The Effects of Retrenchment/ Staff Rationalization: A Case of K.T.D.A Ltd.

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Abstract

The aim of this study was to establish the effects of retrenchment on employees of K.T.D.A Ltd Amongst the objectives of the research were:
1. *To investigate if retrenchment affected the productivity of the K.T.D.A Ltd.*
2. *To find out whether retrenchment has brought about uncertainty and poor attitude towards work.*

The researcher indeed wanted to establish if K.T.D.A. Ltd realized any savings from the retrenchment exercise. In pursuance of the above objectives, the researcher expected to establish whether the retrenchment exercise as a reform strategy affected the delivery of services by the employees and their general well being. The researcher further wanted to establish whether K.T.D.A Ltd achieved its goals. A sample of 220 respondents was picked from a population of 880 employees in the K.T.D.A Ltd. Stratified simple random sampling was used and a questionnaire method was used to collect data supplemented by interviews. Tables and descriptive methods were used to represent the data. Many of the employees interviewed were of the opinion that their employer did not prepare them adequately before retrenchment and they were uncertain about the future of their jobs. For retrenchment to work as a reform strategy, it must be carefully planned and managed. Workers who remain after retrenchment must be reassured about the security of their jobs and trained to gain necessary skills to meet the challenges of their increased workload. Their salaries should also be taken care of to boost their morale. The outcome of this study is of great importance, as it will help retrenchments done in future to be organized in a better way, as well as help other organizations that intend to come up with retrenchment strategies.

Chapter 1: Introduction and Background

1.1 Introduction

The Kenya Tea Development Agency Limited was inaugurated as a company under the Company's Act (CAP 486) on 15th June 2000 and has since then been undergoing major Organizational Redesign/changes. This change have been in terms of structure, employment levels, efficiency, effectiveness, integrity, discipline and generally in the way it has continued to manage its core business (managing the small scale tea sub-sector through provision of extension services, expansion and opening of new processing plants and marketing & sales of products, among others). The organization is a managing agent of fifty four (54) CTC (cutting, tearing and curling) tea factories already processing teas on behalf of small scale tea farmers and approximately ten (10) more, which were nearing completion (under construction). With about 400,000 small-scale tea growers, economically empowered directly from K.T.D.A Ltd, it is estimated that another three (3) million plus Kenyans directly derive their livelihood from the Agency.

The Kenya Tea Development Agency (K.T.D.A) in a relatively small but focused way, through its predecessors who were the Special Crops Development Authority (pre-independence), and the Kenya Tea Development Authority (Parastatal 1964-2000), at the time of independence and post independence, respectively has indeed been promoting tea propagation and production amongst the small scale tea farmers.

K.T.D.A LTD has twelve (12) Board of Directors who represent the farmers from their respective tea zones and are usually elected.

The managing Director (C.E.O), Finance Director and Operations Director (who are employed by the Board) sit in the Board meetings with a view to advising on certain professional aspects and implementing the decisions made. Previously, the Kenya Government through the ministry of Agriculture used to appoint and dismiss both the Chairman of the Board and the Managing Director.

In view of the foregoing, over the years, K.T.D.A LTD employed all cadres of staff on account of political, personal and delegated power. The aftermath of all these efforts resulted in an unprecedented employment of unqualified, bloated and idle workforce.

During the 1980s and through to the 1990s, with the World Bank, IMF and other donor communities insisted on the implementation of the Structural Adjustment Facilities/programme on the Kenya Government among other African Countries thus demanding for less government hand/role in business enterprises. On the other hand, also considering that the Government was no longer expected to do everything because the private sector had developed adequately, it was time for Kenya to redirect her attention to the reform agenda. This gave birth to the Kenyan Finance Bill of 1996 on the Liberalization of all business sectors.

