



Empirical Evidence of Lay-off Survivor Sickness Syndrome in Pakistan

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ABSTRACT

Purpose: This study discovers the existence of lay-off survivor sickness syndrome among non-managers of private sector organizations in Pakistan where many downsizing initiatives have been taken. Scope of this study also covers the impact of downsizing syndrome on performance of employees in the context of age and gender and its lasting effect on survivors of downsizing.

Methodology/Sampling: Since no official data related to downsizing is available, through convenience sampling technique 185 respondents were approached from three organizations which have had lay-off in recent years, taking 10% representation from each.

Findings: This study proved the existence of lay-off-survivor sickness syndrome among survivors of lay-off and results proved the reduced job performance. The most significant variable constituting the sickness is depression. Lay-off survivor sickness decreases with the increase in age and males suffer more than female respondents but results are insignificant in the context of age, gender and duration of lay-off survivor sickness and no association has been established among these variables.

Practical Implications: This study is going to help HR managers to take preemptive measures and devise strategies to reduce productivity dip during and after the phase of downsizing. Downsizing prospects in Pakistan can be benefited through the findings of this study.

Keywords: Lay-off survivor sickness Syndrome, Job performance, Age, Gender, Duration of Lay-off Survivor Sickness.

JEL Classification: M120, M510, M520

* The material presented by the authors does not necessarily portray the viewpoint of the editors and the management of the Institute of Business & Technology (IBT).

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1. INTRODUCTION

The recent trend of lay-off has been subject to impact on various sectors of society such as organizations, employees who have been terminated, survivors of lay-off and even their families (Appelbaum & Donia 2001). The Lay-off process in any organization leads to assume by the management that survivors of lay-off being lucky not to be part of those who have been fired will make more efforts and exert higher energy level to perform well. Downsizing produces a "new breed of individuals", i.e. survivors. These lay-off survivors are expected to perform better by the management in relatively changed and generally antagonistic environment (Noer 1993).

Previous researches are evident that in reality the situation is quite different from what is expected. Lay-off survivors experience the same feelings or sometime worse than those who have been fired. Sense of losing friends, anxiety, fear about uncertain future, anger for the management, mental depression, stress of extra workload are the feelings which are known as "Lay-off Survivor Sickness" (Bravenec 2006, Cemalcilar et al. 2003, Holmes 2007, Sahibzada 2006, Lahner 2004). It is expected from survivors to perform new work tasks, be more innovative, adaptable and imaginative but at the same time work in a changed environment with work over-burden and having a sense of job insecurity (Hamel & Prahalad, 1994; Keenoy, 1994).

Under such circumstances workers fail to maintain high level of performance execution and this results in decrease in performance. These conditions vary from situation to situation depending upon in which circumstances redundancies take place, was the reason for going towards downsizing genuine. Was it communicated to the stakeholders properly? Was it justified? Was lay-off the only choice available? If yes, was proper counseling provided to survivors to cope up with the psychological instability? Treatment by management and line managers also affect survivors' reaction and attempt to look for a new job to secure them from next phase of downsizing. Survivors self perception also makes an impact on their behavior. In spite of the variation in behavior, redundancy does affect performance and productivity of survivors that ultimately hurts organizational objectives.

1.1 Significance of the study

Lay-off survivor sickness is the topic which has been rarely discussed globally as compared to different human resource domains. No such study, especially in the context of Pakistan has been conducted with the model that we have developed. Study of the existence of lay-off survivor sickness syndrome among non-managerial staff is going to help HR managers to prevent decline in productivity and efficiency of survivors by taking appropriate measures. This is going to lead organization to achieve its desired objectives. The degree of association between lay-off survivor sickness and level of job performance can help HR managers to devise strategies to cope up the situation according to its severity. The investigation of lasting impact of lay-off survivor sickness syndrome in the context of age and gender will be helpful to determine the duration of productivity dip which might help organizations to devise strategies to keep the phase of crazy time as limited as possible. This study can also help to develop new theories addressing lay-off survivor sickness syndrome. Recommendations can be given to management organizations which are going to be privatized which have high probability of lay-off for instance Pakistan International Airline (PIA) and Pakistan Steel Mills.

