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FACULTY OF SOCIAL SCIENCES

**DEPARTMENT OF GEOGRAPHY AND
ENVIRONMENTAL STUDIES**

**THE IMPACT OF ORGANISATIONAL DOWNSIZING ON SURVIVOR
EMPLOYEES' SAFETY AND HEALTH: A CASE OF ZIMASCO KWEKWE
(PVT) LIMITED**

BY

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MASTER OF SCIENCE DEGREE IN SAFETY, HEALTH AND ENVIRONMENT
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PROJECT APPROVAL FORM

I **R161167W**, certify this study as a product of my original work and has been prepared in accordance with the guidelines of the Masters in Safety, Health and Environmental Management programme, Midlands State University. I further attest that this work is a new submission and there is no other record of the same work having been submitted for any degree across all universities.

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PROJECT DEDICATION

To my brothers, sisters, friends and to the Almighty God who gives me knowledge and leads me to triumph.

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ABSTRACT

Organisational downsizing is a strategy employed by most limping organizations in quest for survival. The strategy can have fatal effects if not properly implemented. The study evaluated organizational downsizing and its subsequent effects to the remaining employees' safety and health focusing on Zimasco Kwekwe. This was driven by the premise that organizations must ensure uptight safety and health systems are in place regardless of challenges faced as this cannot be compromised. Qualitative research approach was used to obtain several truths of the study. It focused on real life experiences of the respondents which assisted in bringing to the fore the experiences of the participants. Thus, the study used descriptive approaches to obtain truth which are the hermeneutics and case study designs which assisted in coming up with inferences within a natural setting. This also assisted in ascertaining the impacts of downsizing on survivor employee's safety and health. The study population was 532 giving a sample of 53 respondents obtained through stratified random sampling. Systematic random sampling was then used to afford respondents equal selection opportunity. The study then purposively identified and interviewed two (2) Safety, Health and Environmental practitioners from the managerial strata with a view to have an inclusive and generalizable finding. Content and thematic analysis methods were used to analyse data gathered through documentary sources and interviews respectively. The research found that, Zimasco recorded the worst safety and health performance during the period 2013/2014 compared to the period 2010 to 2012. This was noted through respondents' sentiments that there were a lot of inconsistencies in the safety and health performance during this period. To note was a fatality recorded in December 2013 and an increase of disabling injuries from the average and budgeted 1 incident/ year to 5 in 2013 and 9 in 2014. The SHE surveillance audit was last conducted in 2014 and a 4-star rating was recorded against the usual 5 star for prior years. This was mainly attributed to the 2013 fatality and the recorded disabling injuries that reflected deterioration of systems and standards. The major identified causes of these accidents were skills gaps, training gaps, role overload and fear of the unknown which are all an outcome of skills displacement post the downsizing process as the rightly skilled employees were terminated. Those left remained with huge demands making it difficult to comply with all safety requirements and at times unknowingly breaching standards which compromised their safety and health. Such actions were also driven by health effects experienced mainly depression, psychological trauma, fatigue and distress. The effects began to be most visible post the downsizing process. Sickness absence rate also picked from 2013 with a few labour complement compared to prior years. Though the sickness absence record was high in 2012, this was mainly due to the huge complement. In terms of percentage occurrence of sickness absence cases, the 2013/2014 record was high. The study established that downsizing has got effects on employee safety and health if no attention is paid to people related issues whilst undertaking the process as it results in negative health effects on survivor employees as well as increased accidents. The study therefore concluded that organizations need to embrace organizational downsizing as a holistic package that does not neglect and compromise on the safety and health of the survivor employees.

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CHAPTER 1

INTRODUCTION

1.0 Introduction

Organizational downsizing in present day economies is a fundamental management tool deemed pivotal to organizational efficiency and competitive edge (Rheeder, 2009). The process however can be dangerous and capable of bringing resentment, create acrimonious relationships at work thereby affecting business viability as it threatens the sustainability of safety and health standards consequently endangering surviving employees. This study therefore sought to assess the effects of downsizing on surviving employees' safety and health. To obtain this valuation, the research used the case of Zimasco Kwekwe Division. Chapter 1 covers the research introduction, study background, statement of the problem, study objectives, research questions, study justification and the outline of the chapter. It sums up the discussion with a conclusion

1.1 Study Background

The period 2007/2008 recorded a serious world depression that left a lot of hollows across industries worldwide. Those obliged to steer the ship introduced varying cost cutting measures as the panacea for business survival. Some businesses closed shop according to Mutanda (2014), the same stance was witnessed at GM Motors and Volvo Industries who responded to the depressed steel market prices and downsized. The same measures did not spare vehicle manufacturing entities across Europe who conceded and folded other operations and came up with downsizing measures, (Lin et al, 2008). This did not exclude South Africa's Acer Mittal which instituted special measures to avoid retrenchment and closed furnaces hoping for a price increase in chrome prices, (Rheeder, 2009).

A study conducted in Sweden post the 1990 economic crisis revealed that downsizing exposed organizations to physical safety and health hazards, downward trends in mental health, increase in sick leave, work stress, negative attitude, job insecurity, decrease in job satisfaction and social support (Ferrie et al, 2001). Another study conducted by Bohle

et al (2004) reviewed 86 businesses that implemented downsizing in Europe focusing on organisational downsizing and its subsequent effect on occupational safety and health. Out of the total, 85% of the studies found that downsizing results in poor occupational safety and health outcomes and that there are no measures put in place to harness such catastrophe. Thus Noer (1993) posits that, organisational downsizing results in positions being shifted, depression, psychological trauma, low morale, fatigue, anxiety, reduced risk taking and motivation, diminishing organisational citizenship behaviour, distrust and threatens the psychological contract. It also results in job insecurity, role ambiguity, and role overload (Buhler, 2003).

Export of chrome ore by Russia and South Africa heightened the status quo with Chinese steel makers stock piling chrome to force prices down, (Rheeder, 2009). This largely affected the Ferro Chrome Industry making the continued operations a nightmare. Those who entertained hopes of survival came up with a raft of measures intended to turn around the business with little success if any recorded, (Mutanda, 2014). Trade of Ferro Chrome brought losses to the industry as the costs continued to be above income. Zimasco has not been spared in this dilemma prompting it to institute downsizing measures with no regard to its effects on employees' safety and health. Too much productivity obligations have been placed upon the remaining employees. Considering that safety and health are central to employment and productivity, it remains pertinent to maintain and promote safety and health culture that enhance the same rather than the normal neglect often characterising organisational downsizing process (Warnberg and Banas, 2000). Disregarding human safety and health is therefore suicidal as it derails the entire support base to turnaround business which can only be obtained from employees. It is within this framework that this study sought to assess if organizational downsizing had a bearing on survivor employees' safety and health and find ways to harness the impacts.

1.2 Problem Statement

The Euro debt crisis recorded in 2008 left most businesses limping, a number being bailed out through government interventions and loans. The Ferro Chrome industry was hardly hit resulting in inevitable need to revisit operational cost platform with the intention to bail them out of the stagnations (Lin et al, 2008). Thus Kaiser (2004) posits that if adopted, huge operational cost platforms result in organisations downsizing in a bid to match employee costs to efficiency levels without paying attention to the unforeseen safety and health hazards that may resultantly happen. Failure to pay attention to safety and health issues resulted in some organisations recording serious incidents, accidents and even fatalities (Lin et al, 2008). Zimasco being a player within the Ferro Chrome industry has not been spared from such mishaps prompting the investigator to look into the impacts of downsizing on the safety and health of survivors. Considering that the high carbon ferrochrome production process has serious inherent hazards, any lapse on safety systems has potential to harm and result in a fatality (Mutanda, 2014). Within that spec, it remains not known whether the Zimasco systems remained uptight following the downsizing process it undertook.

In addition to that, most Zimbabwean industries continue to operate using post downsizing safety and health management procedures that are not written and often premised to stop efforts to have a good safety and health culture at work and Zimasco may be following similar trends (Mutanda, 2014). There are no monitoring facets in place across the entire nation and such an arrangement is disastrous to the prosperity of any economy and cannot be allowed to go unabated.

1.3 Research questions

The study sought to assess if organizational downsizing has an effect on the safety and health of surviving employees. The research therefore will answer the following questions:

- ✚ What are the safety and health performance trends recorded by Zimasco from January 2010 to December 2015?

- ✚ What criteria did Zimasco use when it implemented downsizing in 2013?
- ✚ What effects did Zimasco's organizational downsizing have on safety and health of employees for the period January 2013 to December 2015?

1.4 Research objectives

The study sought to achieve the following objectives:

1.4.1 Main Objective

To assess if organizational downsizing had a bearing on the safety and health of surviving employees.

1.4.2 Specific Objectives

The precise objectives of this research shall be as detailed below:

- ❖ To establish Zimasco's safety and health performance trends from January 2010 to December 2015.
- ❖ To compare safety and health standards at Zimasco prior and post implementation of organizational downsizing.
- ❖ To evaluate the criteria used by Zimasco when it embarked on its downsizing process in 2013 and assess its effects to survivors.
- ❖ To assess how the downsizing process affected the safety and health of Zimasco employees from January 2013 to December 2015.

1.5 Study justification

Organisational downsizing has been implemented in various organizations due to it being discoursed as the remedy for limping organizations, however concerns continue to grow on whether the process achieves the same on surviving employees' safety and health or dents it. This is largely driven by the premise that organisational downsizing often disregards surviving employees' safety and health in spite of the two being integral to organisational productivity. Available literature points that downsizing generates

complacency on the surviving employees as they cease to comply with occupational safety and health and no response has been rendered to this known fact so far, (Quinlan, 2007). This research therefore sought to close this gap and render advice to policy makers to be wary of these ills when implementing organisational downsizing as it may dent surviving employees' safety and health thereby impacting on organisational productivity.

The Zimbabwe Labour Act [Chapter 28:01] remains patchy in coverage and effectiveness by virtue of critically failing to legislate the need to safeguard safety and health of employees post downsizing. The Act sporadically addresses the need for employees to withdraw labour in case of an unsafe work arrangement. It further provides procedures to the downsizing process which are mechanical in nature as they remain silent on surviving employees' safety and health sustenance post restructuring. Such a stance overlooks the need to rehabilitate the fragile remaining employee post organisational downsizing thereby exposing the same to numerous safety and health effects with no redress (Quinlan, 2007). The study thus investigated the reasons for this gap and attempted to bridge it through recommending policies and legislation to the Zimbabwean government on the need to review the existing laws and legislate the rehabilitation of the surviving employees post the organisational downsizing trauma.

Available research findings focused on organisational downsizing having effects on trust, productivity, absenteeism, sickness absence rate, low morale and motivation, communication, employee commitment, social relationships, job insecurity (Sears, 2008; Brewer, 2006). The studies by Kaiser (2004) revealed that downsizing is stressful due to role overload, conflict at home due to reduced income, labour turnover, passivity and breaks the organisational citizenship behavior. The literature however leaves a gap in that the effects of organizational downsizing are not exhausted as these tend to be scenario based. The Zimasco case has not been investigated. Furthermore, available literature neglects noted effects and rendered no solutions to pre-empt the effects which this research seeks to close. The study further seeks to fulfill the Master's Degree programme requirements.

1.6. Dissertation Outline

The dissertation comprises of six different chapters. The first chapter detailed the study introduction, study background and problem statement. It also detailed the questions pertinent to the research as well as the objectives that anchor the study. The study justification closed the first chapter. The second chapter reviewed the literature related to the study under review. This entailed an evaluation of available studies on organizational downsizing and its subsequent safety and health effects on surviving employees. The chapter further presented the framework that underpins the research. The third chapter discussed the methodology employed by the researcher, the design to the research. It also detailed the study universe and the representative sample as well as the method used to arrive at the sample. The chapter further highlighted on the sources of data for the study, instruments used to collect data. It further detailed on data analysis, limitations, ethical issues observed and the study delimitations. The fourth chapter covered presentation of research findings. The fifth chapter covered data interpretation and analysis. The sixth chapter summarized the dissertation and closed with conclusions and recommendations.

1.7 Chapter Conclusion

This chapter detailed the study introduction and the study background. It went on to highlight the problem statement and research questions. The key and specific objectives to the study were also discussed and the study justified. An assessment was then made within the context of businesses implementing measures to come out of challenges being faced without paying attention to the process' bearing on the safety and health of surviving employees.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter scrutinizes the other scholarly works on organizational downsizing. It further evaluates the impacts of organizational downsizing on survivor employees' safety and health. Thus, the review was limited to writings deemed informative to this study. The review was guided by the study objectives with a view to answer any other issues that cropped up and at the same time remained within the confines of the study. The broader research background was also examined to answer gaps within existing literature with regards to the research subject. Literature from authorities was thus used to have a deeper understanding of the scholarly views on the problem being investigated. The chapter also formulated a framework that informed the study.

