

Effect of Role Clarity and Work Overload on Perceptions of Justice and Job Insecurity after Downsizing

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ABSTRACT This study investigated the relationship between justice perceptions and job insecurity and how such relationship was affected by the perceptions of role clarity and work overload amongst survivors of downsizing in an economically volatile environment. The research was conducted in selected public and private sector organisations in Zimbabwe. Using a quantitative research approach and a sample of 100 survivors, the results showed correlations amongst workers' perceptions about the relationship, on one hand, between justice and job insecurity and on the other hand, between work overload and role clarity. The study revealed that survivors of the organisations investigated in this study received treatment that exposed them to job insecurity, which is synonymous to injustice. Exposing workers to this type of treatment during and after downsizing created negative perceptions about downsizing exercise and the attendant effect on workplace justice and job security in the volatile work environment.