commitment is the individual differences, which are stable traits such as personality and abilities, that all individuals have and they vary from one individual to another. There are two approaches that describe individual differences as a cause of development commitment. The trait approach and the contingency approach(ibid).

The trait approach, states that individual difference *"X is correlated with a direct cause of commitment Y", while the* contingency approach states that there is no direct causality between individual differences and commitment and that some IDs lead to commitment in different situations, not always. The latter one has a greatest strength and flexibility comparing with the trait approach and suggests that employees act different in different situations, which implies there isn't a perfect type of employee, that organizations can acquire for assuring commitment to the organization (ibid)

A second important driver of commitment, is *person-environment fitt,* which outlines the connection between employee fit perceptions and their commitment, connection that is related to the basic need to fit in at work and to the forming perceptions. According to person-environment fit theories, the perceptions are based on the connection with the environment, due to their goal, to get complementarity and similarity with their surroundings (Meyer,2016)

Another driver, that leads to organizational commitment, is *Strategic human resource management. This can be defined "as a research field focusing on 'the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals' strategic HRM focuses on the influence of bundles or systems of HRM".*
Among the scholars there are some, such as Delery, 1998; Jiang et al., 2012a; Lepak et al., 2006 that suggest that HRM should be described as a system and not as "practices'' since there is an entire system of multiple practices that impacts the employee and the organization. (Meyer, 2016)

5.7.2. Consequences of Organizational Commitment

Among the most important aspects, impacted by organizational commitment, we can find: corporate performance, voluntary turnover intentions, job involvement, job security and innovative behaviors.

According to Mowday et al. (1979) , it seems, that increased levels of organizational commitment can relate to *low turnover* and *absenteeism*, *limited tardines*s and *increased job performance.*

One of the consequences of organizational commitment, is *job satisfaction*. Different scholars, analyzed the relationship between job satisfaction and organizational commitment, with positive outcomes (Vandenberg &Lance,1992; Mowday et al., 1979)

According to Blau&Boal (1989), another consequence of organizational commitment *is job involvement*. It has been shown by different studies that commitment can lead to *productivity* and *innovation, psychological and physical health* and *overall life satisfaction* (Langford, 2010; Grawitch et.al., 2007; Hakanen and Schaufeli, 2012).

Other findings presented significant relationships between organizational commitment and:
1. *corporate performance* and *organizational culture*
2. *job insecurity* and *innovative behaviors*
3. *turnover intention* and *absenteeism,* that are going to be presented next.

5.7.2.1.The link between organizational commitment, organizational culture and corporate performance

Different studies such as: "*Selznick (1957); Bass and Avolio (1995); Clugston et. al (2000); Kirkman and Saphiro (2001)"* have been researched the relationship between organizational culture and organizational commitment, more precisely on creating employees' commitment through organizational culture, which from an economic point of view, seems to have a direct and important impact on firm's performance (Miroshnik, 2013).

The relationship between the culture of an organization and the commitment of its employees, can be referred as the identification of the individuals with particular values of the organization, in achieving organizational objectives. Therefore, commitment develops, due to the influence of the values, that are part of the organizational culture and it is strongly related to corporate performance. Moreover, research shows that commitment can generate lower costs, while the productivity increases, as well as the returnes (ibid).

There are studies that show that organizational culture promotes commitment such as Marcoulides and Heck (1993) or Deal and Kennedy (1982) which presented as one of the organizational culture characteristics, *collectivism,* develops commitment. However, Pavett and Morris (1995) came to the conclusion that there is no relationship between organizational culture and commitment (Miroshnik, 2013).

According to Selznick (1957), commitment of the employees, is one of the drivers that leads to corporate performance, which supported by other different complex factors, can impact the organizational strategies and the outcomes. The development of the employees' commitment depends on the decisions taken by the organization, decisions that reflect the organizational culture.

Organizational commitment can be defined as a complex concept and the index of corporate performance. According to the literature (Mowday et al., 1979, Denison and Mishra, 1995) there is a close link between *affective commitment* and the performance of an organization, which according to Meyer and Allen (1991) leads to the definition of "*affective commitment as an index of performance"* (Miroshnik, 2013).

On a different note, a component that should be looked at, when discussing about organizational culture and organizational commitment, is the national culture. In order to get a better understanding, of why some aspects relates, in a specific way, to organizational commitment, a suggestion would be to investigate commitment related to the national culture, where the study is taken place.There are studies that show differences in commitment across countries around the word, and also between countries and regions of Europe.

In a research made by Meyer (2016; study 9) on affective organizational commitment, countries from European Clusters presented that employees in Nordic Europe show lower levels of affective organizational commitment, compared to other European regions or to the Anglo and Confucian

Asia clusters. The highest average level of AOC was found in Germanic Europe, while the lowest one is found in Nordic Europe. For all the clusters in Europe (Germanic, Eastern and Latin), the level of AOC, is higher than Anglo cluster (USA, UK, Canada), except the Nordic Europe. (Meyer, 2016)

5.7.2.2. The relationship between organizational commitment, job insecurity and employees' innovative behavior

Different studies *(Ugboro, 2003; Maertz et al., 2010, Pech 2001)* present different consequences of downsizing on survivor employees which consist of lower levels of commitment on one hand, while, on the other hand, higher levels of job insecurity and lower levels of IBs (Marques et al., 2011).

Job insecurity is one of the most studied consequences of downsizing and its relationship with organizational commitment seems to impact the organization. The findings of *Ashford et al., (1989) and Reisel and Banai (2002)* indicates that job insecurity is a driver of lower commitment to the company, a lower level of confidence in the organization, as well as an increased desire of the employee to leave the organization. Other researchers, that were looking into job insecurity argued that besides lower levels of commitment, job insecurity had negative impact on job satisfaction. All in all, it may be concluded that job insecurity has a negative impact on organizational commitment post-downsizing (Marques et al., 2011).

Another aspect related to job insecurity is the innovative behavior of the employee. Evidence shows that employees of downsized organizations had maximum results when there experienced an environment of security at their job, which indicates a good level of IB.

 The "*IB performance*" can be defined as ongoing search of new ideas and its implementation and it is characterized by four important elements: "*motivation, morale, commitment and loyalty*", critical for development of new products. Following downsizing, these elements are impacted negatively, therefore "*the employee's creative behavior was affected*", moreover, the dedication and motivation of the employees, are elements that lead to involvement in the workplace. As a consequence, the innovative organizational environment is negatively impacted by downsizing due to the lack of involvement of the employees (ibid).

Being innovative requires to put an effort in developing new ideas for achieving the goals of the organization and since organizational commitment is defined as the *identification of the employee with the goals of the company*, it can be argued that there is a link between IB performance and committed employees, which leads to the conclusion, that employees will not become involved in IBs when there will be lower levels of organizational commitment.

This conclusion is supported by Dougherty and Bowman (1995) research, whose findings on the impact of downsizing of product innovation, claim that downsizing affects in a negative way the *innovative capacity* of the organization, by being less effective, in terms of strategies, due to removing the network of relations, by firing employees or by letting them go voluntarily. Furthermore, Marques et. al., (2011) strengthens the statement, by arguing that job insecurity following downsizing, leads to a lack of organizational commitment, due to the turnover of the employees which destroys *the informal network relations.*

5.7.2.3. The link between organizational commitment and employees' turnover intentions

Hom and Griffeth (1995) define voluntary turnover as the choice of the individual to leave physically from the company and excludes other forms of dismissal (layoffs, retirement). According to the literature, there is evidence that shows that "*measures of organizational commitment are negatively correlated with turnover intentions and with actual turnover",* where the relations to the intentions of exit-ing the company are being stronger, than the actual turnover.

Among the studies stating that measures of *affective commitment* had negative correlations with turnover intentions are: Meyer et al., 2002, Cooper et al., 2005, and with actual intentions: Griffeth et al., 2000; Jiang et al., 2012b; Mathieu and Meyer et al., 2002. There were some studies that looked into the correlations of *continuance commitment* and turnover intention, and found negative correlations, but were lower in magnitude: Meyer et al., 2002, Cooper et al., 2005.

The interest in turnover intentions and voluntary turnover, started in the early 1990, when scientists started to analyze and develop their understanding of the drivers, that made people stay or leave an organization. At the beginning, researchers claimed that employees are choosing to leave or to stay

after a long and deep process of thinking and analysis. Later, an alternative has been proposed, which argues that this process can happen fast, due to a shock, such as a negative experience or a job offer, that triggers the employees, in a way in which they consider leaving the organization.

According to Hom et al.,(2012), there are four different *withdrawal mindsets:* the first one, is called *'enthusiastic leaving'* and it is characterized by their freedom of choosing to stay or to leave, because it is their will or because the employer ask them to leave; the second mindset, is the *'reluctant leaving',* where employees want to stay, but they are forced by the organization to leave; the next mindset is opposite to the second one, the employees want to leave, but they are forced to stay and it is called 'reluctant staying'; the last mindset is 'enthusiastic staying', where the employees prefer to stay, even though they can choose to leaver or stay, or the organization ask them to stay.

In terms of commitment, for the *enthusiastic staying* mindset the affective commitment is dominant, while, for the *reluctant staying* the dominant commitment is the continuance commitment, even though the desire to stay is low. The later mindset, may attract dysfunctional behavior such as absenteeism, because the employee wants to leave but he is constraint, so in this way, an option to temporary escape is not to show up for work.

Both absenteeism and turnover have important effects on the employee as well as on organization. There are two types of absenteeism, like turnover, absenteeism can imply voluntary and involuntary types of behaviors. From the employer's point of view, the voluntary absenteeism can be avoided and it has to be regulated by different rules and policies, however, the voluntary absenteeism can be related to organizational commitment.

According to the literature review on absence and turnover, there have been presented *"weak and inverse relations between job satisfaction and absence",* while, between *"organizational commitment and absence the relations were inconsistent negative and weak"*

On another note, the body of literature (Batt and Colvin, 2011; Gong et al., 2009) indicates that validating "commitment-enhancing management-practices" can help increase the commitment and at the same time reduce the voluntary turnover, while on the other hand it can also reduce

absenteeism. A difference has been observed between the organization that uses different management practices such as job analysis, different work-life programs and a higher frequency of performance appraisals and those who do not use them, the difference has been validated also by Jiang et al., 2012a) and it consist of less turnover by approximately 40% for the companies that used these practices. According to him, the management practices, are divided into different categories, that include *"skill-enhancing practices; motivation-enhancing practices and opportunity-enhancing practices"*.

The first category, *skill-enhancing practices,* refers to the recruitment process and extensive training, the second category, *motivation-enhancing practices* consists of different performance management practices, incentives and promotions and, last but not the least*, the opportunity-enhancing practices* relates to a flexible job design and employee involvement. Of the categories already mentioned, *motivation-enhancing practices* and *opportunity-enhancing practices* are the categories that have a strong influence on the motivation of the employees and implicitly on the voluntary turnover.

The management practices and commitment-enhancing policies are tools considered valuable, in the sense that the level of commitment increases and the employees choose to stay in the organization, which leads implicitly to lower levels of voluntary turnover.

It is highly important, to validate that there are different types of commitment, which, are inversely related to voluntary turnover, at the same time to understand how different commitment-management practices impacts: *affective commitment*, *continuance commitment* and *normative commitment,* in order to make predictions about how combinations of practices will influence the *profiles of components.* For example, *the* profile groups, that shows the lowest level of turnover intentions are those where the *afective commitment* component is high, which correlated with the category of practices than enhances affective commitment, will get lower levels of voluntary turnover.

5.7.3. Measurement of Organizational Commitment

Organizational commitment can be measured in different ways, according to the literature, however the most popular ones are: The Organizational Commitment Questionnaire (OCQ) (Mowday et al.,

1979) and Allen and Meyer's (1990) 3 components model: affective, normative, and continuance commitment. The validity of the model proposed by Allen& Meyer has been questioned (Solinger, 2008), however, recent studies have shown that, the 3 components operate well together and that the affective commitment, is the one that has the higher degree of validation.

Affective commitment can be described as the emotional attachment, more precisely the employees feel an emotional connection, they identify themselves with the organization, on the one hand, while on the other, get involved to achieve the goals of the organization and they want to stay in the organization (Balassiano & Salles, 2012). In case of affective commitment, the employees commit not because they have to, but because they want to commit (Kimura,2013).

Continuance commitment is associated with the commitment made by employees due to the lack of better alternatives (Taing et al.,2011) and because the costs associated to leaving are high.

Normative commitment can be described as the commitment made by employees due to moral obligation which makes them stay in the organization (Balassiano & Salles, 2012).

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6. Methodology

This chapter presents the chosen philosophy of science, research design, as well as the validity and reliability of the data.

6.1. Philosophy of science

The purpose of this research study is on one hand, to provide insights into the effects of downsizing on the commitment of the surviving employees, while on the other hand to examine what is the impact on the employee's turnover intentions.

6.1.1. Positivism argumentation and characteristics

For this research study, positivism has been chosen as philosophy of science, after a careful analysis has been made related on one hand, to the research strategy and the type of methods that are going to be used, while, on the other hand, related to types of philosophy of science used in other studies on downsizing and organizational commitment.

First of all, the research strategy in this case, uses questionnaire survey strategy that requires a *deductive approach*. According to the literature, there are several studies on downsizing that are using survey method: Bies et.al, (1993); Brockner et al. (1994); Littler, 2000; Tzafrir & Eitam-Meilik (2005).

Furthermore, questionnaire survey method is a pure quantitative method which, together with the research question and the hypotheses, implies that the type of methods best acceptable in this research study, to test the hypotheses and present the correlations are quantitative methods. By using quantitative methods and having a deductive approach, where the researcher it is external to the study, the number of philosophy of science approaches has been narrowed down to positivism.

Another reason, for choosing positivism as philosophy of science, is related to literature review on downsizing and organizational commitment, which indicates that the most popular philosophy of science used for analyzing this topic appears to be positivism . Although, there are other alternatives to positivism that are used in social science and behavioral studies that are going to be described later, positivism is the winning one.

Positivism paradigm is a popular research paradigm, used in all the universities around the world, looking *"to investigate, confirm and predict law-like patterns of behavior"* frequently used by students in their graduate research "*to test theories or hypotheses"*.

According to Leong (2008) positivism *"asserts that real events can be observed empirically and explained with logical analysis" (*Leong, 2008).

According to Creswell (*2008) positivism* has its focal point on the objectivity of the research process, where the researcher controls the process, but acts as external part to the research site. The methodology used by this paradigm, is mainly quantitative methodology, including experimental and control groups, as well as test to measure gain scores (Taylor&Medina, 2013).

Positivism as a philosophical doctrine, has its roots back in the 19th century when the French thinker Auguste Comte, one of the founding fathers of sociology, stated that *"only scientific knowledge can reveal the truth about reality"* (Leong,2008). With other words, positivism states that the aim of knowledge, is to relate the phenomena that we experience, by means of science, through observations and measures.

According to positivists reality can be verified through observations and logical proof and they classify all the statements in the following categories: true, false and meaningless.

According to Bryman & Bell (2007), positivism as a paradigm is presenting "*one truth*" and uses calculations by means of a pragmatic approach.

The epistemological perspective of positivism is based on four elements in the methodology of analysis: the first element *Determinism,* shows what exactly constitutes the elements of analysis, the second element *Empiricism* can be defined as the examination of the hypotheses based on observable data, the third element is called *Operationalism* and can be described as measuring the concepts using methods that have been proven scientifically, while the last element is called

Parsimony that is compact logical research design and gives the researcher an in-depth view on analysed aspect. (Shiraz

One characteristic of positivism is that '*the researcher is independent of, and neither affects nor is affected by, the subject of the research'* (Remenyi *et al*. 1998).

Positivists develop theories that have the tendency to depend on "*statements about event regularities and the manner in which such regularities are correlated"* (Edwards et.al, 2014). Since the regularities are best proven by using empirical observation, it can be deducted that more observations help to get better results in science.

Therefore, another characteristic of the positivism, is that they are in the favor of using large data sets, frequently quantitative data, namely the answers to the questionnaires, which can be used for statistic analysis and correlations. (Edwards et.al, 2014).

The goals of a positivist research is to *"(a) induce strongly supported propositions from empirical observations and (b) to test and improve these in the effort to assert invariable laws through experimentation"(ibid).*

In order to create a research strategy, to collect that data, the researcher has to use theory for developing hypotheses, which, has to be tested and validated or refuted, that leads to augment theory, which will be used and tested by further research. The focus is on data that can be quantified and analyzed by means of statistical analysis tools (Saunders et.al, 2007)

It is recommended that, the positivist researcher uses methodology in a structured manner in order to facilitate replication (Gill & Johnson, 2002).

After discussing positivism and its characteristics, the advantages and shortcomings of using positivism as a philosophy of science are going to be presented next.

6.1.2. Advantages and shortcomings of positivism

One of the advantages, according to Johnson & Onwuegbuzie (2004), is related to the ability of replicating the results of the same events "*for different groups or subgroups of population in social context obtained* by processing data using quantitative methods and statistics, which helps the researcher in making future quantitative predictions, while using the findings of the study. Therefore, the researcher can save time and funds by replicating the results of the study.

Another advantage, is that the findings of the research, are considered reliable and help the researchers to provide scientific suppositions, due to the fact that epistemology has an objective character. Statistics analysis and its coefficients, in this case Cronbach's alpha, come to support this, by using this reliability coefficient to measure the internal consistency and to determine in this way the reliability, which leads to another key aspect of this approach, which is the validity of the research findings (Pham, 2018).

Despite of the advantages that positivism brings on the table, in social research area, by constantly helping researchers to expand their understanding of humans and events, this approach has some limitations.

One of the limitations of using positivism, in social research studies, according to Hammersley (2013) is related to the impossibility of measuring events related to affective constructs such as attitudes or thoughts, since these concepts could not be observed or measure explicitly without proofs.

Another limitation, is related to how the research is conducting from its own theoretical perspective, since positivism aims to generalize the findings of the research at large scale, should also look into the understanding and interpretation of individuals, which can present a lot of truth, and is not considered by this approach (Pham, 2018).

Last, but important, the data collected by using this approach may be inaccurate in some situations, where the respondents are giving random answers instead of real ones, as well as in the situations where the subjects are not allowed to give the answers related to their personal experience, due to inflexibility, which suggest to the researchers a more thorough review of the data (ibid).

6.1.3. Metatheoretical alternatives to positivism

Other metatheoretical alternatives to positivism, that are used in organizational studies, are social *constructivism* and *scientific realism*, while in behavioral studies the alternatives are *postmodernism* and *critical realism*. Next, a short description of the alternatives of philosophy of

science is going to be presented, while highlighting the differences between positivism and the alternatives already mentioned.

The *post-positivist* paradigm evolved from the positivism one, and comes as a critique to positivism. *Post-Positivist* paradigm has the same principles with positivism, but in this case, the researcher interacts more with the participants of the study and recognize that the knowledge and the value of the researcher, as well as the background can impact what it is observed, comparing to the positivism, where the researcher is external to what is observed (Wikipedia, 2019). With other words, the difference between *positivism a*nd *post-positivism* is that in this approach, the reality is subjective comparing to the objective reality adopted by positivists.

Another difference, between these two approaches, is related to the types of methods considered for the study. While, positivists favours quantitative methods, the postpositivist consider both, quantitative and qualitative methods to be used in the research (ibid).
Several different methods are used by *post-positivism* among which survey research, interviewing and participation observation. The main objective of this paradigm is to get objective knowledge about social patterns that could be generalizable, while aiming to attest the existence of universal properties between pre-defined variables (Taylor&Medina, 2013).