2.1 Organizational Downsizing: What's the motive?

Downsizing refers to a strategy relevant to organizational performance and is tipped to drive productivity and leads to competitiveness if well managed (Leung and Chang, 1999). Thus, Leung and Chang (1999) further argue that, considering that organizational downsizing is driven by various factors related to business situation, it may be hard to realize its efforts and results. Tripathi (2014) supports this view and notes that, the process is popular with Executives and often resisted by stakeholders such as employees and the community in general that bears the brunt of the process. Such effects of the process cannot exclude the safety and health hazards often associated with the ills brought by the process (Chipunza & Berry, 2010) as the workforce is confronted with more workload which compromises safety and health consciousness. Chipunza and Berry (2010) further opine that employees remain in between safeguarding organizational interests and meeting the demands of the new structure together with the psychological effects of surviving which could be traumatic in nature threatening their general wellbeing at work. The process though arguably a panacea to survival, Ndlovu and Parumasur (2005) assert that, post the downsizing process, employee management remains neglected leading to continued unrest of the survivors due to pay freeze,

insecurity to mention a few. This leads to most employees being subjected to miscarriage as what confronts them cannot be equated to capacity to manage the same (Kivimäki et al, 2007).

Organizational downsizing process is often referred to as organizational restructuring or downsizing. The process is evidently inescapable and the most preferred survival option for multitudes of business organizations in industrialized and modern society with a view to meet global competitive pressure should they face extermination threats (Littler, 1998). Thus, organisations embark on downsizing for various reasons chiefly viability of the enterprise. According to Marks and DeMeuse, (2002), pressure from globalisation forces, the need to increase competitiveness, need to cut on costs, need to return to profitability to mention a few are the drivers of organisational downsizing. Organisational downsizing therefore becomes inevitable if all factors that enhance competitiveness of a business are left off rail (Doherty, 1998). Such pressure leads to turning of a blind eye to the inevitable compromise on safety and health issues often associated with changes inherent with organisational downsizing. Thus, survivors get prone to more dangers than before as they grapple with challenges associated with role overload, role ambiguity, lean structure and psychological effects of downsizing thereby compromising on their health and safety (Marks and DeMeuse, 2002).

Thus, the quest for organizations to achieve varied goals largely to invest and create wealth for shareholders, to create job opportunities, to enhance corporate social responsibility and to realize profit just to mention a few remains dented post downsizing if the safety and health of employees is not given attention (Kivimaki et al, 2007). Thus, corporates often get threatened with extinction should they go through rough patches due to unforeseen downturns on market prices, fierce competition from rivals, low productivity levels, difficult operational environment and huge operational costs that outweigh income to mention a few. Such challenges make continued existence of organizations a nightmare and maintenance of health and safety standards often get neglected thereby coercing business executives into revisiting cost platforms and revising spending trends with a view to revitalize operations if any hope for survival is to be entertained, (Kivimaki et al, 2007).

In their paper, Barker and Schiro (2010), posit that organizational downsizing emanated in America in the 1980s pioneered by Chrysler, General Motors and Ford resulting in loss of millions of jobs across the globe due to the subsequent effects of the cost cutting measures. Armstrong (2007), postulates that AstraZeneca's bottom line changed for the better post the organization's increase of job cut by 11% and the safety and health record did the opposite. According to Clair, Jackson, Dufresne and Large (2006), General Motors had to shed over 30 000 jobs in 2005 with Merck & Company Pharmaceutical Company cutting jobs by 7000 leading. Thus, Clair et al (2006), concluded that "the uncertainty of downsizing can be crippling as leavers get detached from the company and survivors often feel the heat emanating from the lean structure and other challenges associated with downsizing" which impacts on their safety and health.

2.1.1 Health organizational performance: What are the indicators?

It remains visible that a corporate is viable or in a strategic inertia. A number of factors can thus be used to evaluate the business viability and these include and not limited to dividends declaration, lucrative rating for all credits, capacity to service creditors on time and timeous payment of salaries. According to Rusvingo, (2014) there are further factors that can be used for this assessment which include established custom, getting a good rating as a preferred employer, productivity, good health and safety record to mention a few. Failure to meet the indicators above make the business trail in an untenable situation which prompts strategists within the organisation to think turnaround.

2.1.2 Organisations trapped in operational distress: What are the signs of agony?

Firms in operational distress evidently get confronted with poor safety and health record. According to Filatotchev and Toms (2006), such firms also face challenges to fulfil salary and other obligations, cannot fund projects, poor sales trends, imbalances between obligations and income to mention a few. Other visible evidence of business limping includes incapacity to service creditors on time, inability to meet contract obligations, low inflows, huge costs of operation that eat into business profits and market shrink. Barker et al (1994) add that the softening product prices contribute towards poor business

performance as chrome producers are price takers. This leads to a scenario whereby businesses digging graves as they tumble between settling debts and financing operations.

2.2 *Contributory Factors to Downsizing*

Downsizing is largely driven by economic downturn and most executives implement it under duress in an attempt to come out of the woods. A number of factors leading to organizational downsizing have been put forward with labour costs reduction topping the list (Cummins and Santomero, 1999). Other factors include operational cost reduction, corporate strategy rebranding, management of strategic inertia and managing competitive pressures. The process however reaps the undesired in most circumstances such as undermining employee commitment, generating psychological and emotional stress among survivor employees as well as threatening their safety and health, Barker et al (1994).

2.3 *Downsizing effects on Survivors*

Numerous studies conducted in the 1990s concur that organizational downsizing often reap less than intended as its effects to the leavers and survivors leads to its demise (Cascio, 1995). Cascio further notes that, such failure is mainly due to the downsizing process being driven from the top and ignoring employee voice, general focus of the process is monetary and tends to be inhumane in nature resultantly hurting the people expected to drive it. Kurehwa (2011, 265) submits that “employees who remain within downsizing organizations are referred to as survivors with those leaving called leavers”. Isabella (1989) submits that organizations that downsize run the risk of executives overdoing preparations for leavers and not taking attention to the low morale, safety and health challenges inherent with the process, low productivity that will be experienced by the survivors.

The employees who survive organizational downsizing often get confronted with role overload due to leaner structure, fear of the unknown and job insecurity, low morale, disengagement, perception of the psychological contract having been violated and lack of commitment and job satisfaction (Wiesner, Vermeulen and Littler, 1999). Such challenges often threaten employee safety and health (Kurehwa, 2011). Turning to the

organisations, revised cost platforms do not only bring ills but adds to the challenges faced with the employees as they remain in a survival mode. Safety and health often deemed a cost centre (Wiesner et al, 1999), revision of expenditure within that regards entail even revisiting the budgets and slow down on safety and health standards. This has ripple effects to the safety and health systems of the organisation. Available literature on organisational downsizing point to negative bearing on the attitude of the survivors thereby compromising on their health and safety (Isabella, 1989). Thus Worrall, et al (2000) did a study in the Public Sector and observed psychological breakdown and job insecurity. Moone (1999) posit that survivors experience loss of situational control post downsizing and uncertainty due to job insecurity that causes stress reactions. Stress at work generates absent mindedness with potential to omit and commit safety related expectations. The job transition theory thus highlights that, downsizing results in responsibility changes, change of structure, changes in policies and procedures which affect existing systems with safety and health topping the list, (Allen et al 2001).

Within a downsizing organization, employees may interpret the strategy as unjust which view is informed by the organizational justice theory (Greenberg, 1987). The theory evaluates the perceptions of justice of downsizing on victims and survivors. Survivors thus critic the process of the organizational downsizing. Most organizations seem to discard the affected employees by evidence of being escorted outside the organization post termination which instills feeling of discomfort to the surviving due to fear of the unknown (Leung and Chang, 1999). Feeling of injustice may be attributed to the way the resources have been distributed to victims called distributive justice (Homan, 1961). Williams posits of the procedural justice which deals with the process adopted (Cropanzano & Greenberg, 2001). Thus, the victims and the survivors will be assessing whether the process dully followed procedure. Due process instills confidence and vice-versa (Williams et al., 2014).

It has also been touted that employees who remain in organizations that would have downsized face a number of complications due to job insecurity and fear of the unknown (Khan, 2005). Thus, employees scrounge for tasks as capacity levels of the organizations may be reduced culminating into role conflict. Brockner, (1987) argues that survivors

envisage and fear future downsizing which evokes high levels of stress among them leading to depression and reduced motivation. Taylor (2001) posits that job insecurity leads to employee disengagement and mistrust of management actions. Newly structured jobs are often done without the employees going through the necessary safety induction as the organization will be fighting to do with available resources and at the same time with reduced expenditure on training (Shim, 2010).

2.4 Organizational, safety and health performance in a downsized firm

Performance in most downsized organizations is not as smooth as envisaged. Rather is characterized by a number of challenges (Filatotchev and Toms, 2006). Thus, these encounters include financial loss leading to failure to declare dividends, failure to meet employee obligations, general revision of expenditure trends to mention a few. Such tendencies lead to employees ignoring safety procedures and systems thereby creating fertile ground for incidents (Barker and Mone, 1994). Other challenges include revenue decline, huge production costs and heightened performance monitoring leading to employees being overburdened thereby subjected to skipping of other safety and health procedures as attention may be affected by the huge load versus coping capacity, (Barker and Mone, 1994). Employees get affected by such perceived bad developments within organisations of the organization.

2.5 Conceptual Framework

The study was informed using the downsizing model coined by Alicia Leung and Ludwig Chang

2.5.1 Downsizing Model

Literature is replete with evidence of intricate association that exists between downsizing and psychological effects within the survivors, (Leung and Chang, 1999). This has made a number of scholars view the downsizing process as a death penalty to both the organization and the surviving employees as relations get thawed after the process endangering the psychological contract. Within the Zimbabwean context, this has been aggravated by the precarious nature of employment which coerce the business captains to

implement any available strategy deemed the business survival option. This has left a lot of wounds within the affected employee who often finds self at the receiving end thereby creating job insecurity, stress at work, poor employee performance, employee disengagement and stress at work.

The Downsizing Model by Leung and Chang (1999), gives an overview of the psychological effects that are inherent with the downsizing process which affect the psychological being and employee commitment. Thus the model presents attributes that get affected by organizational downsizing which are commitment to work, trust, job insecurity/security perceptions, perceptions over how the process has been conducted which could be just or not to mention a few, (Leung and Chang, 1999). This view is supported by McKena (2000), together with Mapira et al. (2014) who purports that, employees often fear downsizing due to lack of preparedness as it comes not as process but an event which if experienced, one gets traumatized. The process has effects such as loss of social belonging, creates a lot of uncertainty and leaves roles in an unclear structure. This leads to a decrease in inbuilt commitment which compromises safety and health of the surviving employee. Thus Mapira et al., (2014) argue that notes that commitment to work measures propensity to stay and the moment it gets affected, no one would bother even to observe set rules and standards. Leung and Chang (1999) supports this view as he submits that, commitment as an attribute is commonly linked with turnover.

The model expounds psychological contract which ties the employee to the organization as the individual gets connected to the organization. Such commitment if tempered with has serious repercussions emanating from loss of perceived benefits, (Leung & Chang, 1999). Organisational downsizing by nature tempers with such perceived benefits and throws the affected into a jobless market which makes those entitled to remain some sense of fear of the future as there remains no guarantee that the organization would survive, (Williams and Hazer, 1985). This breakdown in psychological contract manifests into a hopeless state employee who struggle to make ends meet. The only survival mode for such an individual is the job that continues to remain threatened which compromises his health and safety, (Noer, 1993). The research used this model as it reflects that

organizational downsizing has psychological effects on the employees which further helps demonstrate the side effects of such psychological standing. These ultimately affects employee safety and health.

2.6 Gap to be filled by the Literature

Available literature points to evidence of research focused on the effects of organisational downscaling, less attention has been paid to the effects of organisational downsizing on employee safety and health focusing on the survivor employee. This has been largely because downsizing focuses much on the economic fortunes of the organisations and neglects the implementing machinery i.e. is the employee. Thus, available literature points that downsizing generates compliance problems to occupational safety and health and no response has been rendered to this known fact (Quinlan 2007). This research therefore seeks to close this gap and render advice to policy makers to be wary of these ills when implementing organisational downsizing as it may dent surviving employees' safety and health thereby impacting on organisational productivity.

