THE IMPACT OF ORGANISATIONAL DOWNSIZING: 
PSYCHOLOGICAL DYNAMICS ON SURVIVING MANAGERS

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The nature, form and functioning of employment relationships in Hong Kong is undergoing change. The changes, in part, are attributable to global competitive pressures, but are also a function of the specific conditions that pertain in Hong Kong. Companies now operate in much more dynamic and complex business environments than in the past. For much of the last decade, during periods of economic growth, the employee market was very favourable, particularly for skilled workers and professionals. To cope with expansion and increased productivity, many companies recruited many more employees and added layers to their organisational structure, leading to tight labour market conditions and high job turnover.

A spokesperson of the Hong Kong Institute of Human Resources suggested, critically, that the long period of prosperity in Hong Kong had made people more concerned with extrinsic rewards than with acquiring the necessary skills and knowledge for the job. As a result, people did not take initiatives to improve themselves (Hong Kong Standard, Sept, 28, 1998, p.25). However, owing to the drastic change in the business environment – the Asian financial crisis and the decline in companies’ performance – the past year has seen many examples of organisational restructuring and downsizing. Hong Kong’s unemployment rate deteriorated from a low of 2.2% in mid-1997 to 6 percent in March 1999, the highest in twenty years, with GDP registering negative growth for the whole of the last year, a trend that seems to be continuing.

To date, downsizing has had an impact principally on the ranks of white collar and middle management positions. The entry of university graduates into the job market exacerbates the
unemployment situation at these levels. The harsh economic climate has brought lay-offs even to the most traditionally paternalistic companies in Hong Kong. Within the bureaucracy, the civil service has had to learn to live under the conditions of recession, such as a pay freeze and the replacement of pensionable employment with fixed term contracts. As the Chief Executive of Hong Kong suggested, “[The] Civil service will fully reflect private sector downturn” (South China Morning Post, Sept. 22, 98, p. 27). Companies feel compelled to downsize because being ‘lean-and-mean’ is believed to improve efficiency and productivity, or strengthen the competitiveness of the organisation. Evidence suggests, however, that these objectives frequently are hard to realise.

Downsizing involves important conceptual and theoretical issues for organisations. Potentially, it generates a variety of psychological states in survivors, including performance, organisational commitment, job insecurity, anger, depression, work conflicts, and psychological intention to withdraw from the employing organisation. Much research and conceptual modelling focuses on the technical and procedural aspect of lay-offs: their impact on the work behaviours and attitudes of the survivors. Such approaches pay inadequate attention to the cognitive and emotional effects of downsizing (Kets de Vries and Balazs, 1997).

The theoretical framework constructed herein, (as shown in Figure 1), aids understanding of the psychological effects of the downsizing process on the individual’s well-being. Based on the framework, this study investigates the effect of downsizing on changes in two forms of employee commitment, changes in job stressors, and perceptions of job security. These variables, together with perceived justice, are correlated with survivor syndrome, work effort and intention to leave. In addition, this research provides evidence that the affective and
continuance forms of commitment are conceptually and empirically separable, and suggests directions for future research in this area. We test our theoretical model using a sample of managers that are not laid-off. The paper ends with a number of recommendations for future research in relation to downsizing.

**Figure 1. Theoretical Model on Downsizing**

![Theoretical Model on Downsizing](image)

**THEORETICAL FRAMEWORK**

**Organisational Commitment**

A great deal of research on organisational commitment, focuses on ways of enhancing commitment among employees. Research on commitment has two perspectives. The most prevalent approach to organisational commitment is one in which commitment is considered an affective or emotional attachment where employees share the organisation’s goal and values. This construct has been approached from an attitude perspective, representing ‘the relative strength of an individual’s identification with and involvement in a particular organisation’ (Mowday, 1979: 226). Employees who are high in affective commitment will engage in behaviours that bind them to the organisation, this results from receiving
favourable treatment, such as career development. Commitment is regarded as a desirable attribute, and conceptualisation of it commonly links with turnover; employees who are strongly committed are those who are least likely to leave the organisation.