In *constructivism*, the reality is a construct of human mind and perceived to be subjective. This approach is associated with *pragmatism* and *relativism*, while the type of research used for this approach is qualitative research. The main difference between *constructivism* and *positivism,* is that constructivism claims that knowledge is created by scientists and at the same time is contrasting the idea of only one methodology to create knowledge, while positivism states that the knowledge is constructed by using scientific methods (research-methodology, 2019).

Scientific realism
There are different versions of scientific realism, most of them are supporting two theses: the first one is claiming that we are part of one real world, while, the second one states, that by means of the scientific methods, "*both the observable and unobservable features of the world can be known*" (Haig, 2012)

Positivism and scientific realism have the same position when it comes to the ontological axis, however there are some differences between these two approaches that are on the epistemological axis. While scientific realists view science as a way to seek to define unobservable structure by using a model of theory for making deductions about the observable facts, positivists, regard science as a demonstration of the causal relationships that happen frequently between observable facts in an inductive manner and through observations. Therefore, positivists are considering only the observable facts that are scientific confirmed.

According to Worrall (1982) a difference that exists between positivist and scientific realist is related to metaphysics, more precisely to the unobservable facts. The scientific realist view metaphysics as a phenomenon that could be taken into consideration by science, while the positivist are not considering metaphysics in science. Positivists' limitation of the scope of science to observable beings may also imply that the scope of science is actually limited to the observation skills of the observer.

When it comes to causality of the events, the positivists are looking to answer the question of "what" in the scientific process, while the scientific realist is trying to answer the "how", with other words, positivists focus on the cause, while scientific realists look at the nature of the process of cause and effect. (Doğan, 2013)

When it comes to which of these approaches brings more implications to social science, according to Doğan (2013) scientific realism can provide explanations that are more extensive comparing to positivism with regard to the aspect of scientific legitimacy of social sciences. However, according to Duran (2005), positivism seems to be much more attractive for scientists than scientific realism, yet, Andreas (2011) states that if scientists are going to consider the scientific realistic view in the future, significant contributions may be added to science. (Doğan, 2013)

Critical realism

Critical realism as philosophy of science was developed by Roy Bhaskar (1989) and its influence and applicability of realism to organization and management studies has been proven and is still growing, both within academia, as well outside academia. This philosophy presents a world that exists "*independently of people's perceptions, language, or imagination*", but at the same time

states that part of this world is made by interpretations having a subjective character that impacts the ways in. This approach argues that the phenomena should be explored from a holistic point of view by having multiple research question, as well as multiple research methods.

Critical realism emerged in the context of post-positivist crises in social science as an alternative to scientific forms of positivism regards regularities and regression-based models (asatheory, 2016, para.1). On one hand, critical realists have the same view as positivists, regarding the way that knowledge should be applied, which should be positively applied, however, have a different view when it comes to which methods should be used for this. They claim that, the causal explanations should rely *on "refrences to unobservable structures"* not on "*empirical regularities*" as in positivism. (Cruickshank, 2011).Therefore, the methodology used by critical realists is *combined methodology:* quantitative and qualitative methods.

Postmodernism

The difference between postmodernism and positivism can be seen into the ontology, respectively epistemology of these approaches. In postmodernism, "*world is built via discourse or social interaction and convention"*, there are multiple realities comparing to positivism where there is a mind-independent world characterized by regularities and observable facts. On the other hand, in postmodernism, "*the world is only known via discourse"*, while the epistemology of positivism is related to the fact *that knowledge development* is made by "*observation or experimentation of the world"*(Sousa,2010).

After presenting the alternatives of philosophy of science to positivism and presenting the differences, the most suited philosophy of science for this research seems to be positivism. The reasons why the other approaches have been excluded are going to be listed below.

The *constructivism* has been excluded as philosophy of science, due to the fact that the knowledge is created by scientist which contrast the view of this research. On the other hand, *scientific realism* takes into consideration metaphysics, which is excluded from this research design, while *critical realism* is using multiple research question to explore the phenomena. The *post-positivist* approach shares the same roots as positivism, although the is more interaction between the scientist and its research.

This research study is investigating the impact of downsizing on organizational commitment and turnover intention by having an objective perspective when answering the research question, more precisely, having hypotheses and testing them by means of quantitative methods. The knowledge in this study is created by using scientific methods, the findings can be replicated, while the researcher is external to the study and the interaction with the participants is reduced. Therefore, considering all presented above, it can be concluded that positivism is the philosophy of science that can fit the best with this study and its research design.

6.2. Research Strategy

The strategy chosen for this study, is the *survey strategy* and it goes hand in hand with the deductive approach. Moreover, by using this strategy, a large amount of data can be collected by the researcher, from a large population, which can be compared and standardized easily. By means of the data, different demonstration of relationships between variables can be presented.

There are three ways to approach a research by: quantitative methods, qualitative methods or mixed methods. This research strategy, together with the research question and the hypotheses, implies that the methods that are suited to be used for this study, are the quantitative methods.
The purpose is to collect as many answers as possible, for the employees that survived downsizing, therefore the type of question used for the study are going to be closed-ended.

6.3. Data collection

When collecting data, there are two types of data that can be collected when using a descriptive research method, namely: primary data and secondary data.
As a collection method for this study, as already mentioned before a questionnaire is going to be used by collecting primary data**.**

6.4 Questionnaire Design

Designing the questionnaire, more precisely forming the questions for the research, represents an important part of the research design, since our aim is the accuracy of the results.

As already mentioned before, the questions are going to be closed-ended, in order to allow the respondents to answer to the point, while, respecting the structure of the research design, thus it is necessary to exclude the possibility of being very descriptive through open-questions answers.

To design a questionnaire requires 9 steps to be followed (Crawford, 1997):

1. Decide the information required.
2. Define the target respondents.
3. Choose the method(s) of reaching your target respondents.
4. Decide on question content.
5. Develop the question wording.
6. Put questions into a meaningful order and format.
7. Check the length of the questionnaire.
8. Pre-test the questionnaire.
9. Develop the final survey form.

The questions can be formed by researcher, adopted from another questionnaire or adapt it from other questionnaire. The researcher has to design the questions based, on literature review and has to follow the research design.

For this study, the questions are based on literature review and are adopted from other questionnaires, which makes them reliable.

There are three variables, that are needed, to test the hypotheses: *downsizing, organizational commitment* and *turnover intention*, therefore, three different scale of questions are going to be used. All the questions are measured using five-point Likert scale.

Likert-style rating scales for question shows how strongly the respondent agrees or disagrees with a statement or number of statements. The scale "*can be four-, five-, six- or seven-point rating scale*" (Saunders et al., 2007).

The questionnaire has a number of 43 questions, out of which: three are filter questions, three are demographic questions, while, the others are related to the variables. There are 2 scaling methods

used for measuring the data, in this study: nominal and ordinal scale, used according to the type of question.

Before it was sent out, the questionnaire, was pre-tested on a group of 10 people. The questionnaire was available online, for seven days, and it took six minutes to complete.
Below we present the questions used for the questionnaire, divided according to the three variables already mentioned.

6.4.1. Downsizing scale

The next scale is created by adopting questions from a questionnaire used in the study "*Survivors Of Layoffs*" by Gunnarsdóttir (2013). The questions chosen to create the scale of downsizing are related to different aspects of downsizing and survivor syndrome and are going to be presented in the table below.

1	During the last major round of layoffs, the procedure that the company used to select those who were let go was fair.	Strongly Disagree	1------2------3------4------5	Strongly Agree
2	During the last major round of layoffs, the company treated those who were let go very well.	Strongly Disagree	1------2------3------4------5	Strongly Agree
3	The reasons for the layoffs were clearly explained to me and other employees	Strongly Disagree	1------2------3------4------5	Strongly Agree
4	I had good friends/coworkers at the workplace that lost their jobs during layoffs.	Strongly Disagree	1------2------3------4------5	Strongly Agree

5	I have experienced guilt within me because my coworker was laid off, but I was not.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
6	I have had to take on more work because my coworkers were laid off and their assignments got transferred to the remaining employees.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
7	I expect that I will be promoted/ have career opportunities within the next 12 months I expect that my skills will be useful to the company in the next 12 months.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
8	I am confident that the company will need me as an employee in the next 12 months.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
9	I feel it is unlikely that the company I work for will resort to layoffs in the next 12 months.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
10	I feel it is unlikely that I will be laid off in the next 12 months	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
11	I have experienced increased lack of trust towards my supervisors recently than I did 3 years ago.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
12	I have experienced increased lack of trust towards the company I work for recently thanI did 3 years ago.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**

Table 1: Downsizing scale

6.4.2. Organizational commitment scale

Organizational commitment scale - Copyright © 1997, Meyer&Allen

Employee's organizational commitment was measured, by using six items, from a scale developed by Meyer&Allen in 1997. This scale is reliable and valid for measuring commitment. The scale used to measure the responses is the Five-point Likert scale.

The questions from the scale can be divided in three categories of commitment: *affective commitment* (1-6), *continuance commitment* (7-12) and *normative commitment* (13-18) and are presented in the table below.

1	I would be very happy to spend the rest of my career in this organization	Strongly Disagree	1-------2-------3-------4-------5	Strongly Agree
2	I really feel as if this organization's problems are my own.	Strongly Disagree	1-------2-------3-------4-------5	Strongly Agree
3	I do not feel like 'part of my family' at this organization.	Strongly Disagree	1-------2-------3-------4-------5	Strongly Agree
4	I do not feel 'emotionally attached' to this organization.	Strongly Disagree	1-------2-------3-------4-------5	Strongly Agree
5	This organization has a great deal of personal meaning for me.	Strongly Disagree	1-------2-------3-------4-------5	Strongly Agree
6	I do not feel a strong sense of belonging to this organization.	Strongly Disagree	1-------2-------3-------4-------5	Strongly Agree

7	It would be very hard for me to leave my job at this organization right now even if I wanted to	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
8	Too much of my life would be disrupted if I leave my organization	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
9	Right now, staying with my job at this organization is a matter of necessity as much as desire	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
10	I believe I have too few options to consider leaving this organization.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
11	One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
12	One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
13	I do not feel any obligation to remain with my organization.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**
14	Even if it were to my advantage, I do not feel it would be right to leave.	**Strongly Disagree**	1------2------3------4------5	**Strongly Agree**

15	I would feel guilty if I left this organization now.	Strongly Disagree	1------2------3------4------5	Strongly Agree
16	This organization deserves my loyalty.	Strongly Disagree	1------2------3------4------5	Strongly Agree
17	I would not leave my organization right now because of my sense of obligation to it.	Strongly Disagree	1------2------3------4------5	Strongly Agree
18	I owe a great deal to this organization.	Strongly Disagree	1------2------3------4------5	Strongly Agree

Table 2: Organizational Commitment Scale

6.4.3. Turnover intention scale

Turnover intention scale (TIS-6) - Copyright © 2004, G. Roodt

The next table is presenting the questions from *turnover intentions* scale, that are going to be used in this study. The scale of Turnover *intention* questions has been developed by Roodt (2004) and it originally had 15 questions, but it has been adapted to 6 questions which evaluates the employees intention to leave the company or not.

Other questionnaires used in other studies had a small number of questions to measure employee's turnover intention, such as single item scale or three item scale (Hogan & Barton, 2001;Fox & Gallon, 2003). This scale has been chosen due to its proven reliability and validity. The original scale has been validated, by a study of Jacobs (2005) with a Cronbach's alpha of 0.91 for the 15-item scale, while in 2013, another study, conducted by Bothma and Roodt validated the six item scale with Cronbach's alpha of 0.80.

1	How often have you considered leaving your job?	Never	1------2------3------4------5	Always

2	To what extent is your current job satisfying your personal needs?	To a very large extent	1-------2-------3-------4-------5	To no extent
2	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-------2-------3-------4-------5	Always
4	How often do you dream about getting another job that will better suit your personal needs?	Never	1-------2-------3-------4-------5	Always
4	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly unlikely	1-------2-------3-------4-------5	Highly likely
6	How often do you look forward to another day at work?	Always	1-------2-------3-------4-------5	Never

Table 3: Turnover intention scale

7. Data presentation

The coming section is to present the data that were collected from survivors' employees from Danish labor market, region Hovedstaden, by means of the online questionnaire.

7.1 Response rate and demographic structure

The online questionnaire was sent out to 245 individuals from region Hovedstaden, Denmark through SurveyMonkey. All individuals started answering the questions, however, due to the screening questions and rate of abandon, the total number of completed answers is quite lower.

The total incidence rate was 28% expressed by a total number of 65 individuals that had completed the questionnaire and were matching the profile of survivor employees that had been employed in a company that had to resort layoffs in the last 3 years.

The disqualified rate was 72%, while the abandon rate was 42%. The bar chart below, shows the gender distribution of the individuals participating to the questionnaire. It can be observed that the percentage of the male that were answering the questions is almost double than of the females, respectively 66% males and 34% females.
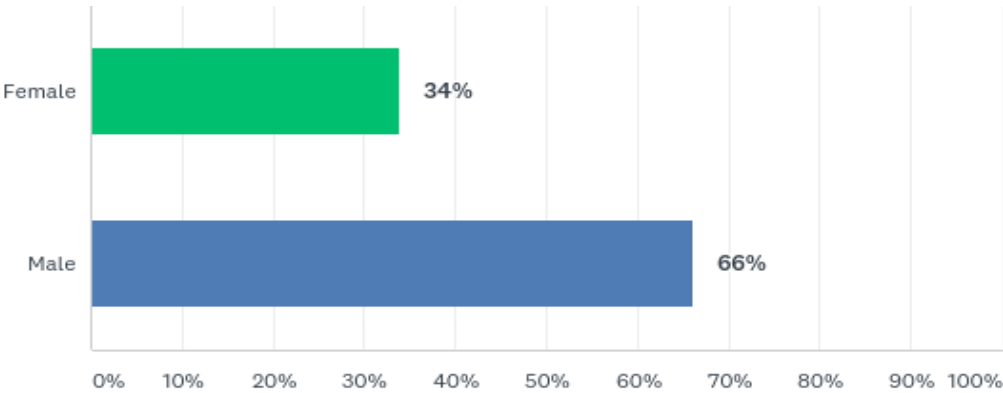

Figure 2: Gender

ANSWER CHOICES	RESPONSES	
Female	34%	22
Male	66%	43
TOTAL		65

Table 4: Gender

The next bar chart depicts the proportion of various age group of men and women, survivors' employees, from Region Hovedstaden that faced layoffs.

It can be seen, that the most representatives age groups are the group between 36-45 years with the largest proportion of 38%, followed by the age group of 26-35 years with 32%.
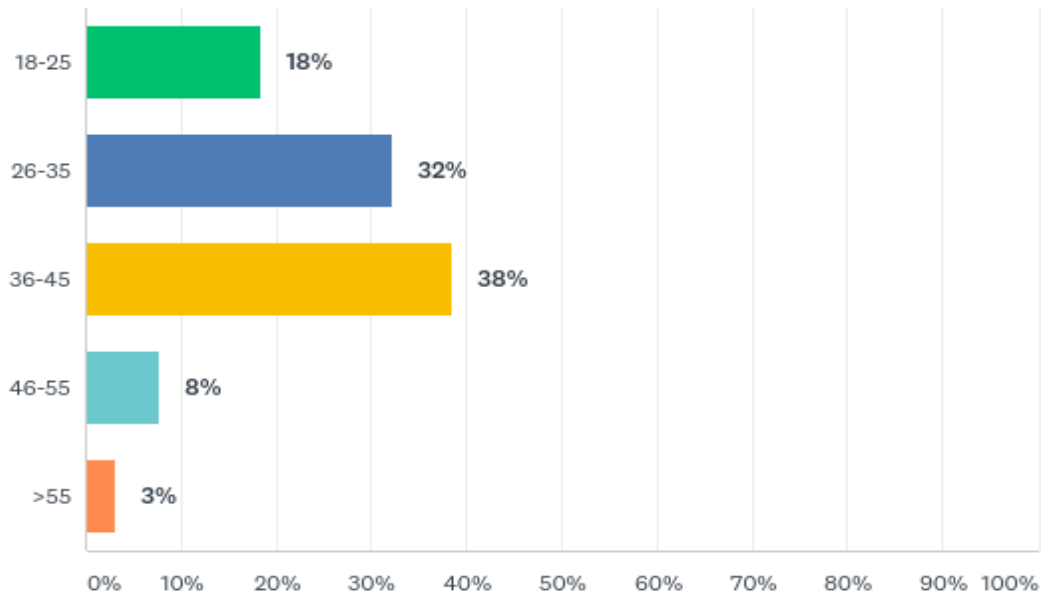
Figure 3: Age

The table below displays the results for the first screening question, both in percentage and in absolute numbers.

ANSWER CHOICES	RESPONSES	
18-25	18%	12
26-35	32%	21
36-45	38%	25
46-55	8%	5
>55	3%	2
TOTAL		65

Table 5: Age

The target audience for this research has been established through quota sampling such that all the participants respondents has to be from Region Hovedstaden, in order to meet the criteria and the purpose of the research. In the table below, it can be seen a number of 242 individuals that answered the question out of 246, the other 4 individuals skipped the question.

ANSWER CHOICES	RESPONSES	
Region Hovedstaden - Main regions	100%	242
TOTAL		242

Table 6: Region

The next bar chart shows that total number of 65 completed questionnaire, which are going to be use in the analysis and have been filled in by respondents from Region Hovedstaden.
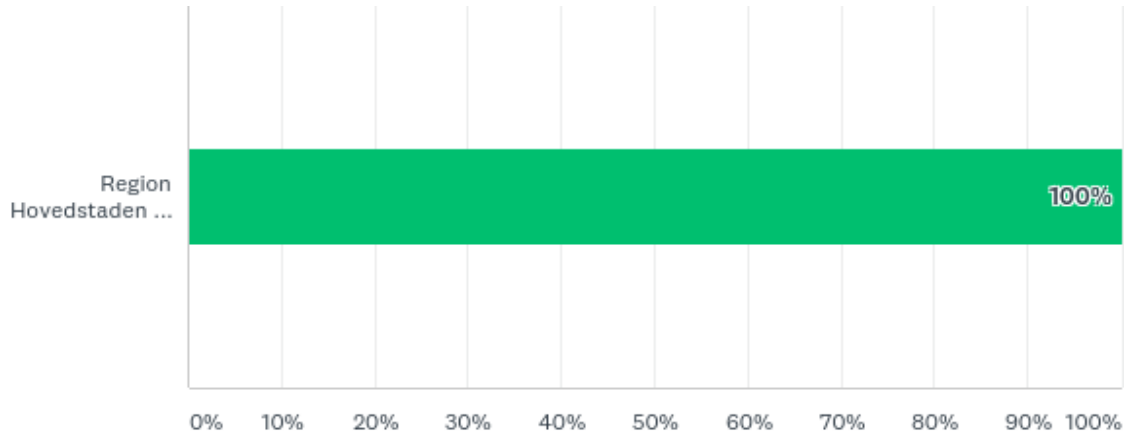

Figure 4: Region

Another demographic question that the respondents were asked is related to their longevity in the company. The chart belows shows the category of respondents with the largest proportion of 48%, as the category of respondents that have been with the company for 1-5 years, followed by the individuals that have been with the company for 5-10 years in proportion of 32%.

