



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

FACULTY OF BUSINESS

**EFFECTS OF ORGANISATIONAL RESTRUCTURING ON JOB
SATISFACTION: IN THE CASE OF BANK OF ABYSSINIA HEAD
OFFICE**

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ADDIS ABABA, ETHIOPIA

EFFECTS OF ORGANISATIONAL RESTRUCTURING ON JOB SATISFACTION: THE
CASE OF BANK OF ABYSSINIA

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Effects of Organisational Restructuring on Job satisfaction: The Case OF Bank Of Abyssinia
Head Office

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of_____. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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June, 2020

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA: Analysis of Variance

BOA: Bank of Abyssinia

RBV: Resource based view

SPSS: Statistical packaging for Social Science

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ABSTRACT

This research objective is to identify the effects of organisational restructuring on job satisfaction. The study had employed quantitative research approach. The researcher used descriptive and correlational research design in order to describe the characteristics of the variables and to study a relationship between dependent and independent variables. 133 employees was selected using sample size determination but only received questionnaire were 113 only. Non-probability, convenience sampling technique was employed in admitting the questionnaires. The main instrument for the primary data collection was an adopted questionnaire, created by Ndlovu and BrijballParumasur (2005) and Paul E. Spector(1994)consisting a total of 42 focusing on Workplace Restructuring and job satisfaction with five point Likert scale. The source of the study data were number of employees working in head quarter Addis Ababa. Validity and reliability tests were conducted to check consistency and dependability of the instrument and all included factors proven to be reliable. The Pearson correlation test conducted between the factors. Descriptive statistics, percentages frequencies, mean and standard deviation were computed. Linear regression was computed to analyze determinant factors of job satisfaction. Linear Regression analysis indicate 72.1% of job satisfaction is dependent on the factors ,trust, career, commitment and communication and has Positive relationships were found out between overall levels of job satisfaction with P-value<0.01.therefore by understanding the above factors the managers of BOA should work on their staffs to boost their job satisfaction level.

Keywords: Job satisfaction, Bank employees, Bank of Abyssinia, trust, commitment, career opportunity, communication

CHAPTER ONE

1. INTRODUCTION

This chapter provides an introduction to the variables that form the basis of this study and be explored. An overview is also provided of the rationale for conducting the research and highlights the key objectives to be obtained from the study. The research questions are delineated and important constructs are defined.

1.1 Background of the study

Organisation restructuring is a common occurrence in contemporary organisations. Restructuring is a management strategy whose result is always a reduction in the number of staff for budget reductions and or a reduction in the level of reporting otherwise called downsizing. Change has become a standard condition for recent years, these changes are potentially in the form of organisational restructuring which may have implications for the psychological wellbeing of organisations members.

Organisational structure change is usually provoked by some outside driving forces such as substantial cuts in funding, major new markets, a need for dramatic increases in productivity and/or services, or a strong new competitor in the market. Typically, organisations must undertake organisation-wide change to evolve to a different level in their life cycle (Connors, 2011).

Organisations often find it necessary to redesign the structure of the company due to influences from the external environment (Hayes, 2002) as stated earlier.

Structural changes involve the hierarchy of authority, goals, structural characteristics, administrative procedures, and management systems (Bhengu, 2007). A company's organisational structure change forms the bases upon which operational policies are formed. Structural change plays a large role in shaping organisational culture as well and companies may

find it necessary to change organisational structure to remain competitive or adapt to changes in the company, industry or market place (Casio, 2002).

Positive restructuring could result in a growth spurt for the company as this is when effective HR structures are put in place and the correct skills are allocated to the correct departments. It creates a sense of unity and belongingness that not only encourages growth but also raises moral.

Negative Restructuring is often a result of poor HR management and can create a downward spiral or stagnant growth.

1.2 Statement of the Problem

Job satisfaction represents a general affective response to the overall job situation. Following Locke (1976, p. 1300), we define job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. ...employees who survived downsizing were likely to experience high levels of stress and decreased levels of organisational commitment and motivation. These individuals are often known as the "victims" of downsizing due to research that documents the devastation of job loss, focusing on negative consequences in terms of psychological and physical well-being (Bennett, Martin, Bies, & Brockner, 1995; Cappelli, 1992; Fallick, 1996; Leana & Feldman, 1992). This study inevitably aimed to prove that workplace restructuring very well has an effect or impact on an employee’s job satisfaction, whether these effects were positive or negative.

Following the formulation of a new strategic plan, source (BOA strategic plan Vol 3.1) the Bank of Abyssinia has reviewed its organisation structure with an attempt to align it with the new business model adopted by the bank. Operational policies, procedures and job description have been also developed according to the new organisational structure. Nevertheless, bringing streamlined organisation is still a major focus area for the bank since some constraints have persisted such as large span of control, weak integration and coordination, weak performance management. Based on the past years performance of BOA, it can be concluded that the growth of BOA has been constrained by the weak performance of resource mobilization i.e deposit and FCY earnings with subsequent impact on unsatisfactory profit growth. Therefore, resource

mobilization should be one of the strategic issues for the Bank of Abyssinia with the objective of increasing stable sources of finance.

According to the strategic Most of the capabilities of the Bank have not yet matured to become distinct competencies and hence unable to exploit its resources efficiently and effectively. Thus, the competitive positioning of the Bank should be strengthened through revisiting its products and services, overall work process, technology, organisation with the objective of bringing an efficiency and effectiveness as well as continuous improvements.

Due to the process the majority of the employees become job disposition, downsized, and 10% of the employees are intended to leave the institution. And due to the presence of the above mentioned problems and absence of adequate research made in relation to the subject matter in Bank Of Abyssinia, the researcher is initiated to identify the factors hindering employee's job satisfaction during organisational restructuring , In Ethiopia ,particularly in the banking sector by selecting Bank Of Abyssinia among other banks.

Thus this research tries to identify the factors hindering employee's job satisfaction during organisational restructuring , In Ethiopia ,particularly in the banking sector by selecting Bank Of Abyssinia among other banks.

1.3 Research Objective

1.3.1 General objective

The general objective of the study is to identify the effects of BOA organisational restructuring on job satisfaction.

1.3.2 Specific Objectives

- I. To identify the effects of trust on job satisfaction
- II. To identify the effects of employee commitment and loyalty on job satisfaction
- III. To identify the effects of career advancement opportunities on job satisfaction
- IV. To identify the effects of communication job satisfaction

1.4 Research Questions

- I. How Does organisational restructuring the dimension trust affects job satisfaction?
- II. HowDoes the restructuring dimension employee commitment and loyaltyaffects job satisfaction?
- III. How does organisational restructuring dimension career advancement opportunities affect job satisfaction ?.
- IV. How does organisational restructuring dimension communication affect job satisfaction?

1.5 Significance of the study

This study examines the impact of BOA organisationalrestructureonjob satisfaction and alerted all stakeholders to take urgent steps to solve the challenges.

This study created awareness among stakeholders regarding the impact of organisational structure change for the purpose of conducting further studies as to overcome the challenges associated with them.

The data obtained from this study could be used by various commercial banks for planning, implementing and evaluating structure changes they undertake.

This study is important for the researcher for the fulfillment of Masters of Business Administration as the requirement of St.Marry University.

The study introducedand evaluated the facts regarding the impact of organisational structure change and developed possible solutions which gave directions towards the development of effective measures for BOA better service provision to customers.

1.6 Scope of the study

The study focus on the BOA employees at headquarters (Management, Senior and functional staffs).

1.7 Limitations of the study

It is very difficult and beyond the scope of this paper to identify and discuss numerous factors that

affect job satisfaction. The researcher was not considered the whole factors in this research.

Moreover, the research was only focused to the head office. The research excludes others all branches which is directly related with time, budget and availability of other resources. There was lack of willingness of the employees regarding, filling out the questionnaires or providing the required data with care and being unable to return the questionnaire on time basis.

1.8 Organisation of the study

The organisation of the study follows the same format most thesis papers follows. The first chapter

discusses background of the study and organisation, statement of the problems, research question,

significance of the study, scope and objective of the study. The second chapter review literatures related to this particular research. The third chapter concentrates on the research design and the methodology. The fourth chapter presents data and analysis based on the gathered data. The last chapter deals with the major findings, conclusion and recommendation part of the research..

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

This chapter reviews and discusses the relevant literature that was used in the study. The chapter highlights the Conceptual, empirical and theoretical discussion upon which the study is to be carried out. The chapter also gives a critical review of documented scholarly work relevant to organisation restructuring and employee morale. The literature includes related studies conducted elsewhere and their findings, and arguments advanced by other scholars on the issue under study in this research.

2.1 Theoretical framework

Resource Based View Theory (RBV) RBV aspires to explain the internal sources of a firm's sustained competitive advantage (SCA). Its central proposition is that if a firm is to achieve a state of SCA it must acquire and control valuable, rare, inimitable, and non-substitutable resources and capabilities, plus have the organisation in place that can absorb and apply them (Barney, 1991a, 1994, 2002). The resource – based view (RBV) approach to competitive advantage contends that internal resources are more important for a firm than external factors in achieving and sustaining competitive advantage (Teece et al., 2001). This proposition is shared by several related analyses; core competences (Hamel & Prahalad, 1994), dynamic capabilities (Helfat & Peteraf, 2009; Teece, Pisano, & Shuen, 2006) and the knowledge-based view (Grant, 2012). The RBV theory supports all variables in the study as it focuses on how to give a company an edge over other competitors. This is based on the premise that in RBV the mix, type, amount and nature of a firm's internal resources should be considered first and foremost in devising strategies that can lead to sustainable competitive advantage. It clearly relates an organisation's resources and capabilities as the key resource to its competitiveness. The integration of the two gives an organisation an edge over its competitors in service delivery. Creating capabilities is simply not a matter of assembling a team of resources: it involves a

complex pattern of coordinating between people and other resources. Perfecting such coordination requires learning through repetition (Grant, 2012). The increase in global competitiveness, together with advances in technology and ongoing changes in the environment, requires organisations to continuously adapt and be willing to change their structures, strategies, methods and practices to remain competitive. In some cases they need to transform themselves from rigid bureaucracies into leaner, more flexible operations (Cummings & Worley, 2009). The notion of firm's resources heterogeneity is the basis of the RBV. This initial statement of the theory served as the foundation that was extended by others such as Rumelt (2008), Barney (1996), Dierick and Cool (2009). However, Barney's (1991) specification of the characteristics necessary for a sustainable competitive advantage seemed to be a seminal article in popularizing the theory within the strategy and other literatures. He noted the resources which are rare, valuable, inimitable, and non-substitutable can provide sources of sustainable competitive advantages. Cappelli and Singh (2007), provided an examination of the implications of the RBV on SHRM. Specifically, they noted that most models of SHRM based on fit assume that

(a) a certain business strategy demands a unique set of behaviors and attitudes from employees and (b) certain human resource policies produce a unique set of responses from employees. Wright et al. (2004), distinguished between the firm's human resources (i.e., the human capital pool) and HR policies (those HR tools used to manage the human capital pool). In applying the concepts of value, rareness, inimitability, and substitutability, they argued the HR policies could not form the basis for sustainable competitive advantage since any individual HR policy could be easily copied by competitors. This theory has overlooked the people perspective or the entrepreneur (his/her abilities) as one of the crucial sources of competitive advantage of a firm. This is because of the fact that it views employees as a bundle of resources.