Another approach is referred to as continuance commitment – the extent to which an employee perceives that he or she is connected to a job, involving feelings of psychological attachment and independent of affect. Hence, commitment is based on an individual’s recognition of the costs associated with leaving. Cost-based commitment could be linked to perceived penalties involved in making a switch. For example, employees who invest considerable time and energy mastering a firm-specific job skills may find it difficult to move to other organisations. In this vein, they assume that by staying in the same organisation, the time and energy invested will pay off. Like other forms of investment, the lack of employment alternatives also increases the perceived costs associated with leaving the organisation (Williams and Hazer, 1985).

As Meyer and Allen (1991) argue, employees with strong affective commitment continue employment with the organisation because they want to do so, but employees whose primary link to the organisation is based on continuance commitment, remain because they need to do so. Given this distinction, employees who are high in affective commitment, display an unwillingness to leave; they feel more comfortable in their relationship with the organisation (see Allen and Meyer, 1990). For those who are high in continuance commitment, they may remain with the organisation because they fear financial loss from leaving (for example, loss of pension) and/or there are no opportunities elsewhere. Continuance commitment to the organisation is therefore a negative attachment, characterised by employees failing to share
the values and principles of that organisation but having greater intention to remain with the organisation (see Newell and Dopson, 1996).

We might expect that in times of economic downturn many managers feel the breach of the psychological contract, where employees perceive that the firm is unable to fulfil implicit agreements. In this sense, downsizing processes have a direct negative effect in that managers might move away from the affective type of commitment towards continuance commitment, with consequences for their emotional well-being (Newell and Dopson, 1996), as well as distancing themselves from the organisation (Noer, 1993). In essence, when organisations are unable to provide job security or to develop trust in the lay-off process, a breakdown in psychological contracts between managers and their employers leaves managers struggling to ascertain how to survive, in the hope that they will not be the next to go. In return, lay-off survivors who are high in continuance commitment will work harder, since their firm-specific skills are not transferable (Scase and Goffee, 1989).

Based on a model of organisational commitment that distinguishes between affective and continuance commitment, we hypothesise that organisational downsizing causes a significant change in survivors’ two forms of commitment. Respondents’ will experience lower levels of affective commitment but higher levels of continuance commitment. Furthermore, affective commitment will be more strongly related to work-related outcomes such as survivor syndrome and intention to leave than continuance commitment. But for continuance commitment, it will be more strongly related to work effort.
Perceived justice

Perceived justice is the reaction of employees to the implementation of the downsizing operation. Based on a justice theory framework, it allows individuals to have input into the decision outcome. It is expected that survivors will react negatively when they perceive that the laid-off victims are treated unfairly. Previous research found that survivors reacted most negatively when they felt that the victims had not been well compensated (Brockner et al, 1986; Brockner et al, 1987; Brockner, 1990; Piechota, 1994). However, perceptions of fairness can be enhanced when individuals, including the survivors, are given opportunities to provide an input into the compensation practices and in choosing who will be laid-off (Greenberg, 1986; Brockner and Greenberg, 1990; Davy and Kinicki, 1991).

Brockner, Tyler and Cooper-Schneider (1992) mentioned that, psychological contract includes the expectation that the organisation will treat employees in a fair manner, which in return affects employees’ commitment to the organisation. According to Shouksmith (1994), the affective commitment of individuals, but not the continuance commitment, will be reduced when the company’s systems are perceived as unfair. Negative reactions take the form of reduced emotional attachment; and lower expectations of the company; survivors will tend to feel insecure and have an increased propensity to leave the organisation. When a company cannot live up to its implicit obligations, those who have high affective commitment prior to the lay-off should be more adversely affected by perceived unfairness, relative to those who are high in continuance commitment.

Therefore, if the organisation is viewed as having been appropriate or fair to the dismissed employees in the lay-off process, it is expected that survivors will react positively, that is,
with an increase in affective commitment but a decrease in continuance commitment. Moreover, the propensity to feel job insecurity will be reduced.

Job stressors

In this study job stressors included role conflict, role ambiguity, and role overload. Role theory states that conflict arises from the degree of incompatibility among role expectations that have the potential to develop into role overload – that is, the extent to which various tasks exceed the amount of time and resources available for their accomplishment. Ambiguity reflects uncertainty about expectations and priorities and will reduce the extent to which employees have control over their own jobs (Rahim, 1996).