The category of respondents that were with the company for more than 10 years are representing a proportion of only 15%, while the individuals that have been with the company for maximum one year are representing the smallest proportion of only 5%.
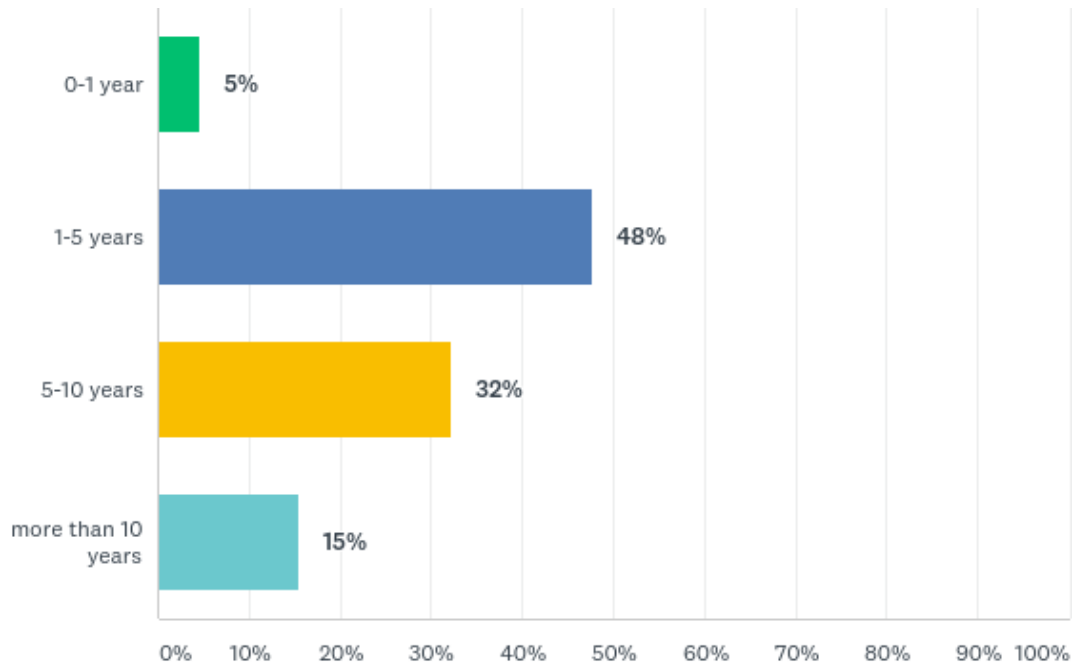
Figure 5: How long have you been with the company?

The next table show the results for the first screening question, both in percentage and in absolute numbers.

ANSWER CHOICES	RESPONSES	
0-1 year	5%	3
1-5 years	48%	31
5-10 years	32%	21
more than 10 years	15%	10
TOTAL		65

Table 7: How long have you been with the company?

7.2. Screening questions

When designing the survey, 3 screening questions were introduced at the beginning of the survey, in order to determine the eligible target audience for study, in this way, only the respondents that provide helpul information were included in the sample. Further, the screening questions are going to be presented.

The first screening question:*" Have you at any time in the past 3 years been employed with a company that had to resort to layoffs?"* has eliminated more than half of the respondents, which can be observed in the bar chart below.
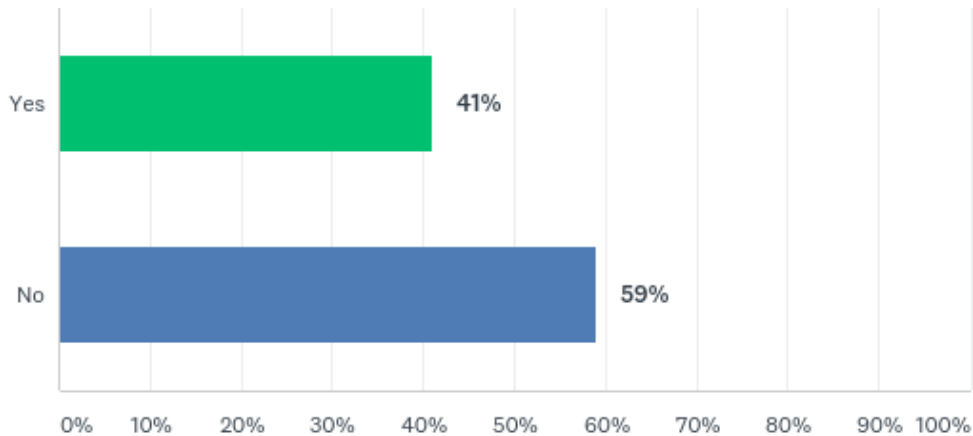

Figure 6: Have you at any time in the past 3 years been employed with a company that had to resort to layoffs?

The table below displays the results for the first screening question, both in percentage and in absolute numbers.

ANSWER CHOICES	RESPONSES	
Yes	41%	101
No	59%	145
TOTAL		246

Table 8: Question 1

The second screening question" Are *you still working in the company that had layoffs?"* had the role to select for the future questions only the participants that are still part of the company that had resort to layoffs. The results are presented the bar chart below and shows that 72 respondents were still part of the company, while 28 of them already left the company.
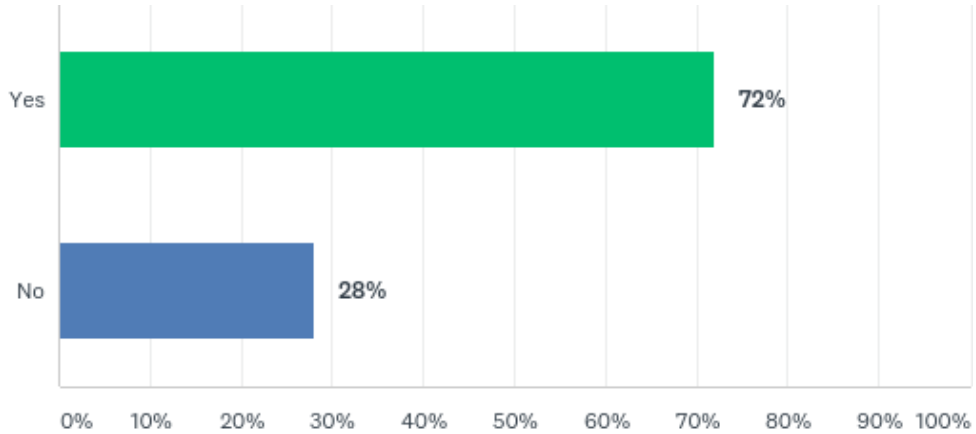

Figure 7: Are you still working in the company that had layoffs?

The next table below presents the results for the second screening question, both in percentage and in absolute numbers.

ANSWER CHOICES	RESPONSES	
Yes	72%	72
No	28%	28
TOTAL		100

Table 9: Question 2

The third screening question *"Have you ever, in the past 3 years, experienced that a group from your company was laid off but you survived the layoffs?"* was the last screening question and had 2 roles.

The first role was to filter and confirm that the responses are aligned with the reponses of the previous screening questions or not, eliminating in this way the repondent bias and keep the level of data innacuracy as low as possible. The second role of the question was to find out what was the aproximate percentage of the workforce that has been downsized among the companies.

Of those who answer this question 44% said that that *1-5% of the workforce was laid off* in their companies, 41% of the respondents answered that beteween *6-10% of the workforce was laid o*ff and only 10% of the respondends participated to layoffs where *more than 10% of the workforce was laid off*.

On the other hand, 6% of the respondents stated that there were *no layoffs in this time period,* which points out the presence of respondent bias for 4 of the respondents and screen them out from the rest of the survey. The figure below shows the results in precentage for this question.
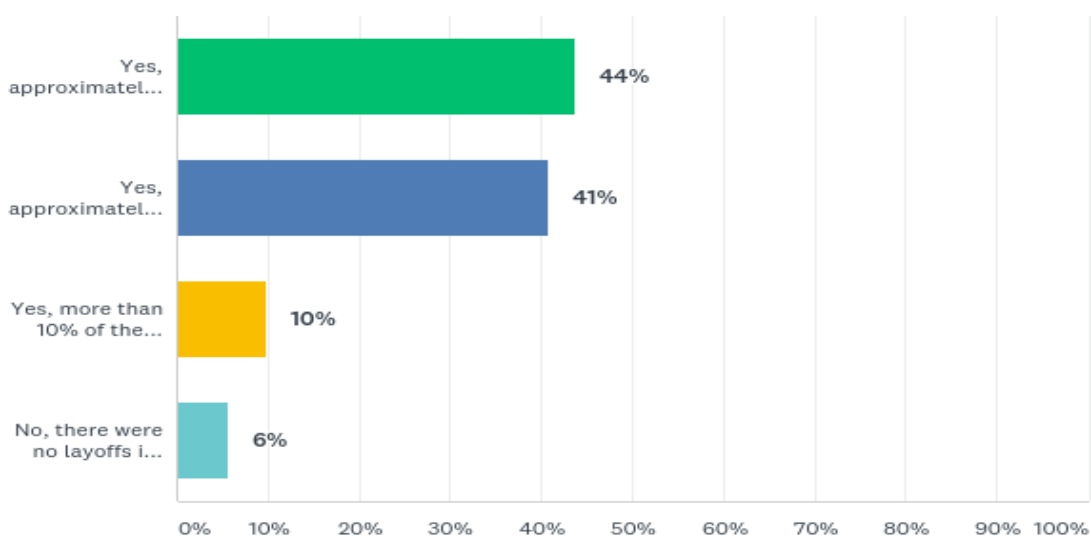

Figure 8: Have you ever, in the past 3 years, experienced that a group from your company was laid off but you survived the layoffs?

As for the previous questions, the next table prestents the results also in absolute numbers, not only percentage.

ANSWER CHOICES	RESPONSES	
Yes, approximately 1-5% of the workforce was laid off	44%	31
Yes, approximately 6-10% of the workforce was laid off	41%	29
Yes, more than 10% of the workforce was laid off	10%	7
No, there were no layoffs in this time period	6%	4
TOTAL		71

Table 10: Question 3

8. Analysis

In the beginning of the thesis, there were two hypotheses put forward, in correlation with the research question. In order to test the hypotheses and answer the research question a study was necessary to be conducted to understand and explore the behaviors of the survivors' employees among companies that downsized, in the last 3 years, in Region Hovedstaden, Denmark.

In this chapter, the data from the study, will be divided, according to the hypotheses and will be analyzed with the demographic variables gender, age and workplace longevity, in order to get a better understanding of the data used to create the variables needed for testing the hypotheses.
In order to analyze the results, the data has been introduced in SPSS and applied different tests such as Descriptive Statistics, Reliability or Cronbach Alpha and Pearson Correlation.

8.1. Downsizing

The first part of the questionnaire is attributed to *downsizing*, which is going to be analyzed in SPSS and contains a set of 12 questions, which treats different aspects related to *downsizing* such as sense of justice, trust and job insecurity and workload.
Further, downsizing table is going to be presented, followed by an analysis of each of the aspects related to downsizing.

8.1.1. Sense of Justice

The first 3 questions of the *downsizing scal*e are related to the *Sense of Justice* perceived by the survivors employees during layoffs. According to the literature (Rousseau 1995, Clay-Warner et.al, 2005) the *psychological contract* between the employee and organization is breached when downsizing take place and leads to a lower organizational commitment from the survivors.

Question 1
The first question is asking the respondents *if the reasons of the layoffs were clearly explained among the employees*, bringing out how open and transparent the organization was in terms of communication related to downsizing. Among the respondents, the ones that has answered "Agree" has highest percentage of 35%, while the ones that answered "Strongly agree" has the lowest

percentage of 6%, while the respondents that "Disagree" were 25%, followed by the ones that "Strongly Disagree" of 14%. The individuals that took a neutral stance are represented by 20% of the respondents.

It can be observed that 41% of the respondents, had a positive answer, while 39% had a negative one which can explain that some of the organization have communicated the reasons of downsizing consistently and clearly, while some of them were not. The figure below shows the answers for this question.
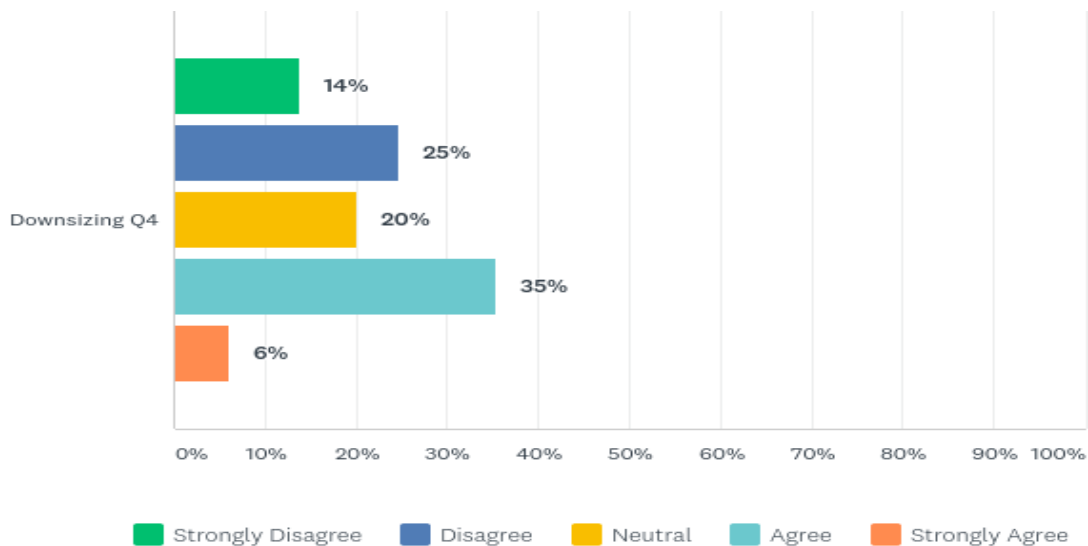
Figure 9: The reasons for the layoffs were clearly explained to me and other employees.

The question has been also analyzed between men and women. The table below, display the answers from both men and women, with a tendency of the male respondents to answer "Agree "and "Disagree" more frequently than women.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Female	5%	8%	8%	11%	3%
Male	9%	17%	12%	25%	3%

Table 11: The reasons for the layoffs were clearly explained to me and other employees

Question 2

The second question related to *Justice,* from the *Downsizing scale*, was asking the respondents if company acted fair in the selection process of the employees, that were laid off. Off those who took stance in this statement 43% of them were "Neutral", the ones that "Agree" and "Strongly Agree" that the procedure of selection was fair were represented by 33%, while 24% of them "Disagree" and "Strongly Disagree" and felt that the organization didn't act fairly in the process of selection.The results of this question are represented in the figure below.

Figure 10: During the layoffs, the procedure that the company used to select those who were let go was fair.

This question has been analyzed also by gender. In the table below can be observed that men tend to "Agree" more frequently than women and also had answered "Neutral" more frequently than women.

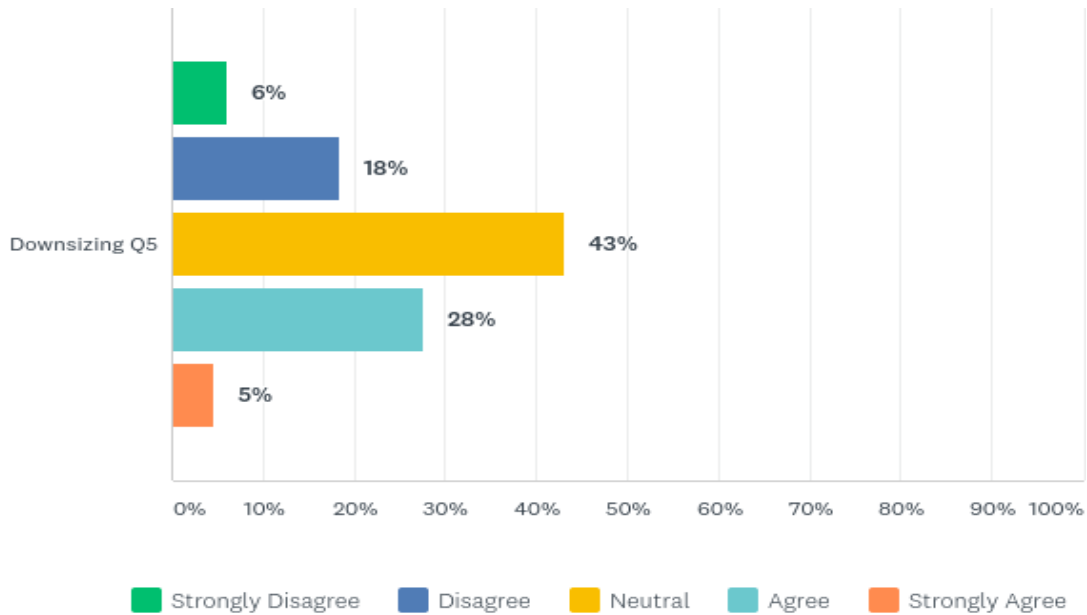|	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
Female	2%	8%	17%	6%	2%
Male	5%	11%	26%	22%	3%

Table 12: During the layoffs, the procedure that the company used to select those who were let go was fair

Question 3

The last question related to Justice was looking into the way the company treated the employees that had been laid off. Almost half of the repondents, 49%, believes that "*During layoffs, the company treated those who were let go very well",* while 32% are "Neutral" regarding this matter, followed be the individuals that "Disagree" and "Strongly Disagree" with the statement represented by 20%.
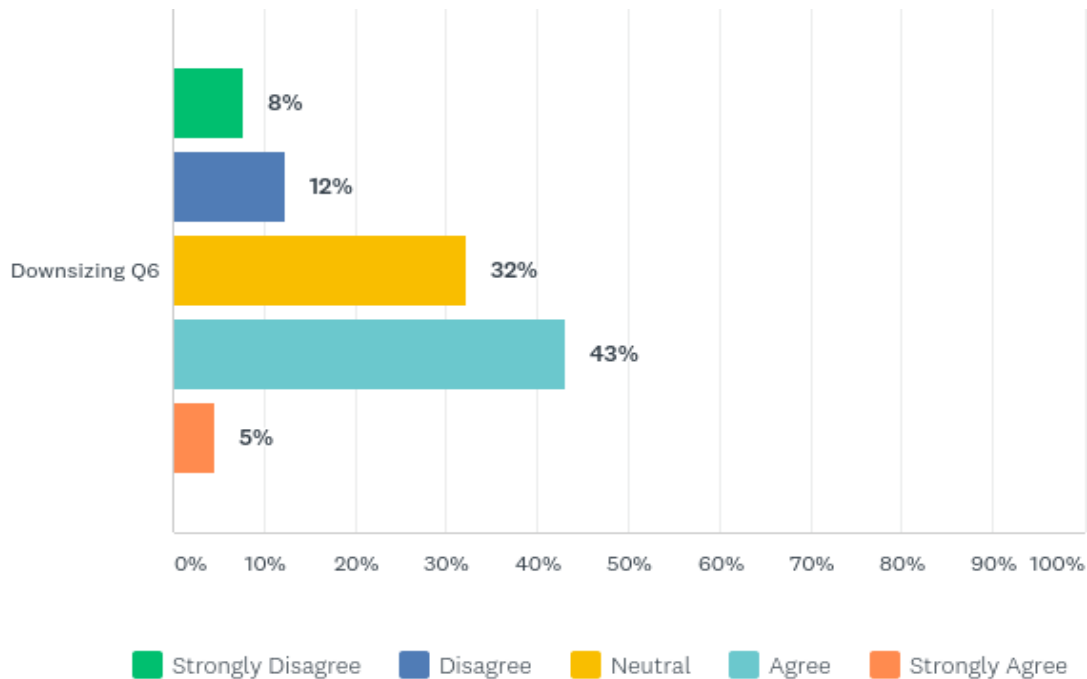
Figure 11: During layoffs, the company treated those who were let go very well.

8.1.2. Workload

Another aspect that downsizing questions were looking into was the *workload* aspect. The respondents were asked if they had to take extra amount of work due to downsizing.