2.7 Chapter Conclusion

The chapter reviewed literature focusing on organisational downsizing and its effects on the safety and health of surviving employees. The Chapter outlined the available information as written by other scholars on the subject under review. It also identified gaps that were left open by prior writers which this study attempted to close. The conceptual framework anchoring this study was also discussed.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Chapter Introduction

This covers the research approach adopted in the research. It also outlines the research designs employed which are the hermeneutics and case study as well as the data sources used in the research together and the instruments employed. The study population and the sampling procedure adopted are also covered. It winds up with the data analysis methods, limitations and delimitations to the study.

3.1 The Approach to the study

This study used qualitative research methodology. The approach originated from an interpretivist model whose belief is anchored on many versions of reality and that there cannot exist one single truth. The reason for this was to allow participants give their actual input which is more realistic thereby covering their experience and practices such that their issues are heard (Collins and Hussey, 2014). It is an approach to accomplish a study with various techniques and procedures used in a study, (Collins and Hussey, 2014). The procedure is natural and interprets founded data (Denzin and Lincoln, 1994) as it captures data in its raw form as experienced by the research subjects. The focus of the research is natural set up, interpretation of the coded meanings, different views culminating into full understanding of the process (Denzin and Lincoln, 1994), which is the major driver of this research.

The approach therefore was useful in this study as it unearthed the respondents' experiences within Zimasco and the experience of the organization as an entity. The findings were then interpreted based on the natural experience of the organization and the respondents. The methodology also interpreted findings with more than one meaning as well as languages that present various meanings, texts to mention a few, (Punch, 1998). Documentary source contents were used as key source to interpret official experiences of the organization and the research subjects. The researcher used interviews within the work setting and official reports where themes were deduced. The study thus employed both the deductive and inductive approaches to interpret gathered data.

3.2 Study Area

The study was conducted at Zimasco Kwekwe Division located on the following coordinates S 18° 54.681' and E 029° 50.975' along Birmingham Road, Kwekwe.



Figure 3.1: Zimasco Kwekwe Map

3.0 The design to the research

Research design is a plan adopted and followed by a researcher in a study. According to Saunders and Thornhill (2000), research design is a plan that a research takes with an objective to decide on the importance of the project. It is a key plan with clear ways, procedures and methods to be undertaken by the researcher in the data gathering process, (Collins and Hussey, 2014). This study employed the descriptive research design due to the need to give a clear picture of the things at the same time bringing to the fore the relationships that exist between the variables which are the case study and hermeneutics plan.

3.3.1 First Research Design: Hermeneutics

Hermeneutics is a research plan that infers meanings to a subject and texts within a given context, (Collins and Hussey, 2014). The design thus is anchored on an underlying relationship between the experiences and the factors behind the experiences. The researcher made a lot of inferences on the Zimasco experiences and that of the respondents who happen to be employees within the same. The design helped the researcher infer meanings to the experience of the respondents within their natural setting and realms. The study made an assumption that the respondents were subjected to an experience that forms base to explain their health and safety behaviour, beliefs, attitudes which impacts on performance of the organization.

3.3.2 Second Research Design: Case Study

Case study research plan was used in the study. This refers to a practical investigation that studies a subject within its actual context, (Yin, 2003). Thus, the study used the exploratory design to narrow it to the Zimasco context which helped bring direction to the study. According to Yin, (2003), exploratory case study helps in exploring situations where actions taken and implemented lead to a number of results that may be not clear.

The study intended to understand the impacts of downsizing on survivor employee's safety and health within Zimasco (Pvt) Limited. It was premised on the belief that the research findings culminate into better understanding thereby increasing knowledge depth on whether downsizing contributed towards poor employee health and safety. This presented a gap which can be researched in future coming from the questions that cropped up in the study.

3.4 Methods used to collect data

The research used primary and secondary data sources. Primary data is normally gathered through interviews which this study employed. It can also be gathered from experiments, observations and surveys, (Kothari, 2004). The data source helps complement secondary data by closing gaps that could be missing. The researcher gathered data through interviews thereby obtaining firsthand information. This also helped clarify issues that

sounded vague from the documentary sources. In addition, the researcher used secondary data sources which are the accounts of official documents, (Collins and Hussey 2014). The researcher used the Zimasco monthly and annual SHE Reports and SHE procedures covering the period January 2010 to December 2015.

3.5 *Instruments used to collect data*

Semi-structured interviews and documentary sources we used in this study as shall be discussed in the succeeding.

3.5.1 *The Semi-Structured interview instrument*

Semi-structured interviews were used to get real data from the respondents who experienced the life. This helped get respondents freely give information rather than limiting them through closed ended questions thereby generating factual information. The instrument was subjects involving through active participation of the respondents, (Punch, 1998). In addition, interviews assisted in getting information on issues that cannot be easily interpreted from observations, (Stake, 2010).

Semi-structured interviews are open-ended questions, which affords respondents opportunity to give answers they deem fit and extends an opportunity to the research to probe thereby clarifying a number of issues. The researcher wanted to clarify issues rather than checking and confirming.

3.5.2 *The Documentary Sources*

The researcher studied and analysed reports with information related to the topic being studied, (Mogalakwe, 2006). The study used reports that were compiled by the employees from within who had an experience of the phenomena (Mogalakwe, 2006). This helped give findings that reflect the natural truth as experienced by the subjects and officially recorded. The source is also cheaper to obtain, (Punch, 1998). The study used monthly and annual SHE Reports. SHE procedures were also analyzed to assess if there were changes in organizational standards after implementation of the restructuring exercise.

3.6 Research Universe/Population

A study population refers to the aggregate of subjects where a research sample is drawn from, (Kothari, 2004). Saunders and Thornhill (2000), define study population as a group of subjects with critical information which are peculiar to a study. The population for the study was 532 subjects covering both managerial and non-managerial employees representing full complement at Zimasco.

3.6.1 Size of the sample

According to Kothari (2004), this is a unit that represents the total. The study thus used a 10% sample representation giving total respondents of 53.2 rounded off to 53. The 10% was thus applied to all stratas with a view to get equal representation. The sample size therefore was as per the succeeding table 3.1:

Table 3.1: Sample size

Company Name	Total Complement	Managerial Sample	Non-Managerial Sample
Zimasco	532	40	492
Kwekwe			
Total Sample	53	4	49

3.6.2 Sampling procedure

The study used stratified random sampling to come up with the managerial and non-managerial stratas. This was perceived to help in getting a representative sample (Kothari, 2004). This helped get views from a cross section of all the employed as the chance of selection was extended to all. Of the 4 managerial respondents, the study purposively identified and interviewed 2 Safety, Health and Environmental practitioners with a view to have an inclusive and generalizable finding.

For the non-managerial strata, the study proceeded to sample using the systematic random system. The names of the total strata were put according to an order which led to the selection of the nth figure thus guaranteeing selection to all respondents.

3.7 Interpretation and Analysis of the findings

The researcher categorized and arranged data and coded the same with a view to deduce themes. The data was manually prepared and emerging themes were synthesized. The study also used thematic analysis where facts were reached at based on the emerging themes. According to Punch (1998), data was put into segments, coded and put into categories to decontextualize facts.

3.8 Research Delimitations

The dissertation was carried out at Zimasco Kwekwe focusing on the year 2010 to 2015. This is the period when Zimasco embarked on a number of measures to turn around its fortunes and resultantly downsized operations following a slump on the prices of chrome.

3.9 Research limitations

- a) The researcher faced challenge of obtaining information as the research subject was treated as a sensitive issue. The researcher however took time to clarify leading to allaying of fears and also got permission to research for academic purposes.
- b) The researcher could not with certainty correlate the downsizing process to health and safety developments within Zimasco due to lack of literature to generalize this. The research findings were thus not generalized as the case was specific to Zimasco.

3.10 Study duration

The study ran for the period January to April 2017.

3.11 The ethical issues considered in the study

The investigator considered the following ethical issues: -

- ✚ Permission to research was sought and granted on the note of the study being academic.
- ✚ The respondents were made aware of their inclusion to ensure a relaxed environment.
- ✚ The researcher observed cultural settings and language preferences.

3.12 Chapter Conclusion

This chapter outlined the procedures undertaken in the study. The research used the qualitative methodology approach, hermeneutics and case study research designs. The study population was 532 and a 10% sample was drawn from the population giving a total sample of 53 respondents. The data was collected through reports and interviews and later analyzed.

CHAPTER 4

PRESENTATION OF DATA

4.0 Chapter Introduction

This chapter outlines results attained by the researcher in this investigation. Thus, data gathered from interview questionnaires as well as documentary sources mainly SHE monthly and annual reports covering the period January 2010 to December 2015. The chapter starts with respondents' biography and further presents outcomes in themes and sub-themes deduced from research objectives and emerging from the findings thereof. The themes thus cover the safety and health performance of Zimasco for the period January 2010 to December 2015, safety and health standards prior and post downsizing at Zimasco, the criteria that was adopted by Zimasco when it instituted downsizing in the year 2013. The chapter winds up with a discussion on the identified effects of organizational downsizing as pointed out by the research subjects.

4.1 Interview Response Rate

The researcher intended to interview 53 respondents divided into 2 main stratas which are Managerial (4) and Non-Managerial employees (49) with the Managerial strata further sub-divided into 2 stratas of SHE practitioners and non-SHE practitioners. The response rate for Managers was 100% and 83.67% for non-managerial at 41 respondents. The 8 non-managerial respondents that could not be interviewed were absent from work due to various reasons.

4.2 Background Information

This outlines data on 45 respondents' gender profile, age profile, period of stay with the organization and their qualifications. These form a sample that represented Zimasco in the study.

4.2.1 Gender Profile of Respondents

Of the total 45 respondents who participated in the research, 37 were males and 8 were females. All female respondents were from the non-managerial strata. The lesser number

of females depicts Zimasco as a male dominated organization due to the manual nature of its operations.

4.2.2 Respondents' age profile

The age profile for the respondents ranged from 20 to 57 years (Figure 4.1) thus all the age ranges were fairly represented. This assisted in getting a cross section of views from all age groups making the obtained data richer and representative.

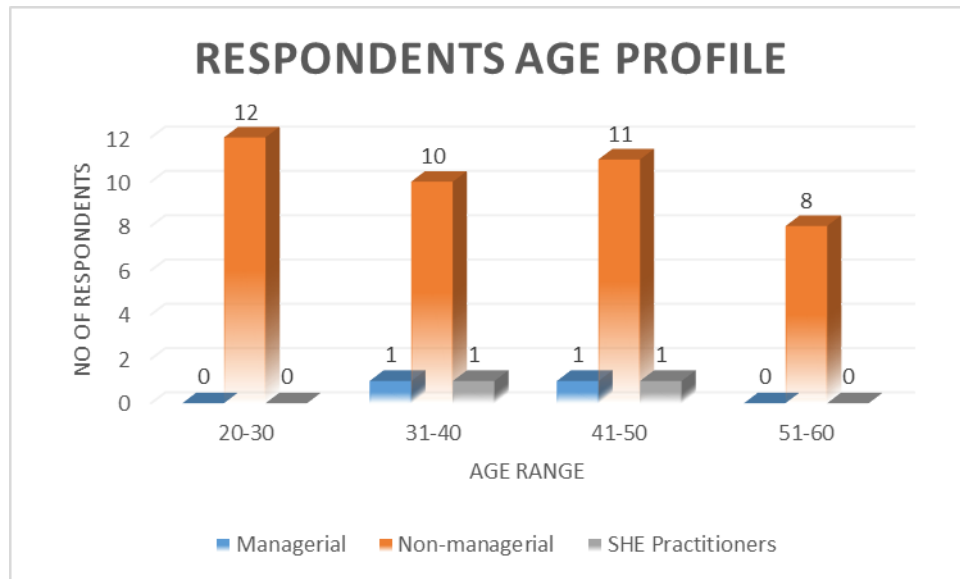


Fig 4.1:- The age profile for Respondents

4.2.3 Respondents' period of stay within the organization.

Figure 4.2 details the duration the respondents stayed within Zimasco expressed in years. The duration of stay for both the managerial employees was from 0-10 and 11-20 years with no representation from 21-40 years. This stay was similar to the duration of SHE practitioners that were interviewed. As for the non-managerial respondents 24.4% had stayed for a period between 0-10 years, 29.3% for a period between 11-20 years, 31.7 % for a period between 21-30 years and 14.6% for a period between 31-40 years. The respondents had longer stay which helped in obtaining informed views anchored on real life experiences.