2.1.1 Equity Theory

Equity theory of motivation, developed in the early 1960's by J. Stacey Adams, recognizes that motivation can be affected through an individual's perception of fair treatment in social exchanges. It proposes that a person's motivation is based on what he or she considers to be fair when compared to others (Redmond, 2010). As noted by Gogia (2010), when applied to the

workplace, Equity Theory focuses on an employee's work-compensation relationship or "exchange relationship" as well as that employee's attempt to minimize any sense of unfairness that might result. The theory is used to explain the relationship between employee commitment and compensation. Because Equity Theory deals with social relationships and fairness/unfairness, it is also known as The Social Comparisons Theory or Inequity Theory (Gogia, 2010). Pritchard (2012) points out that Adams presentation of the equity theory is most explicit theory of compensations which has received widespread attention among persons concerned with compensation theories and practices. In its most recent formulation (Adams, 1965), the theory considers: the nature of inputs and outcomes, the nature of the social comparison process, the conditions leading to equity or inequity and the possible effects of inequity, and the possible responses one may make to reduce a condition of inequity. Inputs include any and all factors perceived by a person to be relevant for getting some return on his personal investment, effort, education, beauty. Equity theory can be applied in almost any exchange situation, so there are a multitude of components that can be listed as inputs or outcomes. There also can be significant difficulty in determining these exact components due to their subjective nature (Siegel, Schraeder, & Morrison, 2007).

Siegel et al. (2007) found that there might be patterns to how individuals cognitively frame inputs and outcomes. For example, employees tend to distinguish inputs based on whether they are controllable, such as communications or attendance, or non-controllable, such as seniority or job training. Employees also distinguish differing characteristics of outcomes (Siegel, et. al., 2007). Outcomes are evaluated on whether they are economic or non-economic and whether they are personalized or generalized outcomes. It is important to understand if there are general guides for how employees evaluate inputs and outcomes, in order to help prevent perceptions of inequality. It is important for managers and employers to find a suitable measure between them (Cory, 2006). If managers can help prevent perceptions of inequality they can help prevent their employees from becoming de-motivated. Swinton (2006) developed a list of ways an employee can express motivation. (Guerrero et al., 2007) said that anger is induced by underpayment inequity and guilt is induced with overpayment equity (Spector, 2008). Payment whether hourly wage or salary, is the main concern and therefore the cause of equity or inequity in most cases. In any position, an employee wants to feel that their contributions and work performance are being rewarded with their pay. If an employee feels underpaid then it will result in the employee

feeling hostile towards the organisation and perhaps their co-workers, which may result in the employee not performing well at work anymore (Gogia, 2010). It is the subtle variables that also play an important role in the feeling of equity. Just the idea of recognition for the job performance and the mere act of thanking the employee will cause a feeling of satisfaction and therefore help the employee feel worthwhile and have better outcomes. According to Cory (2006) Adams does not consider individual difference in productivity which renders the comparison other impractical. The theory is too simplified too and there are other variables that affect people's perceptions of fairness which vary from person to person. It also introduces the concept of social comparison where if in equity is perceived, employees seek to reduce their inputs and others chose to leave the organisation, this organisation suffers.

2.1.2 Social Identity Theory

This theory was formulated by Henri Tajfel and John Turner in 1979 and relates to employee commitment. The theory held that there are three cognitive processes relevant to a persons being part of an in-group, or of an out-group. Such group membership being, depending upon circumstances, possibly associable with the appearance of prejudice and discrimination related to such perceived group membership. For purposes of this study, the theory will discuss social categorization, identification and comparison in relation to employee commitment: Ford (2007) avers that the process of deciding which group you or another person or persons belongs to. At its most basic and non-involved level any group will do and no necessity is seen for conflict between groups (Redmond, 2010). The processes by which one's identify with an in-group more overtly. The norms and attitudes of other members within that group being seen as compatible with as worth of emulation or as compatible with those of another person or persons or seen as being by open to emulation by another person or person. Someone's own self-concept or the social concept of another person or person becomes closely meshed in with perceptions of group membership. Self-esteem, or the estimate of another person or persons is enhanced or detracted from by perceptions of how in-groups and out-groups are held to behave or are held to be able to perform or to rate in society. The theory replaces individualism with social identity as social identity theory attempts to explain how and why individuals identify as members of a group, and

to quantify the impact of that identification on their behavior. This is reflected by some of its main concepts include inter-group comparisons, self-categorization, and optimal distinctiveness (Zorlu, 2009).

2.1.3 Human Capital Theory

This theory was popularized in 1960 by Theodore Schultz. Human capital represents the human factor in the organisation, the combined intelligence, skills and expertise that gives the organisation its distinctive character. The human elements of the organisation are those that are capable of learning, changing, innovating and providing the creative thrust which if properly motivated can ensure the long – term survival of the organisation (Armstrong, 2009). Human capital theory explains the relationships between human resource policies and practices and human capital accumulation. One example of these human resource practices is HCWP focusing on human capital elements such as skills, firm specific knowledge, and rewards systems that enhance employee performance, and could lead to enhanced organisational commitment thus higher performance (Huselid, 2010). The theory maintains that workers with higher skill levels receive higher compensation because they are more productive. Employee involvement may require workers with more general skills to perform more complex tasks, which might result in more rigorous selection and hiring criteria and increase the demand for and wages of more educated workers. New practices may also require more firm-specific skills, which would increase employer-providing training and wages as well (Handel & Levine, 2007). Human capital theory suggests that education or training raises the productivity of workers by imparting useful knowledge and skills, hence raising workers' future income by increasing their lifetime earnings (Becker, 2006). Becker (2006) outlines an explanation that links investment in training with workers' wages. Specifically, their theory draws a crucial distinction between general education and firm-specific training. Human resource policies and practices can influence a firm's future return through the embedding of resources in people which is called investing in human capital (Becker, 2006). The core concept of human capital is that people possess skills, experience, and knowledge that have economic value to firms (Snell & Dean, 2006). These skills can be acquired by rotating employees from one duty station to the other or enriching the roles they perform to reduce monotony. The human capital theory examined the economic value of

education, but more recently it has been used in human resource practices and policies field. Firms attain human capital through recruiting employees with high level of skills and knowledge, much of these skills and knowledge are intangible, including such abilities as solving problems, coordinating, and making decisions in new situations. These intangible skills and knowledge constitute idiographic resources which create competitive advantage to firms (Barney, 2007). Human capital is of value to a firm but it is transferable, it is embodied in employees, who are free to move from one place to another, especially for employees with general human capital (Becker, 2006). The contribution of human capital to a firm's performance largely depends on employees' willingness to perform

2.1.4 Implications of Workplace Restructuring or Downsizing

The benefits of workplace restructuring or downsizing are often just an illusion according to most researchers and instead of success consequences often negative, is left as a real experience (Beylerian&Kleiner, 2003; Burke & Nelson, 1998; Cascio, 1995, 1998; Devine, Reay, Stainton, & Collins-Nakai, 2003; Kets de Vries&Balazs, 1997; Pfeffer, 1998). In fact, organisations may find themselves being worse off – staff reduction inevitably leads to the increase in workloads and unobtainable objectives for those left behind. This leads to employees being over worked and under paid all because the organisation aimed to cut costs to be more profitable. Three characteristics were identified by Covin (1993), illustrating the downsizing process and sets it apart from other change initiatives: Firstly, the top management – with little or no employee participation – usually directs the downsizing process. Secondly, the profitability of the organisation after the restructuring has taken place, takes preference over the organisations human capital. Thirdly, people unavoidably be hurt; there is no win-win situation in a downsizing process. Then there is the “survivor” aspect to the downsizing or workplace restructuring process. Hellgren, Naswall and Sverke (2005) suggest that employees who are left behind within the organisation after downsizing has taken place are usually known as “survivors”.

2.1.5 Why workplace restructuring exercises fail

Authors have argued that communication and participation are the vital building blocks of the foundation of a change process in any organisation. Any change initiative that is launched without the knowledge and participation of those concerned have individuals resisting the change. If managers fail to utilise or draw on the input and contribution from their employees; they will have limited information and will not be able to make an informed decision with regards to the change process. Consequently, there will be staff demoralisation, lack of innovation, and labour turnover (Humphreys & Hogue, 2007). If stakeholders in employee affairs are not involved in taking major decisions that affect them, it may lead to resistance that may be characterised by dissatisfaction, go-slows and strikes.

2.1.6 Why they succeed

Communication is vital during the restructuring process. Employees need to be coerced and bought over in terms of the necessity for the restructuring, they need to be consulted and be given the opportunity to comment and make their own proposals. Researchers argue that communication and participation should not be an exercise towards the end of the change process but should rather be mechanisms used throughout the entire change process thus preventing hiccups. Employees should be involved in the process from the word go minimising conflict and resistance. Lumby (2001) stresses the importance of this by emphasising that in order to bring about motivation and commitment to all affected by the change, communication and participation becomes a crucial factor. Humphreys and Hogue (2007) confirm that these factors have the potential to play a positive role in the success of the change initiative.

2.1.7 Factors affecting job satisfaction after organisational restructuring

Employee commitment and loyalty

Employee commitment is basically linked to how devoted employees remain after a retrenchment exercise has taken place. According to the study conducted by Ndlovu and BrijballParumasur (2005) they needed to further evaluate whether there is a relationship between the employee's commitment to the organisation as well as its visions, goals and objectives even after there has been casualties due to a change management process. It would naturally be difficult for employees to remain committed to an organisation where they feel unsure and unsafe. Their study indicates that survivors are still committed to the organisational goals, even after the transformation process has taken place (Ndlovu and BrijballParumasur, 2005). According to Coudron (1996), however, employees who have survived a retrenchment process hardly experience feelings of relief. Employees are in need of reassurance that in their commitment to their organisation, their organisation will be committed to them. Research conducted by Scase and Goffee's (1989), however, unveiled other impediments impacting commitment to the organisation negatively. These included greater work demands and increased accountability. According to Caulkin (1995) the most committed employees are usually disappointed during and after a downsizing exercise has taken place. However, Caulkin (1995) maintains that the effects of transformation has resulted in a new breed of employees, who are taking charge of their own destinies.