While some employees are terminated, the same amount of work remains, and there is potential for the survivors to experience role overload. As this occurs, it will increase the probability that the remaining workforce will simply work harder to meet extra workloads, leading to emotional exhaustion (Hochwater et al, 1993; Isabella, 1989). Research indicates that the outcomes from role conflict and role ambiguity are similar, including physiological symptoms, dissatisfaction, and increased turnover (Leigh et al, 1988; Miller et al, 1990). Sager (1994) found that the intention to leave was an indirect outcome of employees’ perceptions of role conflict. When individuals are uncertain in their jobs, they tend to escape from or avoid adverse situations.

Under such conditions, downsizing will be associated with role overload, role conflict and be significantly related to various outcome variables, including survivor syndrome, change in work effort and intention to leave.
Job security

If survivors perceive that they are likely to be the victims of future lay-offs, the level of stress evoked by that perception could lead to depression and poorer work performance, as well as reduced motivation (Brockner et al, 1987). To lessen job insecurity, survivors often feel the need to demonstrate superior performance (Isabella, 1989; Lewin and Johnston, 1996), which will further decrease their morale and affective states (Brockner et al, 1993; Brockner et al, 1994). Indeed, given expected levels of job insecurity, survivors may feel that even fair lay-off procedures will do little to ensure continued employment and this therefore creates in them a high desire to leave the company. As Davy, Kinicki and Scheck (1991) indicated, because the role of job security in one’s decision to resign is unclear, there is the possibility that job security will decrease the intention to leave.

In general, we can predict that downsizing will decrease the level of perceived job security, and that survivors will experience survivor syndrome as well as feel the need to put in extra effort and express a stronger intention to leave the organisation.
METHOD

Sample and Procedure

Surveys were sent to companies that were undergoing downsizing. Prospective respondents were managers, who were approached through their respective human resource managers. Those who consented to participate in the study received a package, including a cover letter explaining the objectives of the study, a questionnaire, and a self-addressed, stamped return envelope, through their organisation’s internal mail. In order not to bias the responses, respondents were assured of the anonymity and the volitional nature of participation in the study.

Of the 500 questionnaires distributed, 121 were returned, with a response rate of 24.2%. Half the respondents were female. It was a relatively young sample, with 44.3% being below 30 years and 43.2% being in the range of 30-40 years. Of these, 59% were single and 85% reported that they were breadwinners. Around one third of the subjects worked in the telecommunication and transportation sectors while construction and manufacturing represented 17.2% and 14.8% respectively. With respect to educational attainment, 14.8% had an associate degree, 43.4% an undergraduate degree, and 27% a professional qualification. Respondents reported an average workforce experience of 9.8 years, and organisational tenure of 5.9 years. The median monthly income was HK$30,000 (£1 = HK$12.5).
Measures

*Perceived justice* A 4-item abbreviated version of a scale developed by Brockner (1990) was used to measure perceived justice. Respondents were asked to indicate their extent of agreement with 5-point Likert-type scale items ranging from strongly disagree (1) to strongly agree (5). Sample items on perceived justice were: ‘Management tried to help the laid-off employees find a comparable job elsewhere in the company’ and ‘The company provided sufficient forewarning to those who would be laid-off.’ ($\alpha = .67$).

*Job Stressors* Caplan et al (1980) developed this construct. Respondents were asked to report the extent that each item applied to them before, relative to after, the lay-offs. Specifically, subjects were asked to compare the post- with the pre-lay-off period. Responses were made on a 5-point scale ranging from less often (1) to more often (5). Sample items on role ambiguity (4 items) included asking whether ‘You can predict what others will expect of you on the job’ and whether ‘your work objectives are well defined’. The sample items for role conflict (3 items) included: ‘Persons equal in rank and authority over you ask you to do things that involve conflict’ and ‘You work with two or more groups who operate quite differently.’ ($\alpha = .70$), while the sample items on role overload (4 items) included asking whether ‘Your job requires you to work very fast’ and ‘Your job leaves you with little time to get the job done.’ ($\alpha = .86$).