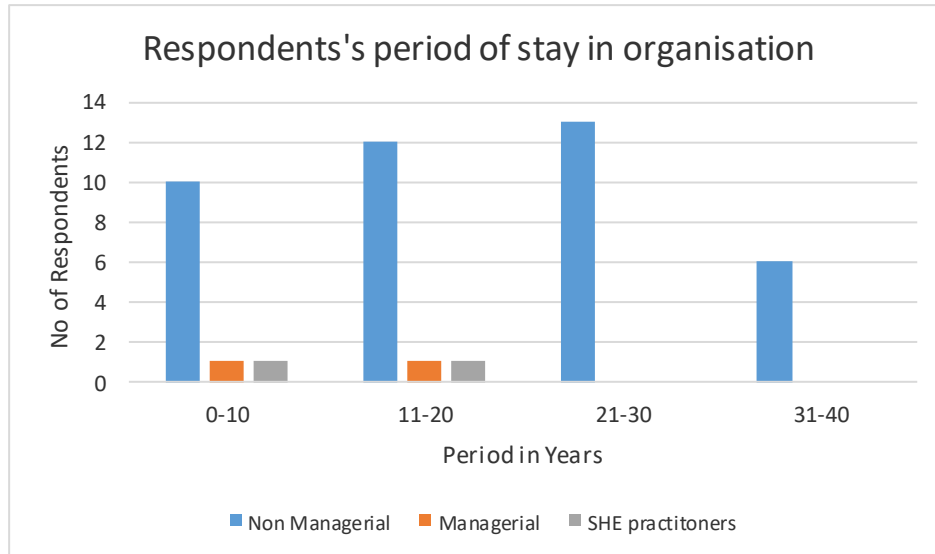


Figure 4.2: - Period of stay in the organization

4.2.4 Qualifications of respondents

This (Figure 4.3) illustrates the qualifications of the respondents by category. Respondents which had qualifications below ‘A’ level stood at 73.3%. Only 26.7% of the respondents had attained a qualification form a tertiary institution. This shows a flatter organization which is highly general labour intensive. Such labour does not require higher qualifications.

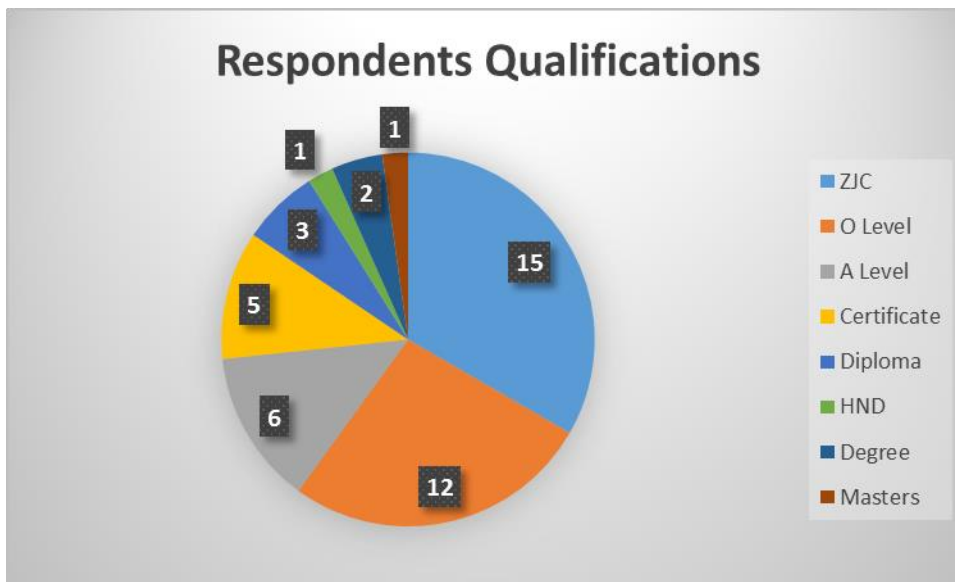


Figure 4.3: - Respondents' qualifications

4.3 Safety and Health performance

This outlines the safety and health performance of Zimasco prior and post organizational downsizing era i.e. from January 2010 to December 2015 detailing on factors deemed to have contributed towards such performance. It also shows the incidents recorded during period under review. It thus starts with responses from interviews held and then data gathered from SHE monthend and annual reports to complement the interview data.

4.3.1 Zimasco safety and health performance prior and post organizational downsizing.

Figure 4.4 details respondents' views of the Zimasco's safety and health performance before and after organizational downsizing. Of the views highlighted by the 45 respondents, inconsistent SHE performance topped the list. This is attributed to lack of continuity as personnel competent to manage safety systems got affected by the downsizing process. This was followed by deterioration which indicates the worsening safety and health performance. 15, 6% felt that performance was very poor, indicating the implications of downsizing. Despite the views by respondents that performance was inconsistent, deteriorating and poor, 20% of the respondents felt that performance was still good and 11, 1% indicated that it was fair throughout the review period. This could have been a result of employees who had stayed in the organization for a longer time and had witnessed worse performance before safety and health management systems were implemented.

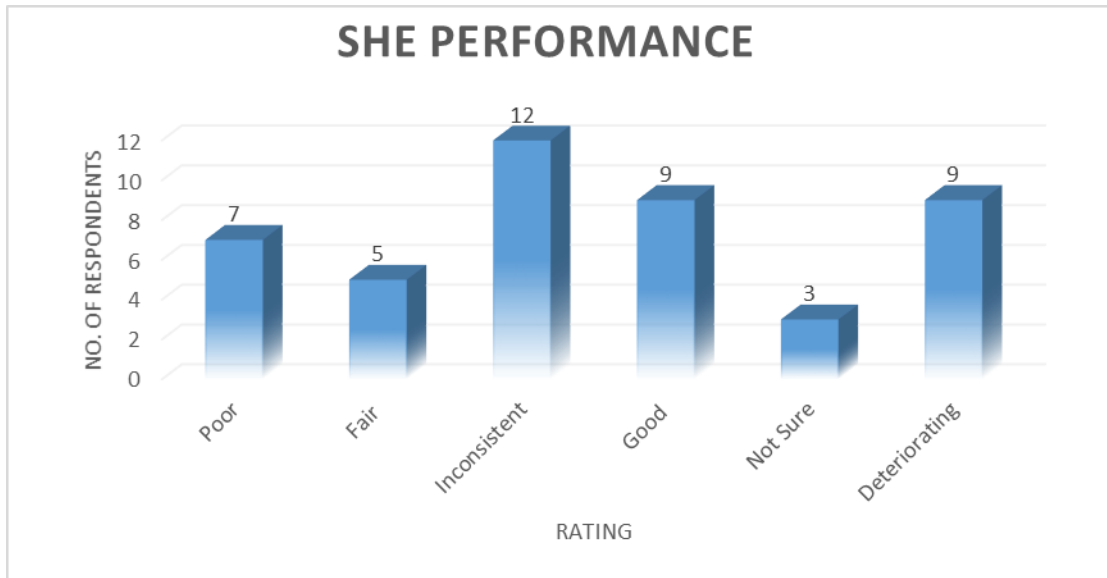


Figure 4.4:- Respond on safety and health performance

4.3.2 Factors deemed to have contributed to SHE performance trends

Factors deemed to be contributory to the SHE performance of Zimasco during the period under review are presented (Figure 4.5). Skills gap, training gap, fear of the unknown, role overload, inadequate work standards and enforcement failure were pointed out by 71.1% of the respondents as the causes of poor SHE performance trends. Only 28.9% of the respondents indicated that causes to the poor SHE performance was inadequate leadership, inadequate inspection, PPE shortages, influence fatigue and role ambiguity/conflict. These attributes are mainly an outcome of the downsizing process or its subsequent effects. These also help incapacity of survivors to cope with safety standard requirements since external forces were at play.

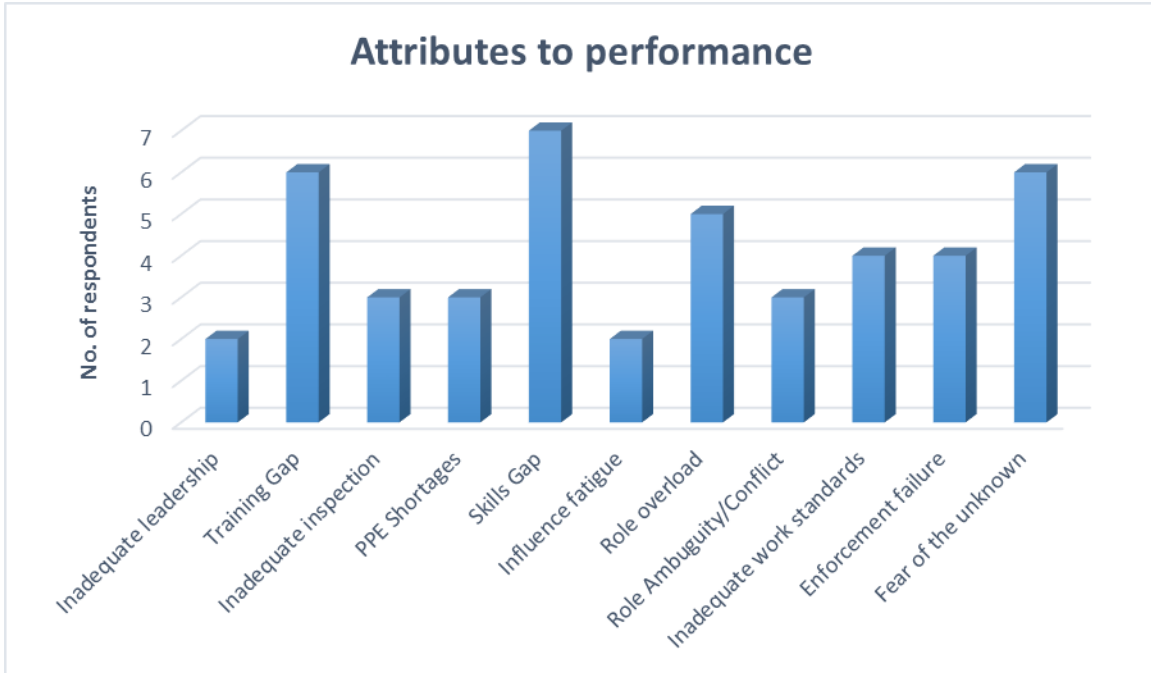


Figure 4.5: - Respondents' attributes to performance trends

4.3.3 Incidents occurrence from January 2010 to December 2015

All the 45 respondents confirmed that the organization recorded a number of incidents as briefed from time to time in monthly safety meetings and as posted on SHE statistics boards across the plant. In terms of classification, recorded incidents for the period were mainly minor, with a handful of disabling injuries and one fatality recorded in December 2013. The huge numbers of incidents were recorded in 2013/2014 which investigations pointed that their occurrences were largely driven by the effects of the downsizing process. One of the accidents recorded in 2014 resulted in 6 disabling injuries at one goal due to skill gap as the person who used to front that task execution was retrenched and the survivors lacked the competency levels required to operate. The occurrence records are as summarized in Table 4.1 and Figure 4.6 as obtained from Zimasco SHE monthly and annual reports.

Table 4.1: Annual incident statistics from 2010 – 2015

	2010	2011	2012	2013	2014	2015
Fatality	0	0	0	1	0	0
Disabling Injury	0	1	1	5	9	0
Minor Injury	19	20	11	10	19	4
Occupational Illness	0	0	0	0	0	0

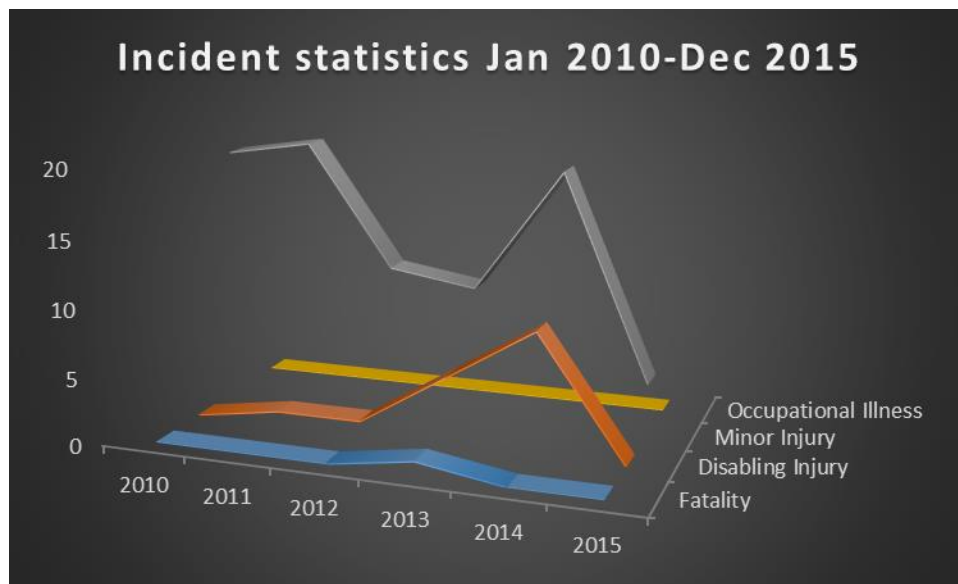


Figure 4.6:- Annual incident statistics from January 2010 – December 2015

4.3.4 Effects of incidents occurrence

Figure 4.7 presents findings which the respondents believed are outcomes of incidents recorded during the period under review. All the 45 respondents concurred that occurrence of accidents caused low morale, compromised corporate image, injury to personnel and medical costs. 80% of the respondents said that occurrence of accidents resulted in loss of skill. 70% highlighted that accidents realized compensation costs and psychological trauma. 60% indicated that there was loss of production time. 30% percent said that accidents resulted in loss of equipment. Investigation costs were mentioned by

only 20% of the respondents. These responses confirm the general effects caused by the occurrences of incidents.