It was therefore realized that most of K.T.D.A LTD revenues (of which the management fee had now reduced from the then 5% to 3% of all proceeds from green leaf teas processed) went towards payment of the bloated employees emoluments totalling approximately 80% and very little (only 20%) was left for development, operation/project expansion and maintenance and could not above all be sustained. Also most of the roles/responsibilities which had hitherto been centralized were now decentralized / liberalized to various unit levels (Factory heads)
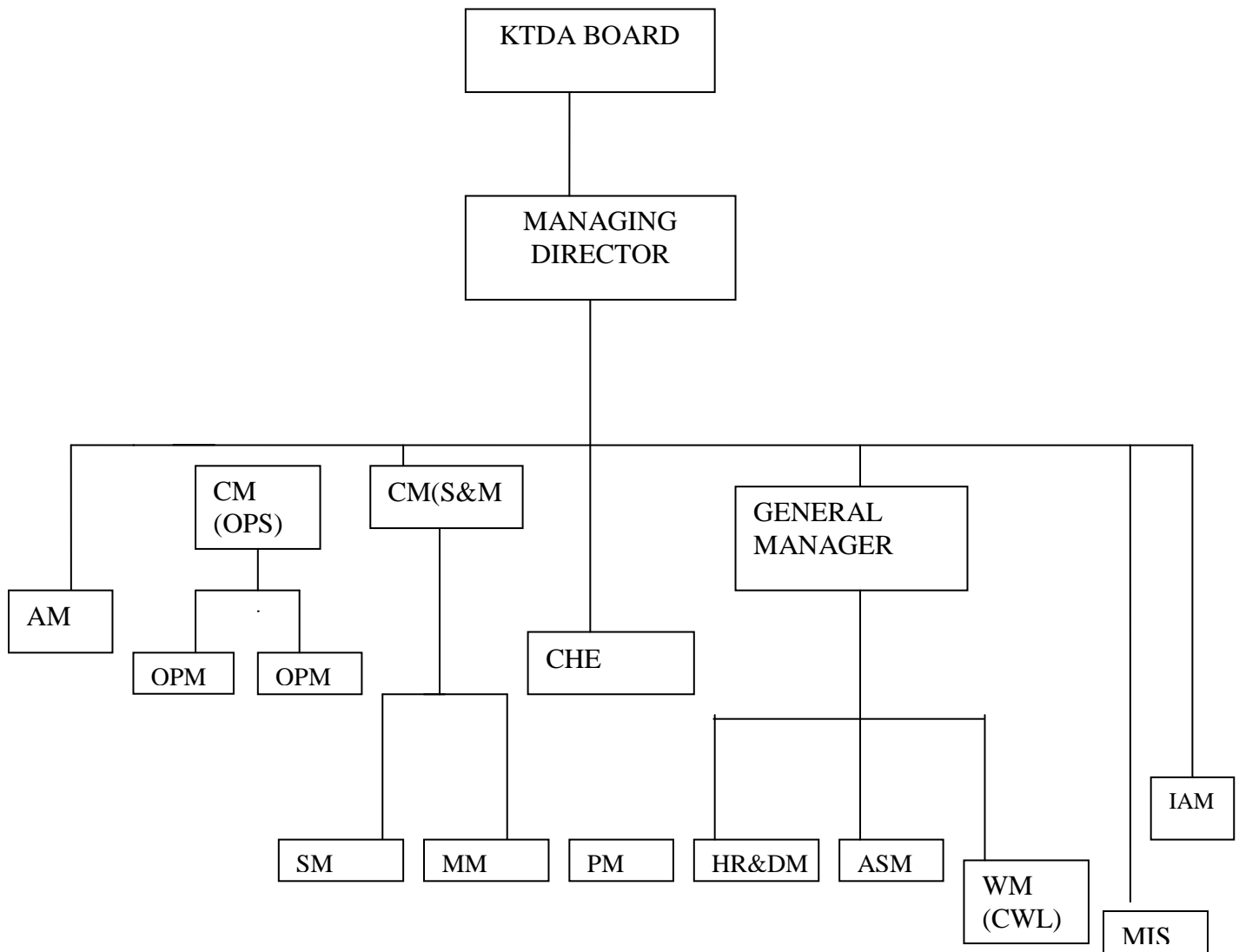
The total number of K.T.D.A LTD employees has risen from a mere 50 or less in 1964 to a record level of 1,770 in 1998 and from four (4) departments/ functions to 19 respectively, which was actually a challenge to the establishment.