*Change in organisational commitment.* Respondents were asked to report to what degree each item applied to them before, relative to after, the lay-offs. Specifically, subjects were asked to compare ‘how you felt prior to first hearing that there would be lay-offs with how you felt after the lay-offs’, using 5-point scales, with each endpoint labelled ‘applies more’
and ‘applies less’, while the mid-point was labelled ‘no difference’. The measures for affective commitment (8 items) and continuance commitment (8 items) were developed by Meyer and Allen (1984). Sample items on affective commitment included: ‘I would be happy to spend the rest of my career with this organisation.’ and ‘I enjoy discussing my organisation with people outside it.’ (α = .76). Sample items on continuance commitment were: ‘I am not afraid of what might happen if I quit my job without having another one lined up’ and ‘It would be very hard for me to leave my organisation right now, even if I wanted to.’ (α = .71).

**Job security** Caplan et al (1975) developed a 4-item job security scale which was used for this research. Respondents were asked to indicate the degree of certainty on 5-point Likert scales, ranging from extremely uncertain (1) to extremely certain (5). Sample items were: ‘How certain are you of the opportunities for promotion and advancement which will exist in the next few years with this company?’ and ‘How certain are you about what your future career picture look with this company?’ (α = .87).

**Survivor syndrome** Following the result of Noer’s (1993) study, survivor syndrome was measured using a 5-point scale ranging from not at all (1) to a great deal (5). Respondents were requested to indicate the extent to which each of the following described how they felt after the lay-off. The items were depression, fatigue, insecurity and fear, feelings of distrust and betrayal, lack of direction, anger over the lay-off process, deep sense of unfairness, lack of sense of belonging, helplessness. (α = .94).

**Work effort** A 3-item scale developed by Brockner (1992) was used to measure work effort. Response options ranged from strongly disagree (1) to strongly agree (5). Sample items were

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1 The results of factor analysis indicated that role ambiguity and role conflict did not emerge as separate independent factors.
‘I intentionally expend a great deal of effort in carrying out my job,’ and ‘I try to work as hard as possible.’ ($\alpha = .69$).

*Intention to leave* was measured by a 4-item scale developed by Camman et al. (1983). Responses for the first two items were ascertained on a 5-point Likert format that ranged from not at all likely (1) to extremely likely (5). Responses for the last two items ranged from rarely ever (1) to very often (5). Sample items included: ‘How likely is that you will actively look for a new job next year?’ and ‘How often do you think about quitting your present job?’ ($\alpha = .88$).

**FINDINGS**

Table 1 presents the descriptive statistics and the zero-order correlation matrix among these variables. The mean scores indicate that respondents’ experience of the study variables. Most of them were above the midpoint score (5-point scale) except perceived justice, affective commitment and job security. Surprisingly, none of the demographic data was found to be associated with the study variables.

[Insert Table 1 here]

Table 2 indicates the t-test results of the significance mean difference. The results showed that downsizing had significant impact on affective commitment ($t=-5.08, p<.01$) and continuance commitment ($t=8.35, p<.01$), role conflict/ambiguity ($t=3.81, p<.01$), role overload ($t=8.03, p<.01$), and job security ($t=-5.77, p<.01$). The results were also summarised in Figure 1 in which the arrows indicated the movement of directions. These results confirm our predictions on the effect of downsizing.
To test this study’s propositions, two separate regression models were constructed. Table 3 & 4, and Figure 2 present the results of the regression analysis. It is interesting to note that variables that positively correlated with affective commitment tend to be negatively related to continuance commitment and vice versa.

**Survivor syndrome.** As shown in the table, the antecedent variables accounted for 36% \( (R^2) \) of the variance in survivor syndrome with change in affective commitment, change in role conflicts/ambiguity, and job security being the significant predictors. The results revealed that change in affective commitment \( (\beta = -.27, p<.01) \) and job security \( (\beta = -.25, p<.01) \) were negatively related to survivor syndrome whereas change in role conflict/ambiguity \( (\beta = .28, p<.01) \) was positively related to survivor syndrome.

**Work effort** Change in continuance commitment and change in role conflict/ambiguity were the only significant predictors of work effort which accounted for 15% \( (R^2) \) of the variance. Change in continuance commitment \( (\beta = .27, p<.01) \) had a positive impact on the work effort. In contrast, change in role conflict/ambiguity \( (\beta = -.22, p<.05) \) was negatively related to work effort. For respondents who experienced higher role/ambiguity relative to pre-lay-off period, they were less willing to put effort in their work. Contrary to prediction, job overload did not lead to increased work effort and emotional exhaustion.