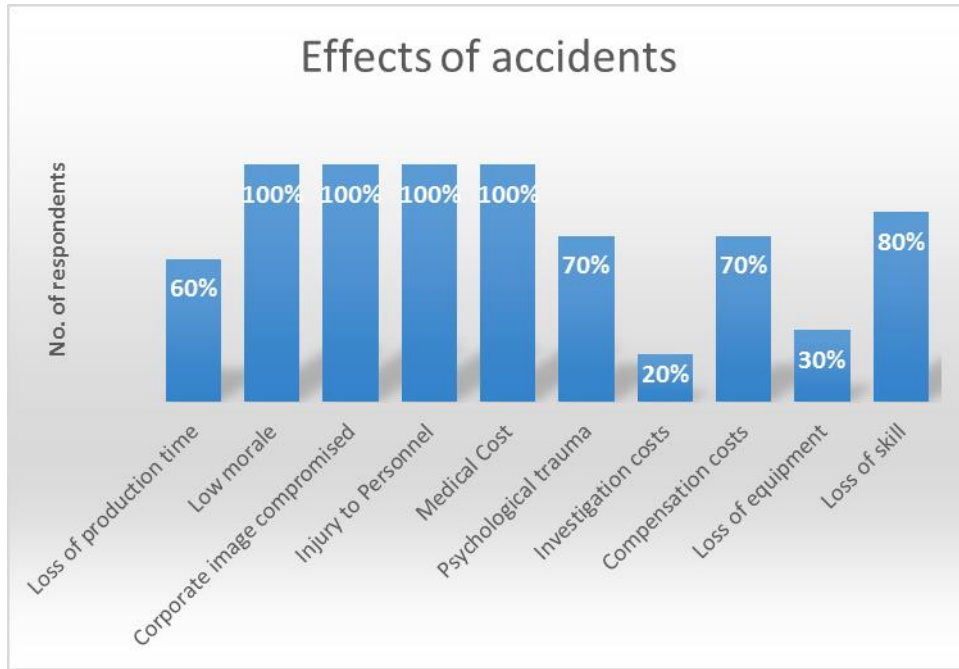


Figure 4.7:- Perceived effects of recorded incidents from January 2010 – December 2015

4.3.5 Zimasco SHE surveillance systems

Table 4.2 details performance of Zimasco from the Safety, Health and Environmental audits conducted during the period under review. All the three types of audits that is external, interdivisional and internal were conducted in year 2010, 2011, 2012, 2013 and 2014. The audits were however not held in year 2015. From the external audits that were conducted by NOSA (National Occupation Safety Association), the organization scored five (5) stars which is the highest accolade in performance in years 2010, 2011, 2012 and 2013. However, when the audit was conducted in year 2014 the organization scored only four (4) stars. This showed a loss of one (1) star which was an indication of poor SHE performance which was aggravated by a fatality that occurred in December 2013. Interdivisional and internal audits were held in preparation of external audit hence performance was not rated.

Table 4.2: Zimasco SHE system audits occurrence and scores by period.

Type of audit	AUDIT OCCURRENCE & SCORES BY PERIOD											
	2010	Score	2011	Score	2012	Score	2013	Score	2014	Score	2015	Score
External SHE audits	✓	5	✓	5	✓	5	✓	5	✓	4	No	Nil
Interdivisional SHE audits	✓	N/A	✓	N/A	✓	N/A	✓	N/A	✓	N/A	No	N/A
Internal SHE audits	✓	N/A	✓	N/A	✓	N/A	✓	N/A	✓	N/A	No	N/A

4.4 Safety and health standards

This outlines the safety and health standards levels before and after organizational downsizing covering the period January 2010 to December 2015. Thus respondents' views are deduced to themes that explain the state of safety and health standards during the period under review. Further to that, initiatives put in place to maintain safety standards are outlined together with deviations noted post downsizing period. Thus information gathered through interviews and secondary data sources is used in this presentation.

4.4.1 Zimasco safety and health standards prior and post organizational downsizing

Respondents' perceptions of the safety standards before and after implementation of organizational downsizing are shown in Figure 4.8. Some of the respondents indicated that standards deteriorated. Those who indicated to have no idea or not sure could also form an opinion of not wanting to comment in spite of having noticed the decline. Such deterioration is attributed to failure to finance safety and health systems and maintain standards as the financial position of the organization was very poor post downsizing. A few that maintained a no change submission and those who noted that the standards improved reflect those who survived in worse situations before safety and health

management systems were implemented and probably understood the organization's efforts under the circumstances.



Figure 4.8: - Response on safety and health standards

4.4.2 Effects of changes in standards to employees' safety and health

Figure 4.9 shows the changes that occurred which affected employees' safety and health. These were salary cuts, benefits cuts, role overload, cost cuts, reduced overtime allowance, reduced plant inspections, PPE issuing cuts and SHE audits suspension. All the employees indicated that they were affected by salary and benefits cuts. 90% indicated that they were affected by reduced overtime and PPE issues. 80% were affected by role overload. 70% indicated that reduced inspections compromised safety and health. 60% said that cost cuts affected their safety and health. 40% of the respondents indicated that audit suspensions compromised safety and health.

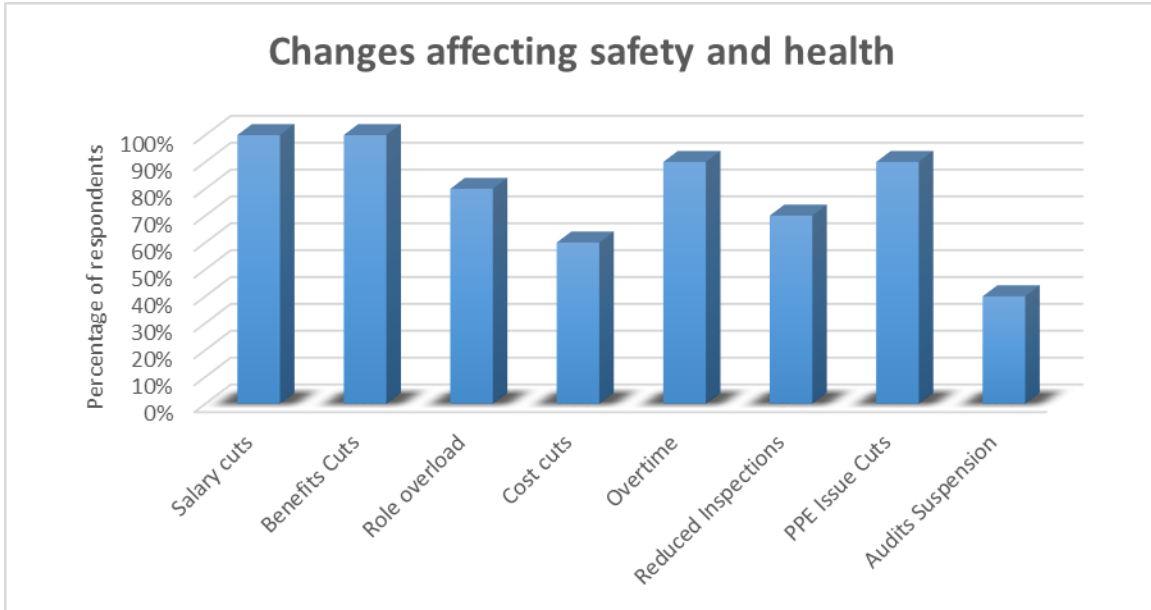


Figure 4.9: - Changes affecting safety and health performance

4.4.3 Zimasco post organizational downsizing initiatives to maintain standards

The initiatives that were undertaken by Zimasco management in an attempt to maintain safety standards during the period under review are presented in Figure 4.10. These were retraining, housekeeping competitions, multi-tasking, job sharing, safety campaigns, inter HODs inspections and GM weekly inspections. These initiatives were more reactive and initialization could have taken time rendering them useless at the required time. Thus, some employees commented that standards deteriorated post downsizing era. The later (2015) decrease in incidents occurrence could be as a result of these initiatives beginning to work.

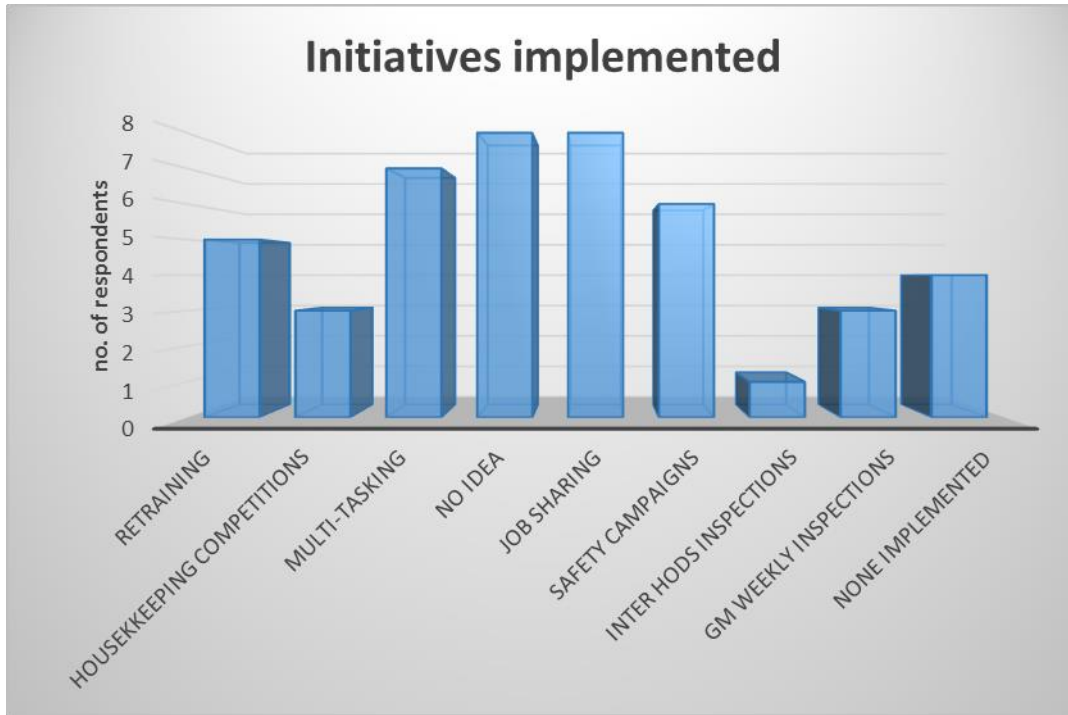


Figure 4.10: - Response on post downsizing initiatives to maintain standards

4.5 Organizational downsizing criteria

This outlines the conditions within which Zimasco undertook its downsizing process in the year 2013. It also presents findings on the productivity status of the organization prior and post downsizing process. It further presents the displacements on staff complement caused by the downsizing process and the safety and health standards levels before and after organizational downsizing covering the period January 2010 to December 2015. It further presents the feelings of survivors towards the downsizing process and its perceived effects.

4.5.1 Consultation of stakeholders on downsizing

Out of the 45 respondents interviewed, 33.33% indicated having been consulted directly as they sat in Managerial Committee meetings and or Works Council meetings. The other 26.67% participants however professed ignorance of any developments serve for being briefed at the point of implementation. The remaining 40% indicated that the consultation

was indirect in that those entitled to participate at different platforms where executives and employees meet would be consulted with little if no influence on the direction the organisation would take. Consultation at platforms that are established such as Works Councils explain submission by other participants of not being consulted as those who participated were mostly not affected and also did not brief as expected.