These included:
1. Too many departments and sections carrying out overlapping, irrelevant and duplicated functions.
2. A huge workforce that was incompetent and yet consuming almost all the Organizational resources/revenue.
3. Financial mismanagement through petty cash imprests and poor payroll administration, which led to a phenomenon of suspected ghost workers.

The most critical challenge then facing K.T.D.A LTD was to drastically cut/reduce the spiralling costs through rationalization of Functions/departments, staff downsizing and rightsizing, improvement on payroll administration, improvement on financial management. Efficiency, effectiveness and overall productivity of all employees.

Organisation Structure/ Chart (As It Was Before Retrenchment)
Kenya Tea Development Agency Ltd.

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                          ┌──────────────────┐
                          │   KTDA BOARD     │
                          └──────────────────┘
                                   │
                          ┌──────────────────┐
                          │    MANAGING      │
                          │    DIRECTOR      │
                          └──────────────────┘
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┌──────┐    ┌────────┐   ┌────────┐              ┌──────────┐
│  AM  │    │   CM   │   │ CM(S&M │              │ GENERAL  │
└──────┘    │  (OPS) │   └────────┘              │ MANAGER  │
            └────────┘                           └──────────┘
         ┌────────┐ ┌────────┐   ┌──────┐
         │  OPM   │ │  OPM   │   │ CHE  │
         └────────┘ └────────┘   └──────┘
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┌──────┐ ┌──────┐ ┌──────┐ ┌────────┐ ┌──────┐ ┌────────┐      ┌──────┐
│  SM  │ │  MM  │ │  PM  │ │ HR&DM  │ │ ASM  │ │  WM    │      │ IAM  │
└──────┘ └──────┘ └──────┘ └────────┘ └──────┘ │ (CWL)  │      └──────┘
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This necessitated the implementation of the first phase of the Retrenchment programme of 1999 to 2000. This helped to reduce the large workforce of 1,770 to 1,500 using various methods, notably voluntary earlier retirement Scheme (VERS), natural attrition and freezing or abolishing of vacancies. This first phase achieved very modest results.

Accordingly, and on the basis of the lessons and corresponding experience gained during its implementation, the K.T.D.A LTD resolved to formulate new strategies aimed at furthering the reform agenda. This indeed resulted in the formulation of the Medium and Long-term strategy (2000-2004) and (2000-2010) after the commissioning of Human Resources Consultants (M/s Earnest & Young and M/s Fama management Consultants), also known as the second phase of the K.T.D.A reform package. The programme used retrenchment as a way of reducing staff and outsourcing of key skills and competencies as a means of rationalizing/reorganizing the entire organisation.

1.2 Background

The KTDA Head Office was established in 1964 when Kenya became a Republic. The Head Office was before then manned by a general Manager under Special Crops Development Authority. It was a small office handling four (4) functions. Over the years, the office expanded to a large outfit handling sixteen (16) functions. An equally corresponding large workforce manned it, some of who were undertaking duplicated and over lapping functions.

The Head Office undertook office rationalization and staff rightsizing as a result of the reports from M/s. Earnest & Young and M/s. **Fama Management Consultants** (Human Resources Consultants). Its staff of 1,770 was reduced by 48% at the end of the exercise i.e. 880 employees.

The first phase of Rationalization commenced in 1998 and ended in 2000. The method used by then to reduce staff were Voluntary Early Retirement of any willing employees in consultation with respective Heads of Departments/Functions, through natural attrition, mandatory retirement on attainment of 55 years of age, resignations, and freezing or abolitions of vacancies