1.2 Contribution of the study

As the topic under discussion is completely neglected in HR practices in Pakistan where many downsizing initiatives have been taken by public and private sector organizations. This study is going to provide a strong foundation to HR managers of public and private sector organizations to address the prevailing or anticipated unfavorable situations. Since Human Resource Management (HRM) is all about people. Its domain is people oriented and its studies revolve around people. People are full of emotions that do impact in all aspects of their lives including their jobs. When people lose their jobs it is obvious that they feel its impact but the thing is greater concern is that their colleagues who have survived from downsizing are also affected by lay-offs. Survivors' emotional instability affects their performance which gives researcher a motivation to study their varied work behavior of lay-off survivors and its strength of association with their job performance. This study is the primary contribution in this regard.

1.3 Objectives of the study

1. To find out if lay-off survivors suffer from survivor sickness in terms of anxiety, depression, uncertainty about future, insecurity, confusion, shock and sense of losing friends, working in local firm at non-managerial level.
2. To find out if lay-off survivors are the victim of lay-off survivor sickness whether it affects their job performance according their own evaluation.
3. To find out the impact of age, gender and duration of lay-off survivor sickness syndrome on survivors' job performance.
4. To find out relationship between age, gender and duration of lay-off survivor sickness.

2. LITERATURE REVIEW

2.1 Lay-off

Lay-off has been defined as purposefully curtailment in the size of workforce of the organization (Cascio 1993; Spreitzer & Mishra 2002). Technological advancement, political and economical instability, intense competition, customer driven markets, financial crisis and many more other factors have urged organizations to make quantum or radical shifts in how they manage their resources. There is a continuous pressure on organizations to provide goods and services of high at competitive price. This insists organizations to restructure their processes, practices and utilization of available resources to work efficiently and effectively (Rugman & Verbeke, 1991). In current global economy characterized by Political instability and recession, it has become a common practice to carry out downsizing/lay-offs to remain competitive in the market.

Downsizing or redundancy has been characterized as conscious authoritative choice to shorten the workforce so as to increase organization's performance (Noer, 2001). Budgetary decrease can trigger the choice employees' retrenchment (Budros, 2002) while different elements which contribute are acquisitions and (Appelbaum, Everard and Hung, 1999) or market regulations (Michael, 1997).

2.2 Impact of lay-off

Lay-off does not only affect the victims but create a significant impact on survivors which remain in organization. Lay-off survivors experience many psychological, emotional and physical issues. There are additional job responsibilities and workload along with anger, guilt, anxiety, uncertainty and remorse.

2.3 Lay-off Survivor Sickness

Results of a study indicate that lay-off survivors burden broad range of attitudinal, emotional and behavioral reactions to the downsizing process. All the individuals who were interviewed reported that they had sense of stress, confusion, feelings of insecurity, uncertainty, frustration and shock. The feelings were similar to those who were laid-off and those who were survived such as vagueness, confusion, worried, sickness, impatience, disbelief, insecure, shock and stress. Obviously feelings contrast essentially as for their individual experience and closeness to the lay-off process itself (Noer, 1993; Nixon, Hitt, Lee and Jeong, 2004).

The cluster of reactions among survivors of redundancy which have been described earlier are termed as “survivor sickness” (Noer, 1993) or “survivor sickness survivor sickness syndrome” (Cascio, 1993). Most Organizations fail to achieve desirable corporate objectives as an outcome of downsizing because of survivor sickness (Appelbaum et al., 1999).

Noer (1993) writes: “Lay-off survivor sickness is a serious, pervasive, and underestimated problem” (p. 211). Emotions of loss of control over the circumstances and instability due to conceivable loss of their own employment cause extreme stress in the lay-off survivors (Mone, 1999).

The lay-off survivor sickness syndrome shows itself in many ways. These incorporate risk aversion, depression, anger, trepidation of questionable future, distrust, loss of moral and motivation, burden of excessive work load and reduced organizational commitment (Nixon, Hitt, Lee and Jeong, 2004).

Brockner (1988) found that managers in organizations ought to anticipate that lay-off survivors will confront a broad-blend of mental conditions which may prompt a significant change in survivors' conduct and decrease in their creativity. Armstrong-Stassen and Latack (1992) and Latack (1986) proposed that redundancies enhance level of sadness, stress, outrage and nervousness from lay-off survivors.