4.5.2 Factors Considered whilst implementing downsizing

The downsizing process used different approaches as detailed in the Figure 4.11. Out of the 45 respondents, 35.6% mentioned that employment status was the criteria used to downsize whilst 33.3% said that a mixed approach was used. Skills based and performance based approaches were mentioned by the same number of respondents which were 11.1% respectively. Seniority based approach was highlighted by 8.9% respondents. The criteria thus neglected critical issues as skills retention as it labored on easy targets in spite of their contribution to the organization. This explains why performance later on deteriorated as no attention was paid to real issues.

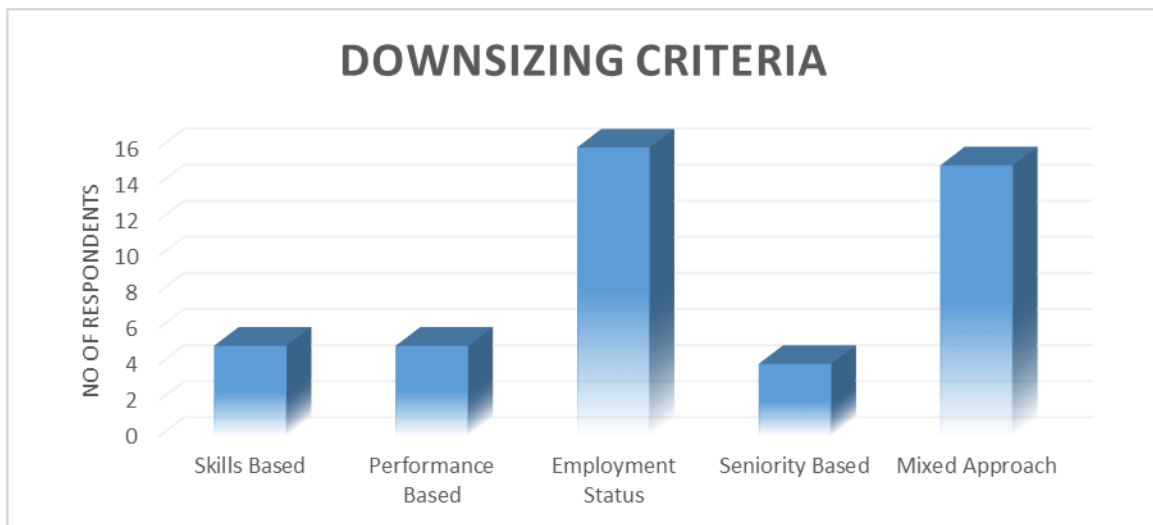


Figure 4.11: - Response on organizational downsizing criteria.

4.5.3 Zimasco Alloy Production trends (January 2010 to December 2015)

Table 4.3 presents the production trends the organisation recorded during the period under review. All the 5 furnaces at Zimasco were producing saleable alloy in 2010, 2011 and 2012. In year 2013, only 3 furnaces were left operating. This is the year when downsizing was implemented. Another furnace was shut down beginning of 2015. This reduction in furnace units may have contributed towards the good safety and health record in 2015 as the remaining complement matched the operations.

Table 4.3:- Zimasco Alloy Production Performance (January 2010 to December 2015)

Year	Furnaces operating	Furnaces Production Budget (Tons)	Furnaces Production Actual (Tons)	Saleable Chrome Alloy (Budget)	Saleable Chrome Alloy (Actual)
2015	2	34 100	30 964	61 522	69 900
2014	3	111 264	107 538	114 356	104 265
2013	3	121 953	110 466	118 885	110 948
2012	5	157 674	149 579	199 839	183 878
2011	5	168 739	134 671	175 050	137 114
2010	5	170 330	158 096	168 272	161 320

4.6 Effects of organizational downsizing on safety and health of employees

This outlines appearing safety and health effects of organizational downsizing on survivor employees. It further presents the employee sickness records from the Zimasco Health Services Department.

4.6.1 Survivor employees' response on safety and health effects

This presents survivor employees' views on whether the organizational downsizing process affects safety and health of host employees. Out of the total 45 respondents, 41

noted that downsizing affects employees safety and health in that it naturally displaces employees from comfort zones through new structures (15), changes roles (11), creates role overload (5), generates employees stress (10). The other 4 noted that effects may not be attributed to downsizing alone as there are other national economic issues beyond downsizing thereby making it difficult to point at one factor. Role and structural changes has potential to lead to skill gap and overload which generates fatigue on employees resultantly affecting their safety and health consciousness. Displacement from comfort zone is also a recipe for stress to employees.

4.6.2 Organizational downsizing effects on employee health

This details the expression of respondents on the general effects of downsizing on employee health. Of the 45 respondents interviewed, 10 indicated that organizational downsizing caused them suffer from depression, 6 suffered from psychological trauma. The other 5 submitted that their morale was affected with the other 7 showing that they succumbed to fatigue. The other 6 suffered from anxiety with the other 5 suffering from distress. The other 6 however indicated that they did not suffer from any health problem related to organizational downsizing. This depicts that organizational downsizing has implications on the health of survivor employees regardless of the fact that they did not lose employment. Survivor employees suffer to other pressure that comprises their health.

4.6.3 Sickness absence cases

Data gathered from Zimasco annual reports showing the sickness absence cases due to different illnesses affecting employees from January 2010 to December 2015 is presented (Figure 4.12). The sharp increase in 2012 could be attributed to the closure of furnaces towards the end of the year that saw the emergent implementation of unpaid rotational leave. Such measures ate into employees' disposal income culminating into proliferation of sick leave. This could be due to employees wanting to utilize such sick leave notes to get time off and engage in other activities that gave them money as coming back to work would not change anything. At the same time this was a sign pointing to a sinking organisation hence the fear. The huge record is also linked to the large complement at the

time compared to the succeeding years after downsizing. However, in terms of occurrence in line with the existing complement, the year 2013/2014 recorded higher cases of sickness absence rate which could be attributed to the effects of downsizing.

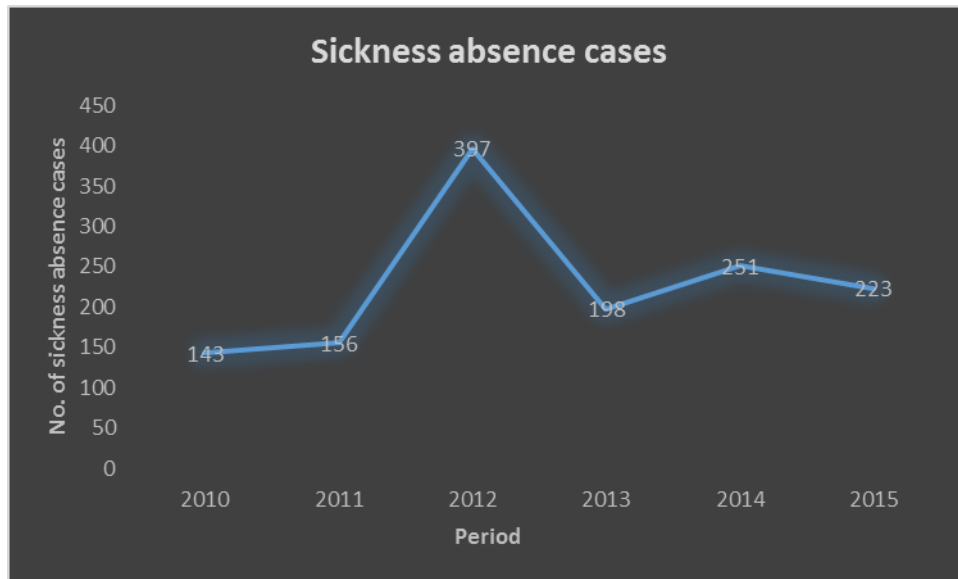


Figure 4.12: - Sickness absence cases

4.6.4 Off the job disabling injuries

Figure 4.13 presents data gathered from Zimasco annual reports that shows the number of employees who reported to have been injured whilst they were not at work and suffered disabling injuries. The highest number of off the job injuries was recorded in year 2013 when organizational downsizing was implemented. These injuries could have been happening whilst the employees had engaged themselves in activities that assisted raise income outside workplace. Other investigated incidents however indicated that the employees were falsifying incidents that were happening whilst at work for fear of reprisal.

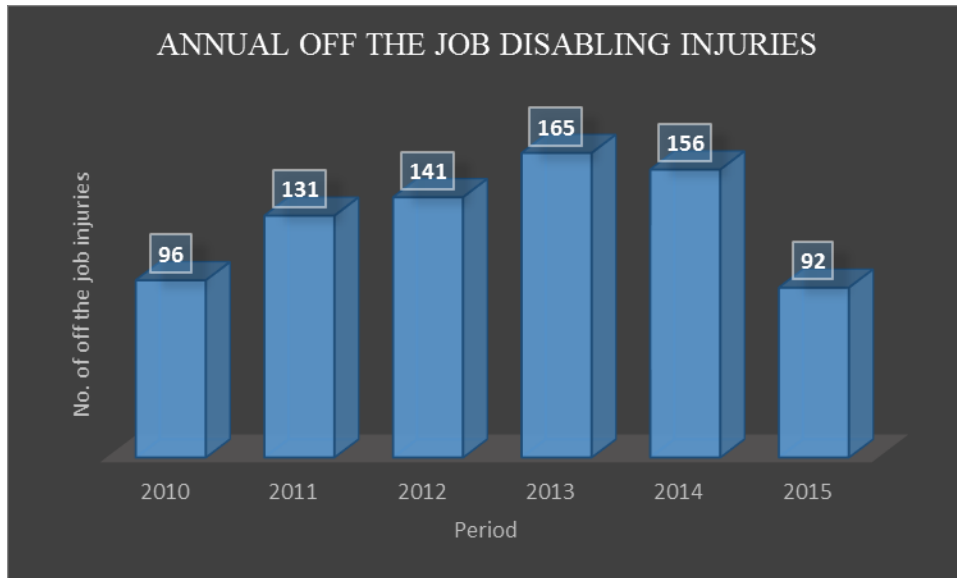


Figure 4.13:- Off the job disabling injuries

4.7 Chapter Conclusion

The chapter presented data gathered thorough use of the two instruments which are the documentary sources and interviews. The chapter firstly presented interview response rate followed by background information of the respondents. Further to that, response on safety and health performance and safety and health standards of Zimasco prior and post organizational downsizing era was presented. Lastly the organizational downsizing criteria that was used by Zimasco followed by the effects of it to survivor employees was presented.

CHAPTER 5

INTERPRETAION AND ANALYSIS OF FINDINGS

5.0 Introduction

This Chapter infers and examines findings attained from the investigation. Thus it unearths issues that are not at the fore and attach meanings to the findings thereby leading to an informed conclusion. The chapter starts with background information analysis and moves on to data obtained from interviews and reports. Thus meanings are given to explain the concealed issues that seek to explain the effects of organizational downsizing on survivor employees' health and safety with the Zimasco context. The analysis will be interrelated to the available literature views with an intention to try and generalize meanings where possible and close the existing information gap.

5.1 Background information

5.1.1 Respondents' Gender Profile

Female representation was at 17.8% of total respondents against 82.2% of the male counterparts. Considering that the female representation is coming from non-managerial employees, this shows that gender profile within Zimasco top hierarchy is more male dominated. Even at lower level grades where women are represented, they represent 19.5% of the total respondents which still is too low. This however can be explained by the nature of industry which is heavily manual thereby leaving a number of jobs being male dominated. This confirms the view by Evans (2003), who argues that women are weaker than men leading to most manual organizational positions being occupied by males. Further, the managerial jobs also demand continued presence to late hours which affects most married women as they would prefer attending to domestic chores. Most of these women are in clerical and secretarial jobs with a few performing alloy sorting functions.

5.1.2 Respondents age profile

The investigation covered a cross section of all age groups enhancing potential to obtain richer findings. Such an array of responses enhances data generalizability. Thus Punch (1998), argues that obtaining data from a cross section of ages enables the researcher get

richer data which is valid, reliable and generalizable. Experiences shared by these different age groups would entail a fair assessment of changes in safety systems as they got exposed to different scenarios, systems and standards in their life time. Mogalakwe (2006), posits that experience gives individuals shared generation views and different realms based on the shared experience which enriches data through blending process. This enhances the representativeness of data (Saunders, 2000).

