

**INFLUENCE OF EMPLOYEE REDUNDANCY ON PERCEIVED JOB SECURITY
AMONG OUTSOURCED EMPLOYEES OF ESSENTIAL MANAGEMENT
CONSULTANCY SERVICES LIMITED**

AGGREY ANDUURU

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**A RESEARCH PROJECT SUBMITTED TO THE UNIVERSITY OF NAIROBI,
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DECLARATION

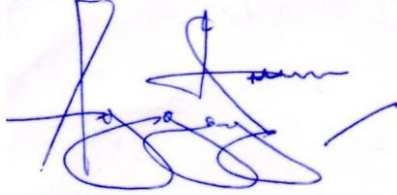
I declare that this is my original project and it has never been submitted as an academic project to any institution.

Student Name:

AGGREY ANDUURU

D64/11298/2018

Signed: **A.A**



Date: 19th November, 2020

Supervisor

The project has been presented for examination with my approval as the supervisor

Supervisor Name:

**DR M.H TWALIB,
LECTURER,
SCHOOL OF BUSINESS**

Signed:  _____ Date: 20th November 2020

DEDICATION

I dedicate this research paper to the Living Lord God; Father, Son, and Holy Spirit, my mother the late Loice A.Anduuru, foundation stone of EMCSL, who believed in me even when I doubted myself, my father Nicolas V. Anduuru, my brothers Jackson M.Anduuru and Moses M. Anduuru, my sister Mary O. Anduuru, and lastly my grandparents the late Aggrey W.I. Anduuru, Mary O. Anduuru, Jackson M. Munala and Penina A. Munala who believed education was the key to success and to the teaching staff of the University of Nairobi and the 2018/2019 Class of Masters in Human Resource Management. God Bless you All.

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ABSTRACT

Contracted employees have a perceived job security, which is heightened at the start of the employment contract and becomes diminished towards the end of the employment contract. The diminishing job security is occasioned by uncertainty as to whether the contracts will be renewed or not, implying a redundancy when they are not. A contract job offers limited commitment which creates a situation of uncertainty in employee minds (Muhamma, Muhammad, & Tariq,2011). This raised the question how does Employee Redundancy Affect Perceived Job Security among outsourced employees? The unit of study was Essential Management Consultancy Services Limited(EMCSL), a Human Resources Management firm, engaged in the supply and management of contracted labour to various client firms across Kenya on fixed contract terms. The accessible population for the study was 217 individuals. 217 questionnaires were distributed and 155 were filled and used for analysis. This was a response rate of 71%. The respondents generally agreed that they get very much affected when the organization announces a redundancy (mean =4.11, standard deviation=1.289, coefficient of variation of 0.32); and they get affected negatively when the organization announces redundancy (mean=4.11,standard deviation=1.412, coefficient of variation=0.34). The grand mean for employee redundancy was 2.95. The results of the respondents regarding job security indicate that the respondents scores regarding job security in the organization was (mean =2.68, standard deviation=1.385, coefficient of variation of 0.52). The grand mean for job security was 3.14. From the findings, the respondents reported the influence of employee redundancy on job security was found to be significant ($F=21.289$, $p < 0.05$). Following the study on the influence of redundancy on perceived job security amongst outsourced employees of EMCSL, the following recommendations can be made in relation to the management of redundancy exercises and the management of employee job security: When the organization announces redundancies, findings indicated employees experienced negative feelings. There was disaffection in the organization as to the provision of support services during redundancies, i.e. counseling support services. EMCSL should provide counseling support services for employees that are affected both directly and indirectly by the decision to make them redundant. This intervention will go to easing disaffection caused by the redundancy exercise. Employees had no trust in the organization to carry out redundancy in a manner that is free and fair from bias. EMCSL should take measures to build trust and loyalty in their workforce. Such measures can include regular town hall meetings with employees to hear employee grievances and to also put in mechanisms that allow for workers to express themselves freely, such as having suggestion boxes and embracing an open door policy that encourages employees to talk freely with site supervisors and managers. Employees felt that they will be unable to find other work following a redundancy. EMCSL should training to aggrieved employees such that they will be equipped with new skills that will empower them will skills to transition on to new employers or even open new businesses. Such learning could include digital learning or literacy and entrepreneurship skills. Employees felt that there is no job security in the organization. EMCSL should employ practices that promote employee job security such as having honest, clear, and concise goal setting during performance management, so that employees are clear on their expectations as to what is required to achieve organizational goals and objectives.

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LIST OF ABBREVIATIONS

EMCSL	ESSENTIAL MANAGEMENT CONSULTANCY SERVICES LIMITED
HR	HUMAN RESOURCE
SLA	SERVICE LEVEL AGREEMENT
WIBA	WORK INJURY BENEFITS ACT

CHAPTER ONE

INTRODUCTION

1.1 Background of Study

Job security is commonly experienced in an organization that redefines its concepts so that they can be at breast with changes in market place. When there is growth and expansion in the economy, there is an increase in demand which as a result causes increase in jobs and the likelihood of maintaining ones job. On the other hand, when there are losses, then the company will be forced to cut back on its employees (Didona ,2017). Research done on the 1990s recession established that those who survived downsizing or redundancy lost trust, became demotivated and were less engaged with the organization. This resulted in a decline in productivity and an increase in redundancy actions by employers.

Herzberg(1959) in his two factor theory identified hygiene factors, which cause employee dissatisfaction in the workplace, and identifies the lack of job security as a factor that causes employee dissatisfaction. Greenhalgh and Rosenblatt (1984) established a model of job security that found that employees who feel that they are likely to lose their jobs tend to be more insecure. The declaration of redundancy can intensify job insecurity. Lewin (1951) advanced the Force Field Theory to guide in illustrating the way change processes affect organizations and people in the organization. According to this theory there are several driving forces that drive change, both internal and external. These forces can force a downsizing, layoff or redundancy which could occasion threats to perceived job security.