Employee trust

Trust implies confidence that some member (or several members) of a group or an organisation will take initiatives to fulfill expectations. Trust in an organisation or a group is trust that specific people will perform. This dimension focuses on whether the survivors of a retrenchment process will remain loyal and display the same trust as shown prior to the downsizing exercise has taken place (Ndlovu&BrijballParumasur, 2005) Ndlovu and BrijballParumasur (2005) discovered through their study that there exists a low level of trust in the company they researched. This was due to the fact that survivors were fearful that there could be more job losses. Thomas and Dunkerley (1999) surmises that the survivors faced with this sought of stress are fearful of

further redundancies and as a result, have little to no confidence in management after a retrenchment process has occurred. According to Paige (2001) a sense of unsettling unfaithfulness is experienced by survivors who have perceived that they would always work for the same organisation many of them had dedicated their lives to only to have the rug pulled out from under them. Many of them had to witness the departure of colleagues and friends and wait anxiously for their own turn to be retrenched (Ndlovu&BrijballParumasur, 2005). Coudron (1996) indicates that executives from Texaco Trading and Transportation in Denver still have to deal with the agony caused by its downsizing process almost two years ago. These feelings include fear, depression, betrayal, mistrust, pain, guilt, loneliness and job insecurity (Coudron, 1996). Ghoshal and Bartlett (1996) states that the level of trust experienced by a survivor after coming out of a retrenchment process would be minimal.

Career development opportunities:

This dimension focuses on evaluating whether survivors of a retrenchment process are offered opportunities to develop themselves further within the company, in so doing, aligning their own goals with those of the organisation (Ndlovu&BrijballParumasur, 2005). According to the study conducted by Ndlovu and BrijballParumasur (2005), promotions in the particular company are conducted and awarded fairly. Ghoshal and Bartlett (1996) deduce that because employees perceived the process to be fair, this promoted trust and faith in the organisation once more despite the decisions to lay people off. According to conclusions made by Thornhill and Saunders (1998), downsizing undoubtedly reduces opportunities for career progression. Ndlovu and BrijballParumasur (2005) discovered in their study, that the process of downsizing resulted in survivors being unsure of whether or not they'd still be able to achieve their personal goals in the company.

Thomas and Dunkerley (1999) established the reason why survivors are left demotivated, insecure and lacking commitment was due to the fact that they had lost a traditional career as a result of the retrenchment process. According to Ndlovu and BrijballParumasur (2005), in the study conducted by them shows a positive response with regards to career advancement opportunities. However, it also shows that due to the restructuring process, many promotion

opportunities have declined (Ndlovu&BrijballParumasur, 2005). Ebadan and Winstanley (1997) discovered that over 50% of respondents in privatised institutions commented that career prospects have decreased experiencing a retrenchment process.

Communication

The study conducted by Ndlovu and BrijballParumasur (2005) shows that the majority of subjects perceived the communication channels in the organisation to be stifling. Their study also proves that employees have never received adequate information about the transformation before, during and after it was implemented (Ndlovu&BrijballParumasur, 2005). Survivors will always need to be communicated with about what changes will be taking place and how it will affect them in their current positions. It becomes important to survivors to obtain this information especially since they won't be as concerned about losing their jobs as much as they would be apprehensive about what new job role they will have to fulfil after the transformation has taken place (Thornhill& Saunders, 1998). Communication is therefore key in order to keep fears at bay and give survivors the reassurance that the "dust has settled".

2.2.4. Managing Resistance to Change

Schermerhorn, Hunt and Osborn (2000), defines resistance to change as an attitude or behaviour that shows unwillingness to make or support a change. Communication and participation are two of those key elements that are used to overcome resistance to change. When communication is clear and transparent, there is little room for misunderstandings or people experiencing confusion in terms of what is happening and where they fit in before, during and after the change process. Further to this, educating and communicating with individuals, groups and the entire organisation about the nature and logic of change can also reduce resistance to change (Aldag&Kuzuhara, 2002). If employees are given all the facts and misunderstandings are dealt with, resistance will subside. Research proves that individuals are more committed to a change process and its outcomes if they're involved in making informed decisions compared to those individuals who don't get involved at all (Smit et al., 2007). When employees are involved in the change process rather than being forced into accepting an already established decision, there will

be less resistance. Individuals' participation in employee affairs at every stage of the change process is more likely to motivate them to support the change. It is required of the unions to get involved if they are to support a change program. Resistance to change may be reduced or eliminated when potential resisters are drawn into the planning and implementation process (Brown & Harvey, 2006).

2.2 Empirical Approach

2.2.1 Job Satisfaction

This section addresses the dimensions and antecedents of job satisfaction. Job satisfaction is one of the most researched areas of organisational behavior. Many employees are of the view that processes such as organisational restructuring, reengineering and /downsizing provide employers with an opportunity to dispose of more workers who have become a liability to the organisation. studies of victims, since it is difficult to collect data from terminated employees (Clarke & Patrickson, 2001). Job satisfaction is that element of an employee's job, which when threatened or reduced, can have detrimental effects not only on the person but also on productivity. This reduction can be regarded as a job stressor (Jackson & Schuler, 1985; Jex & Beehr, 1991; Spector, 1998). A number of variables have been identified as possible predictors of job satisfaction. These include job or task characteristics i.e. skills variety, complexity, and role ambiguity (Glisson & Durick, 1988; Bedeian & Armenakis, 1981), worker characteristics i.e. personality, length of tenure, and marital status (Naumann, 1993), and then of course, the organisational characteristics of the organisation that is, increased participation in decision-making, the opportunity for training and development and career advancement within the workplace (Locke & Schweiger, 1979; Glisson & Durick, 1988; Naumann, 1993).

Job satisfaction has a great impact on the lives of individuals as it involves their affective or emotional feelings. Locke (1976) described the most common consequences of job satisfaction on employees as the effects on the physical health and longevity; mental health and an impact on the employees' social life in general. Coster (1992) also supports the fact that work can have an important effect on the employee's quality of life. He explains that if employees are not satisfied in their jobs, this could lead to behavioural implications such as absenteeism, complaints and

grievances, frequent labour unrest and termination of employment (Locke, 1976; Visser, Breed & Van Breda, 1997).

There is a study conducted by Muriuki GadMugane (2016) this took place at East African Breweries headquarters at Ruaraka Nairobi, the main objective of this study was on correlation between organisational trust and job satisfaction among subordinate staff. The study has noted that company should try and avoid hostile downsizing where they fire a lot of employees in one go since this creates fear and lowers the level of job satisfaction and security. EABL can improve the level of trust and also rebuild trust by management accepting responsibility for their actions. Majority of the respondents agreed to this. Management needs to deliver on what it said it would and accept responsibility for their actions

Locke (1976) explains that for researchers to understand the job attitudes, they need to understand job dimensions, which are complicated and consistent in nature. He goes further to argue that the common dimensions of job satisfaction is work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company and management.

In order to understand job satisfaction, it is important to understand what motivates people at work. Over the years researchers have devised a number of theoretical approaches to explain the causes and effects of job satisfaction. The theories attempting to explain job satisfaction are numerous and are generally concerned with motivation (Saal & Knight, 1988).

2.2.2 Dimensions of Job Satisfaction

Organisations can only increase job satisfaction and reap the subsequent benefits thereof if the factors causing and influencing this attitude can be identified (Staw, 1995). According to Buitendach and De Witte (2005) and Vecchio (1998) satisfaction is a function of both the person and the environment in which the individual operates. Vecchio (1988) surmised that extrinsic sources of satisfaction originate from outside the individual, implying that they originate from the environment. The rate and level of extrinsic sources of satisfaction are predominantly determined by conditions and forces that are beyond the control of the employee. Smith et al. (1969) further identified five facets that represent the most important characteristics of a job which people experience affective responses:

2.2.2.1 The work itself

The work itself makes reference to the extent to which the job provides the employee with opportunities for learning, challenging tasks, and responsibility. According to Landy (1989); Larwood (1984); Luthans (1992); Moorhead and Griffen (1992) the nature of the work performed by employees, has a significant impact on their job satisfaction. Luthans (1992) surmises that work which is both challenging but at the same time interesting, as well as providing a level of status, would greatly satisfy employees. Aamodt (1999) agrees that an employee's job satisfaction is influenced by opportunities for challenge and growth as well as by the opportunity to be accountable for his/her own work. When employees are left to "own" their work and take responsibility in making their own decisions concerning their work, they seem to experience a deeper sense of satisfaction. According to Landy (1989) an employee would be more satisfied in engaging in work that was achievable and was mentally challenging or stimulating. Employee's would also experience job satisfaction where they are afforded the opportunity to engage in work which provided them the opportunity to utilise their skills and abilities and which puts on offer a variety of tasks, freedom, and feedback regarding performance (Larwood, 1984; Luthans, 1992; Robbins, 1998; Tziner & Latham, 1989).

2.2.2.2 Pay

Pay refers to the amount of financial compensation that an individual receives as well as the extent to which such compensation is perceived to be equitable. Larwood (1984); Luthans (1992); Moorhead and Griffen (1992), agree that pay is another factor likely to play an important role in the satisfaction of employees. Past research have supported the notion that there seems to be a positive correlation between pay and job satisfaction on the whole. This can also be seen in the research which Cramer (1993) and Money and Graham (1999) conducted which basically shows the weight that salary bears on job satisfaction. Financial rewards have also been discovered to have a significant impact on an employee's job satisfaction (Lambert et al., 2001). Lambert et al. (2001) goes on to surmise that employees are fascinated by the idea of having money, benefits and security because this concept is entertained by society if one wants to belong and "fit in" –this would increase one's status in society and therefore establish one's

worth. The more an employee earns, the less worried they would be about their financial state, in turn demonstrating their self-worth to the organisation (Lambert et al., 2001). According to Aamodt (1999), Landy (1989) and Robbins (1998) the perception of fairness bears heavier than the amount paid to an employee.