As the figure below shows, 46% of them" Agree" and "Strongly Agree" that they had an increased amount of work due to downsizing, while 34% took a "Neutral" stance for this question, and only 20% of the individuals were "Disagree" and "Strongly Disagree" with the increased amount of workload due to downsizing.
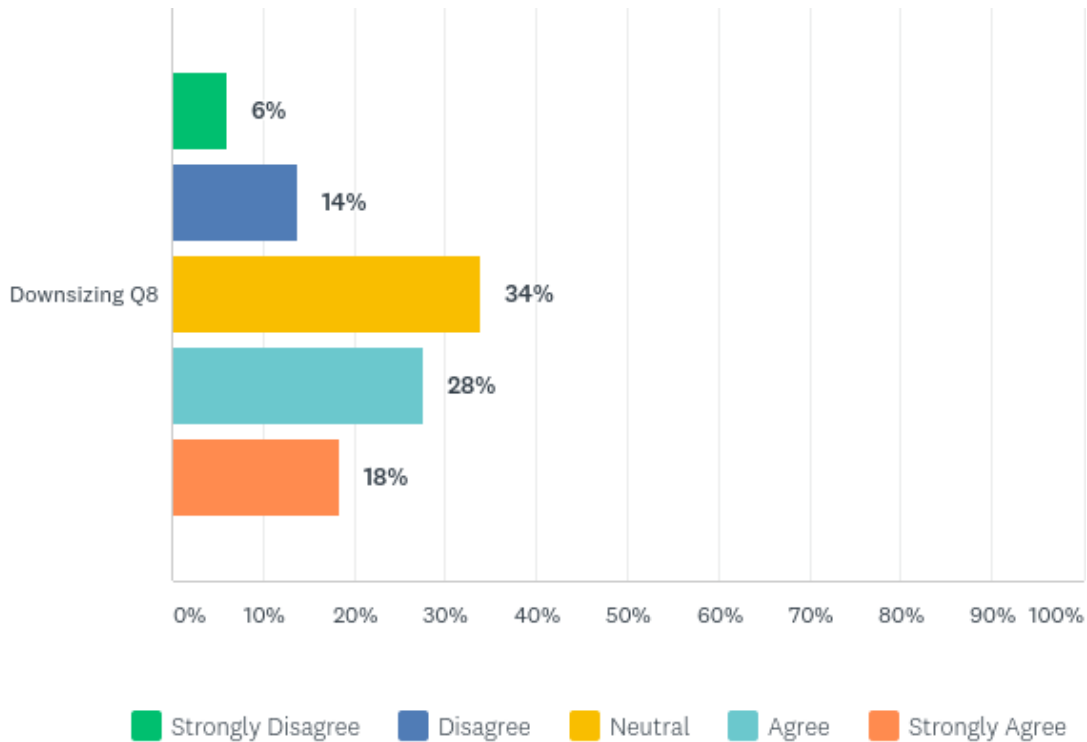
Figure 12: I have had to take on more work because my coworkers were laid off and their assignments got transferred to the remaining employees.

8.1.3. Job Insecurity

Another category of questions from downsizing part is related to *job insecurity*. There are 4 questions related to this aspect that are going to be presented further.

Question 1

The results of the first question "*I expect that I will be promoted/ have career opportunities within the next 12 months.*", are presented in the figure below and shows that 41% of the respondents, have a positive attitude regarding the career opportunities in the following year, while, 28% of them, are very pessimistic and disagree with possible career opportunities in the near future. The percentage of people that were answering "Neutral" is represented by 31%.

Figure 13: I expect that I will be promoted/ have career opportunities within the next 12 months

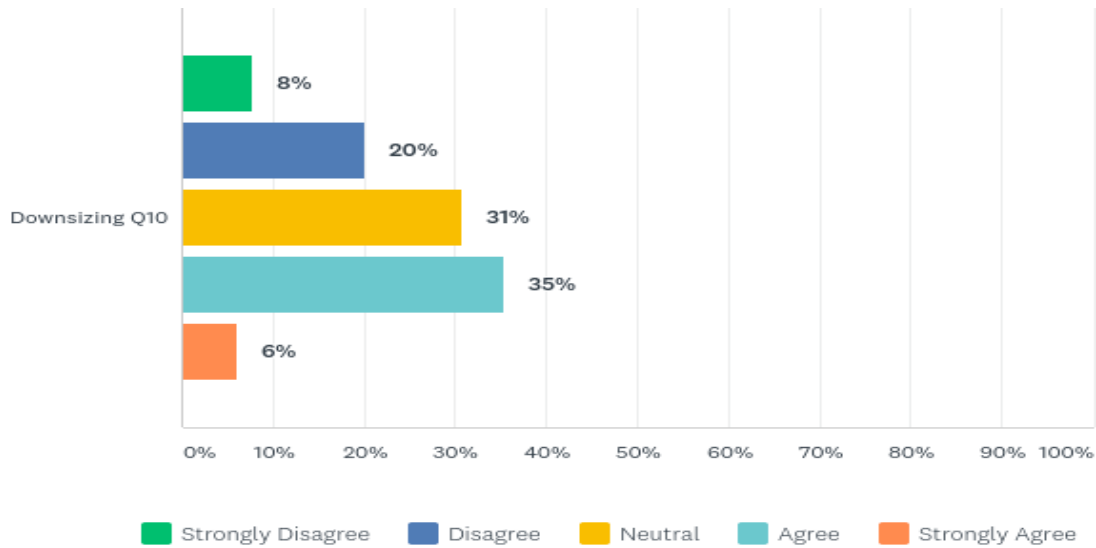This question has been analyzed also by the demographic variable *age*, as well as the *work longevity* in the company. In the table below can be observed that the answer for this question reveal that individuals with age between 18-45 "Agree" with possible opportunities in the next 12 months, while the individuals over 46 years old tend to be "Neutral".

However, for the category of respondents with the age between 26-35 it can be observed that the proportions of "Disagree" and "Neutral" are equal and very close to the proportion of the individuals that answered Agree".

The answers seem to be homogeneous across this group, probably, due the small sample size of the questionnaire and due to differences between individuals, belonging to a large number of companies.

Age	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
18-25	3%	3%	2%	11%	0%
26-35	3%	8%	8%	11%	3%
36-45	0%	8%	14%	14%	3%
46-55	2%	2%	5%	0%	0%
>55	0%	0%	3%	0%	0%

Table 13: I expect that I will be promoted/ have career opportunities within the next 12 months

The next table presents the results for the same question analyzed by *work longevity* in the company.

Workplace longevity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0-1	2%	0%	0%	3%	0%
1-5	3%	12%	15%	15%	2%
5-10	0%	6%	11%	12%	3%
>10	3%	2%	5%	5%	2%

Table 14: I expect that I will be promoted/ have career opportunities within the next 12 months

Question 2

The second question related to the job insecurity is presented in the figure below and reveals that 50% of the respondents are feeling secure about their position in the company for the next 12 months, while 32% adopt a "Neutral" attitude and only 18% of them are feeling insecure about their job.
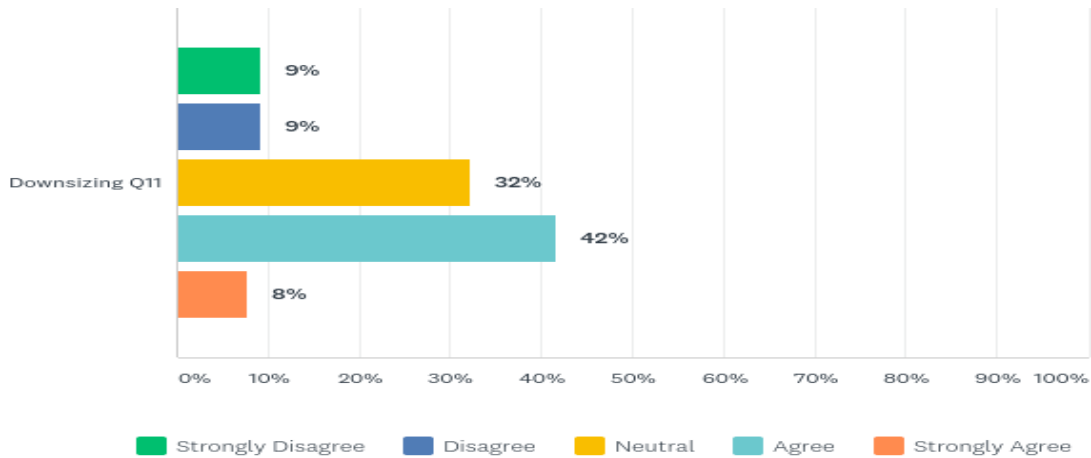
Figure 14: I am confident that the company will need me as an employee in the next 12 months

The question has been also analyzed by *age* and *work longevity* and the data can be seen in the tables below. In table 15, can be remarked that, the group of respondents with ages between 26-35 has "Strongly Disagree" and have a strong feeling of insecurity regarding their position in the company for the next 12 months, followed by the group of respondents with ages between 18-25, who in proportion of 5% answered "Disagree".

According to the literature review, the groups of people, that are over 40 years old, tend to have a stronger feeling on insecurity, in times of organizational changes and downsizing in the company, comparing to the youngest people. However, the results to this question shows that youngest groups of people have a stronger feeling of insecurity comparing to the oldest ones.

Age	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
18-25	2%	5%	3%	8%	2%
26-35	8%	3%	12%	8%	2%
36-45	0%	0%	14%	22%	3%
46-55	0%	2%	3%	2%	2%
>55	0%	0%	0%	3%	0%

Table 15: I am confident that the company will need me as an employee in the next 12 months

Table 16 shows the results for the question *"I am confident that the company will need me as an employee in the next 12 months"* analyzed by *work longevity*.

Workplace longevity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0-1	2%	2%	0%	2%	0%
1-5	2%	6%	18%	22%	0%
5-10	2%	0%	9%	14%	5%
>10	2%	2%	5%	5%	3%

Table 16: I am confident that the company will need me as an employee in the next 12 months

Question 3

The third question related to *job insecurity* is looking into the possibility of a new round of layoffs in the company in the next 12 months.

The figure below reveals that 25% of the individuals that answered the question totally "Disagree" with the impossibility of a new round of layoffs in the near future, which implies on the one hand, that the respondents believes that a new round of downsizing is going to take place, while on the other hand, that the feeling of uncertainty provoked by the organizational changes and downsizing it is still persistent in the companies.

The majority of the respondents, 43% more precisely are "Neutral", which can add up to the fact that, the feeling of uncertainty is still present in the companies after downsizing. There are also respondents, that are feeling secure and optimistic regarding the future of the company and believe that, is *unlikely* to have a new round of downsizing in the company in the near future, represented by 32% of them.

Figure 15: I feel it is unlikely that the company I work for will resort to layoffs in the next 12 months

In the next two tables, are presented the results of the question analyzed between groups, by age and work longevity**.**

Age	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
18-25	2%	2%	12%	2%	2%
26-35	2%	0%	17%	12%	2%
36-45	2%	14%	11%	9%	3%
46-55	2%	5%	2%	2%	0%
>55	0%	0%	2%	2%	0%

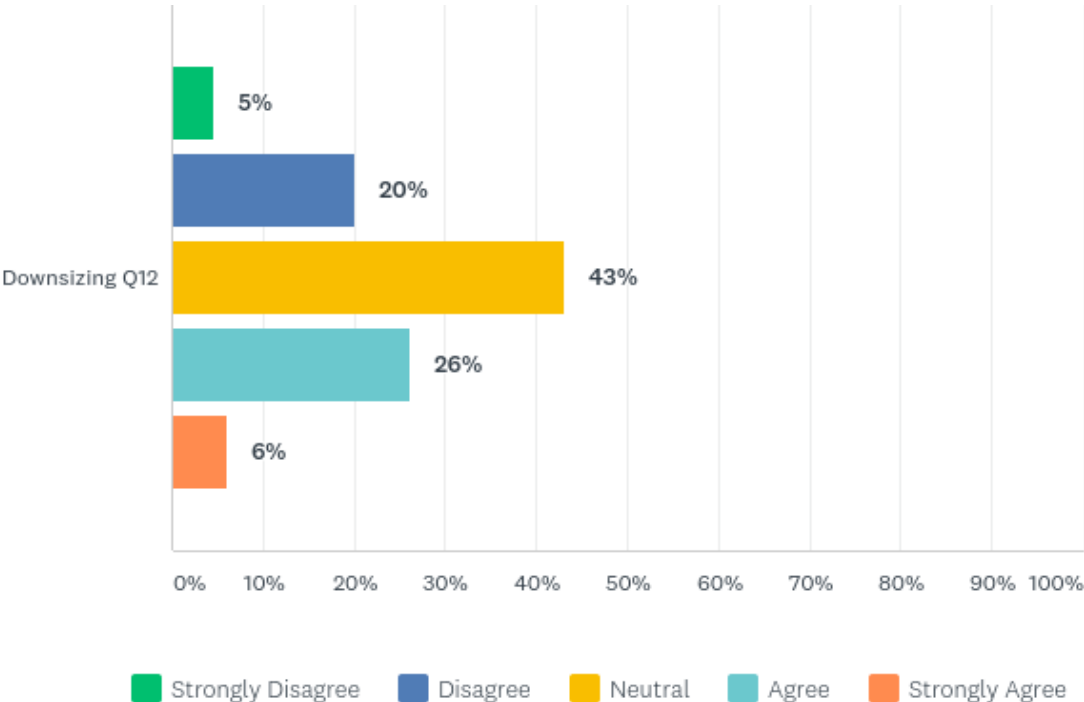Table 17: I feel it is unlikely that the company I work for will resort to layoffs in the next 12 months

In the table above, can be seen that, the age-group respondents between 36-45 years is having the highest percentage of "Disagree" (14%), followed by the age-group of 46-55 years with 5%, which shows that, those respondents have feellings of insecurity related to their future in the company for the upcoming year.

The table below display, that the groups of people, who had been working in the company, between 1-5 and 5-10 years, are the ones, that have most frequently answered "Disagree", more precisely 17% of them, are feeling insecure regarding their jobs for the following year.

Workplace longevity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0-1	2%	0%	2%	2%	0%
1-5	0%	8%	25%	14%	2%
5-10	0%	9%	12%	8%	3%
>10	3%	4%	5%	3%	2%

Table 18: I feel it is unlikely that the company I work for will resort to layoffs in the next 12 months

The last question regarding job security in the company is presesented in the figure below and is looking into the the level of confidence of the employees regarding the possibility of being laid off in the upcoming year. As the figure below shows, 17% of the individuals are lacking confidence in keeping their job in the company, in the upcoming year, followed by 32%, that are "Neutral" regarding this matter, while more than half of them, 52%, are having a high level of confidence and security, that they are going to be kept in the company for the upcoming year.
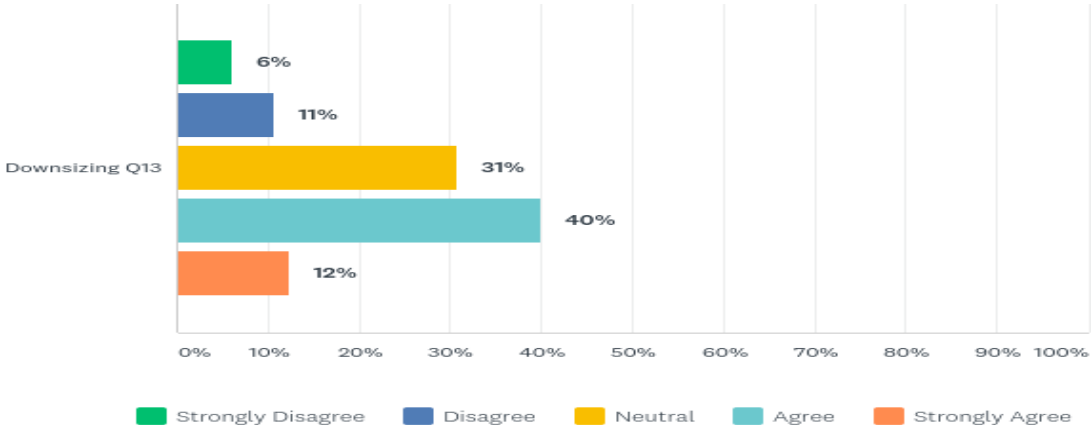

Figure 16: I feel it is unlikely that I will be laid off in the next 12 months

Age	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
18-25	5%	2%	5%	6%	2%
26-35	0%	4/65	15%	8%	3%
36-45	2%	2%	9%	20%	6%
46-55	0%	2%	2%	3%	2%
>55	0%	0%	0%	3%	0%

Table 19: "I feel it is unlikely that I will be laid off in the next 12 months" by age

As the table below displays, the most confident age-group, regarding the imposibility of being laid off in the next 12 months, is the group, that has been in the company for 1-5 years represented by only (25%), followed by the ones that has been in the company for 5-10 years. The group that has been with the company for just 1 year, has a lack of confidence.

Workplace longevity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0-1	3%	0%	2%	0%	0%
1-5	0%	8%	15%	22%	3%
5-10	3%	2%	9%	11%	8%
>10	0%	2%	5%	8%	2%

Table 20:" Feel it is unlikely that I will be laid off in the next 12 months" by workplace logevity

8.1.4. Trust

The last two questions, from Downsizinng scale, were investigating the aspect of *trust* of the survivor's employees, towards the organization and their supervisors.

The figure below, shows the results for the question number 14 and is related to *trust* towards supervisors after downsizing. The most frequent answer was "Neutral" represented by 42% of the respondents, followed by 37% of the individuals that "Agree" and "Strongly Agree" with an inscreased lack of trust to their supervisor, while only 22% of them, had the same level of trust towards their supervisor.
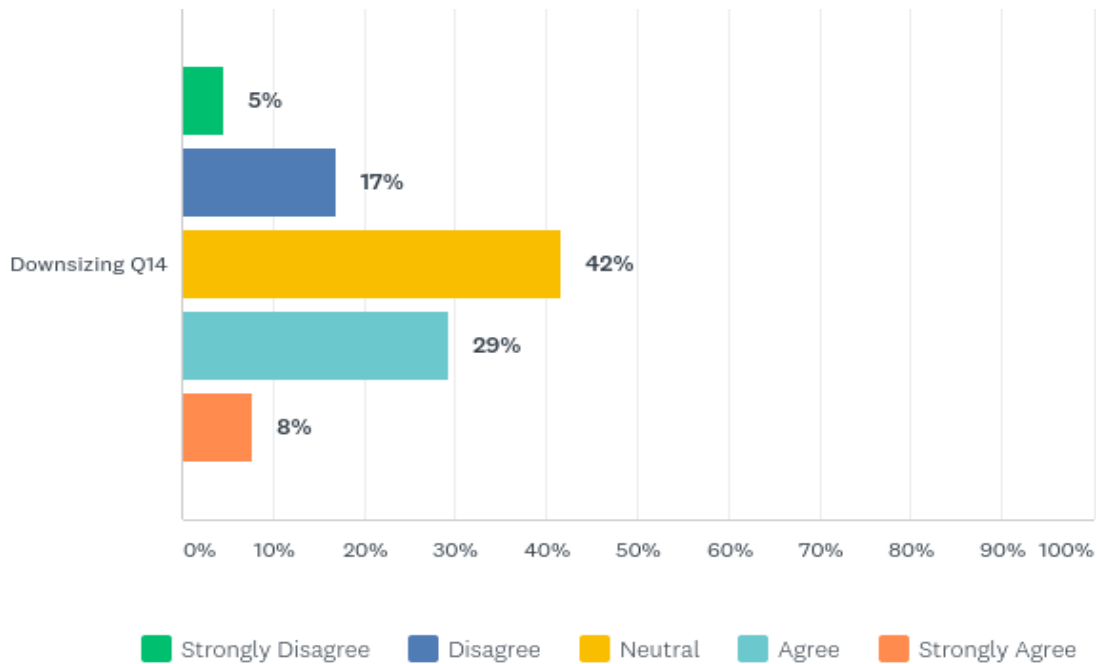
Figure 17: I have experienced an increased lack of trust towards my supervisors after the layoffs than I did before.

