

Association of Downsizing with Survivor's Organizational Commitment, Work Motivation and Psychological Well-Being in Secondary and Tertiary Sectors of Economy of Pakistan

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Organizational downsizing becomes inevitable sometimes, for efficiency improvement, productivity enhancement or cost reduction. Using experimental type-retrospective study design, the present research explores the impact of downsizing and its extent, on survivors' affective organizational commitment, work motivation and psychological well-being. Disproportionate stratified random sampling technique was adopted to collect the data from 242 respondents from the four organizations throughout Pakistan; two from secondary and tertiary sectors of economy each with 60.5% response rate. As per results, downsizing has negative effects on survivors' organizational commitment, work motivation and psychological well-being and extent of downsizing must be limited to a predetermined level to avoid the deteriorating effect on these psychological states. A positive correlation is found among the three attitudinal variables. The difference of experiences regarding survivors' attitudes is also assessed sector-wise as well as among organizations separately. This study provides a mean to academicians, researchers, and policy makers to understand the influence of downsizing and its extent on survivors' selected attitudes in secondary and tertiary economy sectors of developing countries.

Keywords: Downsizing, organizational commitment, work motivation, psychological well-being, secondary sector, tertiary sector, layoff survivors.