2.2.2.3 Supervision

Supervision encompasses the subordinate's Superior to provide him with support both practically as well as emotionally. According to Aamodt (1999); Kinicki and Vecchio (1994), Luthans (1992); Moorhead and Griffen (1992) and Robbins (1998) the authenticity of the relationship between supervisor and subordinate has a positive impact on an employee's job satisfaction. Ting (1997) agrees by stating that if Superiors assist subordinates by providing them with support and co-operation in completing job tasks, subordinates will experience an increased level of job satisfaction. Billingsley and Cross (1992) as well as Cramer (1993) has conducted research yielding similar results. According to Boshoff and Mels (1995) and McCormick and Ilgen (1985) numerous supervisory experiences have been discovered to have a significant impact on job satisfaction. Leadership style, technical adequacy, consideration, initiating structure, participation in decision-making, autonomy, performance feedback and communication are included in the said experiences.

Furthermore, supervisory consideration refers to leader behaviours that are concerned with promoting the comfort and well-being of subordinates. Boshoff and Mels (1995) is of the opinion that supervisory consideration also concerns the degree to which managers are supportive, friendly, considerate, consult with employees and recognise their contributions. Previous studies have made a strong case for the use of supportive behaviours by Supervisors (Chieffo, 1991; Packard & Kauppi, 1999). Generally, democratic leadership styles have been consistently associated with high levels of employee satisfaction as it focuses on high levels of consideration.

2.2.2.4 Co-workers

According to Luthans (1992) and Smith et al (1969) co-workers encompasses the extent to which fellow employees are technically competent and socially supportive. In support of this view, Cranny et al. (1992) looks at job satisfaction in a manner that takes the above-mentioned dimensions of this attitude into account. According to Cranny et al. (1992), job satisfaction is a combination of emotional and intellectual reactions to the differential perceptions of what employees want to receive compared with what they actually receive .

Co-worker relations include all interpersonal relations, both positive and negative, that occur within the work situation. According to McCormick and Ilgen (1985) co-worker relations may include among others, the competence, friendliness, helpfulness, and co-operation of fellow employees, but to name a few. Hodson (1997) postulates that the relationship co-workers share plays an important role in establishing the social climate within an organisation and allows employees to experience a sense of meaningfulness and identity. One of the views held by Luthans (1992) is the fact that the work group serves as a source of support, comfort, advice and assistance. Based on this premise, it is easy to surmise why most employees find that work fulfils their need for social interaction. Landy (1989) on the other hand suggests that employees find their satisfaction in colleagues who share the same opinions and views such as themselves. In the opinion of Jinnett and Alexander (1999) co-workers play a crucial role in either aiding or hindering job satisfaction in the workplace.

2.2.2.5 Working Conditions

According to Luthans (1992) and Moorhead and Griffen (1992) this is another factor which has an impact on the job satisfaction of employees. Temperature, ventilation, lighting and noise are just a few of the characteristics affecting working conditions within the workplace (Robbins, 1998). Landy (1989) suggests that a large part of an employee's job satisfaction rests on the working conditions and physical needs of an employee and how these two aspects of the job match up. Robbins (1998) surmises that employees are concerned with their work environment for both personal comfort and for facilitating good job performance. Based on this view, certain

studies have also demonstrated that employees prefer physical surroundings that are not uncomfortable or dangerous. Luthans (1992) and Vorster (1992) are of the opinion that working conditions will have a significant impact on their job satisfaction, if they are either extremely good or extremely poor.

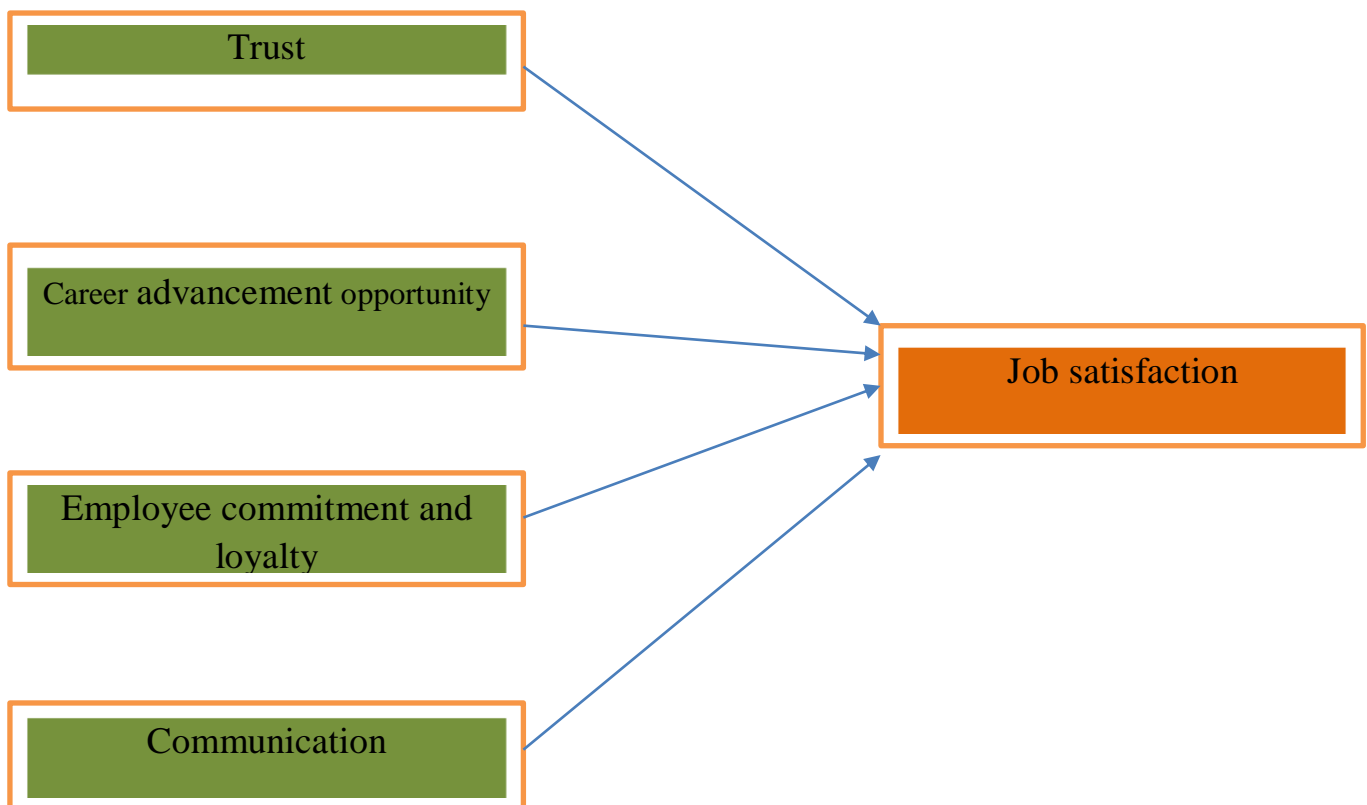
2.3 Conceptual perspectives

This research study has mainly four independent variables namely trust, career advancement opportunity, employment commitment, communication and one dependent variable i.e. Job satisfaction.

The purpose of the study as mentioned above was to find out the relationship between independent variables and dependent variable. Moreover, to see to what extent trust, career advancement opportunity, employment commitment, and communication factors affect employees' job satisfaction in Bank of Abyssinia and which factor contribute significantly.

Independent variable

Dependent variable



CHAPTER THREE

RESEARCH METHODOLOGY

3. Introduction

This chapter discussed the research design and methodology of the study and it highlights a full description of the design and the research variables. It provides a broad view of the methodology, including the research instruments, the data collection techniques and data analysis procedures used in this study.

3.1 Research Design and sampling Technique

A non-probability sample technique was used by means of a convenience sampling technique to ensure appropriate gathering of data. This sample method was selected due to ease of accessibility and availability of respondents. According to Sekaran (2003, p.420), non-probability sampling is a sampling design in which the elements in the population do not have a known or predetermined chance of being selected as sample subjects. Unfortunately, a negative result of this sampling method is the non-generalizability of the findings of the study (Sekaran, 2003). A total number of 133 (sample size) questionnaires circulated. Achieving an overall response rate of 84.9% (113) questionnaires are received. Sekaran (2003) maintains that any sample that is larger than thirty (30), but less than five hundred (500) can be considered appropriate for most research projects. Based on the nature of the research problem, a quantitative research design was used.

3.2. Sample Size and Data Collection

The Secondary data adopted for purposes of gathering information from the respondents, a composite questionnaire - comprising a biographical questionnaire, a restructuring questionnaire and a job satisfaction questionnaire – was compiled. The questionnaires distributed by hand and the researcher were assisted them in any questions or concerns. Further, to that, each questionnaire was then administered by recording the data in an excel spread sheet, which was later recorded in a computer program, SPSS, to analysis the data.

Two adopted questionnaires were distributed created by Ndlovu and BrijballParumasur (2005) and Paul E. Spector (1994) consisting of 21 questions and 21 items, focusing on Workplace Restructuring and job satisfaction. It consists of 3 sections and includes the biographical information making up the first section of the questionnaire. The dimensions of the biographical questionnaire include gender, age, tenure, qualifications and ethnic group. The second part of the questionnaire addresses the dimensions Trust, Employee Commitment and Loyalty, Communication, and Career Advancement Opportunities. The Job Satisfaction Survey was the third part of questionnaire distributed which has 21 items and a seven facet scale. The seven facets include Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance based rewards), Coworkers, and Nature of Work,

The sample size is calculated using the formula

$$n = \frac{N}{1 + N(e)^2}$$

Where N = Population of study = 200

e = degree of error expected = 0.05

n = sample size

$$n = \frac{N}{1 + N(e)^2}$$

$$=200/1+ 200(0.05)^2 = 133//$$

3.3 Data Analysis

3.3.1 Descriptive statistics

The Statistical Program for Social Sciences (SPSS), version twenty (20) have been used to analyse the research data. The data analysis will include the descriptive as well as the inferential statistics. According to Sekaran (2003), descriptive statistics involves the conversion of raw data into reliable information that provides information relating to a set of factors in a particular situation. It involves statistics such as frequencies, the mean, and the standard deviation, which provide descriptive information about a set of data. Saunders et al. (2000) purposes, that when attempting to describe data from both samples and populations quantitatively it is required to provide some general impression of values that could be viewed as common, middling or

average. This enabled the researcher to present numerical data in a structured, accurate and summarised manner.