The first phase of Rationalization/ Downsizing achieved only moderate results and this led to the formulation of the second phase of the Reform Programme. The second phase (10th January 2001 to 30th June 2003) basically used the Retrenchment/ Resignations methods to reduce staff. This phase was also coupled with the outsourcing of key skills and competencies desired in certain results areas. Of course, retrenchment is the reduction of staff through mass termination and accelerated retirements.
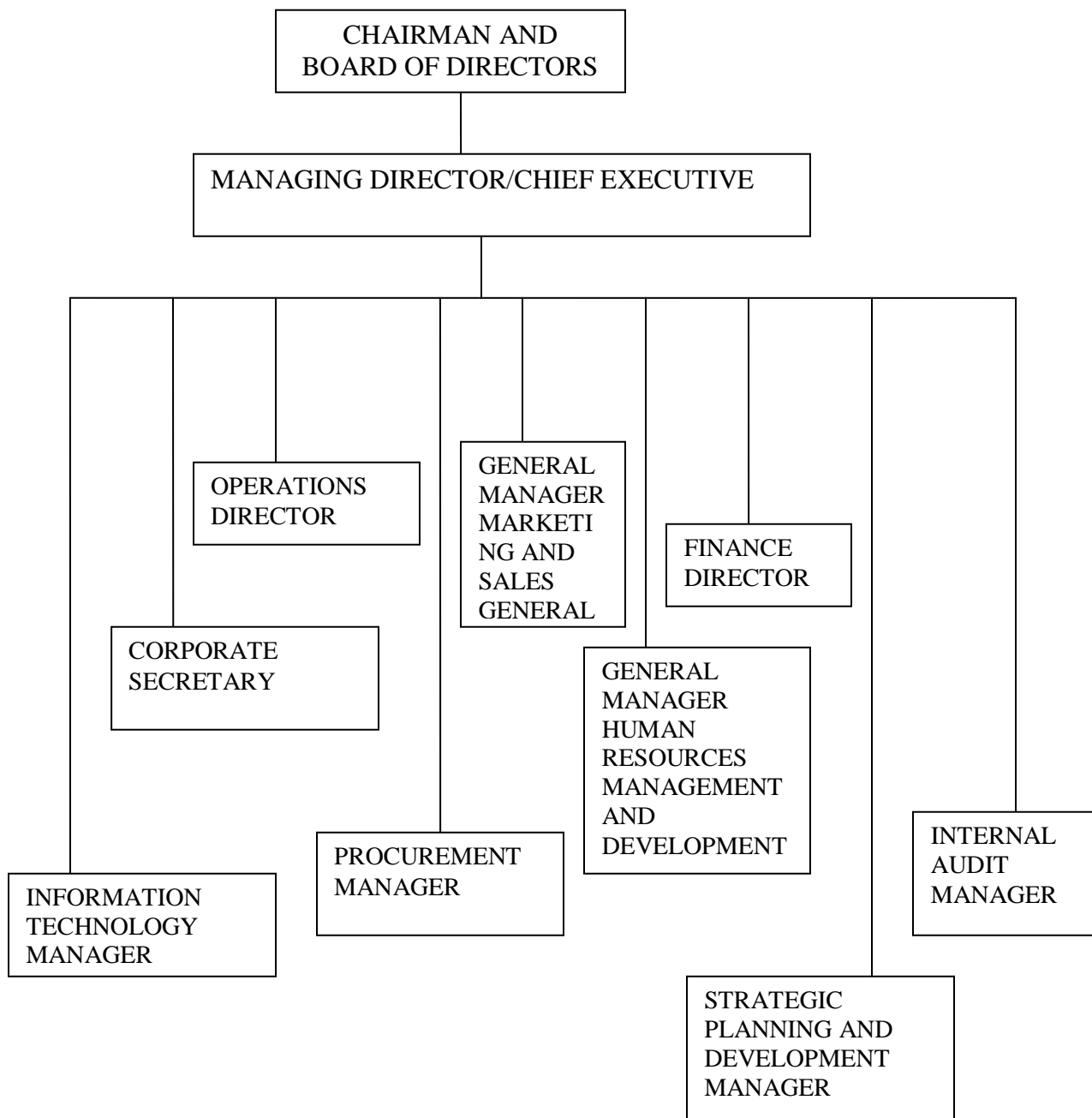
General observations made after the two phases of the reform programme and especially after the retrenchment exercise, revealed that there was overloading of work to the remaining employees without any corresponding remunerations, which led to low morale, stress, apathy and certain inefficiency/ ineffectiveness.