**Intention to leave** Both change in affective commitment \( (\beta = -.49, p<.01) \) and job security \( (\beta = -.17, p<.05) \) had significant negative effect on intention to leave, as expected. Together, they accounted for 33% \( (R^2) \) of the variance in intention to leave.
Table 4 presents the results of the regression analysis of the effect of perceived justice on two forms of commitment, and job security. As shown in the table, the perceived justice of the lay-off process was found to be positively related to the change in affective commitment ($\beta = .29, p<.01$) and job security ($\beta = .25, p<.001$) but negatively related to the change in continuance commitment ($\beta = -.24, p<.001$).

DISCUSSION

The present study contributes to a stream of research seeks to account for survivors’ psychological dynamics in response to lay-offs. The results also provide a theoretical extension of prior research on survivors’ reactions to downsizing, emphasising an examination of the change in commitment (Brockner and Greenberg, 1990; Brockner et al, 1992). In addition, the results generally supported our model of antecedents and outcome effects of downsizing.

The data analysis supports the conceptual framework, indicating that affective and continuance commitment are distinct constructs that should be modelled separately. According to Meyer and Allen (1991), affective and continuance commitment represent different psychological states that have implications for whether an employee remains with an organisation. Consistent with other research (for example, Hutchison, 1997; Hackett et al,
1994; Angle and Lawson, 1993; Shore et al, 1995; Shore and Wayne, 1993), the findings of the present study provide strong support for the distinction. Downsizing has a significant impact on the change of managers’ affective commitment that became lower, relative to the pre-lay-off period, whereas continuance commitment became higher.

The results of our study reflect the significant relationship between the change in psychological states (change in job stressors, change in commitment, job security) of survivors and work outcomes (survivor syndrome, work effort, intention to leave). The pattern of correlations provided support for the hypotheses proposed.

The changes in affective commitment and job security were negatively associated with survivor syndrome while the change in role conflict/ambiguity was positively related. This result confirms that organisational commitment is not a unidimensional construct, as the change in continuance commitment was not related to survivor syndrome. Here, the finding reinforces that commitment occurs through desire (affective commitment), rather than need (continuance commitment), and that these are inherently different. Indeed, the increase in role conflict/ambiguity, the loss of personal choices experienced by lay-off survivors caused by the reduction, and the decrease in affective commitment, increase the levels of survivor syndrome.

Moreover, consistent with our prediction, the change in continuance commitment had a positive correlation with work effort. Clearly, survivors’ sense of continuance commitment increases because they can no longer look to the organisation for long-term security, and therefore, they perceive that they can enhance their continuance commitment by working harder. The results provide support for Brockner et al.’s (1992) findings that economic need to work moderated the job insecurity and work effort relation among survivors. According to a
recent survey, managers in Hong Kong reported that they were working longer hours, during
the present recession (*South China Morning Post*, July 31, 1998, p.22). Moreover, they were
prepared to accept salary cuts and diminished year end bonuses in order to retain or obtain
their livelihood from the organisation. In addition, Angle and Lawson (1993) found that the
change in continuance commitment bore a relationship to financial losses, which represented
unrecoverable costs related to voluntary move. The authors stated that financial losses on job
relocation were associated with increase in continuance commitment. In this study, the
subjects chose to remain with the organisation for a number of reasons. These included
earning quite a good salary (median gross monthly income was HK$30,000), having no
attractive alternatives to their existing jobs (mean score 2.2), and having a high economic
need to work (85% of the respondents stated that they were breadwinners). As the subjects
believed that their careers would not progress within the next few years, with the present
company, they had to muddle through. Hence, loyalty was restricted to themselves and/or to
their department, but not to the overall organisation.

On the other hand, contrary to expectations, job overload and job security had no correlation
with work effort. Instead, as predicted, increased role conflict/ambiguity led to decreased
work effort. This is consistent with Miller et al’s (1990) perspective that role ambiguity leads
to work uncertainty and reduces the extent to which managers have control over their own
jobs. When managers feel that they are inadequate to the tasks, they will feel fatigued, lose
work spirit and exert less effort.