To facilitate this research study, the study will be undertaken at Essential Management Consultancy Services Limited (EMCSL), Nairobi. Essential Management Consultancy Services Limited (EMCSL) is a management consultancy services firm founded in 1994. It is incorporated in Kenya. The primary engagements of EMCSL are: human resources outsourcing, training & consultancy, occupational health and safety audits & training. Owing to the emergence of redundancy as a major issue in the contemporary market place and the use of performance contracting to engage employees, this study seeks to look at the threat posed to perceived job security attributable to redundancies caused by contract non-renewal (Essential Management Consultancy Services Limited, 2019)

1.1.1 Concept of Perception

The perception that a job or a feature of a job is secure is defined as job security (Burchell, 2014). Perception refers to recognition by the senses or intellect; appreciation by the mind. It will vary from person to person, and in lieu of this people have different perceptions about a similar situation. The process where sensory information is attained and understood is referred to as perception in the field of philosophy, psychology, and cognitive sciences (Kumar, 2010). Perceptions are largely subjective and require to be verified or validated to ascertain whether they are true or not. Perception tests are used to measure individuals reactions or understandings to different situations business. Different interpretations or meanings are assigned to what is perceived. An employee that has been declared redundant may proceed to perceive the selection criterion that was used in determining who should be declared redundant or not, was unfair, whilst another employee may interpret a redundancy as fair (Anyim, 2015).

1.1.2 Employee Job Security

Employee job security is defined as the likelihood that employees will sustain their job (Didona, 2017). Hence an individual with a high sense of job security will have a higher likelihood of retaining his or her job. According to Goretzki (2016), the determinants of job security are trust, self-efficacy, leadership styles, and organizational identification and these can be manipulated by the organization to either increase or decrease the perceived job security of employees. For instance, through training, it is possible to improve self-efficacy. Self efficacy is defined as one's self belief in their ability to succeed or carry out assignments well (Bandura, 1982).

Therefore, employees with improved self-efficacy and have the belief that they are good at their job will have less fear that they will lose their job. Increased job security is manifested in government, organizations and individuals that have developed policies and programs for increasing employee retention through training. One of the greatest influencers of job security are unions. Jobs with organizations that have union representation like being employed by the government, airlines, and education sector are considered to be very secure. On the other hand, the most insecure jobs are those that are being offered by private sector (Didona, 2017)

1.1.3 Employee Redundancy

Redundancy is considered to be an involuntary manner in which an individual loses their job, employment or career due to causes not related to them (Kenyalaw, 2019). According to (Munshi,2018) redundancy is the termination of the employment contract termination because of changes in the operating conditions of the business , that render the role being performed by the employee as superfluos . According to (Munshi, 2018), layoffs can have a serious effect on organizational performance through a reduction in organizational competence through manpower

reductions and secondly, the survivors of the redundancy become “demoralized and lose their productivity”. Job insecurity has been found to be a cause of employee turnover (Furaker and Berglund, 2014). Employee turnover can be very expensive due to the incremental recruitment costs as well as retraining costs which could have an adverse effect on productivity and the performance of companies (Hancock et al., 2013).

1.1.4 Essential Management Consultancy Services Limited

Essential Management Consultancy Services Limited (EMCSL) is a management consultancy services firm founded in 1994. This company is a limited liability incorporated in Kenya. The primary engagements of EMCSL are in the verticals of human resources outsourcing, training & consultancy, occupational health and safety. The primary activity of EMCSL and the main focus of this research project is human resources outsourcing which is defined as the practice where HR functions are sub-contracted from a 3rd party vendor or service provider, with the rules of engagement contained in a service level agreement (SLA) (Essential Management Consultancy Services Limited, 2019).

The functions of EMCSL as stipulated in the SLA are: to ensure contracted or seconded employees report to work in time and to their designated duty stations; to ensure that contracted or seconded employees are kitted in appropriate personal protective equipment (PPE); to take out appropriate insurance, i.e. Workplace Injuries Benefits Act 2007 (WIBA) for all the seconded employees; to ensure provision of medical services; to monitor, evaluate, and take corrective interventions in ensuring seconded employees meet expected performance targets; preparation and processing of requisite payrolls and the payment of salaries and statutory deductions

(Essential Management Consultancy Services Limited, 2019). Essential Management Consultancy Services Limited has a workforce of contracted employees engaged under term contracts with durations of twelve (12) months. Upon the approach of the date of expiry the employees are issued with notification of intended contract termination, with the intention to renew being extended to the employees through an invitation to apply for the jobs and renew the employment contract (Essential Management Consultancy Services Limited, 2019).

1.2 Research Problem

Contracted employees have a perceived job security, which is heightened at the start of the employment contract and becomes diminished towards the end of the employment contract. The diminishing job security is occasioned by uncertainty as to whether the contracts will be renewed or not, implying a redundancy when they are not. A contract job offers limited commitment which creates a situation of uncertainty in employee minds (Muhamma, Muhammad, & Tariq,2011).

Essential Management Consultancy Services Limited is engaged in the management of manpower at various client sites. The services EMCSL provides effectively render it as the employer of record in the recruitment, administration, compensation, training and development, and management of employer-employee relations. EMCSL employees are all engaged on fixed term contracts, with the contracts coming up for renewal after every one year (Essential Management Consultancy Services Limited, 2019). For contracts to be renewed, performance appraisals are carried out by the client(s) and EMCSL, and based on recommendations of the appraisal committee, contracts are renewed or not. For the contracts that are not renewed, a

contract termination or redundancy will arise. Redundancies arise when the client(s) scale down their manpower requirements owing to a slowdown in business activity or they close shop (Essential Management Consultancy Services Limited, 2019). Studies with the aim of identifying causes of job insecurity and redundancy at EMCSL have not been done previously. According to the author's knowledge this will be the first of that nature.