5.1.3 Respondents' period of stay within the organisation

The span of stay for the respondents ranges from 0-40 years thereby bolstering the view that the experienced have seen it all (Mogalakwe, 2006). Over 42% candidates have been with Zimasco for 21 years and above with the other 31.1% having been with the organization for more than 10 years. This means the interviewed respondents have had more exposure to the safety and health standards implemented during the times the organization was not facing operational challenges. Such a cross section gives a clear picture of an understanding genuinely based in real experience. Thus Birger (2001) equates competency levels to at least 5 years of repeatedly handling a similar function which enhances problem solving in any encounter. Experienced personnel would assist in understanding safe and health work environments. This helped the researcher in obtaining data reflecting reality as experienced by the respondents.

5.1.4 Respondents' Level of Qualifications

The respondents' qualification shows a bias towards minimum higher level qualifications. The major reason for this could be that only a few managerial employees were interviewed. It also explains that Zimasco's recruitment is biased towards managerial positions. Thus, people mandated to drive the process are rightly qualified. Any deviation cannot be explained by poor qualifications and lack of knowledge. The qualifications for the lower level employees are basic enough to make a person understand the safety requirements which strengthens the validity of the findings. According to Kothari (2004), the level of respondents' education is key to make the findings valid as they are backed by some form of competency levels.

5.2 Safety and Health Performance

This interprets and analyses findings on Zimasco safety and health performance from January 2010 to December 2015. This is the period before, during and post Zimasco undertook the downsizing process. It further examines the occurrence of incidents during the same period and factors that attributed to these performance trends.

5.2.1 Zimasco safety and health performance January 2010 to December 2015

The safety performance show a trend of a system that faced total collapse during the period post organizational downsizing. This can be supported but the submission from a bigger number of respondents who indicated that the system had a lot of inconsistencies. Further to that, the other respondents submitted that the system deteriorated showing that concentration on safety issues declined. Thus, Marks and De Meuse, (2002) posit that employee concentration on safety issues tends to be minimized due to lack of concentration and such behaviours are normally associated with hardships often experienced by employees going through downsizing phases.

Though another cross section submitted that the safety and health performance was at its worst, a few did not notice the change as they submitted that the performance remained good. Such submission however cannot be relied upon considering that the organization recorded a number of incidents in the year 2013/2014 including a fatality. In addition, most disabling injuries happened after the organization embarked on downsizing. Thus an enquiry to the respondents on the cause for the poor safety and health performance from January 2013 to December 2015 revealed that occurrence of a fatality in December 2013 coupled with an increase in disabling injuries spoiled the performance. From the responses aired, it is very clear that employees use occurrence of incidents as a performance indicator for safety and health. When accidents occur, the performance to them will be bad and when there are no accidents it will be good. An element of laxity is also prevalent from the responses

Another enquiry on why a few employees (20%) still felt that performance was good post the downsizing era revealed that in the year 2015, there were no serious injuries recorded hence they felt that way. The respondents that felt performance was fair throughout the review period were of the opinion that injuries were the order of the day in the high carbon ferro chrome industry due to its inherent hazards hence they were not amused by the performance. To them, performance had improved as compared to years back before the review period hence they felt it was fair. The researcher noted that during that era before the period under review, safety and health systems had not been implemented hence incidents were on the higher side.

5.2.2 Factors that are attributed to the performance trends

Although a few respondents felt otherwise, most employees showed that the major attributes to the poor show on safety and health performance trends were inadequate skills gap, gaps in training, fear of the unknown, role overload, inadequate work standards, enforcement failure, role conflict, influence fatigue, PPE shortage and inadequate leadership. All these characters are interrelated with organizational downsizing. Marks and DeMeuse (2002) support that as they note that organisational downsizing survivors get prone to more dangers than before as they grapple with challenges associated with role overload, role ambiguity, lean structure and psychological effects thereby compromising on their health and safety. Skills gap came as a result of the downsizing that took out a lot of skilled personnel and left a bigger gap that required training. During the same time, it was difficult for training to be implemented as the organisation was struggling with costs and training is the normal target when cost cutting is implemented in organisations (Noer, 1993). Thus, attributes highlighted by most respondents result in challenges cited hence poor safety and health performance.

It is also evident that the standards of work became inadequate as skilled personnel who used to review the same may have been affected and left and due to role overload, concentration was now being centered on core business as most people believe safety issues are at the periphery (Ferrie et al, 2001). There has been notable failure to enforce safety standards which explains that the levels of management structure and few people left to enforce making it difficult to observe all aspects due to role overload. PPE was

also in short supply which means personnel defense was at risk due to cost aspects. Some respondents pointed to lack of leadership which explains that employees tend to fault leadership in cases of organizational failure (Quilan, 2007).

An example would be an accident that occurred at Zimasco in July 2014 where 7 employees got seriously injured at once sustaining permanent disabling injuries. The official summary cause of this accident was lack of skill when an employee was tasked to operate an equipment he had limited knowledge with. Further enquiry into this accident revealed that the skilled operator who had knowledge of this equipment had been retrenched when organizational downsizing was implemented in year 2013.

5.2.3 Occurrence of incidents from January 2010 to December 2015

Recorded incidents that occurred during the period under review were minor injuries, disabling injuries and a fatality. The year 2010 had a good record with no disabling injury which was a milestone achievement for Zimasco. This achievement was however spoiled in the following years when a fatality and disabling injuries were recorded. The occurrence of these incidents affected the morale of other employees as they felt that management was not doing enough in creating an accident free workplace. It was noted that the incidents got worse 2013 and 2014 and it is during this era organizational downsizing was implemented. The increase in incidents during these years can be supported by Noer (1993) organizational changes are a cause of poor safety and health performance. Such stance gets worse if funding of safety activities reduces to lower levels. It could be this reason that led to an increase of disabling injuries to the survivor employees. Instead of them being happy since they were still in employment, some individuals succumbed to pressure and got injured. The decrease on the disabling injuries in 2015 could be as a result of resuscitated efforts to curb the 2014 occurrences which came whilst people's minds were fresh on the fatality the organization recorded.

An analysis of Zimasco annual reports revealed that only one (1) fatality recorded in December 2013 occurred during the period under review. In 2010, there was no disabling injury, however nineteen (19) minor were recorded. 2011 saw an occurrence of one (1) disabling injury and 20 (twenty) minor injuries. Another disabling injury was recorded in

2012. This year saw a sharp decline of minor injuries from twenty (20) recorded in 2011 to eleven (11). 2013 then brought with it a fatality, five (5) disabling injuries and 10 minor injuries. There was a remarkable increase in injuries in year 2014 which saw nine (9) disabling injuries and nineteen (19) minor injuries being recorded. In 2015, only 4 minor injuries were recorded. This was another milestone for the organization after 2 years of a poor safety and health record. These statistics confirm the responses from the interviews discussed earlier on. From the discussion above, it shows that there is a direct correlation between organizational downsizing and occurrence of incidents.

5.2.3 Effects of incidents and SHE surveillance

The study revealed that the organization was confronted with huge bills associated with medical treatment especially during the period when Zimasco implemented downsizing. This was largely because of injuries related to downsizing as people got clinical attention or hospitalized to get treatment. Such injuries tend to thwart relations between the organization and the community thereby compromising on corporate image (Bohle et al, 2004). Investigation costs also went on the sour which became more of a reactive approach than pro-active. Zimasco suffered on production and general trauma on the employees expected to deliver. Consequently, skills were lost which can be attributed to the need to run away from poor systems within the organisation including safety. Thus Blau (1964), argue that where people's lives are threatened, their propensity to stay is equally at state and they tend to quit.

The attaining a 4-star rating in the 2014 period could have been as a result of the fatality that was recorded in 2013. Coupled with such a fatality, it also shows that the employees got shocked and this was further made worse by the downsizing process which shoved people into panic mode. Thus Brockner (1987) argues that survivors also fear future downsizing which evokes high levels of stress among them leading to depression and reduced motivation which threatens their safety and health consciousness. The situation may have been worse had the organisation allowed a systems audit in 2015. Though the failure to audit is linked to the financial distress, it remains difficult to conclusively say the systems were on the good standing. Taking note that the records of disabling injuries shot high in 2014, this was an indicator of bad safety performance. Thus Quinlan (2007)

argues that that downsizing generates compliance problems to occupational safety and health and such compliance endangers safety and health performance in general.

5.3 *Safety and Health Standards*

This interprets and analyses findings on Zimasco safety and health standards prior and post organizational downsizing. It further examines the respondent's views on the effects of standards to the safety and health of the employees. It winds off with an evaluation of the initiatives submitted to have been made to revert to the standards.

5.3.1 *Zimasco safety and health standards prior and post organizational downsizing*

Most respondents indicated that the safety and health standards deteriorated soon after downsizing. Such a submission can be supported by the number of disabling injuries recorded at work. Taking a leaf from the job transition theory, it confirms the resultant downstream challenges brought about by the downsizing process. Thus, Allen et al, (2001) assert that, downsizing results in responsibility changes, change of structure, changes in policies and procedures which affect existing systems and standards with safety and health topping the list. If added together with other who professed ignorance, it clearly shows a situation where people avoided giving real answers but the reality was known. Others indicated that there was no change noted showing evidence of no improvement but such submissions may be coming from the young ones who have been with the organisation for a short time, who may not have witnessed the good old days as submitted by their elderly counterparts.

5.3.2 *Effects of changes in standards to employees' safety and health*

A glance at the respondents' submission reflect a serious violation of safety standards through a cost cutting regime that even affected personal protective equipment (PPE) issuing. This contradicts the right to safe work standards as enshrined in the Zimbabwe Labour Act [Chapter 28:01]. Coupled with salary cuts, benefits cuts, and increased overtime due to role overload, the employees remained susceptible to serious safety and health threats. Such effects of the process according to Chipunza and Berry (2010) compromise the employee health and safety and is hazardous. They further opine that the

major driver of the effects is because the workforce is confronted with more workload which compromises safety and health consciousness and that employees remain in between safeguarding organizational interests and meeting the demands of the new structure together with the psychological effects of surviving which could be traumatic in nature threatening their general wellbeing at work.

5.3.3 Zimasco post organizational downsizing initiatives to maintain standards

The initiatives formulated post the downsizing period show a reactive approach than an active approach. Retraining of employees is a corrective measure and it also confirms that the downsizing process was haphazardly done as employees just required to be trained before laying off. Coupled with the pressure of work, grasping concepts in full tends to be compromised. Job sharing and multi-tasking though a motivational toll leads to role overload in some instances which threatens coping capacity especially considering that most of the remaining employees had to go through re-training. Thus, it is submitted that newly structured jobs are often done without the employees going through the necessary safety induction as the organization will be fighting to do with available resources and at the same time with reduced expenditure on training thereby threatening safety, (Shim, 2010). The weekly inspections by the General Manager at times get mis-interpreted as an opportunity to instill fear on non-complying employees and may worsen the situation.

5.4 Organizational downsizing criteria

This interprets and analyses findings on the downsizing process undertaken by Zimasco in the year 2013 focusing on the respondents' views on productivity status of the organization prior and post downsizing process. It further analyses the displacements on staff complement caused by the downsizing process and the safety and health standards levels before and after organizational downsizing covering the period January 2010 to December 2015. It winds up with an interpretation and analysis of the feelings of survivors towards the downsizing process and its perceived effects.

5.4.1 Consultation of stakeholders on downsizing

The consultation process undertaken reveal a system enshrined on observing existing protocols. This however has a danger of ignoring other opinion leaders who do not form part of the platforms that Zimasco used such as Works Council. This has potential to exclude the general populace as employees and most leaders fear briefing bad news. Such an exclusion approach also may pose a challenge whereby expected initiatives face resistance and generally failure to accept change implementation thereby threatening the safety and health of employees. Tripathi (2014) supports this view and notes that, the downsizing process is popular with Executives and often resisted by stakeholders such as employees and the community in general that bears the brunt of the process. News bearers therefore tend to screen what to tell the affected. Members excluded dictated that the consultation was indirect in that those entitled to participate at different platforms where executives and employees meet would be consulted with little if no influence on the direction the organisation would take.