As the table below shows, most of the individuals, who did not experience an increased lack of trust after downsizing, are represented by the youngest respondents: 7% represented by the ones with ages between 18-25, 6% by the ones with ages between 36-45, and only 4% of the age group 36-45. On the other hand, the last group mentioned, is the one that has expressed the most their agreement regarding the fact they have lost trust in their supervisors after downsizing.

	Strongly Disagree	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
18-25	5%	2%	5%	6%	2%
26-35	0%	6%	15%	8%	3%
36-45	2%	2%	9%	20%	6%
46-55	0%	2%	2%	3%	2%
>55	0%	0%	0%	3%	0%

Table 21: Trust towards supervisors by group-age

For the same question, when looking at the workplace longevity, there are 2 categories that are standing out when it comes to loosing trust towards their supervisors, namely, the individuals that have been with the company for 1-5 years represented by 16%, followed by the ones that have been

with the company for 5-10 years, represented by 17% of them.The results are presented in the table below.

Workplace longevity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0-1	2%	0%	3%	0%	0%
1-5	0%	5%	28%	14%	2%
5-10	3%	6%	6%	12%	5%
>10	0%	6%	5%	3%	2%

Table 22: Trust towards supervisors by workplace longevity

The next bar chart shows that only 19% of the respondents did not experience an increasing lack of trust towards organization, 46% of them "Agree" and "Strongly Agree" with increasing lack of trust towards the organization, while 37% of the respondents were "Neutral".Comparing to the previous queestion, 46% of the respondents lost their trust in the company after downsizing and only 37% of them lost their trust in their supervisors, which shows that the respondents perceived their supervisors as being part of the team which were in charge for downsizing.

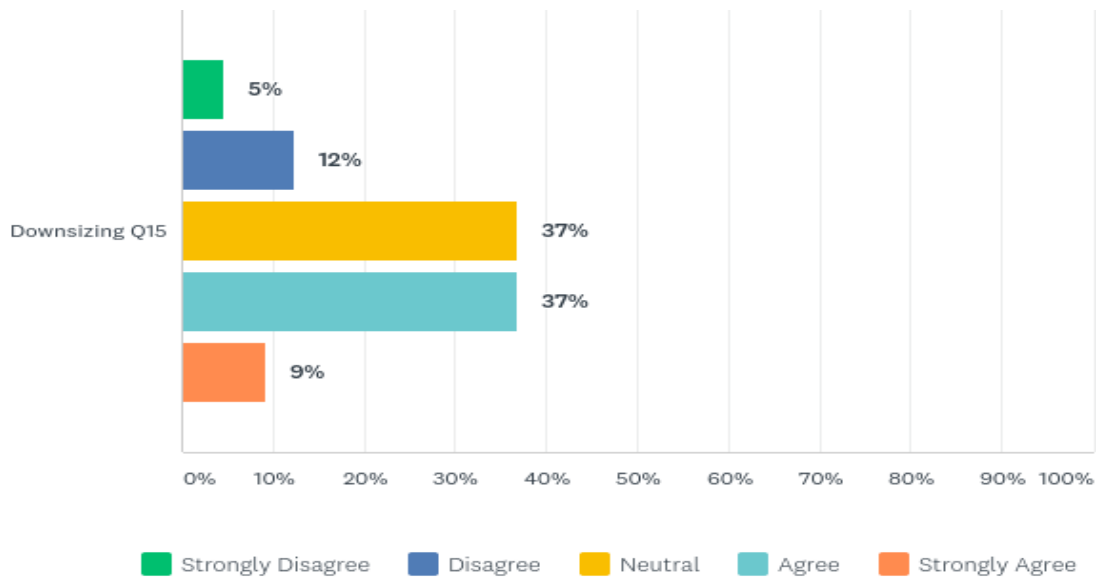Figure 18: I have experienced an increased lack of trust towards the company I work for after the layoffs than before.

In the next table, it can be observed that the same 2 age groups of 26-35 and 36-45, as in the case of previous question, are the ones that have the highest procent in "Agree" and "Strongly Agree" columns, regarding the lack of trust towards the company and also that they have a high procent of

11% in the "Neutral" column. Moreover, what stands out is that most of the individuals of the age group 18-25 took a "Neutral" position.

Age	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
18-25	2%	2%	12%	3%	0%
26-35	3%	3%	11%	14%	2%
36-45	0%	3%	11%	18%	6%
46-55	0%	5%	2%	0%	2%
>55	0%	0%	2%	2%	0%

Table 23: Trust towards the company by age

On the one hand, for the question number 15, it can be noticed that most of the individuals who lost trust towards their company are part of the group age 26-45, on the other hand, when it comes to their workplace longevity as the table below shows, most of the individuals have been with the company for 1-5 years respectively 5-10 years.

Work longevity	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
0-1	2%	0%	2%	2%	0%
1-5	0%	0%	22%	22%	3%
5-10	2%	8%	8%	12%	3%
>10	2%	3%	6%	2%	3%

Table 24: Trust towards company by workplace longevity

8.2. Organizational commitment

The next part of the questionnaire that is going to be presented and analyzed in SPSS contains a set of 18 questions and is related to Organizational Commitment.

Further, the questions from the organizational commitment variable, are going to be divided according to the three-component model of organizational commitment developed by Meyer&Allan (1997): *affective commitment, continuance commitment* and *normative commitment.*

The first 6 questions that are going to be discussed next, are related to the *affective commitment*, which has a great impact of the relationship between employee and organization.

According to Meyer& Herscovitch (2001), commitment defined by the Attitudinal Commitment Theory is understood as the desire of the employee to remain in the company.

8.2.1. Affective Commitment

Question 1

The first question related to affective commitment is investigating if the employees are identifying themselves with the company. Almost half of the respondents, 49%, have answered positively to the question *"I really feel as if this organization's problems are my own.",* 26% of them are not sure about it and chosed to answer "Neutral", while 24% "Disagree" and "Strongly Disagree" with the statement as the bar chart shows below.
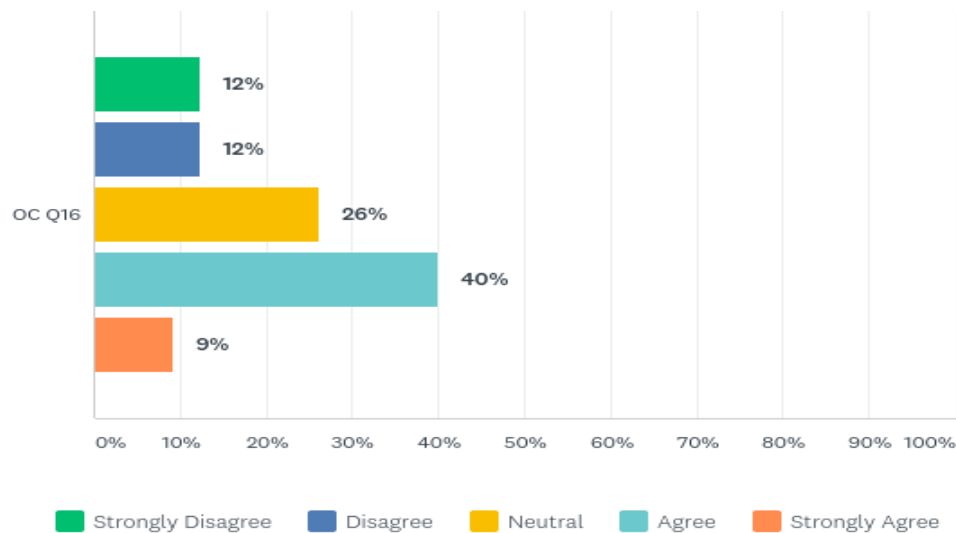
Figure 19: I really feel as if this organization's problems are my own

Question 2

The second question is looking into the sense of *feeling part of the family* within the company, with other words is investigating if the organizational environment provides the employee the feeling of belonging and commitment, as well as freedom.

Moreover, this question is also looking at the culture of the organization, only a culture characterized by transparency and trust creates the *family feeling.* As the bar chart below presents, 21% of the individuals, that have answered the questions, are not at all *feeling part of the family,*

28% of them, have doubts regarding this aspect, while more than half (51%) of them, are feeling as being "*part of my family*"in the company.
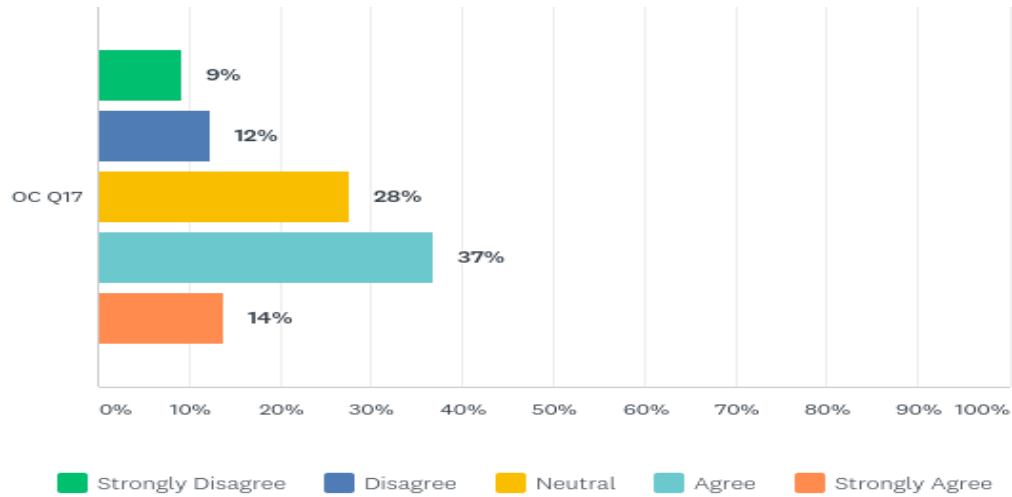
Figure 20: I do not feel like 'part of my family' at this organization.

Question 3

The third question was asking the respondents if they would like to spend the rest of their career into the company. The percentage of respondents that have answered "Agree" and "Strongly Agree" is quite high, 45%, comparing to the ones that answered negatively, represented by 20" % of them. The respondents that were undecided, are represented by 35% of them, all the data are shown in the figure below.

Figure 21: I would be very happy to spend the rest of my career in this organization

Question 4

The following question from the *affective commitment*, is looking into the emotional attachment of the employee for the organization.

The higher is the percentage of positive answers regarding emotional attachment, the higher are the chances that the individuals 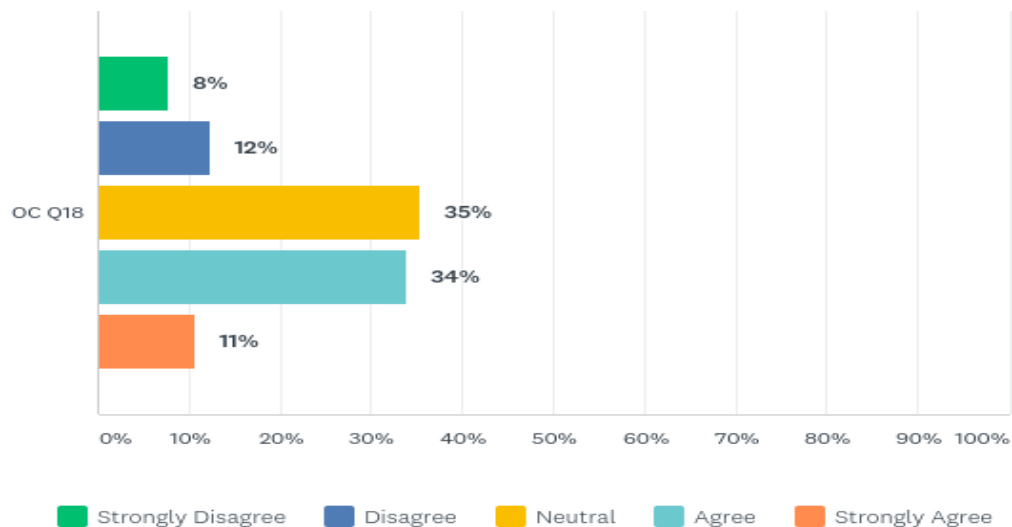that answered, are choosing to remain into the company, because they want to and because they feel connected with it. In this case, 40% of the people that answered, are admitting that they are emotionally attached to the organization, while in contrast, 26% are feeling totally detached and 34% are not sure.
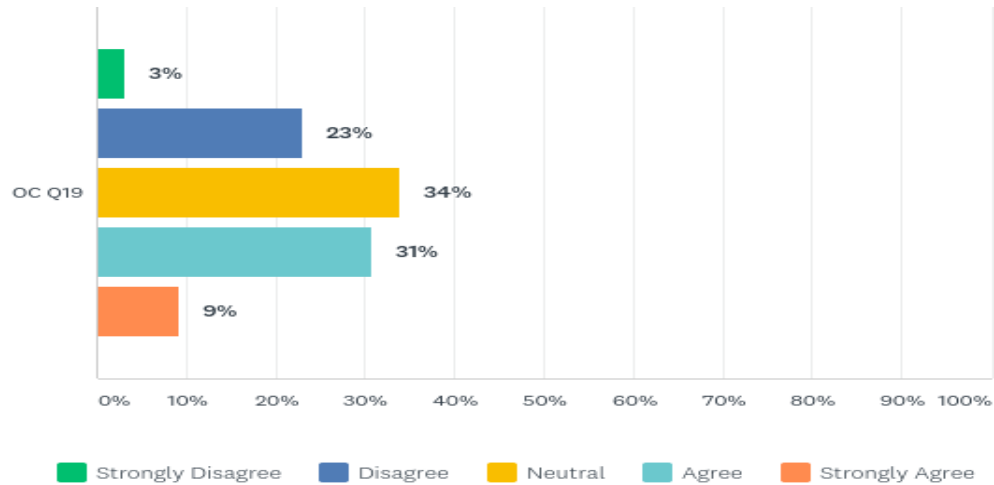
Figure 22: I do not feel 'emotionally attached' to this organization

Question 5

Question 5, from *Affective commitment* is looking into how important the organization for its employee at a personal level is and as the figure below shows for 51% of the respondents *the organization has a great deal of personal meaning, 32%* were not decided, while, for 17% the organization is not *a great deal of personal meaning*.
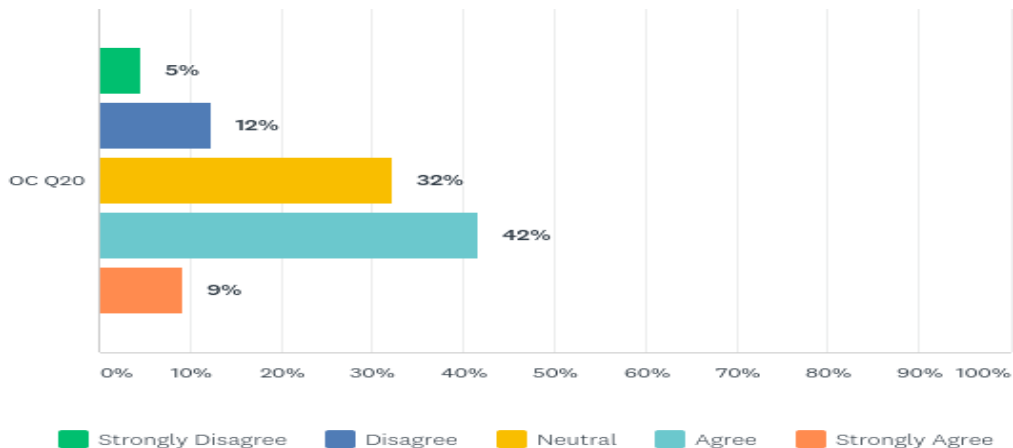
Figure 23: This organization has a great deal of personal meaning for me

Question 6

The last question regarding *affective commitment* is asking the employees how they feel towards the organization in terms of belonging. The percentage of individuals that" Agree" and" Strongly Agree" with the statement *"I do not feel a strong sense of belonging to this organization*" are represented by 22%, repectively 8% of the respondents.

On the contrary, the ones that "Disagree" and "Strongly Disagree" with the statement and do feel *a strong sense of belonging towards the organization* are represented by 29% respectively 6% of the respondents. More than one third of the respondents, choose to answer "Neutral". The results are presented in the bar chart below.
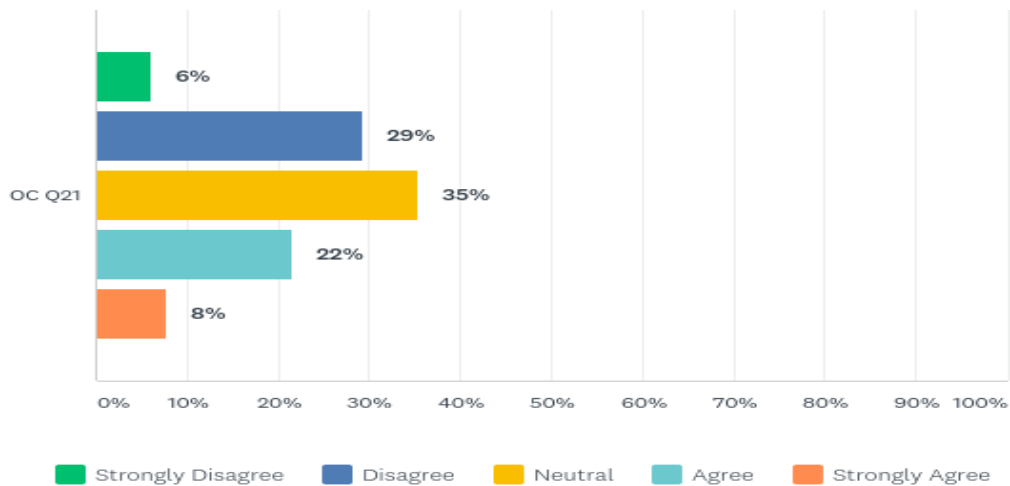

Figure 24: I do not feel a strong sense of belonging to this organization

8.2.2. Continuance commitment

The second component of the *Organizational Commitment* scale is represented by *continuance commitment*. The *continuance commitment* is related to the fact that the employees are commited to the organization and remaining in the organization due to the "*perceived lack of employment alternatives*" (Allen & Meyer,1990)

The questions related to the component mentioned above, are looking into the thinking of the survivors employees, in terms of remaining in the company or choosing to leave. There are 6 questions that are going to be discussed further, the results of the questions are going to be presented by means of the bar charts below.

Question 1

The first statement *"It would be very hard for me to leave my job at this organization right now even if I wanted to."* has received a percentage of 50% positive answers, which indicates that half of the respondents, that have assisted to downsizing would like to leave the company but they *lack alternatives* and/or have other personal reasons.