Worall and Cambell, (1999), in their study on surviving redundancy, using the perception of UK managers, reached the conclusion that redundancy in an organization affects not only the exiting employees but also the surviving employees and the organizational setting the surviving employees will work in. These studies were limited on the effects of redundancy on survivors. For individuals, redundancy is seen to affect their level of motivation, loyalty and morale; those employees who have experienced redundancy are highly affected by change than those who haven't experienced it. Adesubomi (2018) appraised the effects of employee turnover and job insecurity on performance of public and private institutions and established that increase in job insecurity was negatively correlated to organizational performance. Nyaberi and Kiriago (2013) did studies on ways in which redundancy affects Telkom Kenya Limited and their studies concluded that the process of redundancy had a great effect on job security of those employees who survived. Most of the surviving employees felt insecure working with Telkom Kenya Limited and if they had an opportunity they would exit the organization and find opportunities elsewhere. Mwende (2017) in his study concluded that ensuring the organization has appropriate administrative procedures, support plans, open channels of communication and proper selection criteria is the only way of improving and ensuring job security in times of redundancy and afterwards.

The studies above provide a body of knowledge on how redundancy affects the perceived job security of employees. However these studies present some gaps that provide sufficient ground areas for further investigation that will be covered by this study. The study by Worall and Cambell, (1999), focused mainly on the impact that redundancy decisions had on managers. The study by (Adesubomi, 2018), identified job insecurity as a factor in falling organizational performance . It also identified the inability of employees to keep up with new trends in business as a factor causing job insecurity. However it focused solely on the impact of job insecurity on organizations. Nyaberi & Kiriago (2013) discuss the impacts of redundancies on survivors in Telkom Kenya and Mwende (2017), in her study on ways in which retrenchment practice affects job security of exiting and surviving employees in Action- Aid Kenya, adequately addresses job security and redundancy. However her target group mainly comprised permanent employees and not employees on fixed term contracts.

In light of the above gaps, it is therefore important for this study to be done. The current study will address the question: How does employee redundancy affect perceived job security?

1.3 Objective of the Study

The study sought to establish the influence of employee redundancy on perceived job security among outsourced employees at EMCSL.

1.4 Value of the Study

To human resource (HR) practitioners this study will be significant as it is intended to inform on best practice during and after redundancy and to enhance organizational policies and actions

towards enhancement of job security in the organization. The study will seek to illustrate that the employees are sensitive to decisions made by the decision makers in organizations especially when they feel that they have no voice to communicate their feelings, fears, or aspirations.

To the government and private sector policy makers, it will sensitize them on how job security affects commitment to organizations. The study seeks to illustrate that redundancy decisions of the organization will influence commitment of employees to organizations. It is also anticipated that this study will inform the design and implementation of fixed term contracts in employment geared towards the establishment of workplaces that practice fair and equitable work practices.

To academia, this study seeks to confer an additional body of knowledge on the link existing between perceived job security and employee redundancy. There already exists a body of knowledge around the link of perceived job security and redundancy. This study will seek to explore this link as applies to outsourced employees.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter evaluates the influence of employee redundancy on employee job security. The chapter will also discuss the theoretical foundation of the study and establish empirical studies done linking employee job security and employee redundancy.

2.2 Theoretical Foundation

The theoretical foundation will be centered on Frederick Herzberg's Two Factor Theory, and Kurt Lewin's Force Field theory. These theories introduce and clarify the reasons for existence of the research problem.

2.2.1 Two Factor Theory

This theory was developed by psychologist Frederick Herzberg. It postulates that certain workplace factors cause job satisfaction whereas another set of factors cause dissatisfaction (Herzberg et al, 1959). Herzberg et al. (1959) claim that employees are never satisfied by meeting workplace basic needs such as basic salary levels or minimum safety and good working conditions. Instead, employees wish to be recognized and promoted to gratify their higher level psychological needs that matter most to them. To some extent, this mirrors the Maslow's Hierarchy of Needs Theory. Nevertheless, Herzberg looks at the issue from two different perspectives that acknowledge the existence of factors that enhance satisfaction and others that

undermine it. The one unique thing about this theory is that the factors that promote satisfaction are distinct from those that promote dissatisfaction; hence, there is no continuum between them.

The theory distinguishes motivators from hygiene factors. The motivators include challenging work, the recognition of employee achievement(s), delegation of responsibilities, the meaningful involvement of employees in decision making processes and intrinsic conditions that promote satisfaction among employees (Hackman & Oldham, 1976). The hygiene factors, on the other hand, include job security, job status, fringe benefits, and monetary compensation. The hygiene factors do not result to motivation even though they can result to dissatisfaction. Herzberg, claims that job security is a hygiene factor meaning that it could be a factor in for engaging employees without necessarily motivating them to be more productive. However without the hygiene factors workers may have expressed dissatisfaction at the workplace. Redundancy may negatively impact the security of jobs and this can cause for employees to be dissatisfied at the workplace (Hackman & Oldham, 1976).

A limitation of the Herzberg two factor theory in relation to this study is that it ignores externalities that may play a big role in a commercial environment or world of work. In ignoring these externalities, the use of Herzberg's two factor theory may ignore the impact of redundancy caused by external economic factors that the organization has no control over. External economic factors that may contribute to redundancy include decrease in economic activities that affect sales, changes in technology and structural changes in an industry (Munshi, 2018). Herzberg's Two Factor Theory will not be able to address these external factors as it is predicated on the organization providing suitable conditions to keep employees motivated within the organization.

2.2.2 Force Field Theory

This theory was developed by Kurt Lewin in the 1940s to enable a broader understanding of how the change process works. The force field model characterizes the forces that push organizations to effect changes. The forces may be political, economic, social, technological, and legal changes. Along these forces there are also forces that are from within the organization. The reaction of employees to the change will depend on what is causing the change and the position of the employees in relation to the change. When people initiate activities, they develop positive attitude towards them that act as driving forces (Singh, 2012). Lewin's force field analysis provides an overview of the balance between opposing forces. Change may bring positive results to the organization but great uncertainty surrounding job security (Connelly, 2017). Redundancy is a fact of working life as organizations adjust to changing market demands (Leung, 2009).