The morale of long serving employees was at an all time low due to inequitable and unmatched remuneration packages, uncertainty about their jobs and inadequate preparation on sensitization about the retrenchment and how to cope with its aftermath by the employer (through relevant trainings). This led to lack of interest and a passive working environment, especially among the lower cadres who formed the bulk of workers and all other employees who were in service before implementation of the retrenchment. The total population of the entire workforce, which was hard hit by the effects of retrenchment, comprised approximately 70% (i.e 616 employees) out of the 880 workers in the Agency. The remaining 30% i.e 264 employees or less who were newly employed in the Company were well motivated through the provision of exclusive high remunerations and either did not understand the predicament or do sympathize with the long serving employees' situation.

The purpose of this study therefore, was an investigation on how the retrenchment exercise affected workers who were retained in service in order to improve such reform strategies in the future.

An overview of the organizational structure after retrenchment was as contained in the highlights- below.

K.T.D.A   Ltd Organisation Structure (Current)

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                          ┌─────────────────────┐
                          │   CHAIRMAN AND      │
                          │  BOARD OF DIRECTORS │
                          └─────────────────────┘
                                    │
                  ┌───────────────────────────────────────┐
                  │  MANAGING DIRECTOR/CHIEF EXECUTIVE     │
                  └───────────────────────────────────────┘
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CHAIRMAN AND BOARD OF DIRECTORS

MANAGING DIRECTOR/CHIEF EXECUTIVE

OPERATIONS DIRECTOR

GENERAL MANAGER MARKETING AND SALES GENERAL

FINANCE DIRECTOR

CORPORATE SECRETARY

GENERAL MANAGER HUMAN RESOURCES MANAGEMENT AND DEVELOPMENT

PROCUREMENT MANAGER

INFORMATION TECHNOLOGY MANAGER

INTERNAL AUDIT MANAGER

STRATEGIC PLANNING AND DEVELOPMENT MANAGER

1.3 Statement of the Problem

Observations made after the second phase of the K.T.D.A LTD reform programme spanning from the year 2001 to 2003 which focused on retrenchment as a method of staff reduction, brought to the limelight the following revelations:

a) Work/task overload to the remaining employees, characterized by a lot of pending files on desks which had led to stress, inefficiency and inaccuracy.

b) Low morale due to the fact that the workers were not well prepared for the change and uncertainty about the security of their jobs.

c) No major incentives or remuneration packages were introduced to the employees who remained after the retrenchment exercise.

d) A lack of interest and passive working environment resulting in many repeat jobs.

In view of the above, the researcher investigated the effectiveness of the retrenchment exercise as a reform strategy and the results it achieved/ yielded. The researcher also undertook to establish how retrenchment affected the workers and their delivery of services so that changes introduced in future could be implemented in a better way.

1.4 Objectives of the Study

The objectives of the study included:

1. Establish whether the retrenchment exercise achieved its intended end results of cutting down on costs (especially the wage bill and increases on efficiency, effectiveness and overall organizational productivity.
2. To investigate and establish whether retrenchment / downsizing/ staff rationalization had bought about uncertainty of job security, poor attitude towards work, increased work load and low morale amongst employees of K.T.D.A LTD.
3. To recommend to the Top Management on the best ways of carrying out the reform programme (staff rationalization) in future without adversely affecting the remaining employees.

1.5 Research Questions

The study had sought information to address the following questions"

1. Has the staff rationalization/retrenchment exercise achieved its intended results?
2. Have the staff rationalization / retrenchment contributed to the existing perception of uncertainly and poor attitude towards work among the long serving employees who had remained / retained in service?
3. Has the retrenchment exercise led to low morale among employees of K.T.D.A Ltd?
4. Has the reorganisation / rationalization led to the increased work load among the employees who remained after retrenchment?
5. Has K.T.D.A Ltd made any financial savings as a result of the retrenchment exercise?
6. Has the staff rationalization / retrenchment affected the overall productivity of K.T.D.A Ltd?

1.6 Importance of the Study

The following groups were considered to benefit from the study.