The respondents that "Disagree" and "Strongly disagree "are only represented by 23% of them, while 26% took a "Neutral" stance. The data can be seen in the figure below.
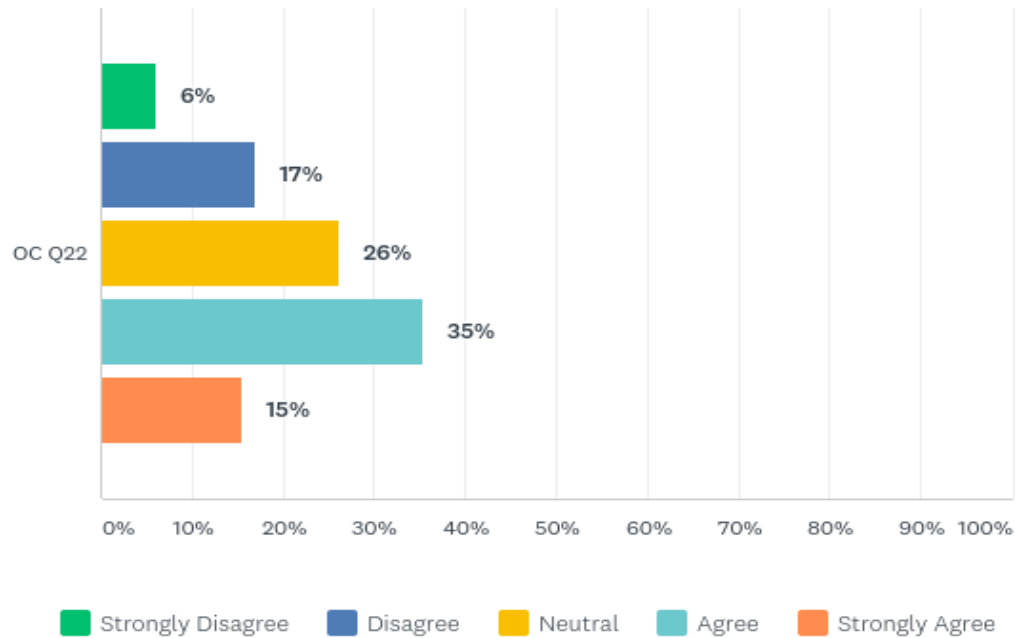
Figure 25: It would be very hard for me to leave my job at this organization right now even if I wanted to

Question 2

The second statement from *continuance commitment* component *"Too much of my life would be disrupted if I leave my organization"* has similar results with the previous statement. In this case, 49% of them have answered positively, 26% of them are in disagreement and 25% were undecided. This result can be observed in the figure below.
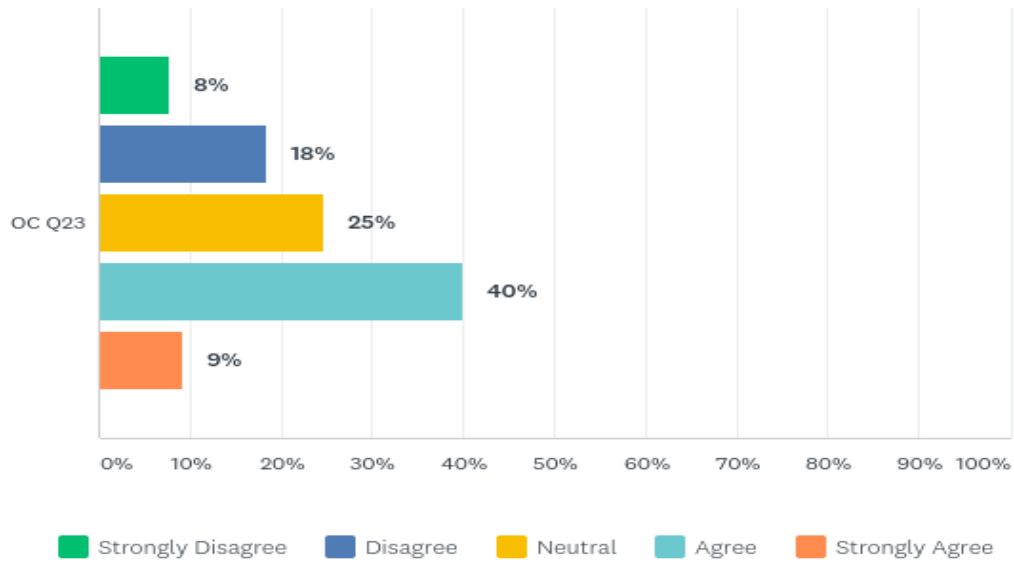
Figure 25: Too much of my life would be disrupted if I leave my organization

Question 3

In case of the third question *"Right now, staying with my job at this organization is a matter of necessity as much as desire."*, presented below, the results are changing comparing with the first 2 questions. It can be observed that, the percentage of "Neutral" had increased from 25%, 26% to 38%, while, the total percentage of agreement has decreased from 50%, 49% to 42%, as well as the percentage of disagreement from 23%, 26% to 20%.
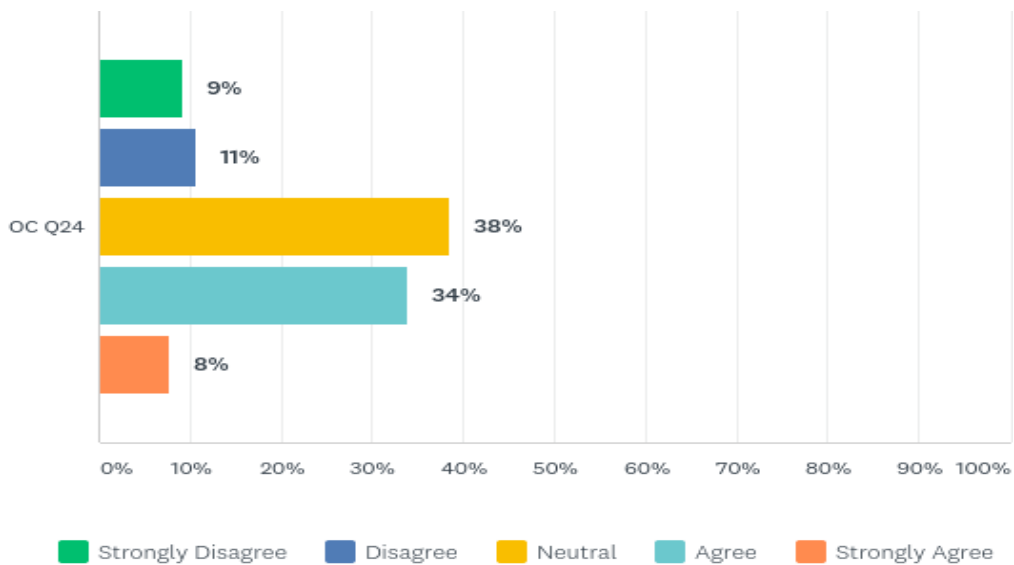
Figure 26: Right now, staying with my job at this organization is a matter of necessity as much as desire.

Question 4

The results of the next question "*I believe I have too few options to consider leaving this organization.*" showing how exactly the respondents perceive other employment alternatives.

The bar chart below shows that 48% of the individuals agree with a lack of jobs, therefore they decide to stay in the organization, 34% have doubts regarding this aspect and only 20% feel that there are many options of jobs for them.
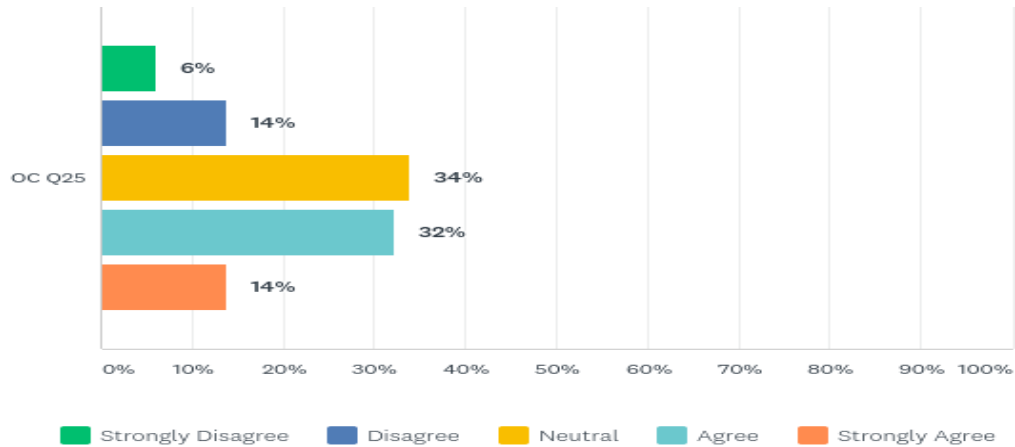
Figure 27: I believe I have too few options to consider leaving this organization

Question 5

The content of the following question is aligned with the previous question regarding the lack of jobs in other organizations but has a different formulation which stresses out the lack of alternative employment as a negative consequence of leaving their job. Only 40% of the respondents, agree with this statement, 30% of them took the opposite stance, followed by 29% that were "Neutral".
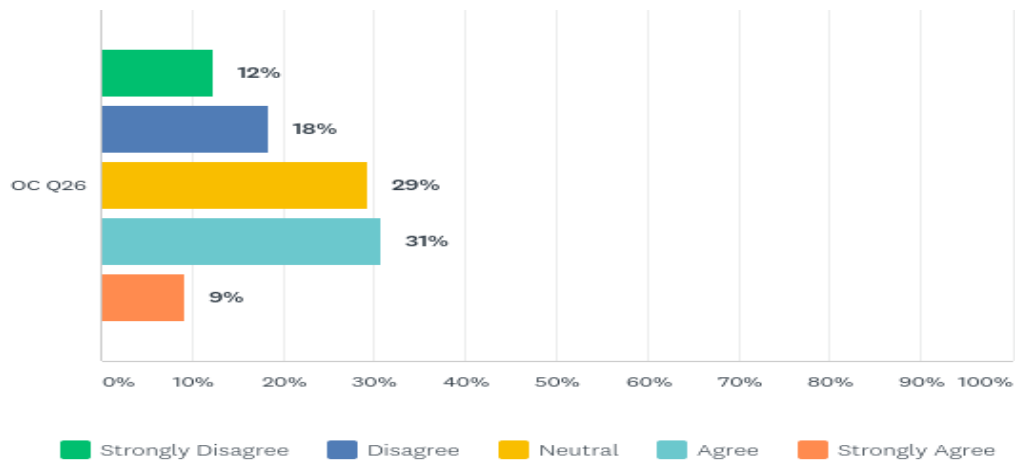
Figure 28: One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.

The last question from *continuance commitment,* is related to the decision of staying in the company instead of leaving, only because leaving requires personal sacrifice. The results presented in the figure below, shows that 26% of them, do not consider that leaving the organization *require a* considerable personal sacrifice, 31% they do not know exactly what it takes to leave the company and 43% believes that quitting the job, in the actual workplace requires a lot of personal sacrifice.
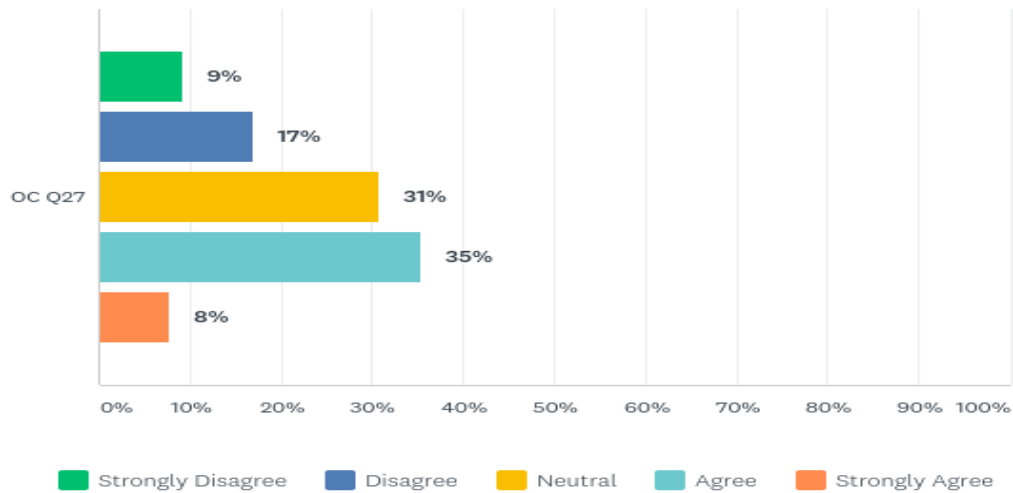
Figure 29: One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.

8.2.3. Normative commitment

The next 6 questions that are going to be presented further, are part of the last component of the *Organizational Commitment* scale, namely, *normative commitment.*

Question 1

The first question, from normative commitment part, is asking the respondents about the sense of obligation to remain in the company and is presented in the figure below.

A low percentage of respondents, more precisely 15% of them are feeling obligated to remain in the company. The highest percentage of 46%, is represented by the individuals, that do not feel any obligation to stay in the company.

The category of individuals that stand out in this case, is the one that answered "Neutral" by the fact that the percentage of 40% is quite high, which suggests that they are not sure, but they do feel some sort of obligation to stay in the company.
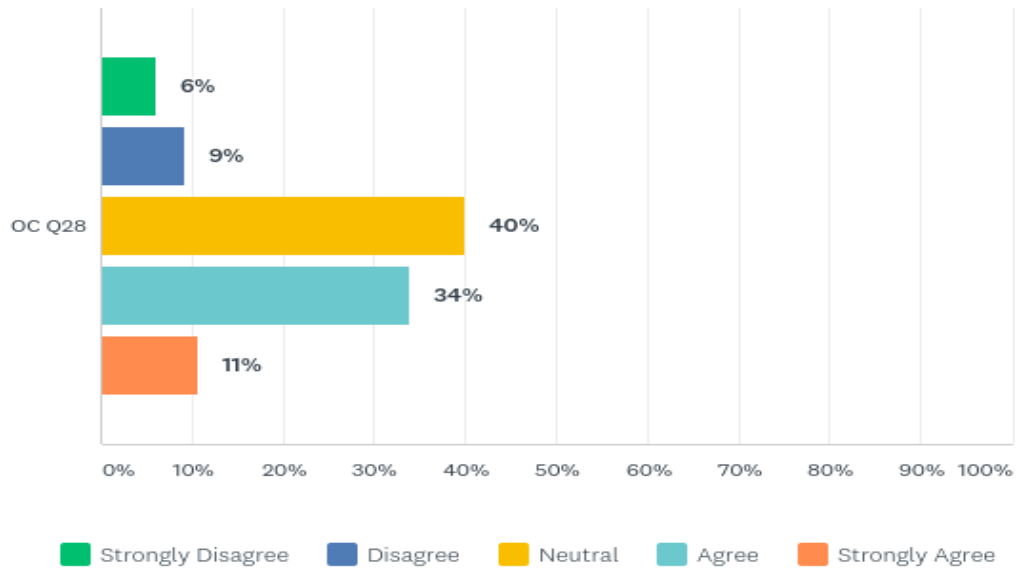
Figure 30: I do not feel any obligation to remain with my organization

Question 2

The next question *"Even if it were to my advantage, I do not feel it would be right to leave."* presented in the bar chart below, reveals that 46% of the respondents, felt a strong sense of duty that kept them in the company after downsizing *"even if it were to their advantage"* to leave.

It can be assumed that the ones that answered "Neutral" in percentage of 38%, are feeling as well, a sense of duty to stay in the company, otherwise, they would have contradicted the statement as the 16% of them did, in the bar chart below.
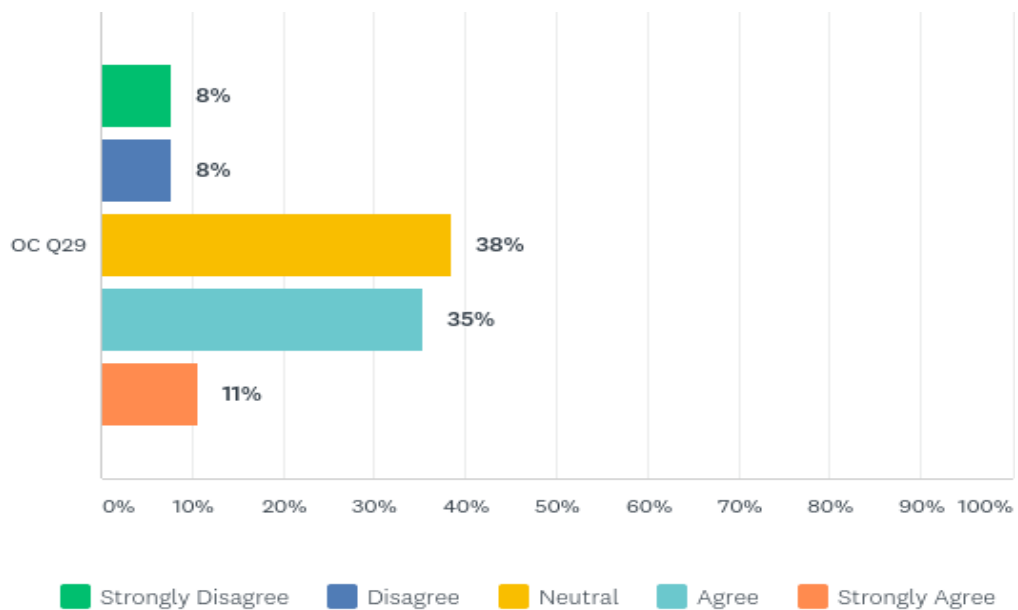
Figure 31: Even if it were to my advantage, I do not feel it would be right to leave

Question 3

The third question from normative commitment, reveals the fact that, 46% of the respondents "*would feel guilty if they left the organization now*", 28% have doubts about this, and 26% of the respondents will not feel quilt to leave their organization. The data are represented in the figure below.
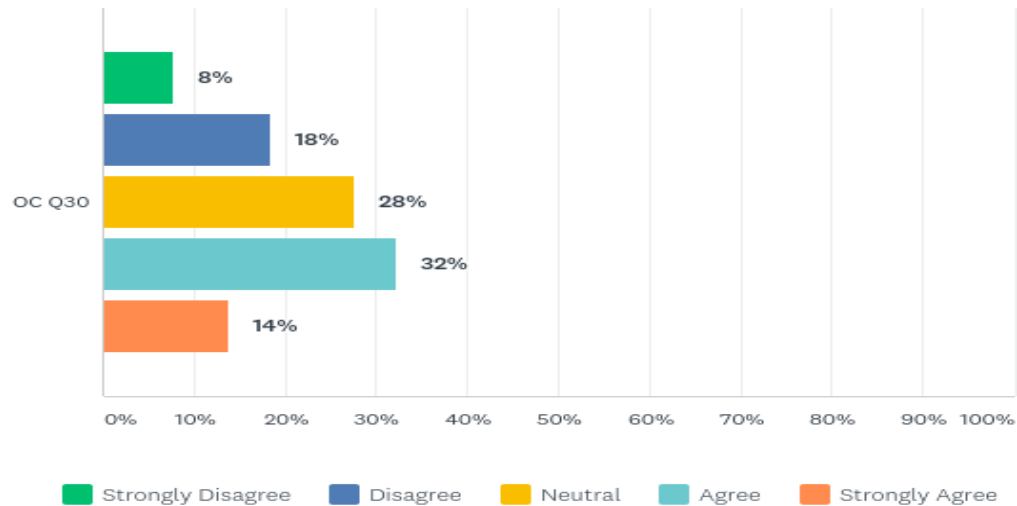
Figure 32: I would feel guilty if I left this organization now