A strength of the force field analysis model is that it supplies a visualization of the forces that either support or oppose a situation. Lewin's Force Field Analysis can be used for quantifying forces supporting and opposing change (Connelly, 2020). This allows the Force Field Analysis to be used in determining the interventions that can be used to addressing job insecurity as a result of redundancies occasioned by change in the business environment. Force field analysis can be used for qualitative data analysis to assess the success or failure of a proposition. However, the force field analysis demands the involvement of stakeholders so that they can provide the data needed in the analysis. This may be a disadvantage because the participation of all stakeholders may not be possible in certain cases (Brent, 2018).

2.3 Perceived Job Security and Its Determinants

An individual with a high sense of job security will have a higher likelihood of retaining his or her job (Didona, 2017). The perception of job insecurity can be linked to performance decrease and a reduction in organizational citizenship (Vander elst et al, 2014). Accordingly, the determinants of perceived job security include organizational identification, leadership style, trust and self-efficacy (Goretzki, 2016). In this regard (Vander elst et al, 2014) and (Goretzki, 2016) appear to be of similar thinking in that they identify organizational citizenship and organizational identification as factors to perceived job security. Self-efficacy relates to one's belief in ability to succeed or carry out assignments well (Bandura, 1982). Accordingly, it relates to the way one judges his/her performance subjectively. Therefore, an employee who has attained self-efficacy will perceive himself or herself to be more job secure than an employee with a diminished self-efficacy. The extent to which employees trust employers depends largely on employers' trustworthiness based on their previous actions, levels of integrity and benevolence (Anne & Naswall, 2016). Studies identify a link between perception of risk and trust; thus, if an employee trusts his employer he will not perceive his job to be insecure (Goretzki, 2016).

Leadership styles perceived by employees have an effect on the employees perception of job security. Employees may perceive leadership styles from two different perspectives namely; relationship-oriented and task-oriented (Goretzki, 2016). From a task-oriented perspective, leaders focus much of their attention on task completion; hence, they work towards reducing goal ambiguity, regulating behaviors and monitoring communication processes (Forsyth, 2014).

Conversely, from relationship-oriented perspective, they focus on developing relationships with employees and amongst employees. This helps them to maintain positive interpersonal relationships among employees (Forsyth, 2014). The leader is focused on the task itself in task oriented leadership while in relationship oriented leadership the leader is focused on relationships. When employees are confronted by task-oriented leaders, they may perceive employment as safe because they are directed on what to do and get instructions as they accomplish tasks (Madlock, 2008). This reduces confusion among employees as they work; so they feel safe about what organizations expect of them (Goretzki, 2016). In so doing, they enjoy greater job security. Organization identification refers to the self recognition by employees of themselves as part of an organization and to the extent that they experience oneness with its values, brand, and methods (Ashforth, 1989). The sharing of successes and failures as well as the acts of common desires represent part of organizational identification (Goretzki, 2016).

Rafael Muñoz de & Pablo de(2010) in their study of the factors that determined job insecurity in five European countries identified age, gender, temporary contract, evolution of the workforce inside the organization, being a civil servant, wage, firm size, time or union membership as determinants of perceived job insecurity. This would appear to be different from the findings of Goretzki. However, it would appear that Goretzki (2016) focused on the qualitative attributes of perceived job security while Rafael Muñoz de & Pablo de (2010) focused on the quantitative attributes of determinants of perceived job security.

2.4 Relationship between Employee Redundancy and Perceived Job Security

Studies show that job redundancy can result to negative outcomes among employees. Studies conducted in 2005 among 145 employees showed that the negative attitude that employees had on their job security, affected negatively the way they performed their jobs (Didona, 2017). Munshi (2018) argued that redundancy decisions had an impact of organizational productivity as a result of manpower supply challenges and falling productivity as a result of falling employee morale. These could have an effect on perceived job security of surviving employees. In studies carried out by Nyaberi & Kiriago(2013) it was established that: 47.9% of the respondents did not feel secure in their workplace following a redundancy exercise and that 52.4% of the respondents were prepared to leave the organization in searching for other opportunities following a redundancy. The study also concluded that retrenchment processes had impacted negatively the job security for employees who survived it. As a result, most of them did not feel secure working for the company; hence, given chances to leave the organization they could leave it to look for employment elsewhere (Nyaberi & Kiriago, 2013).

Redundancy decisions have an influence on the perceived job security of surviving employees. Studies by Worall and Cambell, (1999), in their study on surviving redundancy, using the perception of UK managers, reached the conclusion that redundancy in an organization affects not only the exiting employees but also the surviving employees and the organizational setting the surviving employees will work in. The emotions affecting the surviving employees as well as

the exiting employees cannot be ignored and organizational leadership must develop adequate strategies to counter the negative emotions associated with the process.

Munshi (2018) recommends a best fit redundancy execution model that will require redundancy arrangement, execution, and redundancy supports. Exiting employees must be given counseling support as well as skills retraining, whilst survivors should be supported and even trained how to overcome job-related stresses.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology utilized to conduct the study. Largely, it focuses much of its attention on the processes that was followed to collect and analyze the data, the sampling process followed to select research participants, research design and target population.

3.2 Research Design

A descriptive survey design was utilized to collect the data. The design provided the quantitative data that was used to identify participants' opinions and attitudes towards job security (Creswell, 2003).

3.3 Population of Study

The accessible population must be representative of the target population (Mugenda & Mugenda, 1999). The target population for the study is 2,167 employees.

3.4 Sample Design

The accessible population was 217 employees as 1950 employees are situated in sites outside Nairobi and work in highly unionized environments, making data collection in those sites extremely challenging owing to the process of securing clearances from site owners to conduct the study.

3.5 Data Collection

A semi-structured questionnaire was utilized to collect primary data. The questionnaire had three sections which included biodata relating to the companies' the respondents worked for, section B

entailed responding to statements regarding employee redundancy and section C entailed statements on perceived job security. Respondents were required to indicate the extent to which they agreed with statements provided to them. A 5-point Likert scale was utilized to rate their levels of agreement with the statements with 1 representing a very less extent, 2 to a less extent, 3 to a moderate extent, 4 a great extent and 5 to a very great extent.

