

The Influence of Downsizing Organisational Strategies on Survivor Qualities in an Economically Volatile Environment

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ABSTRACT Research evidence has tended to trivialise the influence of downsizing strategy variables on survivor qualities after downsizing (Rinkwest 2003). This study examined the influence of communication, victim and survivor support on survivor quality components (attitude, commitment and motivation) after downsizing in selected manufacturing organisations in an economically unstable environment. One hundred and fifty survivors (n = 150) participated in the study. Using the no intercept multivariate multiple regression analysis, results showed that communication alone had a significant influence on survivor attitude, while communication and victim support had significant influence on survivor motivation and commitment. Suggestions for the effective management of survivors after downsizing are provided.