1. K.T.D.A Ltd. It will in future be able to carry out staff rationalization / retrenchment in a much better way.
2. Other Organizations/firms. It will also assist other organisations that may intend / contemplate to carry out the retrenchment / downsizing of staff, in considering the best possible option / action in the circumstance.
3. The Board of Directors, Managing Director's office, the Human Resources Department, and the Coordinating Committee. In future to re-evaluate and reassess the staff rationalization/retrenchment strategy.
4. The existing K.T.D.A Ltd employees and any other workers. To understand the overall effects of retrenchment in the current set up and in the global working environment.

1.7 Scope of the Study

The study focused on the effects of staff rationalization / retrenchment in K.T.D.A Ltd and particularly concentrated at Head Office and some of its subsidiaries.

K.T.D.A Ltd had nine (9) departments and eight hundred and eighty (880) employees spread all over the Republic of Kenya, but due to time and other financial constraints, a sample of two hundred and twenty (220) employees were taken for the study.

1.8 Definition of Terms

Right sizing- Bringing or reducing the number of employees to optimum levels
Staff rationalization- Determining the right number of employees, who have the right skill and competences, to perform the objectively determined jobs/ functions at the right time.
Redundancy- This is the dismissal/separation of employees for reasons not dated to the individual employees' skills, competence and performance.
Downsizing- Reduction of the number of employees by a firm

Retrenchment- Discharge of surplus labour or staff by an employer for any other reason other than punishment.
Integrity- Being honest, transparent and acting objectively.
Restructuring- The process of reviewing the operations of the conformity with its strategy and the prevailing market forces with the express aim of improving in its efficiency and profitability.
Rationalization- reorganization in industry with a view to focusing on the broader aspects of efficiency and performance management.
Harmonization - Combination of cadres to a given standard to avoid duplication of functions or duties.
Efficiency- It is the degree to which Human Resource Manager utilizes the resources of money, time and lab our optimally or sparingly.
Effectiveness- It is the degree to which the Human Resource Manager attains the goals of an organization.
Leaner- The condition of a workforce having undergone rightsizing
K.T.D.A Ltd – Kenya Tea Development Agency Limited
VERS- Voluntary Early Retirement Scheme
Motivation- The stimulation of interest and deduction of an employee in the work by an employer.
LIFO- Last in first out
FIFO- First in first out

Chapter Two

2.1 Introduction
Literature was reviewed on the effects of retrenchment/staff rationalization on employees with specific emphasis on Kenya Tea Development Agency Limited. The Literature review was focused mainly on the objectives of the research, among other issues.

2.2 Past Studies Done in the Area
Several studies have carried out to try and highlight some of the effects of retrenchment/staff rationalization on the employees in general, among others. Some of them are reviewed as highlighted here below.

2.2.1 Rudundancy
H.T. Graham and Dr.R. Bennet - Human Resources Management-8th edition. 'This is the dismissal for a reason not related to the individual concerned or for a number of reasons all of which are not related'.

A company may try to avoid redundancy by encouraging early retirements and by ceasing to recruit until the number of its employees has fallen to the desired level. This method is often slow, but it avoids the often slow, but it avoids the personal disaster that redundancy can bring.

G. A. Cole – Personal Management (Theory & Practice) – 3rd Edition.
'Redundancy arises when the employer has
a) ceased to carry on business in which the employee was employed or
b) ceased to carry on business at the place at which the employee was employed of
c) no longer a requirement for the work that the employee was employed to carry out'
The fiction is that jobs become redundant not people, but the effect is the same.

2.2.2 Expecting Lay-Offs

If your Company's competitors, suppliers or customer are lying off, it's likely your company will too, especially if economic conditions are affecting your industry.

But it does not necessarily mean that layoffs are around the corner, since companies have seasonal and economic sales dips all the time, and are always looking for way to improve the bottom line. **Daily Nation/ Friday October 8th 2004 on page 50-Guide to employment and training-jobs-by Patrick Ngugi.**

'In free enterprise system, there are many occasions when a qualified employee will be released from employment (laid-off) because the organisation no longer requires his of her services". **Flippo (1984).**

Lay off according to Flippo can either be temporary as a firm tries to adjust to variations in the market demand for its product or they can be permanent as a firm goes out of business.