Question 4

The next statement is looking into the loyalty aspect towards the organization. The results for the statement "*This organization deserves my loyalty.*" shows that 17% of the individuals do not agree with it, a high percentage of 40%, are questioning if the organization deserves their loyalty or not and only 43% believes that they have to be loyal to the organization.
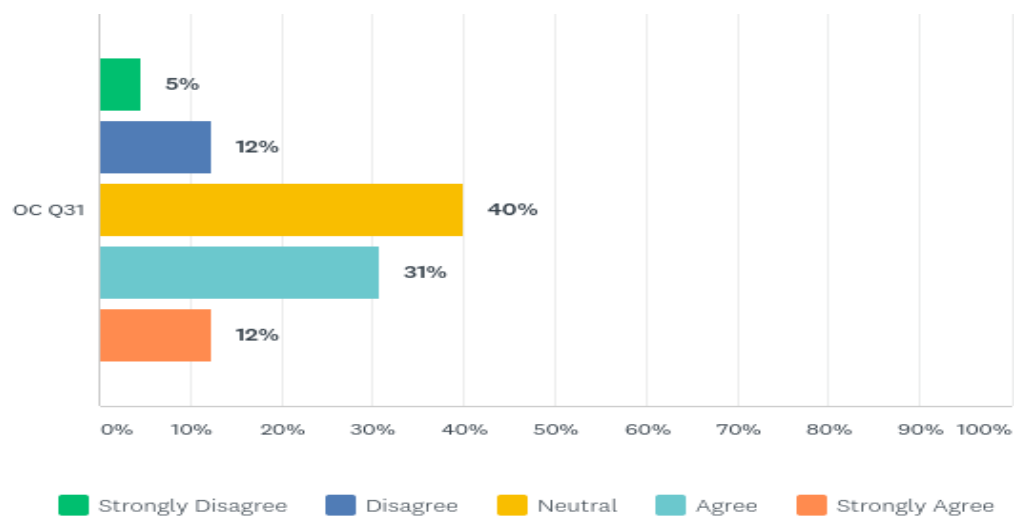
Figure 33: This organization deserves my loyalty

Question 5

The fifth question is looking into how strong the sense of obligation of the employees is, that makes them stay or leave the organization. A previous question was related to obligation, to be understood, as external obligation, that could have constraint the employees to remain in the company and not as sense of obligation that the respondents are feeling internally. In this case 40% have a strong sense of obligation and chose to remain in the company, 16% of them do not feel any sense of obligation and what is interesting it that the individuals that took a neutral stance, are represented by the highest percentage of 45% as the figure shows:
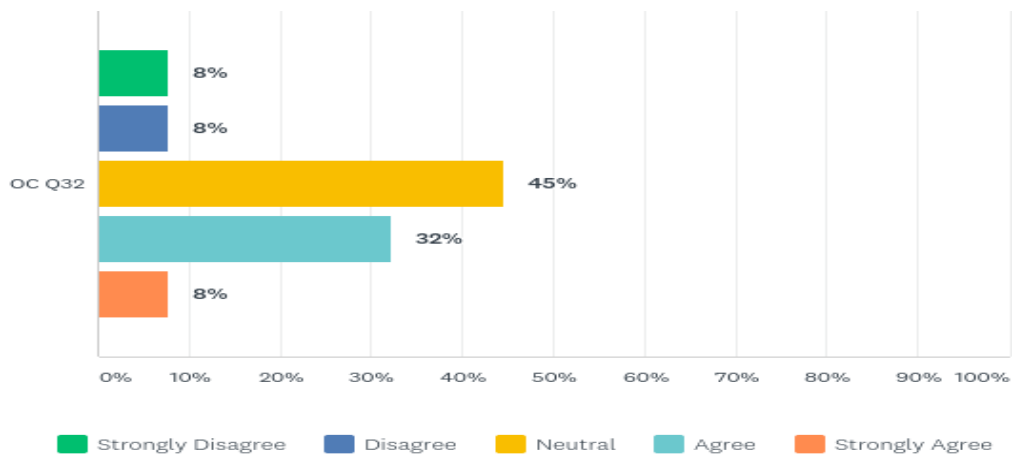
Figure 34: I would not leave my organization right now because of my sense of obligation to it

Question 6

The results of the last question as the bar chart below show, reveals that 49% of the respondents feels that *they owe a great deal to the organization,* 31% of them are undecided and 20% of them disagree with the statement.
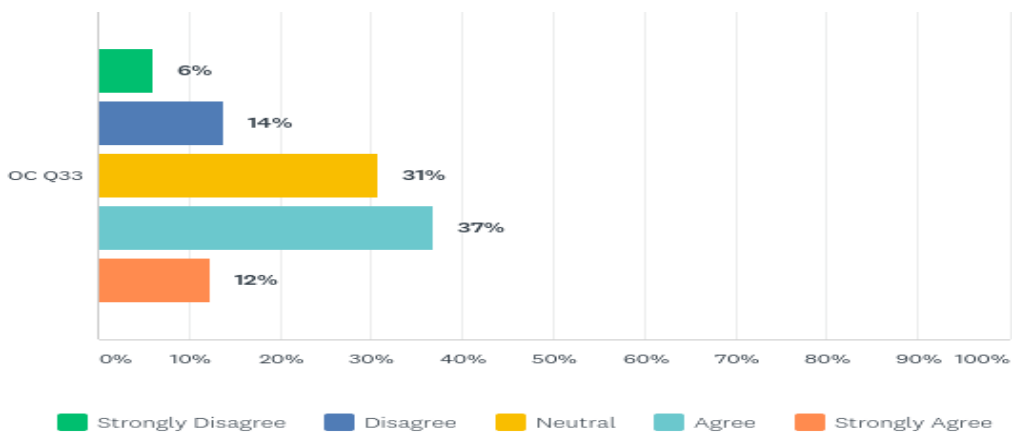
Figure 35: I owe a great deal to this organization

8.3. Turnover intention

The last part of the questionnaire that is going to be presented and analyzed in SPSS contains a set of 6 questions and is related to employee turnover intentions.

Question 1
The first question from the *turnover intentions* scale shows that 43% of the respondents are not happy with their job and "Almost always" and "Always" *dream about getting another job that will better suit their personal needs,* 40% of them, are dreaming about another job only "Sometimes",* while 17% are happy with their job and do not dream about another one. All the data are presented in the bar chart below.
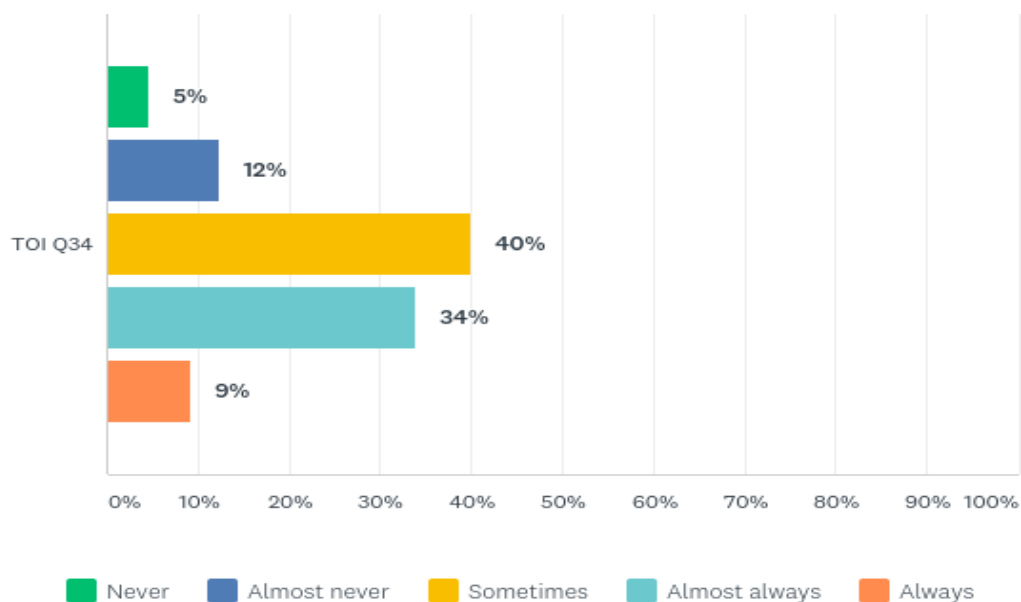
Figure 36: How often do you dream about getting another job that will better suit your personal needs?

Question 2
The next question *"How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?"*, reveals that 23% of the individuals, do not get frustrated when they are taken the opportunity to achieve their goals, but there are also the ones that "Almost always" and "Always" are getting frustrated (32%), however, the highest percentage of 45% have the ones that "sometimes" are getting frustrated when they cannot achieve their goals due to external blockages as the figure below presents
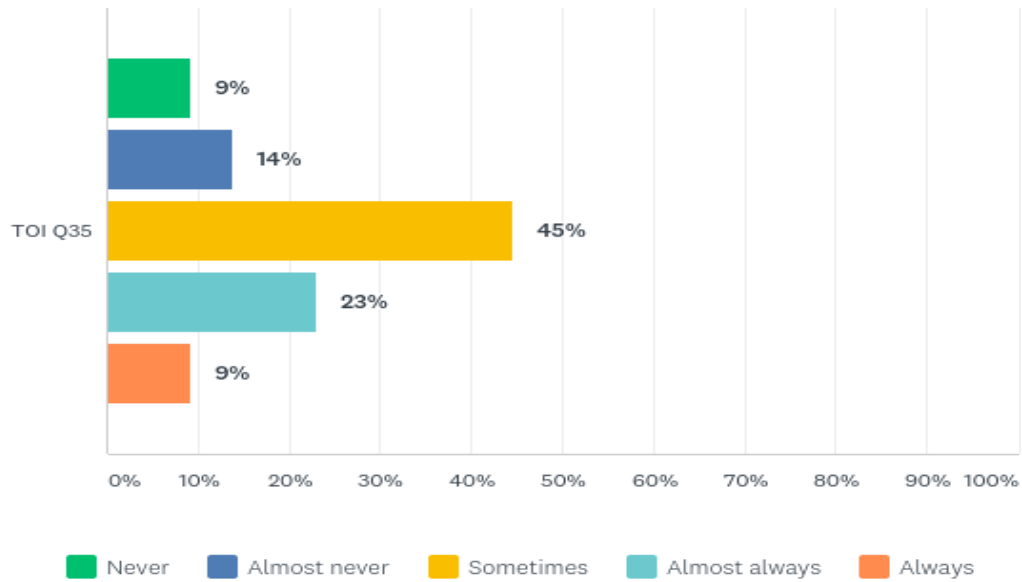
Figure 37: How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

Question 3

The results of the third question, shows that majority of the respondents have considered to leave their job. The most common answer from the respondents, was "Sometimes" represented by 42%, followed by 26% of them that "Almost always" are thinking to leave the organization, while 11% they intend to leave the organization "Always". At the opposite pole, there are 21% of them that "Almost never "and "Never" considered to leave the company.
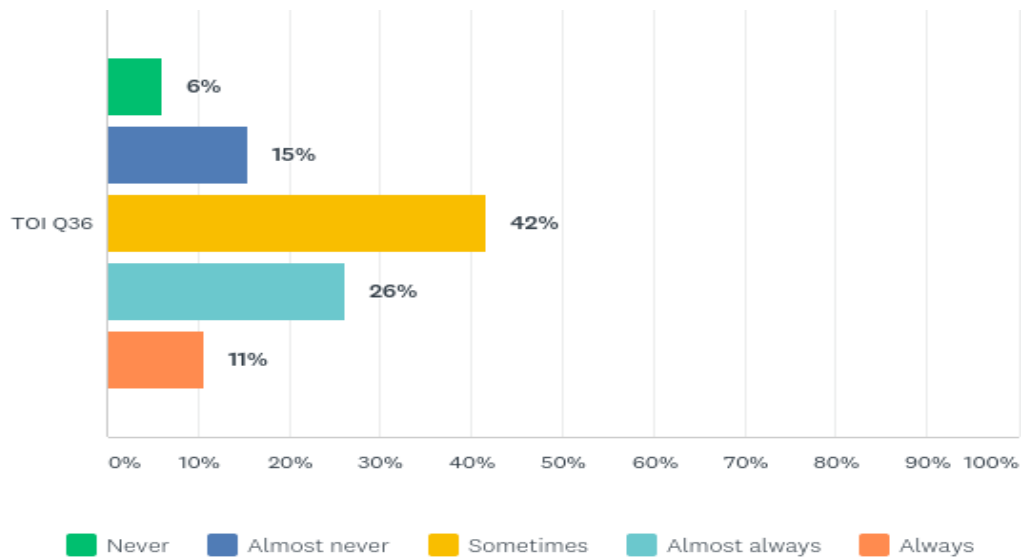
Figure 38: How often have you considered leaving your job?

Question 4

The forth question, is investigating the employees' turnover intentions, in the case of receiving another job offer at the same compensation level. As the bar chart below shows, 42% of them, will" Likely" and "Highly Likely" to accept the offer, while 35% they have doubts about it, however, there are 23% of them, that will not accept the offer.
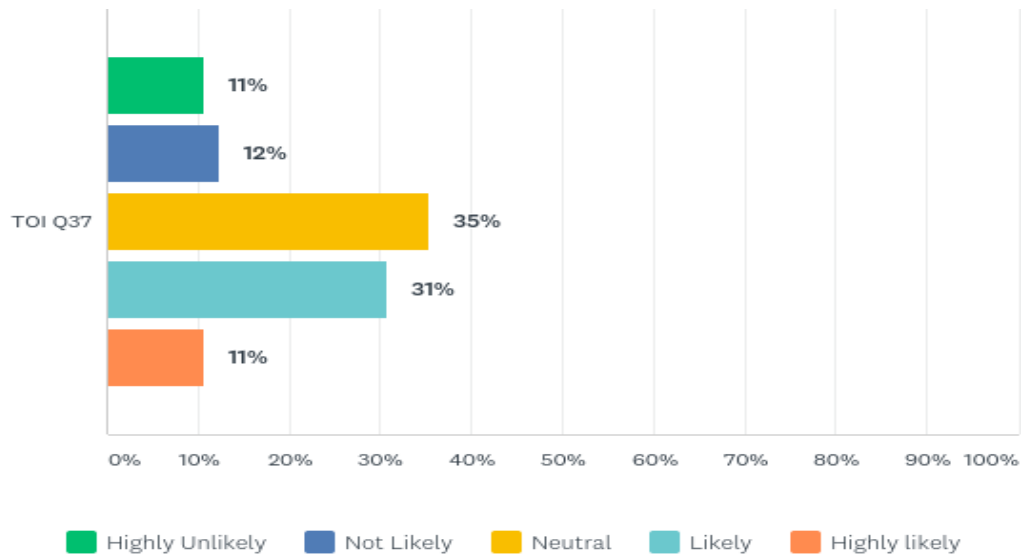
Figure 39: How likely are you to accept another job at the same compensation level should it be offered to you?

Question 5

The following question was asking the respondents if the job was satisfying their personal needs. Apparently, a low percentage of individuals, of only 26%, considered that their current job was satisfying their job" To a fairy large extent" and "To a very large extend", when 34% stated that their job was satisfying their personal needs "To a rare extent" and "To no extent".

The highest percentage in this case is represented by the respondents that admitted are personal needs are satisfied by their job "To some extent".
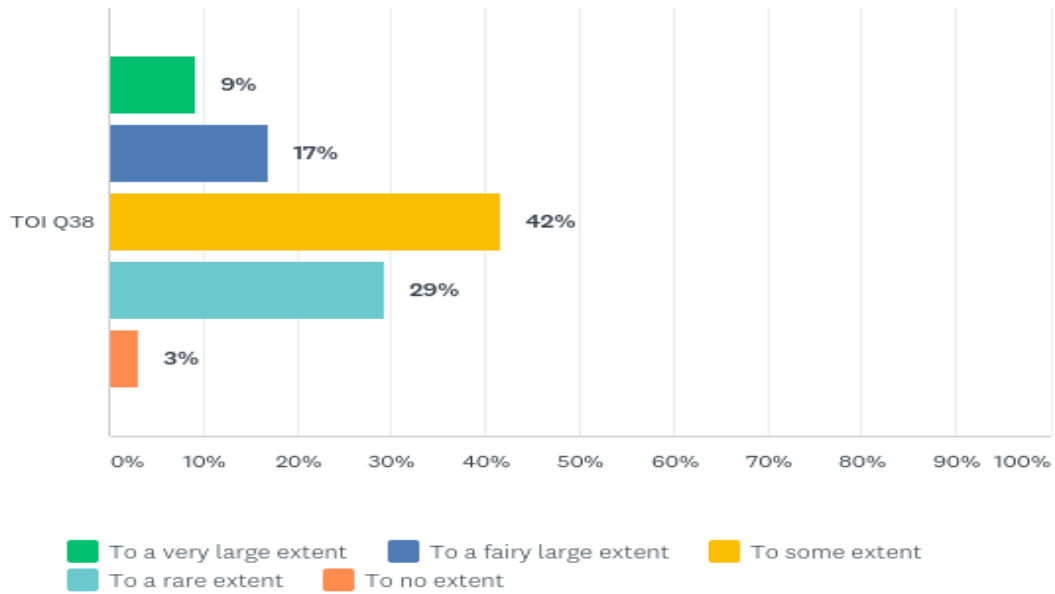
Figure 40: To what extent is your current job satisfying your personal needs?

Question 6
The last question, that is looking into *employees' turnover intentions* asked the respondents *"How often do you look forward to another day at work?",* the results are being presented in the figure below, and are showing that the majority of individuals are *looking forward to another day at work* "Sometimes"(42%), while the ones that are "Always" and "Almost always" happy to come to work next day are on par (29%) with the ones that "Almost never" and "Never" looking for another day at work.
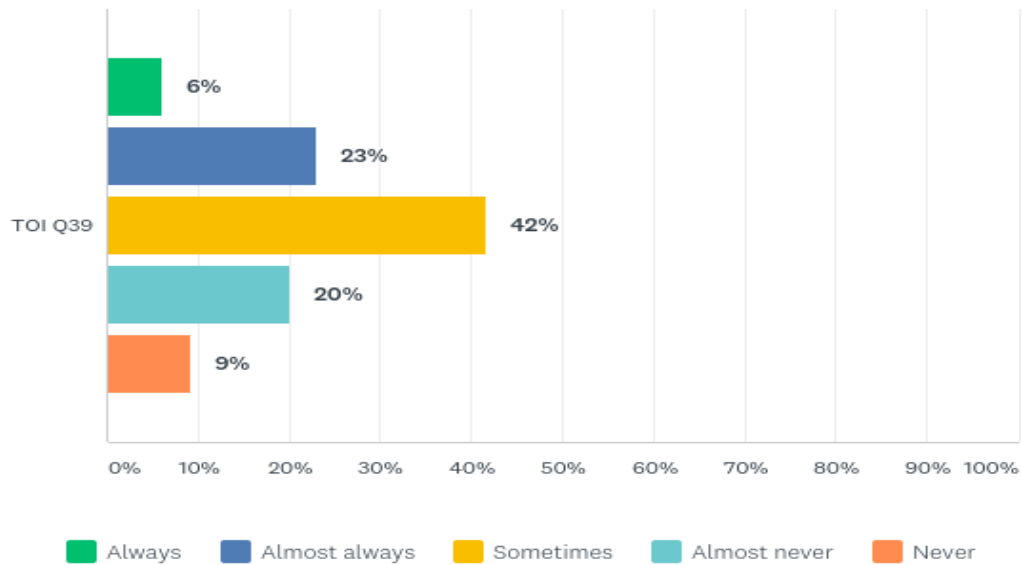
Figure 41: How often do you look forward to another day at work?

8.4. Hypotheses analysis

In this section, the hypotheses that were presented in the beginning of this thesis, in corelation with the research question, are going to be tested. A questionnaire has been sent out to examine the state of survivor's employees from Region Hovedstaden, Denmark, after downzising.

The data from the questionnaire, has been split into three parts: *downsizing, organziational commitment, turnover intentions* and entered in SPSS in order to analyze the results of the research. There have been multiple tests applied to the data such as Descriptive Statistics, Cronbach Alpha and Pearson Correlation.

8.4.1. Hypothesis 1

Hypothesis 1: *There is is a significant relationship between downsizing and employee's organizational commitment.*

In order to test the first hypothesis, more precisely the relationship between downsizing and employee's organizational commitment, the data has been introduced in SPSS and 2 variables had to be created: *downsizing* and *organizational commitment.*

Further, there are going to be presented tables for both variables, for which Descriptive Statistics has been used. The table below shows the total number (N) of answers that have been used for the calculations.