2.4 Long Term Impact of Lay-off

Long term effects of downsizing have been noticed by Moore, Grunberg and Greenberg (2006). The findings of the research indicated that symptoms of lay-off survivor sickness in term of job insecurity and stress were present even after five years.

2.5 Work Life Balance

Additional workload and responsibilities resulting from lay-off can disturb work-life balance of survivors. Strong positive and significant relationship exists between lay-off survivors and their work life balance (Saif, Malik and Awan, 2011). It is clear that the associations which deal with their workers by giving them work life parity and facilities normally have a greater numbers of satisfied employees (Malik, Ahmad & Hussain, 2010) which leads to the organizational long-term success.

2.6 Survivor Sickness and Performance

Research proposed by (Brockner et al, 1985) and (Gutknecht & Keys, 1993) also suggested that lay-off creates impact on work behaviors for instance performance and productivity.

Empirical evidences prove that downsizing is connected with reduced work exertion and in this way work execution. For instance, Armstrong-Stassen (1994) has indicated that apparent job insecurity is specifically related to the amount of work effort exerted and lowers job performance. In spite of the fact that many research work has been done on downsizing/lay-off/redundancy but the effect of downsizing on survivors are still little understood.

2.7 Effect of Communication

Organizations' adaptability helps them to create a good fit to remain competitive or leading organization in the industry. One of the key aspects of an adaptive organization is to change itself according to the changing dynamics of the environment. Downsizing does fall in the category of change process. Resistance to change is a natural phenomenon and communication plays a very vital role to reduce this resistance to change. If properly communicated and the benefits of downsizing to all stakeholders are conveyed, employees who remain in the organization (survivors) least resist the process. Brockner et al, (1994); Brockner, (1992) found out that lay-off survivors are less inclined to show negative disposition and practices if there has been sufficient and clear explanation for the downsizing process.

O'Neill and Lenn (1995) and Brockner and Wiesenfeld (1993) argue and provide compelling reason that administration needs to characterize an acceptable way to the future state of the organization. At the point when lay-off survivors see proper planning, for the new association, future vision will be seen by them and they will feel that there is a need for this due process (lay-offs); trust in management will be the result which will certainly result in lower level of negative attitude.

Survivors are more inclined to acknowledge choices, even unfavorable ones, if they are given a sufficient and genuine reason for the change (Saunders and Thornhill, 2003).

2.8 Effect of Relationship

According to Campbell (1999) the results of the research suggested that survivors' responses are subject to the interpersonal treatment which is gained from both the administration and their prompt line supervisor. Further investigation demonstrates that the measure of

connection and correspondence with survivors from their bosses impacts their level of organizational commitment, work fulfillment, turnover proposition and employment shakiness. Lay-off survivors who accepted that their connections were great with their line directors were less inclined to carry on contrarily to the lay-offs. The exploration additionally shows that survivors are impacted by their work surroundings and their associates. The examination found that when survivors perceived their work partners to respond in negative path to the downsizing procedure, they were more likely to react in the same way. The current outcomes about likewise give solid implication that it may not just the level of companionship to ones work however their budgetary need to work. The effects suggest that the individuals who required staying inside livelihood fiscally responded adversely to the vulnerability of lay-off methodology than the individuals who were most certainly not.

At last, with respect to co-workers connections, past research (Brockner et al, 1987) proposes that redundancy survivors who were comparatively "close" to the individuals who have been fired as the result of downsizing are more inclined to view the redundancies in negative way. The recent research backs these outcomes and additionally found that survivors were very impacted by the behaviors of those encompassing them who stayed inside the association.

2.9 Sense of Injustice

Brockner and Greenberg (1990) propose that the selection criteria (decisional bias) for downsizing must be seen to be reasonable; in addition survivors are prone to be indeterminate about the authenticity of this procedure (downsizing process). Brockner et al (1992) recommend that the individuals who saw they buckled down in the association were less averse to feel more excellent feeling of treachery if downsizing happens. On the other hand, the investigation of Campbell (1999) found that all the respondents saw redundancies as uncalled for independent of their apparent work endeavors.