3.6 Data Analysis

Data was checked for completeness. Both descriptive and inferential statistics were utilized to analyze the data. Both means and standard deviations were utilized to analyze the data descriptively. The linear regression was utilized to determine the influence of independent variable on the dependent variable; with the independent variable being employee redundancy and the dependent variable being perceived job security. Data will be presented using tables, graphs, and pie charts.

Simple linear regression equation model will be used to establish the linkage between employee job security and redundancy. The model equation for the simple linear regression model will be

$$Y = \beta_0 + \beta_1 X_1 + \epsilon ; \text{ where}$$

Y is Perceived job Security,

β_0 is the constant ;

β_1 is the coefficient of employee redundancy and

ϵ is the term error

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter describes the presentation of findings and analysis from the study. The results were presented in terms of the demographics of the respondents, which constitute gender, marital status, academic qualifications, levels of experience, and age; description and inference of the findings on the effects of employee redundancy on employees of EMCSL and the effects on perceived employee job security as a result of declaration of redundancy at EMCSL; and a discussion of findings of the study.

4.2 Response Rate

217 questionnaires were distributed and 155 were filled and used for analysis. This was a response rate of 71%.

4.3 Demographic Statistics

4.3.1 Gender

The analysis of the gender indicated 65% were male and 35% were female.

Table 1: Gender Distribution Of Respondents

MALE	100	65%
FEMALE	55	35%
TOTAL	155	100%

Source: Survey Data 2020

4.3.2 Marital Status

The analysis of the marital status of the respondents indicated 40% were single and 57% were married. Divorced and widowed respondents were 1% each and a further 1% did not disclose their status.

Table 2: Marital Status of Respondents

SINGLE	62	40%
MARRIED	88	57%
DIVORCED	2	1%
WIDOWED	2	1%
UNDISCLOSED	1	1%
TOTAL	155	100%

Source: Survey Data 2020

4.3.3 Academic Qualifications

The analysis of the respondents indicated 3% had primary level education, 45% of respondents had secondary level education, 50% of respondents had post secondary level education, with 2% not disclosing the levels of their education.

Table 3: Academic Qualifications of Respondents

PRIMARY LEVEL	4	3%
SECONDARY LEVEL	70	45%
POST-SECONDARY LEVEL	78	50%
UNDISCLOSED	3	2%
TOTAL	155	100%

Source: Survey Data 2020

4.3.4 Age

The analysis of age of the respondents indicated 21-30 years were 65%, 31-40 years were 25%, 41-50 years were 8%, over 51 years was 1%. However 1% did not disclose their age in the survey questionnaire.

Table 4: Age Distribution of Respondents

21-30 YEARS	102	65%
31-40 YEARS	38	25%
41-50 YEARS	12	8%
OVER 51 YEARS	1	1%

UNDISCLOSED	2	1%
TOTAL	155	100%

Source: Survey Data 2020

4.4 Descriptive Statistics for Employee Redundancy and Job Security

Table 5: Descriptive Statistics Employee Redundancy and Job Security

EMPLOYEE REDUNDANCY				
Statements	N	Mean	Std. Deviation	Coefficient of Variation
I get affected very much when my organization announces redundancies.	155	4.08	1.289	0.32
I get affected negatively when my organization announces redundancies.	155	4.11	1.412	0.34
I get affected positively when my organization announces redundancies.	155	1.86	1.393	0.75
My organization communicates effectively to us when it wants to carry out Organization change programs.	155	2.60	1.488	0.57
My organization provides support services during redundancies, i.e. counseling support services, training of new skills.	155	2.02	1.430	0.71
I trust my organization to carry out redundancies in a manner that is FREE and FAIR from BIAS.	155	2.97	1.372	0.46
I experience fear, helplessness, confusion, and loss of motivation as a result of my organization on declaring a redundancy.	155	3.89	1.497	0.38

I feel I will be able to find other work following a redundancy	155	2.57	1.284	0.50
I feel the support services, i.e. counseling services, training of new skills, is adequate to empower me start over following redundancy	155	2.45	1.521	0.62
Grand Mean		2.95		
JOB SECURITY				
Statements	N	Mean	Std. Deviation	Coefficient of Variation
There is job security in my organization	155	2.68	1.385	0.52
I have confidence that my contribution to the organization makes me indispensable during redundancies	155	3.05	1.357	0.44
Redundancy does not pose a threat to my job in the organization	155	2.19	1.494	0.68
I strongly identify with my organization	155	3.70	1.373	0.37
My organization is very reliable in terms of job security	155	3.07	1.387	0.45
The organization leadership style is relationship oriented	155	3.31	1.431	0.43
The organization leadership style is task oriented	155	3.48	1.340	0.39
I am confident that I will work in this organization till I retire	155	3.61	1.501	0.42
Grand Mean		3.14		

The results indicate that respondents generally agreed that they get very much affected when the organization announces a redundancy (mean = 4.11, standard deviation = 1.289, coefficient of variation of 0.32); they get affected negatively when the organization announces redundancy (mean = 4.11, standard deviation = 1.412, coefficient of variation = 0.34). The results indicated respondents low results when asked; I get positively affected when my organization announces redundancies (mean = 1.86, standard deviation = 1.393, coefficient variation of 0.75); the organization communicates effectively when carrying out organization change programs (mean=2.60, standard deviation=1.488, coefficient of variation=0.57); the organization provides support services during redundancies (mean=2.02, standard deviation=1.430, coefficient of variation=0.71), the organization carries out redundancies in a manner that is FREE and FAIR from BIAS (mean=2.97, standard deviation=1.372, coefficient of variation=0.46); experiencing fear, helplessness, confusion, and loss of motivation as a result of the organization on declaring a redundancy(mean=3.89, standard deviation=1.497, coefficient of variation=0.38); feeling of being able to find other work following a redundancy(mean=2.57, standard deviation=1.284, coefficient of variation=0.50); feeling the support services, i.e. counseling services, training of new skills, is adequate to empower employees following redundancy (mean=2.45, standard deviation=1.521, coefficient of variation=0.62). The grand mean for employee redundancy was 2.95. From the findings, respondents reported being adversely affected by redundancy. The respondents felt that the organization would not communicate effectively with them regarding organization change programs and that the organization provided inadequate support services such as counseling support services and training of new skills following a redundancy. Significant number of respondents reported experiencing fear, helplessness, confusion, and loss

of motivation as a result of redundancy being declared. This would appear to valid the findings of previous studies that redundancy can have a serious effect on organizational performance through a reduction in organizational competence through manpower reductions and secondly, the survivors of the redundancy become “demoralized and lose their productivity (Munshi, 2018).