Another question addressed by this research was ‘how does the intention to leave relate to
affective and continuance commitment?’ The study found that the level of change in affective
commitment was negatively correlated to intention to leave, and in fact a decrease in
affective commitment was the major predictor in the regression analysis for intention to leave. The results support earlier research (Whitener and Walz, 1993) that affective commitment, but not continuance commitment, significantly predicted intent to leave, turnover, and actual voluntary turnover. As indicated by Shore, Barksdale and Shore (1995), employees who have high affective commitment are most likely to receive organisational rewards such as training or promotion. These types of rewards may in turn contribute to higher level of affective commitment, directing employees’ effort at improving job skills.

After the downsizing announcement took place, surviving managers felt insecure about their future as the company had broken the reciprocal ongoing commitment to them. It therefore affects survivors’ confidence in their ability to manage their careers and creates a negative impact on their emotional bonding to the organisation; thus, the level of affective commitment reduced and the intention to leave increased.

With respect to the correlation of job security and intention to leave, consistent with much past research (Dekker and Schaufeli, 1995; Barling and Kelloway, 1996; O’Quin and LoTempio, 1998), we found that lower levels of job security were associated with intentions to leave. Nevertheless, some studies (for example, Davy, Kinichi and Scheck, 1991; Lebo, Harrington and Tillman, 1995) indicated that job security did not directly affect behavioural intentions to withdraw. Rather, these researchers argue that organisation commitment mediated the relation between job security and withdrawal intentions. Although the present study made no attempt to test the mediating effect of the change in commitment in its link between job security and intention to leave, we believe that the perception of job insecurity reduces employees’ affective commitment, relative to the pre-lay-off period, and has a direct impact on intention to leave. Further research should elaborate this interpretation.
Finally, the present research addressed another important theoretical issue. The notion of perceived justice helps us to understand the effects of lay-off procedure on the survivors, and more specifically, helps to enhance theorising the facets of organisational commitment. According to Brockner (1990), survivors were more withdrawn from the organisation, to the extent that they believed management handled the lay-off unfairly. As predicted, when respondents perceived their co-worker’s dismissal to be unreasonable, they changed in relative commitment compared with the pre-lay-off period. The negative reaction took the form of reducing affective commitment but increasing continuance commitment. Although the results are generally consistent with the hypothesis that the facet of commitment develops as a function of different work attitudes and behaviours, this study failed to address issues of causality. The present results, therefore, set the scene for longitudinal study, in which further attention should be given to the survivors levels and forms of commitment before the downsizing and thus enhance our understanding of the complexity and dynamics of the theory.

LIMITATIONS

The present study has several shortcomings. The survivors’ reactions need to be examined as a part of the bigger picture. Further conceptual work is needed to assess the psychological states of surviving managers. For example, the change in the degree of stress that employees experienced, as well as the change in psychological contract, can help explain survivors’ motivation and ability to cope with the effects of downsizing. Moreover, further studies should investigate the extent to which affective commitment is viewed as a positive attribute and continuance commitment a negative attribute. According to Shore, Barksdale and Shore (1995), employees most likely to be laid-off by organisations in the process of downsizing
may be those viewed as high on continuance commitment, since they receive less organisational rewards than those low on continuance commitment. In a related vein, the measure of the change in survivors’ level of organisational commitment would be better assessed at two points in time: prior to and after the lay-offs, with each survivor acting as his or her own control (for example, Brockner et al, 1987). Finally, we should pay attention to the moderating roles and mediating effects (such as a change in organisational structures, nature of work, survivor individual differences) in the relationships between psychological states and outcome variables (such as comparing lay-offs with turnover and absenteeism). For the future, we encourage researchers to explore the effect of lay-offs with a longitudinal design, that is, greater attention should be paid to before, during and post lay-off reactions.