For the positive relationship between saw equity of the lay-off execution, there exists solid backing and the mental and behavioral results of the lay-off for survivors (Fried et al. 1996; Brockner and Greenberg 1990; Brockner and Wiesenfeld 1993; Brockner, Davy, and Carter 1985; Brockner et al. 1986; Brockner et al. 1987). Preceding the lay-off perception, the recognition that administration has engaged in appropriate planning that management has engaged in proper planning prior to the lay-off which has also been communicated properly, has a closed link to trust in management. A survivor who sees that administration had some long term plan at the top of the priority list when they chose to downsize the association will have greater confidence in management's capabilities and more confidence in their aims.

2.10 Self-perception & Motivation

Past examination (Brockner et al, 1985) suggests that lay-off survivors with a high amount of self-esteem responded less contrarily in a downsizing circumstance. The current discoveries (Campbell, 1999) seemed to help this view that, the individuals who saw themselves positively, discovered the redundancies less debilitating. Regarding the current study, survivors self esteem appeared to be backed by their self discernment of their capacity to discover an alternative employment. Frydenberg and Lewis (2002) suggest that the attitudes towards the new work situation, motivation to carry out the new tasks and commitment towards the

organization often frequently experience change as downsizing starts or after it closes. Such changes can result in expanded level of anxiety which in turn influence work execution and therefore performance.

Extra research has demonstrated that survivors are more inclined to have job dissatisfaction, low morale and decreased productivity, especially around the individuals who were firmly attached to an organization (Noer, 1993). There is further confirmation that long term results of lay-off survivor's sickness syndrome can continue and exacerbate, which further exasperate issues in the organization (Noer, 1993; Woodward, Shannon, Cunningham, Mcintosh, Lendrum, Rosenbloom, & Brown, 1999).

Moore, Grunberg and Greenberg (2006) distinguished the long term effect of downsizing around survivors. They reported that even five years after the fact issues concerning job security and anxiety were present around survivors. Moore et al. write: "Our discoveries show rather obviously that the average worker is not developing inured to working in a chronically tenuous and ever-changing work environment" (p. 326).

3. RESEARCH METHODOLOGY

Nature of our research is primary. Target population is all the lay-off survivors went through downsizing and experience survivor sickness syndrome in Karachi. We have focused on non-managerial staff only, as they constitute majority of organization population and enjoy comparatively less privileges. Data has been gathered through convenience sampling technique. Three organizations were identified which have had lay-off process in recent past. A sample of 185 lay-off survivors from four organizations who have had downsizing in last recent years has been drawn as a sample, taking 10% lay-off survivors from each. We are examining the emotions, psychological states and work attitudes aspect of lay-off survivor sickness at non-managerial level in terms of Sense of losing friends, Depression, Insecurity, Uncertainty, Confusion, shocked And Anxiety.

The model has been developed by taking above described variables depicting presence of layoff survivor sickness as independent variable and lay-off survivors' job performance a dependent variable. Secondly, Age, Gender and duration of lay-off survivor sickness syndrome have been taken as an independent variable while taking lay-off survivor sickness as a dependant variable. Thirdly, correlation between age, gender and duration of lay-off survivor sickness has been tested. Previous researches in this domain have focused on different dimensions of lay-off survivor sickness such as examining the relationship between lay-off survivor sickness and motivation, self-concept, moral, work-life balance and justice perception, stress management etc while our models deal with the entirely different dimension. Questionnaires were distributed physically among respondents by meeting them. Questionnaire contains 16 questions that will measure the data collected on nominal scale. Qualitative data will be gathered to study relationship between "impact of lay-off survivor sickness" (Independent variable) on employees' job performance (Dependant variable).

Respondents were asked to describe whether they felt depressed during the phase of downsizing and what other symptoms they had during the phase of downsizing, including Sense of losing friends, Depression, Insecurity, Uncertainty, Confusion, Anxiety and

Shocked. Survivors were asked to describe their performance according to their own evaluation during the phase of downsizing. Class intervals of time duration (in months) of experiencing lay-off survivor sickness syndrome has been taken as an indicator of the average time the sample was experienced with sickness with respect to their age classification by taking them as classes ranging from 20 to 60 years. The responses were gathered in a time span of 2 weeks. Later the data gathered was screened and processed through Statistical Package for Social Sciences (SPSS). Chi Square and Regression analysis performed to determine the level of association among variables and how much change occurred in dependent variable (job performance) with the change in independent variable (lay-off Survivor Sickness)