The results of the respondents regarding job security indicate that the respondents regarding job security in the organization(mean =2.68, standard deviation=1.385, coefficient of variation of 0.52); that they have confidence that their contribution to the organization makes them indispensable during redundancies(mean =3.05, standard deviation=1.357, coefficient of variation of 0.44); the threat posed by redundancy to jobs in the organization (mean =2.19, standard deviation=1.494, coefficient of variation of 0.68); the strength of identification with the organization(mean =3.70, standard deviation=1.373, coefficient of variation of 0.37); the reliability of the organization in regards to job security(mean =3.07, standard deviation=1.387, coefficient of variation of 0.45). The grand mean for job security was 3.14. From the findings, the respondents reported not experiencing significant job security in the organization. This is consistent with the findings of (Nyaberi & Kiriago, 2013), in that redundancy decisions impact on the job security of retained and exiting employees.

4.5 Inferential Statistics for Employee Redundancy And Job Security

This section explains the coefficient correlation, ANOVA and beta coefficients. This is shown in the subsequent tables below:

Table 6: Coefficient Correlation between Employee Redundancy and Job Insecurity

Correlations			
		Job Security	Employee Redundancy
Pearson Correlation	Job Security	1.000	.349
	Employee Redundancy	.349	1.000
Sig. (1-tailed)	Job Security	.	.000
	Employee Redundancy	.000	.

As presented in Table 6 above, the results showed a positive between job security and employee redundancy ($R=0.349$) that was statistically significant ($p < 0.05$). A significant relationship between job security and employee redundancy was confirmed.

Table 7: Model Summary of Employee Redundancy & Job Security

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.349 ^a	.122	.116	6.25558
a. Predictors: (Constant), Employee Redundancy				

The model summary results presented in table 7 above indicates that the effect of employee redundancy on job security to be significant R Square =0.122. This shows that 12.2% variation in job security can be attributed to employee redundancy. 87.8% can be attributed to other factors not discussed in this research.

Table 8: ANOVA of the Model

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	833.100	1	833.100	21.289	.000 ^b
	Residual	5987.248	153	39.132		
	Total	6820.348	154			
a. Dependent Variable: Job Security						
b. Predictors: (Constant), Employee Redundancy						

The study applied ANOVA to determine whether the model was perfect for this kind of data or not. The model was tested at 5% significant level. The model was significant as the P-value was 0.000 less than the employed significant level of 0.05. The results presented in Table 8 indicate the influence of employee redundancy on job security to be significant ($F=21.289$, $p < 0.05$) confirming that employee redundancy had a statistically significant influence on job security.

Table 9: The Beta Coefficients of the Model

Coefficients						
Model	Unstandardized Coefficients		Standardize d Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	14.680	2.314	6.344	.000	
	Employee Redundancy	.392	.085	.349	4.614	.000

a. Dependent Variable: Job Security

Coefficients which were fitted in the regression model were computed to come up with the equation $Y = \beta_0 + \beta_1 X_1 + \epsilon$ to establish the link between independent and dependent variables in the study. The β was statistically significant ($\beta=0.392$, $T=4.614$, $p<0.05$). Given only the scores on our predictors, we can predict job security by computing: $\text{Job Security} = 14.68 + (0.392 \times \text{Employee Redundancy}) + 0.85$. This variable was significant since 0.000 is less than 0.05.

4.6 The Discussion of Findings

The study sought to determine the influence of redundancy on perceived job security at EMCSL. This was achieved by asking the respondents to indicate the extent to which employee

redundancy affected the job security of the respondents. The study found that there was a significant correlation between redundancy and job security ($R= 0.349$, $P < 0.05$). Worall and Cambell, (1999), in their study on surviving redundancy, using the perception of UK managers, reached the conclusion that redundancy in an organization does not only affect victims, but it also affects the survivors as well as organizational setting the surviving employees will work in, with the primary emotions of surviving and exiting employees being fear, hopelessness, anger and denial.

Most of the respondents in the particular study were male, married, with post secondary education, and in the 21-30 year(s) age group. From the findings of the research it can be deduced from the findings (Mean=3.89, Standard deviation=1.497, Coefficient of variation=0.38) that the respondents who indicated that they experience fear, helplessness, confusion, and loss of motivation were majorly young males who may have felt that their perceived job security would be threatened as a result of employee redundancy because of the loss or potential for loss of their livelihoods. Redundancy may affect organizational performance by reducing organizational competence through manpower reductions and secondly, the survivors of the redundancy become “demoralized and lose their productivity (Munshi, 2018).

Nyaberi and Kiriago (2013) established that retrenchment process did not only affect the employees sacked from jobs, but it also affected the ones who survived it. Accordingly, the survivors were willing to leave their organizations because they felt threatened. This is in alignment with the findings from the statement “I feel I will be able to find other work following a redundancy” scoring (Mean =2.57, Standard Deviation= 1.284, Coefficient of Variation=0.50) “I am confident that I will work in this organization till I retire” scoring (Mean=3.61, Standard

Deviation= 1.501, Coefficient of Variation=0.42) and “I strongly identify with my organization” scoring (Mean=3.70, Standard Deviation= 1.373, Coefficient of Variation=0.37). These findings mirror those in the study by (Nyaberi & Kiriago, 2013).

(Goretzki, 2016) identified organizational citizenship and organizational identification as factors to perceived job security. The more significant the organizational citizenship and organizational identification the higher the levels of perceived job security. Findings from the study on the question of strength of identification with the organization yielded scores of (Mean =3.70, Standard deviation=1.373, Coefficient of variation of = 0.37) which confirmed that the identification of outsourced employees with the organization is limited, hence the feelings of job insecurity on the onset of employee redundancy.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings before concluding it and recommending the way forward.