		N	%
Cases	Valid	65	100.0
	Excluded[a]	0	.0
	Total	65	100.0

a. Listwise deletion based on all variables in the procedure.

Table 25: Case Processing Summary

The table below, shows the scale of questions for *Downsizing* and the valid number of answers (N), for which was calculated the mean and standard deviation.

Downsizing scale- Statistics

	Mean	Std. Deviation	N
The reasons for the layoffs were clearly explained to me and other employees.	2.95	1.192	65
During the layoffs, the procedure that the company used to select those who were let go was fair.	3.06	.950	65
During layoffs, the company treated those who were let go very well.	3.25	1.000	65
I had good friends/coworkers at the workplace that lost their jobs during layoffs.	3.42	1.088	65
I have had to take on more work because my coworkers were laid off and their assignments got transferred to the remaining employees.	3.38	1.128	65
In the past 3 years, I have experienced that I just as well would have liked to be one of the laid-off employees instead of staying with the downsized company.	2.85	1.064	65
I expect that I will be promoted/ have career opportunities within the next 12 months.	3.12	1.053	65
I am confident that the company will need me as an employee in the next 12 months.	3.29	1.057	65
I feel it is un4 that the company I work for will resort to layoffs in the next 12 months.	3.09	.947	65
I feel it is un4 that I will be laid off in the next 12 months.	3.42	1.044	65
I have experienced an increased lack of trust towards my supervisors after the layoffs than I did before.	3.18	.967	65
I have experienced an increased lack of trust towards the company I work for after the layoffs than before.	3.34	.973	65

Table 26: Downsizing Statistics

The following table shows valid number of answers (N), for which was calculated the mean and standard deviation for *Organizational Commitment scale.*

Organizational Commitment Scale- Statistics	Mean	Std. Deviation	N
I really feel as if this organization's problems are my own.	3.22	1.166	65
I do not feel like 'part of my family' at this organization.	3.34	1.149	65
I would be very happy to spend the rest of my career in this organization.	3.28	1.068	65
I do not feel 'emotionally attached' to this organization.	3.20	1.003	65
This organization has a great deal of personal meaning for me.	3.38	.979	65
I do not feel a strong sense of belonging to this organization.	2.95	1.037	65
It would be very hard for me to leave my job at this organization right now even if I wanted to.	3.37	1.126	65
Too much of my life would be disrupted if I leave my organization.	3.25	1.104	65
Right now, staying with my job at this organization is a matter of necessity as much as desire.	3.20	1.049	65
I believe I have too few options to consider leaving this organization.	3.34	1.079	65
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.	3.06	1.171	65
One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.	3.15	1.093	65
I do not feel any obligation to remain with my organization.	3.34	1.004	65
Even if it were to my advantage, I do not feel it would be right to leave.	3.34	1.035	65
I would feel guilty if I left this organization now.	3.26	1.149	65
This organization deserves my loyalty.	3.34	1.004	65
I would not leave my organization right now because of my sense of obligation to it.	3.25	.985	65
I owe a great deal to this organization.	3.35	1.067	65

Next, the reliability of the data for the 2 variables is going to be ilustrated by presenting the values of Cronbach's Alpha in the table below. According to Frost & Stauffer (2007), the value of Cronbach's Alpha has to be (0.70) for the date to be considered reliable.

As can be seen in the table below, both variables have values greater than 0.70: *downsizing* 0.734, respectively *organizational commitment* 0.880, which indicates that the scales of questions used for this analysis are reliable.

Reliability Statistics

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Downsizing	.733	.734	12
Organizational commitment	.878	.880	18

Table 28: Cronbach's Alpha H1

The following table is presenting the Pearson Correlation between *downsizing* and *organizational commitment*. *Pearson Correlation vaelue* of downsizing for organizational commitment is 0.696 and and p value (p .000) is significant, which shows that downsizing and organizational commitment are significantly correlated.

Correlations		Downsizing	Organizational Commitment
Downsizing	Pearson Correlation	1	.696**
	Sig. (2-tailed)		.000
	N	65	65
Organizational Commitment	Pearson Correlation	.696**	1
	Sig. (2-tailed)	.000	

N		65	65

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

Table 29: Correlation nr.1

8.4.3 Hypothesis 2

Hypothesis 2: *There is a significant relationship between downsizing and employee's turnover intentions*

In order to test the second hypothesis, the same statistics tests are going to be used as in the case of first one. The table below presents *turnover intention* scale and the valid number of answers (N), for which descriptive statistics such as Mean and Standard Deviation has been calculated.

Turnover intention scale - Statistics	Mean	Std. Deviation	N
How often do you dream about getting another job that will better suit your personal needs?	3.31	.967	65
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	3.09	1.057	65
How often have you considered leaving your job?	3.20	1.034	65
How 4 are you to accept another job at the same compensationlevel should it be offered to you?	3.18	1.130	65
To what extent is your current job satisfying your personal needs?	3.37	.911	65
How often do you look forward to another day at work?	3.03	1.030	65

Table 30: Turnover intentions statistics

The next table show calculations for *Cronbach's Alpha if Item Deleted.* Cronbach's Alpha is one of the most common tests of reliability, used often when wanted to test the reliability of a scale of questions. In this case the reliability of Turnover intentions scale is in question.The calculations presented in the table below, shows a higher value of Cronbach's Alpha, if item number 5 from the scale is deleted, namely *"To what extent is your current job satisfying your personal needs?",*

which it seems that it "didn't go well" with the other items in the terms of internal cosistency and should be deleted.

Turnover intentions scale	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
How often do you dream about getting another job that will better suit your personal needs?	15.88	10.766	.322	.273	.628
How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	16.09	9.898	.411	.220	.597
How often have you considered leaving your job?	15.98	9.015	.590	.420	.526
How likely are you to accept another job at the same compensationlevel should it be offered to you?	16.00	9.500	.426	.283	.591
To what extent is your current job satisfying your personal needs?	15.82	12.153	.120	.098	.688
How often do you look forward to another day at work?	16.15	9.945	.422	.197	.593

Table 31: TOI Corrected Item

The table below ilustrates the value of Cronbach's Alpha for Turnover Intention scale which is slightly below to (0.70), more precisely is 0.688 after adjusting the scale. A Cronbach's Alpha value between 0.6-0.7 is considered acceptable, thus the scale of question used for turnover intentions is considered reliable.

Reliability Statistics

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
TOI	.651	.643	6
TOI ajusted	.688	.688	5

Table 32: Cronbach's Alpha H2

The next table is presenting the Pearson Correlation between the following *downsizing organizational commitment* and *turnover intentions.* In order to test the second hypothesis, is important to look at the correlation between *downsizing* and *turnover intentions*.

Pearson Correlation value of downsizing for turnover intentions is 0.284, which shows that between downsizing and turnover intention,there is a weak positive correlation, since the value is in the range of 0.1-0.29, which indicates a weak positive correlation according to theory.

Moreover, the table also shows, the correlation between organizational commitment and turnover intentions. The value of organizational commitment for turnover intentions is 0.504, which means that is a strong correlation between these 2 variables.

Correlations 2

		Downsizing	Organizational Commitment	Turnover intentions
Downsizing	Pearson Correlation	1	.696**	.284*
	Sig. (2-tailed)		.000	.022
	N	65	65	65
Organizational Commitment	Pearson Correlation	.696**	1	.504**
	Sig. (2-tailed)	.000		.000

		65	65	65
Turnover intentions	Pearson Correlation	.284*	.504**	1
	Sig. (2-tailed)	.022	.000	
	N	65	65	65

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

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

Table Correlation nr.2

9.Discussion & Implications

9.1. Discussion

The study presents that, there is a significant relationship between downsizing and organizational commitment, while, the relationship between downsizing and turnover intention exists, but is not so stronger as the former one.

The values of Pearson correlation show that, all three variables analyzed are correlated, however, the relation between downsizing and turnover intention, was weaker, than the relationship between downsizing and the organizational commitment represented by the values of correlation and R square which were 0.284 and 0.696.

9.2. Conclusion

The aim of this study is to investigate the impact of downsizing on organizational commitment and turnover intention on the surving employees, located in Region Hovedstaden, Denmark.

To put in a nutshell, the discussion that has been made before, is that both hypotheses have been validated and accepted. The answer to the research question: *What is the impact of downsizing on organizational commitment and turnover intentions of survivors employees of companies in the Region of Hovedstaden, Denmark?* is that organizational commitment is being significant impacted by downsizing positively, while the turnover intention is insignificantly affected by downsizing,

9.3. Implications

The findings in this study, do confirm to a certain extent, the hypotheses stated in relation to the literature review, as well, it can be related partially to previous studies done in other countries (Chaundry et al., 2015), by testing the same hypotheses while using some of the same scales for variables.

The current study did validate the hypotheses and can be used as a foundation for future research, that would only increase its reliability.

9.4. Limitations and future research

There are some limitations to this study. First of all, the size of the sample was smaller than 100, which increases the level of uncertainty regarding the estimate, which is associate with the variability of tha data, also the sample size. The larger is the sample size, the more data is being analysed and the uncertainty reduces, while the level of confidence in the estimate increases.

The future research may take a larger sample size to get a better picture.

Another limitation is related to the fact that question regarding the name of the company is missing from the questionnaire, due to data privacy terms of the online survey software used for this study. Data regarding the company of the employees, could have enrich the study, by providing a better understanding of the downsizing situation and the organizational culture, which, it is linked to organizational commitment and turnover intention. The future research may consider focusing also on organizational culture.

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APPENDIX: Questionnaire

Q1: Have you at any time in the past 3 years been employed with a company that had to resort to layoffs?

SVARVALG	BESVARELSER	
Yes (1)	41%	101
No (2)	59%	145
I ALT		246

BASISSTATISTIK				
Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	2,00	2,00	1,59	0,49

Q2: Are you still working in the company that had layoffs?

SVARVALG	BESVARELSER	
Yes (1)	72%	72
No (2)	28%	28
I ALT		100

BASISSTATISTIK				
Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	2,00	1,00	1,28	0,45

Q3: Have you ever, in the past 3 years, experienced that a group from yourcompany was laid off but you survived the layoffs?

SVARVALG	BESVARELSER	
Yes, approximately 1-5% of the workforce was laid off (1)	44%	31
Yes, approximately 6-10% of the workforce was laid off (2)	41%	29
Yes, more than 10% of the workforce was laid off (3)	10%	7
No, there were no layoffs in this time period (4)	6%	4
I ALT		71

BASISSTATISTIK				
Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	4,00	2,00	1,77	0,84

Q4: The reasons for the layoffs were clearly explained to me and other employees.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q4	14% 9	25% 16	20% 13	35% 23	6% 4	65	2,95

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	2,95	1,18

Q5: During the layoffs, the procedure that the company used to select those who were let go was fair.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q5	6% 4	18% 12	43% 28	28% 18	5% 3	65	3,06

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,06	0,94

Q6: During layoffs, the company treated those who were let go very well.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q6	8% 5	12% 8	32% 21	43% 28	5% 3	65	3,25

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,25	0,99

Q7: I had good friends/coworkers at the workplace that lost their jobs during layoffs.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q7	5% 3	17% 11	26% 17	37% 24	15% 10	65	3,42

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	4,00	3,42	1,08

Q8: I have had to take on more work because my coworkers were laid off and their assignments got transferred to the remaining employees.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q8	6% 4	14% 9	34% 22	28% 18	18% 12	65	3,38

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,38	Standardafvigelse 1,12

Q9: In the past 3 years, I have experienced that I just as well would have liked to be one of the laid-off employees instead of staying with the downsized company.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q9	11% 7	26% 17	37% 24	20% 13	6% 4	65	2,85

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 2,85	Standardafvigelse 1,06

Q10: I expect that I will be promoted/ have career opportunities within the next 12 months.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q10	8% 5	20% 13	31% 20	35% 23	6% 4	65	3,12

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,12	Standardafvigelse 1,05

Q11: I am confident that the company will need me as an employee in the next 12 months.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q11	9% 6	9% 6	32% 21	42% 27	8% 5	65	3,29

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,29	1,05

Q12: I feel it is unlikely that the company I work for will resort to layoffs in the next 12 months.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q12	5% 3	20% 13	43% 28	26% 17	6% 4	65	3,09

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,09	0,94

Q13: I feel it is unlikely that I will be laid off in the next 12 months.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q13	6% 4	11% 7	31% 20	40% 26	12% 8	65	3,42

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	4,00	3,42	1,04

Q14: I have experienced an increased lack of trust towards my supervisors after the layoffs than I did before.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q14	5% 3	17% 11	42% 27	29% 19	8% 5	65	3,18

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,18	0,96

Q15: I have experienced an increased lack of trust towards the company I work for after the layoffs than before.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
Downsizing Q15	5% 3	12% 8	37% 24	37% 24	9% 6	65	3,34

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,34	0,97

Q16: I really feel as if this organization's problems are my own.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q16	12% 8	12% 8	26% 17	40% 26	9% 6	65	3,22

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,22	1,16

Q17: I do not feel like 'part of my family' at this organization.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q17	9% 6	12% 8	28% 18	37% 24	14% 9	65	3,34

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	4,00	3,34	1,14

Q18: I would be very happy to spend the rest of my career in this organization.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q18	8% 5	12% 8	35% 23	34% 22	11% 7	65	3,28

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,28	1,06

Q19: I do not feel 'emotionally attached' to this organization.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q19	3% 2	23% 15	34% 22	31% 20	9% 6	65	3,20

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,20	1,00

Q20: This organization has a great deal of personal meaning for me.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q20	5% 3	12% 8	32% 21	42% 27	9% 6	65	3,38

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	4,00	3,38	0,97

Q21: I do not feel a strong sense of belonging to this organization.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q21	6% 4	29% 19	35% 23	22% 14	8% 5	65	2,95

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	2,95	1,03

Q22: It would be very hard for me to leave my job at this organization right now even if I wanted to.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q22	6% 4	17% 11	26% 17	35% 23	15% 10	65	3,37

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 4,00	Gennemsnit 3,37	Standardafvigelse 1,12

Q23: Too much of my life would be disrupted if I leave my organization.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q23	8% 5	18% 12	25% 16	40% 26	9% 6	65	3,25

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,25	Standardafvigelse 1,10

Q24: Right now, staying with my job at this organization is a matter of necessity as much as desire.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q24	9% 6	11% 7	38% 25	34% 22	8% 5	65	3,20

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,20	Standardafvigelse 1,04

Q25: I believe I have too few options to consider leaving this organization.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q25	6% 4	14% 9	34% 22	32% 21	14% 9	65	3,34

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,34	Standardafvigelse 1,07

Q26: One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q26	12% 8	18% 12	29% 19	31% 20	9% 6	65	3,06

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,06	Standardafvigelse 1,16

Q27: One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q27	9% 6	17% 11	31% 20	35% 23	8% 5	65	3,15

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,15	Standardafvigelse 1,08

Q28: I do not feel any obligation to remain with my organization.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q28	6% 4	9% 6	40% 26	34% 22	11% 7	65	3,34

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,34	Standardafvigelse 1,00

Q29: Even if it were to my advantage, I do not feel it would be right to leave.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q29	8% 5	8% 5	38% 25	35% 23	11% 7	65	3,34

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,34	Standardafvigelse 1,03

Q30: I would feel guilty if I left this organization now.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q30	8% 5	18% 12	28% 18	32% 21	14% 9	65	3,26

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,26	Standardafvigelse 1,14

Q31: This organization deserves my loyalty.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q31	5% 3	12% 8	40% 26	31% 20	12% 8	65	3,34

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,34	Standardafvigelse 1,00

Q32: I would not leave my organization right now because of my sense of obligation to it.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q32	8% 5	8% 5	45% 29	32% 21	8% 5	65	3,25

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,25	Standardafvigelse 0,98

Q33: I owe a great deal to this organization.

	STRONGLY DISAGREE (1)	DISAGREE (2)	NEUTRAL (3)	AGREE (4)	STRONGLY AGREE (5)	I ALT	VÆGTET GENNEMSNIT
OC Q33	6% 4	14% 9	31% 20	37% 24	12% 8	65	3,35

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 3,00	Gennemsnit 3,35	Standardafvigelse 1,06

Q34: How often do you dream about getting another job that will better suit your personal needs?

	NEVER (1)	ALMOST NEVER (2)	SOMETIMES (3)	ALMOST ALWAYS (4)	ALWAYS (5)	I ALT	VÆGTET GENNEMSNIT
TOI Q34	5% 3	12% 8	40% 26	34% 22	9% 6	65	3,31

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,31	0,96

Q35: How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

	NEVER (1)	ALMOST NEVER (2)	SOMETIMES (3)	ALMOST ALWAYS (4)	ALWAYS (5)	I ALT	VÆGTET GENNEMSNIT
TOI Q35	9% 6	14% 9	45% 29	23% 15	9% 6	65	3,09

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,09	1,05

Q36: How often have you considered leaving your job?

	NEVER (1)	ALMOST NEVER (2)	SOMETIMES (3)	ALMOST ALWAYS (4)	ALWAYS (5)	I ALT	VÆGTET GENNEMSNIT
TOI Q36	6% 4	15% 10	42% 27	26% 17	11% 7	65	3,20

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,20	1,03

Q37: How likely are you to accept another job at the same compensationlevel should it be offered to you?

	HIGHLY UNLIKELY (1)	NOT LIKELY (2)	NEUTRAL (3)	LIKELY (4)	HIGHLY LIKELY (5)	I ALT	VÆGTET GENNEMSNIT
TOI Q37	11% 7	12% 8	35% 23	31% 20	11% 7	65	3,18

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,18	1,12

Q38: To what extent is your current job satisfying your personal needs?

	TO A VERY LARGE EXTENT (1)	TO A FAIRY LARGE EXTENT (2)	TO SOME EXTENT (3)	TO A RARE EXTENT (4)	TO NO EXTENT (5)	I ALT	VÆGTET GENNEMSNIT
TOI Q38	9% 6	17% 11	42% 27	29% 19	3% 2	65	3,00

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,00	0,98

Q39: How often do you look forward to another day at work?

	ALWAYS (1)	ALMOST ALWAYS (2)	SOMETIMES (3)	ALMOST NEVER (4)	NEVER (5)	I ALT	VÆGTET GENNEMSNIT
TOI Q39	6% 4	23% 15	42% 27	20% 13	9% 6	65	3,03

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	5,00	3,00	3,03	1,02

Q40: How long have you been employed at your current job?

SVARVALG	BESVARELSER	
0-1 year (1)	5%	3
1-5 years (2)	48%	31
5-10 years (3)	32%	21
more than 10 years (4)	15%	10
I ALT		65

BASISSTATISTIK

Min.	Maks.	Median	Gennemsnit	Standardafvigelse
1,00	4,00	2,00	2,58	0,80

Q41: Gender

SVARVALG	BESVARELSER	
Female (1)	34%	22
Male (2)	66%	43
I ALT		65

BASISSTATISTIK				
Min. 1,00	Maks. 2,00	Median 2,00	Gennemsnit 1,66	Standardafvigelse 0,47

Q42: What is your age?

SVARVALG	BESVARELSER	
18-25 (1)	18%	12
26-35 (2)	32%	21
36-45 (3)	38%	25
46-55 (4)	8%	5
>55 (5)	3%	2
I ALT		65

BASISSTATISTIK				
Min. 1,00	Maks. 5,00	Median 2,00	Gennemsnit 2,45	Standardafvigelse 0,98

Q46: Denmark Region

ANSWER CHOICES	RESPONSES	
Region Hovedstaden - Main regions (1)	100%	242
TOTAL		242

BASIC STATISTICS				
Minimum 1.00	Maximum 1.00	Median 1.00	Mean 1.00	Standard Deviation 0.00