3.1 Limitations of the study:

1. Since no official statistical data related to downsized firms neither in Karachi nor in entire Pakistan is available, personal efforts were made to locate organizations which have had lay-offs.
2. Since organizations do not disclose downsizing process due to some legal reasons and are reluctant to disclose facts regarding lay-off, simple random sampling or stratified sampling technique cannot be applied (as target population size is not known).
3. One of the limitations of convenience sampling technique which has been adopted in this study is that its results are not generalizable to entire population. But we are studying psychological and emotional behaviors of respondents which remain universal in the same circumstances; therefore we can generalize the results of our study.

3.2 Statements of Hypothesis

H1: There is a significant relationship between lay-off survivor sickness and survivors' job performance.

H2: Age, gender and duration of lay-off survivor sickness have significant relationship with lay-off survivor sickness syndrome.

H3: Age and Gender of lay-off survivors have significant relationship with the duration of lay-off survivor sickness

4. DATA ANALYSIS

“Regression”, “Chi Square” and “Correlation” were performed to test the fitness of the model, level of association between two attributes, correlation and cause and effect relationship between Independent and Dependent variables. Following are the results with interpretation of the statistical tests performed on SPSS v 17.0.

4.1 Testing H1:

4.1.1 Regression Analysis:

Impact of Lay-off Survivor Sickness on Survivors' Job Performance

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Sense of loosing friends, Depression, Insecurity, Confusion, Uncertainty, Anxiety, Shocked ^a		Enter

a. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.607	.592	.145

a. Predictors: (Constant), Sense of loosing friends, Depression, Insecurity, Confusion, Uncertainty, Anxiety, Shocked

- 1) $R = 77.9$ (Describing how well the model fit is)
- 2) R (Adjusted) = 59.2% is Moderate correlation between DV(Job Performance) and IV(Lay-off survivor Sickness Syndrome)
- 3) DV (Job Performance) is explained 59.2% through IV (Lay off survivor sickness). It is moderate value

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.744	7	.821	39.090	.000 ^a
	Residual	3.716	177	.021		
	Total	9.459	184			

a. Predictors: (Constant), Sense of loosing friends, Depression, Insecurity, Confusion, Uncertainty, Anxiety, Shocked

b. Dependent Variable: Job Performance During Downsizing

- 1) $p < 0.05$ (Sig.) indicates that, overall, the model applied can statistically significantly predict the outcome variable therefore the independent variable (Lay-off survivor sickness) reliably predicts the dependent variable (Job Performance).

Coefficients

Model		Un-standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.979	.084		35.423	.000
	Anxiety	-.014	.023	-.030	-.604	.547
	Uncertainty	.035	.023	.073	1.500	.135
	Depression	-.967	.063	-.758	-15.385	.000
	Confusion	-.050	.023	-.108	-2.154	.033
	Insecurity	-.037	.025	-.070	-1.460	.146
	Shocked	.029	.025	.060	1.138	.257
	Sense of loosing friends	.010	.024	.022	.436	.664

a. Dependent Variable: Job Performance During Downsizing

Depression is the only Independent variable (IV) for lay-off survivor sickness that significantly impacts Dependent Variable (DV) Job performance. Negative/inverse relationship between IV (Depression, Anxiety, Confusion and Insecurity) and DV (Job Performance), so every unit increase in depression will result in 0.967 decreases in Job Performance. In the same way every unit increase in Anxiety, Confusion and Insecurity will result in decline in Job performance respectively 0.14, 0.50 and 0.37.

4.1.2 Chi Square

Impact of Lay-off Survivor Sickness on Survivors' Job Performance

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Job Performance During Downsizing * Layoff Survivor Sickness	185	100.0%	0	.0%	185	100.0%

Respondents' Response with Respect to Their Performance During the phase of downsizing.