5.2 Summary Of Findings

The respondents generally agreed that they get very much affected when the organization announces a redundancy (mean =4.11, standard deviation=1.289, coefficient of variation of 0.32); they get affected negatively when the organization announces redundancy (mean=4.11,standard deviation=1.412, coefficient of variation=0.34). The grand mean for employee redundancy was 2.95. The results of the respondents regarding job security indicate that the respondents scores regarding job security in the organization (mean =2.68, standard deviation=1.385, coefficient of variation of 0.52). The grand mean for job security was 3.14. From the findings, the respondents reported the influence of employee redundancy on job security was found to be significant ($F=21.289$, $p < 0.05$).

5.3 Conclusions

From the findings redundancy fosters negative feelings amongst the outsourced employees of EMCSL. It can be concluded that redundancy affects the way surviving employees perceive job security. The adverse effects of the organization declaring redundancies have been found to be fear, helplessness, confusion, and loss of motivation as a result of the organization declaring a

redundancy. There were overwhelming feelings of lack of support from the organization in provision of support services to employees in the event of declaration of redundancy.

From the findings of the study 12.2% variation in job security can be attributed to employee redundancy. 87.8% can be attributed to other factors not discussed in this research. These factors can be hypothesized to be perceptions of self efficacy in employees, perceptions of trust in the organizational leadership and organizational citizenship, and perception of the leadership style in the organization (Goretzki, 2016).

Overall the research findings indicate an relationship between perceived job security and employee redundancy amongst the outsourced employees of EMCSL. Job security reduces with an increase in declarations of employee redundancy. The research objective to establish if there is a significant relationship between employee redundancy and job security was thereby confirmed implying that employee redundancy had substantial influence on job security.

5.4 Recommendations

Following the study on the influence of redundancy on perceived job security amongst outsourced employees of Essential Management Consultancy Services Limited, the following recommendations can be made in relation to the management of redundancy exercises and the management of employee job security:

- EMCSL should provide counseling support services for employees that are affected both directly and indirectly by the decision to make them redundant.

- EMCSL should take measures to build trust and loyalty in their workforce. Such measures can include regular town hall meetings with employees to hear employee grievances and to also put in mechanisms that allow for workers to express themselves freely, such as having suggestion boxes and embracing an open door policy that encourages employees to talk freely with site supervisors and managers.
- EMCSL should provide training to aggrieved employees such that they will be equipped with new skills that will empower them with skills to transition on to new employers or even open new businesses. Such learning could include digital learning or literacy and entrepreneurship skills.
- EMCSL should employ practices that promote employee job security such as having honest, clear, and concise goal setting during performance management, so that employees are clear on their expectations as to what is required to achieve organizational goals and objectives.
- EMCSL should endeavor to involve all stakeholders in the process of planning and implementation of a redundancy, such that every party's contribution to the success of the exercise is considered. EMCSL should also endeavor to make sure that the redundancy process is carried out freely and fairly.

5.5 Study Limitations

The research was carried out during the COVID-19 period and it may have contributed to employees believing that the research was an appraisal tool on which redundancy decisions will be effected. Due to anxiety, the employees were unwilling to provide information fearing that the

data would be utilized against them. To overcome the challenge, the survey team started by informing the participants about the study's importance and purpose and assuring them that their data would be handled with high level of confidentiality; hence, would not be shared with anyone. The study sample population, though sufficient for the study, should have been expanded to include outsourced employees in the work stations outside Nairobi City. A larger population sample would have enhanced reliability of the research findings.

5.6 Implications Of The Study

5.6.1 Practical Implications

The study identified the opinions of outsourced employees towards their principal employer as regards the perceptions of job security in light of employee redundancy. There are both institutional and personal issues of concern that were identified in the study and that may require redress. The organization should pursue enhancement of organizational identification, leadership style and trust to optimize perceptions of job security at the organizational level (Goretzki, 2016). This could have practical implications for organizational policy as regards inclusiveness to enable employees to feel that they can identify with and trust the organization. Further study also would have implication on the leadership style to be deployed in engagement with the outsourced employees. Leadership styles should be less ambiguous and instead be more direct so as to build trust and followership.

The study highlighted the significance of interpersonal relationships and communication in the organization especially when redundancy is declared. This could have practical implications for the management of interpersonal relationships and communication in the organization, as redundancy creates uncertainty in the organization, and the organizational leadership will be

required to take measures to reduce anxiety or reduce negative emotions associated with employee redundancy through provision of emotional support to the surviving employees and communication of reassurance to organizational stakeholders.

5.6.2 Theoretical Implications

The study identified that the body of previous theoretical work on the implications of employee redundancy on perceived job security to be congruent with the findings of this study. Herzberg identified job security as a hygiene factor, the lack of which causes dissatisfaction at work (Hackman & Oldham, 1976). The study, *The Influence of Employee Redundancy on Perceived Job Security of Outsourced Employees at Essential Management Consultancy Services Limited*, affirmed the body of knowledge of previous studies on this subject, by acknowledging that lack of job security in the work place can cause significant dissatisfaction in the workplace. However the study, *The Influence of Employee Redundancy on Perceived Job Security of Outsourced Employees at Essential Management Consultancy Services Limited*, identified lack of job security as a cause of low morale and lack of motivation to surviving employees following redundancy. This study then would seem to suggest that job security may actually be a motivator and not a hygiene factor as the study by Herzberg suggested. The studies by Didona (2017), also validated these studies by determining that the loss of perceived job security owing to employee redundancy contributed to the loss of motivation in the workplace.

The Force Field Theory by Lewin(1940), was adequate at explaining the relationship between organizational change caused by redundancy and the reactions of the employees affected by the decision to declare a redundancy. It allowed for a qualitative evaluation of the impact of external and internal factors on the organization and how the organization and its employees react to

those external and internal forces. As stated by (Brent, 2018) a significant setback for the force field analysis is that it requires the participation of all the people involved in the change process so that they can provide data to enhance the analysis process.