<table>
<thead>
<tr>
<th>Variables</th>
<th>Mean</th>
<th>S.D.</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Perceived justice</td>
<td>2.42</td>
<td>.74</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Change in affective commitment</td>
<td>2.69</td>
<td>.68</td>
<td>.285**</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Change in continuance commitment</td>
<td>3.48</td>
<td>.64</td>
<td>-.244**</td>
<td>-.039</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Change in role conflict &amp; ambiguity</td>
<td>3.19</td>
<td>.56</td>
<td>-.196*</td>
<td>-.350**</td>
<td>.184*</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Work overload</td>
<td>3.53</td>
<td>.73</td>
<td>-.205*</td>
<td>-.087</td>
<td>.176</td>
<td>.218*</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>6. Job security</td>
<td>2.47</td>
<td>.99</td>
<td>.245**</td>
<td>.374**</td>
<td>-.099</td>
<td>-.292**</td>
<td>-.009</td>
<td>1.00</td>
</tr>
<tr>
<td>7. Intention to leave</td>
<td>3.23</td>
<td>.87</td>
<td>-.184*</td>
<td>-.554**</td>
<td>.002</td>
<td>.261**</td>
<td>.040</td>
<td>-.355</td>
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<tr>
<td>8. Work effort</td>
<td>3.07</td>
<td>.65</td>
<td>.144</td>
<td>.235**</td>
<td>.218*</td>
<td>-.230*</td>
<td>.107</td>
<td>.15</td>
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<tr>
<td>9. Survivor syndrome</td>
<td>3.10</td>
<td>.87</td>
<td>-.263**</td>
<td>-.462**</td>
<td>.189*</td>
<td>.450**</td>
<td>.148</td>
<td>-.436</td>
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</table>

** Correlation is significant at the 0.01 level.
* Correlation is significant at the 0.05 level
Figure 2. Model of the Results of Analysis

- Downsizing
- Role Conflict & Ambiguity
- Work Overload
- Change in Affective Commitment
- Change in Continuance Commitment
- Job Security

- Perceived Justice

Correlations:
- .285
- -.220
- -.268
- -.490
- .265
- -.253
- -.244
- .245
- -.172
### Table 2
One-Sample Test of the Effect of Downsizing

<table>
<thead>
<tr>
<th>Variable</th>
<th>T</th>
<th>Mean Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in affective commitment</td>
<td>-5.08**</td>
<td>-.3115</td>
</tr>
<tr>
<td>Change in continuance commitment</td>
<td>8.35 **</td>
<td>.4869</td>
</tr>
<tr>
<td>Change in role conflict/ambiguity</td>
<td>3.81 **</td>
<td>.1934</td>
</tr>
<tr>
<td>Work overload</td>
<td>8.03 **</td>
<td>.5328</td>
</tr>
<tr>
<td>Job security</td>
<td>-5.77 **</td>
<td>-.5219</td>
</tr>
</tbody>
</table>

** T-value is significant at the 0.01 level. (Two-tailed test)

### Table 3
Result of Regression Analysis of the Effect of Role Stressors, Commitments, and Job Security on Intention to Leave, Work Effort, and Survivor syndrome

<table>
<thead>
<tr>
<th>Variable</th>
<th>Survivor syndrome</th>
<th>Work effort</th>
<th>Intention to leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in affective commitment</td>
<td>-.27**</td>
<td></td>
<td>-.49**</td>
</tr>
<tr>
<td>Change in continuance commitment</td>
<td></td>
<td>.27**</td>
<td></td>
</tr>
<tr>
<td>Change in role conflict/ambiguity</td>
<td>.28**</td>
<td>-.22*</td>
<td></td>
</tr>
<tr>
<td>Job security</td>
<td>-.25**</td>
<td></td>
<td>-.17*</td>
</tr>
</tbody>
</table>

| R²                                     | .36               | .15         | .33               |

** Regression coefficient is significant at the 0.01 level.

* Regression coefficient is significant at the 0.05 level.

### Table 4
Result of Regression Analysis of the Effect of Perceive Fairness on Role Stressors, Commitments, and Job Security

<table>
<thead>
<tr>
<th>Perceived Justice</th>
<th>Affective Commitment</th>
<th>Continuance Commitment</th>
<th>Job Security</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.29**</td>
<td>-.24**</td>
<td>.25**</td>
</tr>
</tbody>
</table>

| R²                 | .08                  | .06                     | .08           |

** Regression coefficient is significant at the 0.01 level.