Count

	Layoff Survivor Sickness		Total
	Yes	No	
Job Performance During Good Performance	4	6	10
Downsizing Poor Performance	175	0	175
Total	179	6	185

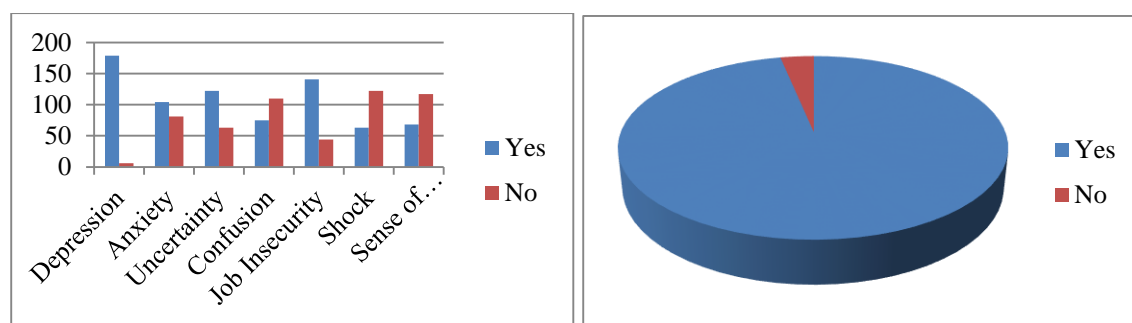
Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	108.520 ^a	1	.000		
Continuity Correction ^b	90.242	1	.000		
Likelihood Ratio	39.486	1	.000		
Fisher's Exact Test				.000	.000
Linear-by-Linear Association	107.933	1	.000		
N of Valid Cases	185				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is .32.

b. Computed only for a 2x2 table

Responses to different factors constitute layoff Survivor Sickness:



- Most of the respondents (179 out of 185) claimed that they were depressed during the phase of downsizing while only three (3) claimed that they did not have any depression.
- The other relatively significant factor is sense of insecurity (claimed by 141 respondents)
- Since $p < 0.05$ therefore we reject null hypothesis. There is a strong relationship between Lay-off Survivor Sickness (IV) and Job Performance (DV) during downsizing.

4.2 Testing H2:

4.2.1 Regression Analysis:

Impact of Age, Gender and Duration of Sickness of Survivors on Lay-off Survivor Sickness Syndrome

Note: Since "Depression" is the significant constituent of lay-off survivor sickness syndrome in our findings, therefore it has been taken as Dependent Variable in the regression and correlation analysis.

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Times of layoff Sickness (Binned), Gender, Age (Binned) ^a	.	Enter

a. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.125 ^a	.016	.000	.178

a. Predictors: (Constant), Times of layoff Sickness (Binned), Gender, Age (Binned)

Variables Entered/Removed			
Model	Variables Entered	Variables Removed	Method
1	Times of layoff Sickness (Binned), Gender, Age (Binned) ^a	.	Enter

a. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.125 ^a	.016	.000	.178

a. Predictors: (Constant), Times of layoff Sickness (Binned), Gender, Age (Binned)

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.091	3	.030	.959	.413 ^a
	Residual	5.715	181	.032		
	Total	5.805	184			

a. Predictors: (Constant), Times of layoff Sickness (Binned), Gender, Age (Binned)

b. Dependent Variable: Layoff Survivor Sickness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.927	.073		12.658	.000
	Gender	.051	.037	.107	1.405	.162
	Age (Binned)	.023	.019	.094	1.226	.222
	Times of layoff Sickness (Binned)	-.005	.015	-.027	-.358	.721

a. Dependent Variable: Layoff Survivor Sickness

- 1) $R = 12.5$ (Showing weakness of the model)
- 2) R (Adjusted) = 0.00% is very weak or negligible correlation between DV(Lay-off survivor Sickness Syndrome) and IV(Age, gender and Duration of Sickness)
- 3) DV (Lay-off survivor Sickness Syndrome) is not significantly explained through IV Age, gender and Duration of Sickness).
- 4) $p > 0.05$ (Insignificant) indicates that overall, the model applied cannot statistically significantly predict the outcome variable therefore the independent variables (Age, Gender and Duration of Sickness) does not reliably predicts the dependent variable (Lay-off survivor sickness).