3.3.2 Inferential statistics

According to Sekaran (2003, p. 418), inferential statistics can be defined as “statistics that help to establish relationships among variables and draw inferences there from.” There are many types of inferential statistics but for the purposes of this study, the following two discussed below:

a) The Pearson Correlation Matrix Correlation is normally used when a researcher is interested in determining how one variable is related to another, in terms of the nature, direction and significance of the relationship between the two variables (Sekaran, 2003) According to Welman (2005), the Pearson Correlation matrix is used to reflect the direction, strength and significance of the bivariate relationship among variables in a study and can only be used when two intervals or ratio variables are being studied. In this study, the Pearson Correlation was used to determine whether there is a significant relationship between workplace restructuring and job satisfaction.

b) ANOVA Sekaran (2003) describes a moderating variable to be a third variable that generally affects the correlation of two variables. He goes further to surmise that most of the moderating variables measure casual relationships using the regression coefficient. In ANOVA, the moderating variable effect is represented by the interaction effect between the dependent variable and the factor variable (Sekaran, 2003). This statistical method was used to establish whether significant differences exist in an employee’s job satisfaction based on them experiencing a workplace restructuring or downsizing exercise.

3.4. Ethical Considerations

It was of paramount importance for the researcher to ensure that the respondents’ participation in this project was of a voluntary nature. In addition, informed consent was obtained from all participants. The measuring instrument was carefully constructed and its validity and reliability was investigated. Confidentiality of all respondents’ responses and their anonymity remained a priority throughout the study.

3.5 Reliability/ Validity

To assess the reliability of the data, Cronbrach’s alpha coefficient are used, which recommends a value above 0.7 for reliability of any scale items (Pallant, 2005). A pilot study was conducted to check for any misinterpretations or difficulties.

Before proceeded to the analysis of the data collected, the overall reliability of the measurement scale is tested, Chronbach’s Alpha was conducted to test thereliability of the instrument.As stated by Nunnaly (1979) the closer the reliability coefficient to 1.00 is the better. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80are considered good and acceptable. In this study, all the independent variables and dependent variable, met the above requirement with Chronbach’s Alpha value of 0.893 which is very good reliability. As the Cronbach’s alpha values of independent variables are more than 0.60 then it can be easily mentioned that there is internal consistency between items of questioners so, all the independent variables have an internal consistency of 73.7%; 71.6%; 76.2%; 80.5%; and 94.5%; correspondingly among each other. Therefore, item scales of the independent variables are mostly seemed to be perfect for further regression analysis. The alpha value for each question is identified and summarized in Table-4.2 as shown below.

Table 3.1Reliability Statistics

S.N	Variables of the study	No of items	Alpha value
1	Trust	6	0.737
2	Employee commitment	5	0.716
3	Career advancement opportunity	5	0.762
4	Communication	5	0.805
5	Job satisfaction	21	0.945
6	Total N of items	42	0.893

Source; Own Survey

CHAPTER FOUR

4. PRESENTATION OF RESULTS

4.1 Introduction

In this chapter, the data that are collected through the structured questionnaire summarized and analyzed in order to realize the ultimate objective of the study. A total of 133 questionnaires were distributed to collect data, out of which 113(84.9%) were collected. They were checked for completeness and coded before entering their contents to SPSS version 20. The purpose of this chapter is to present results and analysis of data involved in the study. Accordingly, the reliability and validity test, ANOVA, descriptive statistics of all the variables used in this study.i.e. the estimated parameters of the regression equation, their significance, the connection between the independent variables and dependent variable are presented and discussed in detail.

4.2 Socio-Demographic characteristics of respondents

This section presents the results of the analysis of the sample based on the demographic variables examined in the study, namely age, gender, education, marital status, work experience and job position. The summary of descriptive statistics that was intended to give general descriptions about the data is presented below.

Table 4.1 Demographic profile

Variable	Frequency	Percentage
Gender		
Male	50	44.2
Female	63	55.8
Total	100	100
Age of Participant		
Below 25	13	11.5
26-30	18	15.9
31-40	43	38.1
41-50	39	34.5
Total	113	100
Marital Status		
Married	66	58.4
Unmarried	47	41.6
Total	113	100
Educational background		
Bachelor Degree	54	47.8
Masters level	59	52.2
Total	113	100
Job Category		
Middle Management	68	60.2
Non-Managerial	45	39.8
Total	113	100
Years of experience		
Less than 5yrs	11	9.7
5-10 yrs	50	44.2
11-15 yrs	42	37.2
15 yrs and above	10	8.8
Total	113	100

Source own survey 2020

133 participants took part in the study however, due to the problem of missing values, only 113 cases/employees drawn from Bank Of Abyssinia head office. The majority of the respondents in the sample were in the age category of 31 – 40 years constituting 38.1% of the sample. this shows that most of the employees of the bank are young and productive work force, if the bank satisfies this group the bank can achieve the overall goals. In terms of gender, males constituted 44.2% and females 55.8% constituted while the majority of the respondents were married (58.4%). Most of the respondents (44.2%) have been in the service of the organisation between 5 – 10 years. The majority of the respondents in the sample who had master’s degree is (52.2%) The distribution reveals most employees are degree holders since the organisation has use as a

minimum requirement for recruitment of employees and this imply that the bank is having the right employees for further training and development to grow them into best practitioners in banking out of which leaders in banking would come from. while the majority of the respondents comprised of Middle Management (60.2%).

4.3 Descriptive Analysis

The following results are focused on displaying the descriptive statistics of job satisfaction, salary and benefit, employees' promotion, work environment, and relation with managers and staff responses to the queries in the questionnaire. The summary of the descriptive statistics of all variables that are evaluated based on a 5-point likert scale ("1"being "Strongly Disagreed" to "5" being " Strongly Agreed").

4.3.1 Analysis of the Trust

The table below shows a majority 55.15% of the respondents disagreed that trust was there between the managers and employees , most of the respondents were expected to have some information's from their managers about the restructuring ,but the mangers were not let them know until officially explained to the rest of the employees by CEO of Bank, while 15.6% are agreed and remaining 26.99% are neutral, these indicate that there were some exceptional employees who had the information informally before and after restructuring process including the intentions of employee transfers,

The employee morale were affected ,survivors would experience faithlessness after such a process due to the fact that many employees plan to work at the same organisation until retirement and dedicate and devote their lives to their organisations and the next they know they are left out in the cold

Respondents gave their response as the following questions as the mean of the respondent shown; Table 4.2

Table 4.2 Descriptive Analysis of Trust

Item	Statement	Level Of Agreement										Mean	Std. D
		SD		D		N		A		SA			
		F	P	F	P	F	P	F	P	F	P		
1	I believe that management has been at least honest with bad and good news about changes in the organisation	16	14.2	39	35	35	31	18	15.9	5	4.4	2.62	1.05
2	I received adequate information about the transformation before it was implemented.	26	23	33	29	30	26.5	13	11.5	11	9.7	2.56	1.24
3	Management provides a clear set of direction regarding recruitment and selection of staff	19	16.8	47	42	28	24.8	15	13.3	4	3.5	2.45	1.04
4	I received adequate information about the transformation process during and after it was implemented.	15	13.3	39	35	39	34.5	12	10.6	8	7.1	2.64	1.07
5	I was very clear about management's intentions when it came to employee transfers.	29	25.7	46	41	26	23.0 2	7	6.19	5	4.4	2.12	0.85
6	Morale increased among employees after the introduction of double shifting in the company.	27	23.9	36	32	25	22.1	10	8.84	15	13.27	2.42	1.08
Average			19.48		35.6 7		26. 9		8.55		7. 06	2.47	1.05
Overall Average mean = 2.47 , Disagree =55.15 % , Agree =15.6% Neither =26.99%													

Source own survey 2020

4.3.2 Analysis of the Employee commitment

The below table shows the average mean score of BOA employment commitment practice 2.56 which can be considered as a low mean score, this also could explained by average percentile 53.84% are disagree for current job commitment which helps them to enhance their capabilities as well to be satisfied with their job and 10.86% are agreed while the remaining 26.9% are neutral, which indicates that The employee commitment are highly affected by the transformation process ,and employees were not willing to push themselves forward and seems forget what their institution expected from them , they were not in a situation to fulfill the

company desire, but some still see the transformation could bring light to motivate them to exert their full potential to their job.

Respondents gave their response as the following questions as the mean of the respondent shown; Table 4.3

Table 4.3 Descriptive Analysis of Employee Commitment

Item	Statement	Level Of Agreement										Mean	SD
		SD		D		N		A		SA			
		F	P	F	P	F	P	F	P	F	P	Stat	Stat
1	Despite the process of transformation, employees are willing to put in extra effort beyond what is normally expect of them in order to ensure the success of the organisation.	39	35	37	33	26	23	10	8.8	1	0.9	2.09	1.00
2	Employees are not willing to put an extra effort to what is required of them	7	6.2	16	14	11	9.7	35	31	44	38.9	3.82	1.26
3	Employees are very committed to the organisational goals after the transformation process	23	20	37	33	48	43	3	2.7	2	1.8	2.33	0.89
4	Employees are still committed to the organisational goals after the transformational process.	17	15	68	60	25	22	1	0.9	2	1.8	2.14	0.74
5	Employees are willing to own and solve problems rather than to blame others for the problem.	22	20	37	33	42	37	9	8	5	4.4	2.42	0.98
	Average		19.24		34.6		26.9		10.3		9.56	2.56	0.98
Overall Average mean = 2.56 , Disagree =53.84 % , Agree =10.86% Neither =26.9%													

Source own survey 2020

4.3.3 Analysis of the Career advancement opportunity

In the below table shows the majority of the respondents i.e 46.64% disagreed for the career advancement opportunity in the bank of Abyssinia is good, due to restructuring employees more frustrated to be not downsized , so most of them were in dilemmas of being the survivors , they couldn't forecast what will happen or not sure any of these process could affect them. Most of them areneglecting the company's goal as well as their attitude of achieving their personal goal, these implies that they are not expected themselves in these company longer ,or depending on the situation they might react to their intentions to achieve their goal.

The promotion award should be fair to entertain them and to enhance their level of confidence to compete.