5.7 Suggestions For Further Research

There still exists room for the study to vigorously interrogate the connection of other variables associated with the presence of perceived job security. Variables such as strength of identification with the organization trust by employees in the organization's leadership, and even efficacy of the employees in their skills and competencies have an impact on the perceived job security of employees with variables such as the strength of identification with the organization having a big weight on the perception of job security.

The study sample population, though sufficient for the study, should have been expanded to include outsourced employees in the work stations outside Nairobi City. A study based on Nairobi County alone does not take into account the impact of change of perceived job security following a redundancy in a rural setting.

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APPENDIX I

TRANSMITTAL LETTER



UNIVERSITY OF NAIROBI COLLEGE OF HUMANITIES & SOCIAL SCIENCES SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity" Nairobi
Telex: 22095-Varsity

P.O. Box 30197
Nairobi, KENYA

29th September, 2020

TO WHOM IT MAY CONCERN

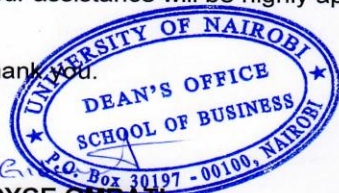
**INTRODUCTORY LETTER FOR RESEARCH
AGGREY ANDUURU – REGISTRATION NO. D64/11298/2018**

The above named is a *bona fide* continuing student in the Master of Science In Human Resource Management program at the University of Nairobi, School of Business.

He is required to submit as part of his coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, kindly request you to assist and facilitate the student with necessary data from your organization. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your assistance will be highly appreciated.

Thank you.



JOYCE OMBATHI
FOR: DEAN, SCHOOL OF BUSINESS

APPENDIX II

SUPERVISOR ALLOCATION FORM



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS MSc PROGRAMMES
MSc PROPOSAL/PROJECT SUPERVISION ALLOCATION FORM

SECTION A: (To be completed by the student)

Name of student: AGREY ABUJUA

Reg. No.: 164/11298/2018

Mobile phone: 0723 882315

Email: aanduvu@gmail.com

Department: SCHOOL OF BUSINESS

MSc. Programme: MSc. HUMAN RESOURCE MANAGEMENT

Proposed Title of Study: REDUNDANCY: A MUST STRATEGY DURING CORPORATE TURNAROUND IN THE SMALL MEDIUM ENTERPRISE SECTOR - A CASE STUDY OF ESSENTIAL MANAGEMENT CONSULTANCY SERVICES LIMITED

Name of Preferred Supervisor(s): (i) DR. MEDINA (ii) DR. FLORENCE (iii) DR. MARGARET

Signature of student: [Signature] Date: 25/10/2019

SECTION B: (For Official Use only. To be completed by the Department)

i) Name of Supervisor Allocated:

Supervisor: Dr. Medina Mobile No: 0721 226 422

Co-Supervisor (If any): Mobile No: _____

Moderator: Dr. Margaret Karuki Mobile No: _____

ii) Proposal Presentation/Submission Dates

Proposal Presentation: _____ Oral Defence: _____ Project Report Submission Date: _____

Approved by Supervision Allocation Officers

Name: _____ Signature: _____ Date: _____

Approved by Chairman of Department

Name: M. F. Muindi Signature: [Signature] Date: 28/10/19

NOTE:

- 1. A student shall not commence proposal writing before allocation of University supervisor.
2. Original Transcript, Fees Statement and Synopsis should be attached to this form.
3. The approved copy of this form must be attached to the proposal when submitting for moderation and presentation and when submitting the final project.
4. Original to be filed in the Department.
5. Turnitin report MUST be attached to the proposal when submitting for moderation, presentation and when submitting the final project.
6. Each student MUST fill in the attached declaration form on plagiarism and collusion.

APPENDIX III

QUESTIONNAIRE TO IDENTIFY THE INFLUENCE OF REDUNDANCY ON PERCEIVED JOB SECURITY

SECTION A:

RESPONDENTS PERSONAL INFORMATION

Gender:

Male Female

Age:

- a) 18-20 years
- b) 21-30 years
- c) 31-40 years
- d) 41-50 years
- e) Over 51 years

Education Level:

- a) Primary Level
- b) Secondary Level
- c) A-Level
- d) College-Cert
- e) College-Dip.
- f) University-Bachel
- g) University-Master

Marital Status:

Married Single Divorced Widowed

RESEARCH OBJECTIVE

SECTION B:

EMPLOYEE REDUNDANCY

Kindly specify the extent to which you agree with the following statements, where

- 1 Least extent
- 2 Less extent
- 3 Moderate extent
- 4 A large extent
- 5 A very large extent

Statements(s)	1	2	3	4	5
I get affected very much when my organization announces redundancies.					
I get affected negatively when my organization announces redundancies.					
I get affected positively when my organization announces redundancies.					
My organization communicates effectively to us when it wants to carry out Organization change programs.					
My organization provides support services during redundancies, i.e. counseling support services, training of new skills.					
I trust my organization to carry out redundancies in a manner that is FREE and FAIR from BIAS.					
I experience fear, helplessness, confusion, and loss Of motivation as a result of my organization on declaring a redundancy.					
I feel I will be able to find other work following a redundancy					
I feel the support services, i.e. counseling services, training of new skills, is adequate to empower me start over following redundancy					

SECTION C:

JOB SECURITY

Kindly specify the extent to which you agree with the following statements, where

- 1 Least extent
- 2 Less extent
- 3 Moderate extent
- 4 A large extent
- 5 A very large extent

Statement(s)	1	2	3	4	5
There is job security in my organization					
I have confidence that my contribution to the organization makes me indispensable during redundancies					
Redundancy does not pose a threat to my job in the organization					
I strongly identify with my organization					
My organization is very reliable in terms of job security					
The organization leadership style is relationship oriented					
The organization leadership style is task oriented					
I am confident that I will work in this organization till I retire					

APPENDIX IV

TURNITIN REPORT

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