4.2.2 Correlation:

Correlations-Layoff Survivor Sickness& Duration of Sickness

		Layoff Survivor Sickness	Duration of layoff Sickness (Binned)
Layoff Survivor Sickness	Pearson Correlation	1	-.020
	Sig. (2-tailed)		.789
	N	185	185

Correlations-Layoff Survivor Sickness& Duration of Sickness

		Layoff Survivor Sickness	Duration of layoff Sickness (Binned)
Layoff Sickness	Pearson Correlation	1	-.020
	Sig. (2-tailed)		.789
	N	185	185

Since Pearson’ r values is closer to 0 (Age=0.064, Gender=0.085 and Duration of Sickness= - 0.02), it can be concluded that there is a weak relationship between variables. This means that changes in one variable are not correlated with changes in the other variable.

So, in the light of the results of regression analysis and correlation, we reject the proposed alternative hypothesis (H₂) that Age, gender and duration of lay-off survivor sickness have significant relationship with lay-off survivor sickness syndrome and accept the null hypothesis (H₀).

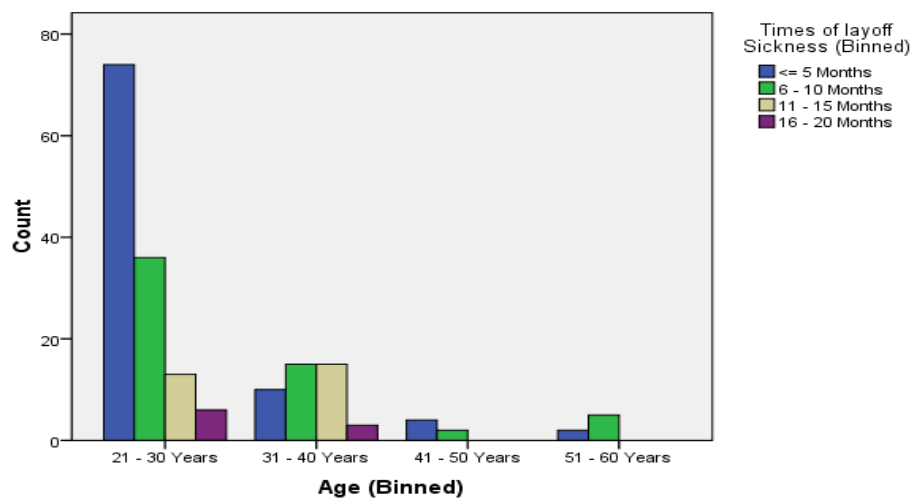
4.3 Testing H3:

Impact of Age and Gender of lay-off survivors on the duration of lay-off survivor sickness

Age (Binned) * Times of layoff Sickness (Binned) Cross tabulation

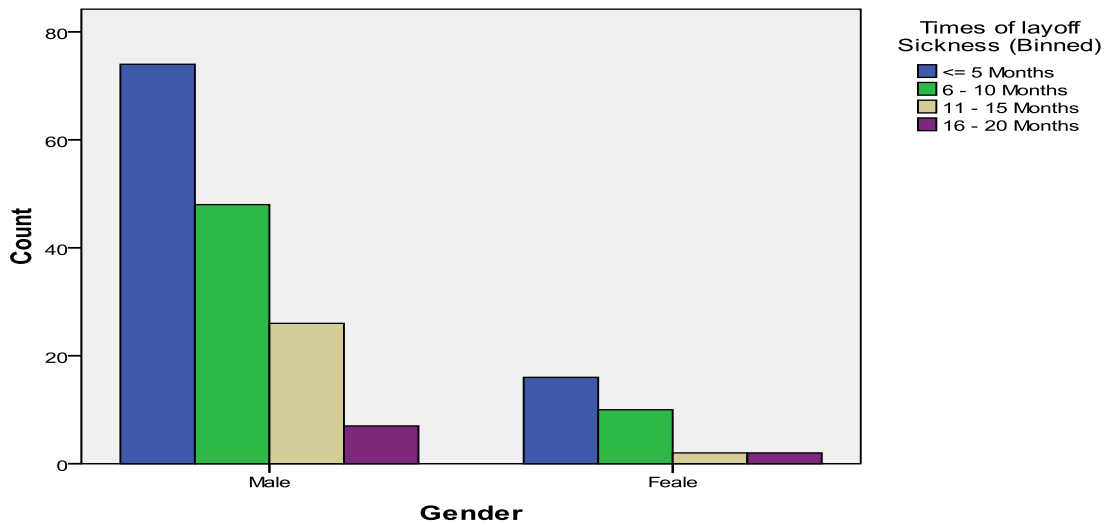
Count

		Duration of layoff Sickness (Binned)				Total
		<= 5 Months	6 - 10 Months	11 - 15 Months	16 - 20 Months	
Age (Binned)	21 - 30 Years	74	36	13	6	129
	31 - 40 Years	10	15	15	3	43
	41 - 50 Years	4	2	0	0	6
	51 - 60 Years	2	5	0	0	7
Total		90	58	28	9	185