Respondents gave their response as the following questions as the mean of the respondent shown; Table 4.4

Table 4.4 Descriptive Analysis of Career Opportunity

Item	Statement	Level Of Agreement										Mean	Std. Deviation
		SD		D		N		A		SA			
		F	P	F	P	F	P	F	P	F	P		
1	Employees are no longer committed to the organisational goals after the transformation process	11	9.7	19	17	26	23	32	28.3	25	22.1	3.36	1.27
2	The career advancement opportunities in this company are good	13	11.5	39	35	45	40	14	12.4	2	1.8	2.58	0.91
3	Due to transformation, many chances of being promoted have increased	18	16	42	37	40	35	12	10.6	1	0.9	2.43	0.91
4	I am confident I can achieve my personal goals in this company.	15	13	43	38	45	39.8	5	4.4	5	4.4	2.40	0.77
5	Promotions in this company are conducted and awarded fairly.	15	13	49	43	39	35	6	5.3	4	3.53	2.39	0.83
	Average		12.64		34		34.5		12.2		4.96	2.63	0.94
Overall Average mean = 2.63 , Disagree =46.64 % , Agree =46.76% Neither =4.96%													

Source own survey 2020

4.3.4 Analysis of the communication

The below table show that 52% of respondents disagreed that the communication of this bank is absolutely honest ,open and candid , while 21.22% agreed for that there is a gap of communication between managers and employees on strategic issues, and 28.04% neutral ,this indicate that the communication between the managers and staffs were not clear ,most of the respondents were expected a lot from their managers for brief explanations about the change plus the expected attitudes from the employees and it shows a minimal amount of people could have an informal information's so it doesn't indicate that the communication were in general open and honest. Respondents gave their response as the following questions as the mean of the respondent shown; Table 4.5

Table 4.5 Descriptive Analysis of Communication

Item	Statement	Level Of Agreement											
		SD		D		N		A		SA		Mean	SD
		F	P	F	P	F	P	F	P	F	P	Stat	Stat
1	I feel that management has done all they can to help me understand exactly what is expected of me following the changes to the organisation.	30	27	28	25	38	34	15	13.3	2	1.8	2.39	1.07
2	Little information about business strategy in this organisation has created a trust gap between managers and employees.	3	2.7	12	11	26	23	53	46.9	19	16.8	3.65	0.97
3	I believe that communication in this company is generally honest, open and candid	29	25.6	46	41	33	29.2	5	4.4	1	0.9	2.48	0.71
4	There are open channels of communication in this organisation	18	15.9	50	52	26	23	10	8.8	9	7.9	2.42	0.75
5	Employees trust management after the transformation process.	38	34	27	24	35	31	6	5.3	7	6.1	2.20	1.04
	Average		21.04		30.6		28.04		15.74		5.48	2.63	0.91
Overall Average mean = 2.63 , Disagree =52 % , Agree =21.22% Neither =28.04%													

Source own survey 2020

4.3.5 Analysis of Job satisfaction

The table 4.6 The Job Satisfaction Survey (Spector, 1985), JSS is a 21 item, seven facet scale to assess employee attitudes about the job and aspects of the job. The seven facets are Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards (performance based rewards), Coworkers, and Nature of Work,. The item analysis has done for job satisfaction subscales as a whole below shows the range of the respondents answer is from strongly disagree (1) to strongly agree (5). The average mean score is 2.61 and the average percentile is 51.19% this indicates the majority response rely on disagree , on supervisors competency, rewarded & recognition , fair chance of being promoted, supervisor unfairness , the nature of work, the coworkers , the working environment , while 36.29% agreed on the benefits are satisfying and equal to other

institution, and the chance of salary increments, 21.1% are neutral ,which indicates that some of the employees feel pay and benefits is not the only means of job satisfaction.

Respondents gave their response as the following questions as the mean of the respondent shown; Table 4.6

Table 4.6 Descriptive Analysis of Job Satisfaction

Statement	SD		D		N		A		SA		Mean	SD
	F	P	F	P	F	P	F	P	F	P	Statistic	Statistic
I feel I am being paid a fair amount for the work I do	18	15.9	17	15	24	21.2	29	25.7	25	22.1	3.23	1.38
There is really too little chance for promotion on my job.	19	16.8	14	12.4	26	23	30	26.5	24	21.2	3.23	1.37
My supervisor is quite competent in doing his/her job.	59	52.2	28	24.8	12	10.6	10	8.84	3	2.65	1.81	1.01
I am not satisfied with the benefits I receive.	35	31	56	49.6	12	10.6	6	5.3	4	3.5	2.01	0.98
When I do a good job, I receive the recognition for it that I should receive.	50	44.2	30	26.5	15	13.3	13	11.5	5	4.42	1.73	0.74
I like the people I work with.	10	8.8	40	35.4	13	11.5	24	21.2	26	23	3.14	1.36
Those who do well on the job stand a fair chance of being promoted.	28	24.8	72	63.71	9	7.9	2	1.7	2	1.7	1.85	0.57
My supervisor is unfair to me.	26	23	27	23.9	35	31	14	12.4	11	9.7	2.62	1.24
The benefits we receive are as good as most other organisations offer.	3	2.7	1	0.9	19	16.8	50	44.2	40	35.4	4.09	0.89
I do not feel that the work I do is appreciated.	2	1.8	4	3.53	22	21.2	38	33.6	47	41.6	4.13	0.89
I find I have to work harder at my job because of the incompetence of people I work with.	31	27.4	42	37.2	35	31	3	2.65	2	1.76	2.08	0.79
My supervisor shows too little interest in the feelings of subordinates.	11	9.7	14	12.4	24	21.2	41	36.3	23	20.4	3.45	1.22
The benefit package we have is equitable.	20	17.7	16	14.2	35	31	17	15	25	22.1	3.10	1.38
There are few rewards for those who work here.	35	31	28	24.8	31	27.4	13	11.5	6	5.3	2.35	1.19
I enjoy my co-workers.	35	31	29	25.7	29	25.7	11	9.7	9	8	2.38	1.24

I feel a sense of pride in doing my job.	45	39.8	37	32.7	23	20.4	4	3.53	4	3.53	1.88	0.81
I feel satisfied with my chances for salary increases.	16	14.2	17	15	21	18.6	32	28.3	27	23.9	3.33	1.37
There are benefits we do not have which we should have.	28	24.8	50	44.2	30	26.5	2	1.76	3	2.65	2.06	0.75
I like my supervisor.	38	33.6	33	29.2	30	26.5	7	6.19	5	4.42	2.14	1.01
I am satisfied with my chances for promotion.	44	38.9	45	39.8	20	17.7	3	2.65	1	0.88	1.82	0.76
My job is enjoyable.	26	23	36	31.9	35	31	11	9.7	5	4.4	2.41	1.08
Average	579	24.4	636	26.802	500	21.1	360	15.15	297	12.505	2.61143	22.02
Overall Average mean = 2.61 , Disagree =51.19 % , Agree =36.29% Neither =21.1%												

Source own survey 2020

4.4 Presenting the results from Correlation

4.4.1 Trust The relationship between Trust (as measured by the Restructuring Questionnaire) and Job Satisfaction (as measured by the Job Satisfaction Survey) was investigated using Pearson product-moment correlation coefficient. Preliminary analyses were performed to ensure no violation of the assumptions of normality, linearity and homoscedasticity. There was a strong, positive correlation between the job satisfaction and trust, $r = .718$, $n = 113$, $p < .01$, with high levels of job satisfaction associated with high levels of trust. There was a strong, positive correlation between the job satisfaction and commitment, $r = .713$, $n = 113$, $p < .01$, with high levels of job satisfaction associated with high levels of commitment. A significant positive correlation also exists between the job satisfaction and career, $r = .655$, $n = 113$, $p < .01$, with high levels of job satisfaction associated with high levels of career. Finally, a strong, positive correlation also exists between job satisfaction and communication, $r = .723$, $n = 113$, $p < .01$.

Table 4.7 Correlation between Trust, Employee Commitment, Career Advancement, Communication and Job Satisfaction

Correlations						
				Commit vav	Careeradvvav	Com vav
Job sat vav	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	113				
Trust vav	Pearson Correlation	.718**	1			
	Sig. (2-tailed)	0.000				
	N	113	113			
Commit vav	Pearson Correlation	.713**	.631**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	113	113	113		
CareerAdvvav	Pearson Correlation	.655**	.470**	.622**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	113	113	113	113	
Com vav	Pearson Correlation	.723**	.608**	.643**	.530**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	113	113	113	113	113
** Correlation is significant at the 0.01 level (2-tailed).						

Source own survey 2020

4.5 STANDARD MULTIPLE REGRESSION

A standard multiple regression analysis was performed to determine if restructuring predicts job satisfaction. The total scores of the dimensions of the restructuring questionnaire were used as the independent variables with the total scores of job satisfaction as the dependent variable. Standard multiple regression analysis showed that commitment, is the only significant predictor of job satisfaction ($t = 2.024, p < 0.05$).

Table 4.8 Model Summaryb

Model Summaryb									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.849a	0.721	0.711	0.16688	0.721	69.832	4	108	0.000
a Predictors: (Constant), Com vav , Careeradvav, Trust vav, Commit vav									
b Dependent Variable: Job sat vav									

Source own survey 2020

The model summary is in the above table which reports the strength of relationship between the independent variables and the dependent variable. In the above table the R is a Pearson correlation between predicted values and actual values of dependent variable, with a value of 0.84721 (R² = 0.721) indicates the multiple correlation coefficients that represent the amount of variance of dependent variable explained by the combination of four independent variables and 27.9% is determined by other unaccounted factors in this study.

Table 4.9 ANOVA

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.778	4	1.945	69.832	.000b
	Residual	3.008	108	0.028		
	Total	10.786	112			
a Dependent Variable: Job sat vav						
b Predictors: (Constant), Com vav , Careeradvav, Trust vav, Commit vav						

Source own survey 2020

The ANOVA tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2005). F-ratio is the test statistic used to decide whether the model as a whole has statistically significant predictive capability, considering the number of variables needed to achieve it. Since the significance result on the ANOVA table is

0.000 which is $p < 0.05$ and the regression mean square is greater than residual mean square with F value 69.832, the regression model fit to a good degree of prediction.

Table 4.10 Coefficients a

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.477	0.145		3.293	0.001
	Trust vav	0.28	0.062	0.317	4.544	0
	Commit vav	0.138	0.061	0.177	2.259	0.026
	Careeradvvav	0.221	0.06	0.244	3.665	0
	Com vav	0.242	0.06	0.287	3.998	0

a Dependent Variable: Job sat vav

Source own survey 2020

From the table we can say that α is 0.477, and this can be interpreted as meaning that if all the independent variables were to be zero, the model predicts that there can only be 47.7% of Job Satisfaction. We can also read off the value of β from the table and this value represents the slope of the regression line. It is 0.28 for the dimension trust and although this value is slope of the regression associated with a unit change in the outcome associated with a unit change in the predictor. Therefore, if trust variable is increased by one unit, then the model predicts that 28 % extra Job Satisfaction will be experienced. The same are true for employee commitment (13.8%), Career advancement opportunity (22.1%) and communication (24.2%) for which an increase in one unit of these respective variables can result in an increase in market performance by the percentage shown in the table.

