

**SURVIVING EMPLOYEES' PERCEPTION OF DOWNSIZING AND ITS  
IMPACT ON THEIR JOB INVOLVEMENT AND JOB SECURITY  
: THE GHANAIAN EXPERIENCE**

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**ABSTRACT**

*The study was basically to examine surviving employees' perception of downsizing and how three critical conditions ( i.e. closeness of survivor to victim, previous experience with downsizing and once status in organizational hierarchy) affect them in relation to their work attitude ( Job Involvement and job security). In all, 200 employees participated in the study. Results of the study indicate that survivors' relationship with affected victims influenced their job involvement such that, those who relations/ friends were laid off showed lower job involvement than those whose victims were mere co-workers. Another finding was that employees who had previously experienced or witnessed a downsizing exercise prior to their recent one showed greater job security than their counterpart who had never experienced any downsizing. Finally, senior level employees felt more involved in their jobs than their junior counterparts. In view of these findings, it is recommended that organizations should manage downsizing programmes in ways that would not disrupt social networks unnecessarily. In addition, management must ensure transparency to reduce the anxiety that characterizes these exercises.*

(NB: All two articles are in Indian Journal of Commerce and Management Studies. 2011- Vol. II Issue 6; 2012 – Vol. III Issue 2)