Gender * Times of layoff Sickness (Binned) Crosstabulation

Count		Duration of layoff Sickness (Binned)				Total
		<= 5 Months	6 - 10 Months	11 - 15 Months	16 - 20 Months	
Gender	Male	74	48	26	7	155
	Feale	16	10	2	2	30
Total		90	58	28	9	185



However the duration of lay-off survivor sickness has decreasing trend as the age of respondents increase and the male respondents suffer the lay-off survivor sickness longer compared to female respondents, but the following correlation result shows that the relationship among duration of lay-off survivor sickness, gender and age is not significant.

4.3.1 Correlation:

Correlation-Gender &Duration of Lay-off Sickness

		Gender	Duration of layoff Sickness (Binned)
Gender	Pearson Correlation	1	-.048
	Sig. (2-tailed)		.519
	N	185	185

Correlations-Age & Duration of Lay-off Sickness

		Age	Duration of layoff Sickness (Binned)
Age	Pearson Correlation	1	.018
	Sig. (2-tailed)		.812
	N	185	185

Value of Pearson $r = -0.048$ (negative weak association) for and $r = 0.18$ (Positive weak association) in case of Gender and Age with respect to Duration of layoff Sickness. So it can be concluded that there exist a weak relationship between variables. So, in the light of the results of correlation, we reject the proposed alternative hypothesis (H3) that Age and Gender of lay-off survivors have significant relationship with the duration of lay-off survivor sickness and hence accept the null hypothesis (Ho) for H3.

5. CONCLUSION

Results of the study based on the data collected from three organizations of sample of 185 respondents support the results of previous studies that propose that lay-off survivors also suffer from depression, anxiety, shock, insecurity, sense of loosing friends and uncertainty which are termed as “Lay-off Survivor Sickness” and this sickness affects their performance during the phase of downsizing and there is a strong negative relationship between lay-off survivor sickness and survivors’ job performance. However “Depression” in our context is the most significant variable that contributes the most in lay-off survivor sickness while “Anxiety”, “Uncertainty about future”, “Confusion”, “Shock”, “Insecurity” and “Sense of loosing friends” contribute insignificantly to the sickness and hence job performance.

Results on the analysis data concerning H2 and H3 have led us to reject the alternative hypothesis. However lay-off survivors having age between 20 to 30 years and male respondents were experienced more lasting impact of the lay-off survivor sickness than elderly personnel and female respondents respectively, no significant relationship could be exhibited from regression analysis and correlation testing between variables.

6. SUGGESTIONS AND RECOMMENDATIONS

1. To avoid facing undesirable consequences organizations should take all precautionary measures that may include consultation and proper communication to employees about redundancy and why it is necessary to take place.
2. Implementation of culture of change also helps organizations and their members to embrace the change open heartedly.
3. Organizations should justify the lay-off process to their employees, so there should not be feelings of injustice that decreases the moral of both victims and survivors.
4. Counseling of survivors is also helpful for taking them out of depression, anxiety and other mental and psychological disorders.

5. Downsizing should only be taken place when there is no choice left. In countries like Pakistan where unemployment rate is higher, downsizing can make the economic situation worse.

7. FUTURE SCOPE OF THE STUDY

1. This study is going to help to understand in future the work behaviors of lay-off survivors in terms of absenteeism, intention to leave organization, family home conflicts due to depression can be measured.
2. Impact of layoff-survivor sickness on middle level management's performance can also be determined.
3. Factors causing rejection of 2nd and 3rd hypothesis can be investigated to have deeper understanding of the phenomenon.
4. The success or failure of the prospective redundancy process in Pakistan can be compared with the results of this study.
5. What impact of lay-off is created on the customers of the firm which might not be receiving promised quality of the product or services due to decline in performance of employees? Can be ascertained?

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