From the regression analysis of this study, the researcher can now formulate a linear model properly written in an equation form as the following:

$$= 0.477 + 0.28Tr + 0.138ComT + 0.221Car + 0.242ComU + \epsilon(\text{Error Term})$$

Where: Tr= Trust

ComT=Commitment and loyalty

Car=Career advancement opportunity

ComU= Communication

CHAPTER 5

SUMMARY OF THE ANALYSIS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents summary of the major findings, conclusion, and recommendations of the study, based on the analysis of the research data. This was done by investigating the relationship between each determinant factors and employee job satisfaction using correlation analysis and regression analysis to determine to what extent they are satisfied due to organisational restructuring process .

5.1 Summary of Key Findings

- The findings showed that significant positive relationship between the dimension trust (restructuring) and job satisfaction. Results of the present study show that there was a direct positive relationship between Trust and Job Satisfaction ($r = .718, p < .001$). However, this contradicts other study findings reported that trust after a restructuring process has taken place would be low in certain organisations. According to the study conducted by Ndlovu and BrijballParumasur (2005) a lower level of trust existed in the company they researched because the survivors feared that they would lose their jobs next. Thomas and Dunkerley (1999) found that the employees who were left behind were so fearful that they may lose their jobs that they lacked any faith in management after the company had undergone retrenchments. Paige (2001) states that survivors would experience faithlessness after such a process due to the fact that many employees plan to work at the same organisation until retirement and dedicate and devote their lives to their organisations and the next they know they are left out in the cold.
- The findings of the current research exhibit a statistically significant relationship between Employee Commitment and Loyalty and Job satisfaction ($r = .713, p < .001$). In a similar study conducted by Newell and Dopson (1996) they found that continuous restructuring resulted in survivors' commitment being based on fear and insecurity rather than out of commitment. Research conducted by Scase and Goffee's (1989) also unveiled that greater work demands and increased accountability impacted commitment to the

organisation negatively. According to findings made by Westerly (1990), the drivers of downsizing such as increasing competitiveness and customer responsiveness, require an innovative, flexible and committed workforce, with vision and creativity, not one paralysed by fear (cited in Ndlovu and BrijballParumasur, 2005). Based on this research it is to say that job satisfaction has been drastically affected by the dimension of employee commitment and loyalty.

- The results of the current study indicate that the strongest relationship emerged between Career Advancement Opportunities and Job satisfaction ($r = .655$, $p < .001$). In the study conducted by Ndlovu and BrijballParumasur (2005), despite employees being unsure about their career advancement, the study still confirms a positive response with regards to career advancement opportunities. However, it also shows that due to the restructuring process, many promotion opportunities have declined (Ndlovu & BrijballParumasur, 2005).
- There exists a significant positive relationship between the dimension communication (restructuring) and job satisfaction. The findings of the present research demonstrates that there exists a significant positive relationship between Communication and Job Satisfaction ($r = .723$, $p < .001$). This presented the second highest correlation in the present study. The study conducted by Ndlovu and BrijballParumasur (2005) indicates that the majority of subjects felt that there were no open channels of communication in the organisation. In addition, their study proves that employees have never received adequate information about the transformation process before, during and after it was implemented. Similarly, in a study conducted by Frazee (1997), proved that uncertainties in the work environment after a transformation process, coupled with little information about business strategy, have created a trust gap between managers and employees in many corporations as well as in the organisation where the present study was conducted. Some sort of information sharing needs to take place during a transformation process so that employees are kept informed. We can then surmise that job satisfaction is strongly affected as a result of restructuring.

5.2 Conclusion

Job satisfaction is just one among many important attitudes that influence human behavior in the workplace (Kinicki, & Kreitner 2003). The points of discussion within this chapter ranged from the statistical findings which is linked to the literature review to ascertaining whether the study met the research objectives outlined in Chapter one. Regarding job satisfaction and determinant factors this study showed that there is a link between job satisfaction and trust, career advancement, commitment, and communication. This finding also support that trust, commitment, communication, and career advancement which enhance the job satisfaction if motivational activities performed regard to these factors. These factors affect employee job satisfaction and influence their decision to either stay in or leave their job. Again, the job satisfaction factors are examined using several analytical methodologies i.e. correlation and regression analysis to identify the most influential factors for satisfaction from the identified factors. From the overall findings it is concluded that: most of the employees are not satisfied with their Jobs.. Among the proposed determinant factors it is concluded that trust, career advancement, commitment, and communication are significant predictor of job satisfaction .If these all factors became favorable for the employees then Job satisfaction level will be enhanced.

5.3 Recommendations

Based on the findings obtained and the conclusions drawn, the following recommendations are forwarded to improve and develop the employees level of job-satisfaction in BOA.

- ❖ The study has found that the satisfaction level of BOA employees is 36.29%, and still it has to be improved, so by focusing on the major determinant factors.
- ❖ The management should take necessary steps in building trust , creating an open communications, provide equal promotion opportunities for the survivors, Moreover, other determining factors needs to be improved in such a way that by availing on job trainings or continuing professional development, conducive work environment and by creating good interpersonal relationship with managers, supervisors and co-workers to achieve a high level of job-satisfaction in BOA.
- ❖ Some other recommendations may forward to the organisation in order to encourage senior managers to support their junior employees in order to achieve job satisfaction.
- ❖ The organisation should give equal chance to all employees and give for the survivors their previous job positions , and should rewarding, and recognizing members of staff based on their contribution to the bank and merit.
- ❖ The bank should also support new ideas and invest in innovation.
- ❖ The study had a research gap as it did not address other factors that would affect employee satisfaction. In addition, the study failed to cover branches of BOA. So, it is recommended to have further study by incorporating such gaps.
- ❖ The present recommendations may be important for BOA higher officials to be aware of what factors were determined the level of employees job-satisfaction. Because employees job- dissatisfaction is not only destructive for workers themselves, but also for the organisation because, when people fail to show up for work or quit their jobs ,valuable human resources are wasted and result in economic crisis. So BOA should improve the observed gaps.

5.4 Suggestion for further research

The literature review conducted revealed a lack of research into the job satisfaction of surviving employees in a banking industry. The researcher focus on the employees of headquarter, this minimise the scope of the study. The researcher was limited to four factors or practices which affects job satisfaction but the future researchers may focus on different variables. Downsizing/transformation has a number of effects in the working environment, such as, high turnover, low productivity, high wastage, role ambiguity, absenteeism and low motivation. Future studies may assess the significance of the aforementioned correlates.

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Annex-1-



I. The Effects Of Organizational Restructuring On Job satisfaction

This questionnaire is based on a research study determining whether workplace restructuring affects job satisfaction.

It consists of 2 sections and each question is measured on a 5 point scale, ranging from strongly disagree (1) to strongly agree (5).

Section 1 can be answered directly in the space provided Please circle your answer,

Part 1. Demographic Information

1. Please indicate your gender

- a) Female b) Male

2. Please indicate your age

- a) Below 25 b) 26-30 c) 31-40 d)41-50 e) Above 51

3. Martial Status

- a) Married b) Unmarried

4. Highest level educational background

- a) Diploma b)Degree c) Masters d) PHD

5. Job category

- a) Top Management b) Middle Management c) non –managerial

6.Years of experience

- a) less than 5 years b)5-10 years c)11-15 years d)15 years and above

FACTOR 1 – TRUST

Using the Five-Point scale provided below, please indicate if you agree or disagree with the following statements.

1=Strongly Disagree, 2= Disagree, 3=Neither, 4=Agree, 5=Strongly Agree

SECTION 1.		Rating				
		1	2	3	4	5
1	I believe that management has been at least honest with bad and good news about changes in the organisation.					
2	I received adequate information about the transformation before it was implemented.					
3	Management provides a clear set of direction regarding recruitment and selection of staff.					
4	I received adequate information about the transformation process during and after it was implemented.					
5	I was very clear about management's intentions when it came to employee transfers.					
6	Morale increased among employees after the introduction of double shifting in the company.					

FACTOR 2 – EMPLOYEE COMMITMENT AND LOYALTY

Using the Five-Point scale provided below, please indicate if you agree or disagree with the following statements.

1=Strongly Disagree, 2= Disagree, 3=Neither, 4=Agree, 5=Strongly Agree

		Rating				
		1	2	3	4	5
1	Despite the process of transformation, employees are willing to put in extra effort beyond what is normally expect of them in order to ensure the success of the organisation.					
2	Employees are not willing to put an extra effort to what is required of them					
3	Employees are very committed to the organisational goals after the transformation process.					
4	Employees are still committed to the organisational goals after the transformational process.					
5	Employees are willing to own and solve problems rather than to blame others for the problem.					

FACTOR 3 – CAREER ADVANCEMENT OPPORTUNITIES

Using the Five-Point scale provided below, please indicate if you agree or disagree with the following statements.

1=Strongly Disagree, 2= Disagree, 3=Neither, 4=Agree, 5=Strongly Agree

		Rating				
		1	2	3	4	5
1	Employees are no longer committed to the organisational goals after the transformation process.					
2	The career advancement opportunities in this company are good.					
3	Due to transformation, many chances of being promoted have increased					
4	I am confident I can achieve my personal goals in this company.					
5	Promotions in this company are conducted and awarded fairly.					

FACTOR 4 – COMMUNICATION

Using the Five-Point scale provided below, please indicate if you agree or disagree with the following statements.

1=Strongly Disagree, 2= Disagree, 3=Neither, 4=Agree, 5=Strongly Agree

		Rating				
		1	2	3	4	5
1	I feel that management has done all they can to help me understand exactly what is expected of me following the changes to the organisation.					
2	Little information about business strategy in this organisation has created a trust gap between managers and employees.					
3	I believe that communication in this company is generally honest, open and candid.					
4	There are open channels of communication in this organization.					
5	Employees trust management after the transformation process.					

FACTOR 5 – JOB SATISFACTION

Using the Five-Point scale provided below, please indicate if you agree or disagree with the following statements. 1=Strongly Disagree, 2= Disagree, 3=Neither, 4=Agree, 5=Strongly Agree

SECTION 2, JOB SATISFACTION SURVEY Paul E. Spector Department of Psychology University of South Florida Copyright Paul E. Spector 1994, All rights reserved.						
		1	2	3	4	5
1	I feel I am being paid a fair amount for the work I do					
2	There is really too little chance for promotion on my job.					
3	My supervisor is quite competent in doing his/her job.					
4	I am not satisfied with the benefits I receive.					
5	When I do a good job, I receive the recognition for it that I should receive.					
6	I like the people I work with.					
7	Those who do well on the job stand a fair chance of being promoted.					
8	My supervisor is unfair to me.					
9	The benefits we receive are as good as most other organizations offer.					
10	I do not feel that the work I do is appreciated.					
11	I find I have to work harder at my job because of the incompetence of people I work with.					
12	My supervisor shows too little interest in the					

	feelings of subordinates.					
13	The benefit package we have is equitable.					
14	There are few rewards for those who work here.					
15	I enjoy my co-workers.					
16	I feel a sense of pride in doing my job.					
17	I feel satisfied with my chances for salary increases.					
18	There are benefits we do not have which we should have.					
19	I like my supervisor.					
20	I am satisfied with my chances for promotion.					
21	My job is enjoyable.					