5.4.2 Factors Considered whilst implementing downsizing

Consideration of employment status is often the norm i.e. the contract employees get affected first because they are easy to get rid of. This however tends to be naïve considering that even continued carrying of the same has little potential to be a problem should the organization be in serious liquidity problems. It would be ideal to remove the non-performing first whilst the situation is much better and the organisation can off-load. Other contract employees also tend to perform better than their permanent counterparts. Combining approaches however was a noble idea as it intends to leave the organisation in a health status. Selection based on skills and performance remains the noble idea though it furred low in consideration. This explains why Zimasco remained in serious challenges related to safety as it allowed the employees who knew the systems and standards to leave. Thus Doherty, (1998) argues that organisational downsizing appetite leads to turning of a blind eye to the inevitable compromise on safety and health issues often associated with changes inherent with the process. Thus, survivors get prone to

more dangers than before as they grapple with challenges associated with role overload, role ambiguity, lean structure and psychological effects of downsizing thereby compromising on their health and safety (Marks and DeMeuse, 2002).

5.5 Effects of organizational downsizing on safety and health of employees

This infers and analyses the effects of organizational downsizing on safety and health on survivor employees. It further examines the employee sickness statistics and interprets the same within the objectives.

5.5.1 Survivor employees' response on safety and health effects

The respondents clearly concurred that downsizing has inherent effects on the safety and health of employees as evidenced by its displacement of employees from comfort zones to the non-comfort ones. Thus Chipunza and Berry (2010) argue that such effects of the process cannot exclude the health and safety hazards often associated with the ills brought by the process as the workforce is confronted with more workload, cost cutting measures which compromises safety and health consciousness. It however remains difficult to tie the process to the effects alone considering that the process follows an already existing challenge which is the general economic performance of the organisation. According to Kivimaki et al, (2007), corporates often get threatened with extinction should they go through rough patches due to unforeseen downturns on market prices, fierce competition from rivals, low productivity levels, difficult operational environment and huge operational costs that outweigh income. Such pressures affect the general attachment of employees to the organisation thereby compromising on safety.

The respondents also indicated that they suffered from depression, psychological trauma, fatigue, distress, low morale and anxiety. However only 6 indicated that they did not suffer from any health related problem post the downsizing era. This confirms what was said by Noer (1993), he indicated that organisational downsizing results in positions

being shifted, depression, psychological trauma, low morale, fatigue, anxiety, reduced risk taking and motivation, diminishing organisational citizenship behaviour, distrust and threatens the psychological contract. This effects may lead to increased accidents at a workplace.

5.5.2 Organizational downsizing effects on employee health

The recorded sickness absence rate shows that a number of employees succumbed to ill-health problems mainly in 2012. During that period, the organization had gone through a rough patch which called for implementation of some raft measures intended to turn around the operations. Such was a build up to the ultimate downsizing that happened in 2013. This may explain that when a difficulty process, people find it difficult to contain the resultant effects and the weak always succumb to ill health. Thus, available literature on organisational downsizing point to negative bearing on the attitude of the survivors thereby compromising on their health and safety (Isabella, 1989).

An increase on the off the job incidents may also explain that the stringent situation may have caused continued mind absentness even at home. The peak in 2013/2014 may explain that people may have been hiding incidents that happen at work and report them as off the job for fear of reprimanding. According to Mone (1999), survivors experience loss of situational control post downsizing and uncertainty due to job insecurity that causes stress reactions. Stress at work generates absent mindedness with potential to omit and commit safety related expectations.

5.6 Conclusion

The chapter outlined a summary of the dissertation results. This was achieved through making inferences and attaching meanings to the gathered data from both documentary and interview respondents. The process focused on obtaining whether organizational downsizing has an effect on the safety and health of survivor employees. The analysis was also backed with the literature reviewed from other writings thereby strengthening the arguments of the researcher.

CHAPTER 6

STUDY RECOMMENDATIONS AND CONCLUSION

6.1 *Introduction*

The study evaluated the effects of downsizing on the health and safety of survivor employees. The study used the case of Zimasco (Pvt) Limited. This chapter therefore outlines the recommendations that emerge from the analysis made. It winds up with a summary to the study and a conclusion to both the chapter and the entire study

6.2 *Study Recommendations*

The study therefore recommends the following: -

- ✚ To enhance effective communication, it remains ideal to brief all employees from one source to avoid cases where other employees are left in the dark.
- ✚ There is also need to consult when embarking on organizational downsizing to avoid incurring resistance and lack of buy in.
- ✚ The organisation must continue with its recruitment system which favours more qualified people to enhance understanding of the safety and health systems and standards.
- ✚ There is need for executives to holistically look at the organizational safety issues when implementing organizational sizing so as to avoid neglecting the safety of the employees.
- ✚ There is also need to continue with safety consciousness campaigns to avoid situations where processes are characterised by laxity which has potential to cause death.
- ✚ The organisation needs to ensure that training is a continuous process to take away chances of system lapse resulting from lack of training.
- ✚ There is need to ensure that downsizing does not affect the best performers. Rather it must be an opportunity to weed out the worst performers and safeguard employee safety.

- ✚ Organizations must never compromise on safety through revising PPE issues and also mandating incompetent people to lead processes as this endangers human life.
- ✚ Government needs to introduce a statute that makes it mandatory for all companies that embark on downsizing to submit an approved rehabilitation plan such that the general citizens are condemned to death through the so called turn around strategies.

6.3 Conclusion

The Chapter outlined the recommendations made by the researcher based on the findings of the study. The study found out that Zimasco undertook downsizing process which presented a number of merits and demerits. Surviving employees however got the impact of the process. The organization blindly implemented the measures and paid no attention to the remaining employees resultantly compromising the concentration on the interventions. The study suggested recommendations that also assist in turning around the organization.

6.4 The overall study conclusion

The study evaluated the effects of organizational downsizing on the safety and health of survivor employees using a case of Zimasco. The study established that downsizing has got effects on employee safety and health if no attention is paid to people related issues whilst undertaking the process as it results in negative health effects and increased accidents on survivor employees. The study therefore concludes that organizations need to embrace organizational downsizing as a holistic package that takes into being the safety and health of the survivor employees. Thus, consideration must be made not temper with employee issues. An information gap however exists on whether organizational downsizing has similar effects to the leavers as it has on the survivor as in such circumstances, employers never bother.

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APPENDICES

Appendix A: Interview guide for Managerial Employees

My name is **Tsvakai Johnny Marandure**, a final year student at Midlands State University studying towards a Master of Science in Safety, Health and Environmental Degree. I am currently carrying out a study on: **“The impact of organizational downsizing on survivor employees’ safety and health. A case of Zimasco Kwekwe (Pvt) Limited”**. Your honest opinion is requested in this interview session. Please be assured that information obtained is purely for academic purposes and will be treated in strict confidence.

Background information

Q1 (a) What is your gender group? Male Female

(b) How old are you.....?

(c) For how long have you been with the organization.....?

(d) What qualifications do you possess?

Safety and health performance

Q2 (a) In your opinion, how has been the safety and health performance of Zimasco from January 2010 to December 2015. What factors would you attribute to the performance trends?

(b) Were there any incidents or fatalities recorded from January 2010 to December 2015? If any, were the incident/accident statistics displayed for all employees to see?

(c) Based on your answer above, did these incidents/accidents have any implication(s) on the general performance of the organization? If any, what were the effects?

Safety and health standards

Q3 (a) In your own opinion, how do you compare safety and health standards prior and post the organizational downsizing era.

(b) Would you attribute the changes post downsizing to any effects on the safety and health of employees?

(c) Were there any initiatives that were put in place by management to ensure maintenance of safety and health standards post downsizing and what are they?

Downsizing criteria

Q4 (a) Were you involved in implementing organizational downsizing?

(b) What was the criteria used by the organization during the downsizing process?

(c) How do you compare production before and after organizational downsizing?

Effects of organizational downsizing on safety and health of employees

Q5 (a) Were you affected in anyway by the organizational downsizing regardless of the fact that you did not lose your job and you are a Manager?

(b) Are there any of your subordinates that were affected by this exercise?

(c) How do you compare the employee safety and health prior and post organizational downsizing?

(d) Are there any mitigating factors put in place to counter safety and health problems attributable to organizational downsizing?

Appendix B: Interview guide for Non-Managerial Employees

My name is **Tsvakai Johnny Marandure**, a final year student at Midlands State University studying towards a Master of Science in Safety Health and Environmental Degree. I am currently carrying out a study on: **“The impact of organizational downsizing on survivor employees’ safety and health. A case of Zimasco Kwekwe (Pvt) Limited”**. Your honest opinion is requested in this interview session. Please be assured that information obtained is purely for academic purposes and will be treated in strict confidence.

Background information

Q1 (a) What is your gender group? Male Female

(b) How old are you.....?

(c) For how long have you been with the organization.....?

(d) What qualifications do you possess?

Safety and health performance

Q2 (a) In your opinion, how has been the safety and health performance of Zimasco from January 2010 to December 2015. What factors would you attribute to the performance trends?

(b) Were there any incidents or fatalities recorded from January 2010 to December 2015? If any, were the incident/accident statistics displayed for all employees to see?

(c) Based on your answer above, did these incidents/accidents have any implication(s) on the general performance of the organization? If any, what were the effects?

(d) Were there any health-related problems that were experienced by employees since January 2010 to December 2015? What could have caused these problems and were they recorded?

(e) Were there any of your co-employees terminated on occupational related illness between the period January 2010 to December 2015. What was the main cause of the illness?

Safety and health standards

Q3 (a) In your own opinion, how do you compare safety and health standards prior and post the organizational downsizing era.

(b) Would you attribute the changes post downsizing to any effects on the safety and health of employees?

(c) Were there any initiatives that were put in place by management to ensure maintenance of safety and health standards post downsizing and what are they?

(d) Any deviation from the standards noted after downsizing and why?

Downsizing criteria

Q4 (a) Were employees consulted before organizational downsizing was implemented?

(b) How do you compare production before and after organizational downsizing?

Effects of organizational downsizing on safety and health of employees

Q5 (a) Were you affected in anyway by the organizational downsizing regardless of the fact that you did not lose your job?

(b) Are there any of your co-workers that were affected by this exercise?

(c) How do you compare the employee safety and health prior and post organizational downsizing?

(d) Are there any mitigating factors put in place to counter safety and health problems attributable to organizational downsizing?

Appendix C: Interview guide for SHE Practitioners

My name is **Tsvakai Johnny Marandure**, a final year student at Midlands State University studying towards a Master of Science in Safety Health and Environmental Degree. I am currently carrying out a study on: **“The impact of organizational downsizing on survivor employees’ safety and health. A case of Zimasco Kwekwe (Pvt) Limited”**. Your honest opinion is requested in this interview session. Please be assured that information obtained is purely for academic purposes and will be treated in strict confidence.

Background information

Q1 (a) What is your gender group? Male Female

(b) How old are you.....?

(c) For how long have you been with the organization.....?

(d) What qualifications do you possess?

Safety and health performance

Q2 (a) In your opinion, how has been the safety and health performance of Zimasco from January 2010 to December 2015. What factors would you attribute to the performance trends?

(b) Were there any incidents or fatalities recorded from January 2010 to December 2015? If any, were the incident/accident statistics displayed for all employees to see?

(c) Based on your answer above, did these incidents/accidents have any implication(s) on the general performance of the organization? If any, what were the effects?

(d) Were the incidents/accidents investigated? If so, what were the major findings?

(e) Were there any health-related problems that were experienced by employees since January 2010 to December 2015? What could have caused these problems and were they recorded?

(f) Were there any of your subordinates terminated on occupational related illness between the period January 2010 to December 2015. What was the main cause of the illness?

(g) Were SHE audits conducted from January 2010 to December 2015? If so what were the results?

Safety and health standards

Q3 (a) In your own opinion, how do you compare safety and health standards prior and post the organizational downsizing era.

(b) Would you attribute the changes post downsizing to any effects on the safety and health of employees?

(c) Were there any initiatives that were put in place by management to ensure maintenance of safety and health standards post downsizing and what are they?

(d) Any deviation from the standards noted after downsizing and why?

Downsizing criteria

Q4 (a) Were you involved in implementing organizational downsizing?

(b) How was your department affected by organizational downsizing?

(c) How did you ensure trained safety and health representatives from departments were not affected or urgently got replaced?

Effects of organizational downsizing on safety and health of employees

Q5 (a) Were there any employees affected by the organizational downsizing? If they were affected did you counsel them?

(b) Did you record any cases of occupational ill-health when organizational downsizing was implemented from January 2013?

(c) How do you compare the employee safety and health prior and post organizational downsizing?

(d) Are there any mitigating factors put in place to counter safety and health problems attributable to organizational downsizing?

(e) Were you affected in anyway by the organizational downsizing regardless of the fact that you did not lose your job and you are a SHE practitioner? In what way?

(f) Did you suffer from any health problems after the downsizing exercise?