Thank you very much for your time

Annex -3-

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.723 ^a	0.522	0.518	0.21543	0.522	121.401	1	111	0.000
2	.803 ^b	0.646	0.639	0.18644	0.123	38.213	1	110	0.000
3	.841 ^c	0.708	0.700	0.16999	0.062	23.316	1	109	0.000
4	.849 ^d	0.721	0.711	0.16688	0.013	5.105	1	108	0.026
a. Predictors: (Constant), Com vav									
b. Predictors: (Constant), Com vav , Trust vav									
c. Predictors: (Constant), Com vav , Trust vav, Careeradvvav									
d. Predictors: (Constant), Com vav , Trust vav, Careeradvvav, Commit vav									

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.634	1	5.634	121.401	.000 ^b
	Residual	5.152	111	0.046		
	Total	10.786	112			
2	Regression	6.963	2	3.481	100.157	.000 ^c
	Residual	3.823	110	0.035		
	Total	10.786	112			
3	Regression	7.636	3	2.545	88.089	.000 ^d
	Residual	3.150	109	0.029		
	Total	10.786	112			
4	Regression	7.778	4	1.945	69.832	.000 ^e
	Residual	3.008	108	0.028		
	Total	10.786	112			
a. Dependent Variable: Job sat vav						
b. Predictors: (Constant), Com vav						
c. Predictors: (Constant), Com vav , Trust vav						
d. Predictors: (Constant), Com vav , Trust vav, Careeradvvav						
e. Predictors: (Constant), Com vav , Trust vav, Careeradvvav, Commit vav						

Coefficients^a											
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	1.199	0.148		8.100	0.000					
	Com vav	0.608	0.055	0.723	11.018	0.000	0.723	0.723	0.723	1.000	1.000
2	(Constant)	0.771	0.146		5.297	0.000					
	Com vav	0.382	0.060	0.454	6.357	0.000	0.723	0.518	0.361	0.631	1.585
	Trust vav	0.391	0.063	0.442	6.182	0.000	0.718	0.508	0.351	0.631	1.585
3	(Constant)	0.461	0.147		3.129	0.002					
	Com vav	0.284	0.059	0.337	4.850	0.000	0.723	0.421	0.251	0.554	1.805
	Trust vav	0.328	0.059	0.371	5.552	0.000	0.718	0.469	0.287	0.600	1.666
	Careeradvvav	0.273	0.057	0.302	4.829	0.000	0.655	0.420	0.250	0.684	1.462
4	(Constant)	0.477	0.145		3.293	0.001					
	Com vav	0.242	0.060	0.287	3.998	0.000	0.723	0.359	0.203	0.501	1.996
	Trust vav	0.280	0.062	0.317	4.544	0.000	0.718	0.401	0.231	0.530	1.885
	Careeradvvav	0.221	0.060	0.244	3.665	0.000	0.655	0.333	0.186	0.582	1.718
	Commit vav	0.138	0.061	0.177	2.259	0.026	0.713	0.212	0.115	0.421	2.374

a. Dependent Variable: Job sat vav

Excluded Variables^a								
Model		Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
						Tolerance	VIF	Minimum Tolerance
1	Trust vav	.442 ^b	6.182	0.000	0.508	0.631	1.585	0.631
	Commit vav	.424 ^b	5.581	0.000	0.470	0.587	1.704	0.587
	Careeradvvav	.379 ^b	5.501	0.000	0.464	0.719	1.391	0.719
2	Commit vav	.288 ^c	3.774	0.000	0.340	0.495	2.020	0.495
	Careeradvvav	.302 ^c	4.829	0.000	0.420	0.684	1.462	0.554
3	Commit vav	.177 ^d	2.259	0.026	0.212	0.421	2.374	0.421

a. Dependent Variable: Job sat vav

b. Predictors in the Model: (Constant), Com vav

c. Predictors in the Model: (Constant), Com vav , Trust vav
d. Predictors in the Model: (Constant), Com vav , Trust vav, Careeradvvav

CollinearityDiagnostics ^a								
Model	Eigenvalue	Condition Index	Variance Proportions					
			(Constant)	Com vav	Trust vav	Careeradvvav	Commit vav	
1	1	1.991	1.000	0.00	0.00			
	2	0.009	14.540	1.00	1.00			
2	1	2.983	1.000	0.00	0.00	0.00		
	2	0.010	17.465	0.97	0.31	0.10		
	3	0.007	20.607	0.03	0.68	0.90		
3	1	3.975	1.000	0.00	0.00	0.00	0.00	
	2	0.010	19.831	0.47	0.29	0.21	0.13	
	3	0.008	21.982	0.35	0.08	0.26	0.64	
	4	0.007	24.348	0.18	0.64	0.53	0.23	
4	1	4.967	1.000	0.00	0.00	0.00	0.00	0.00
	2	0.012	20.676	0.62	0.05	0.02	0.02	0.23
	3	0.009	23.552	0.02	0.09	0.34	0.49	0.10
	4	0.007	26.407	0.00	0.86	0.33	0.00	0.12
	5	0.006	29.734	0.36	0.00	0.31	0.49	0.56

a. Dependent Variable: Job sat vav

Annex-4-

Correlations						
		Trust vav	Commit vav	Careeradvvav	Com vav	Job sat vav
Trust vav	Pearson Correlation	1	.631**	.470**	.608**	.718**
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	113	113	113	113	113
Commit vav	Pearson Correlation	.631**	1	.622**	.643**	.713**
	Sig. (2-tailed)	0.000		0.000	0.000	0.000
	N	113	113	113	113	113
Careeradvvav	Pearson Correlation	.470**	.622**	1	.530**	.655**
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	113	113	113	113	113

Com vav	Pearson Correlation	.608**	.643**	.530**	1	.723**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	113	113	113	113	113
Job sat vav	Pearson Correlation	.718**	.713**	.655**	.723**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	113	113	113	113	113
**. Correlation is significant at the 0.01 level (2-tailed).						

Annex-5-
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I believe that management has been at least honest with bad and good news about changes in the organisation	113	1.00	5.00	2.6195	1.05491
I received adequate information about the transformation before it was implemented.	113	1.00	5.00	2.5575	1.23879
Management provides a clear set of direction regarding recruitment and selection of staff	113	1.00	5.00	2.4513	1.03502
I received adequate information about the transformation process during and after it was implemented.	113	1.00	5.00	2.6372	1.06956
I was very clear about management's intentions when it came to employee transfers.	113	1.00	4.00	2.1239	.84656

Morale increased among employees after the introduction of double shifting in the company.	113	1.00	4.00	2.4248	1.08402
Valid N (listwise)	113				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Despite the process of transformation, employees are willing to put in extra effort beyond what is normally expect of them in order to ensure the success of the organisation.	113	1.00	5.00	2.0885	1.00497
Employees are not willing to put an extra effort to what is required of them	113	1.00	5.00	3.8230	1.26230
Employees are very committed to the organisational goals after the transformation process.	113	1.00	5.00	2.3274	.89085
Employees are still committed to the organisational goals after the transformational process.	113	1.00	5.00	2.1416	.74243
Employees are willing to own and solve problems rather than to blame others for the problem.	113	1.00	5.00	2.4159	.97948
Valid N (listwise)	113				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Employees are no longer committed to the organisational goals after the transformation process.	113	1.00	5.00	3.3628	1.26817
The career advancement opportunities in this company are good	113	1.00	5.00	2.5841	.91345
Due to transformation, many chances of being promoted have increased	113	1.00	5.00	2.4336	.91492
I am confident I can achieve my personal goals in this company.	113	1.00	4.00	2.3982	.77390
Promotions in this company are conducted and awarded fairly.	113	1.00	4.00	2.3894	.82844
Valid N (listwise)	113				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I feel that management has done all they can to help me understand exactly what is expected of me following the changes to the organisation.	113	1.00	5.00	2.3894	1.07266
Little information about business strategy in this organisation has created a trust gap between managers and employees.	113	1.00	5.00	3.6460	.97211
I believe that communication in this company is generally honest, open and candid.	113	1.00	4.00	2.4779	.70833
There are open channels of communication in this organization	113	1.00	4.00	2.4248	.75363

Employees trust management after the transformation process.	113	1.00	4.00	2.2035	1.03647
Valid N (listwise)	113				

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I feel I am being paid a fair amount for the work I do	113	1.00	5.00	3.2301	1.37587
There is really too little chance for promotion on my job.	113	1.00	5.00	3.2301	1.36936
My supervisor is quite competent in doing his/her job.	113	1.00	4.00	1.8053	1.00764
I am not satisfied with the benefits I receive.	113	1.00	5.00	2.0088	.97738
When I do a good job, I receive the recognition for it that I should receive.	113	1.00	3.00	1.7345	.74424
I like the people I work with.	113	1.00	5.00	3.1416	1.35533
Those who do well on the job stand a fair chance of being promoted.	113	1.00	3.00	1.8496	.57042
My supervisor is unfair to me.	113	1.00	5.00	2.6195	1.24153
The benefits we receive are as good as most other organizations offer.	113	1.00	5.00	4.0885	.89200
I do not feel that the work I do is appreciated.	113	1.00	5.00	4.1327	.89147
I find I have to work harder at my job because of the incompetence of people I work with.	113	1.00	3.00	2.0796	.79217
My supervisor shows too little interest in the feelings of subordinates.	113	1.00	5.00	3.4513	1.22468

The benefit package we have is equitable.	113	1.00	5.00	3.0973	1.37558
There are few rewards for those who work here.	113	1.00	5.00	2.3540	1.18714
I enjoy my co-workers.	113	1.00	5.00	2.3805	1.24153
I feel a sense of pride in doing my job.	113	1.00	3.00	1.8761	.81430
I feel satisfied with my chances for salary increases.	113	1.00	5.00	3.3274	1.36567
There are benefits we do not have which we should have.	113	1.00	3.00	2.0619	.74741
I like my supervisor.	113	1.00	4.00	2.1416	1.00771
I am satisfied with my chances for promotion.	113	1.00	3.00	1.8230	.75864
My job is enjoyable.	113	1.00	5.00	2.4071	1.08263
Valid N (listwise)	113				