Heineman et al (1989) says that when Human Resources Planning suggests that an organisation's labour costs are out of line or that technological or other changes will result in the elimination of some jobs, some portion of the workforce can be declared as surplus, and they will be removed from the payroll through temporary or permanent lay-offs. However, he goes on to say that this is not only possible approach and the organisation must decide whether lay-offs are to be thought of as first or last resort.

2.2.3 Forces of Change and Its Effects

According to David D. Van Fleet (Texas A & M University) - Contemporary
Management- More and more firms are recognised the need to cut back and retrench. Organisations such as AT & T, IBM, Xerox Chrysler, and American can unnecessary costs and unprofitable operations. This practice, often called downsizing, is likely to become even more prevalent over next few years…… Advances in computers and communications technology are greatly altering the nature of managerial work. Machines can now perform many basic organisational tasks more efficiently than people.

The effects of these manifest themselves along two dimensions, which in turn directly affect the degree of uncertainty that Managers and organizations face.

One dimension is increased dynamism- the nature of change itself. Things have always changed now; however, more things are changing than ever before, the changes are occurring more frequently than ever before, and more and more changes are taking place simultaneously, Thus the Manager's world is becoming increasingly dynamic. The organizational environment of the future will continue to be increasingly dynamic and complex, which will increase Managerial uncertainty.

2.2.4 Strategic Management
G.A Cole-Strategic Management-2nd Edition (1997)
It makes sense to consider strategy as a cycle of decisions where each set of decisions has a "knock on" effect on subsequent decisions, as well of course, as having consequences for all those affected by them (customers, suppliers, employees, and so forth). The cycle incorporates a review element, which enables decisions to be questioned, and changed if need be.Results are reviewed and appropriate changes made as necessary to aims/goals and objectives, which completes the cycle.

Bantley 1991) stated that the first step in training and development is a strategy of a strategy.
The starting point for developing such a strategy would seem to be clar definition of learning needs followed by identification of the training programmes and products required to meet the needs, and finally an idea of research needed to produce the training required.

2.2.5 Down-Sizing
According to **Dessler (1984),** downsizing refers to the process of reducing, usually dramatically, the number of people employed by a firm. More and more employers are doing it. Hess and **Siciliano (1996)** says downsizing occurs as organisations to try to make their workforce more competitive by reducing the number of worker and making the retained workers to produce more. Downsizing, according to Hess and Siciliano, is a result of the reengineering process.

Miner and Crane (1995). "Downsizing occurs when a company substantially reduces the number of its employees through mass terminations, accelerated retirements etc.

The global trend is to have smaller workforce and enhance performance. Merely acceptable performance is therefore no longer sufficient. That is the reason as to performance including the human factor. The goal of every organization now is to develop a high performance workforce.

2.2.6 Reengineering
Graham and Bennet (1998) 'Reengineering means the radical redesign of business processes, normally via the use of the latest information technology, in order to enhance their performance.

Organisations have embraced office automation and this has resulted in the reduction of workers as less staff with the help of computers cab now performs many of the tasks that were being performed by those workers.

Hess and Siciliano (1996) refers to reengineering as the term coined to describe the process of identifying the task that are essential to the success of the organisation and eliminating those that are not. This normally will result in the workers who are performing some of the tasks that are deemed not essential being retrenched and the remaining fewer workers being assigned more responsibilities.

2.2.7 Motivation
Motivation is one of the tools used in human resources management to enhance employee's performance. Mullins (1989) defines motivation as direction and persistence of action concerned with why people choose a particular course of action.

Bedeian, A.G. (1989) notes that failure to provide work-related opportunities for need satisfaction is likely to lead to employee dissatisfaction, diminished output and increase turnover.

Abraham Maslow's need hierarchy theory. He said that people are motivated to satisfy before the next higher need can motivate behaviour. This suggests that a person can progress as well as up the need hierarchy. His highest level is self-actualization, which describes the desire for self-fulfilment or become actualized in what one is capable of becoming.

Victor Vrom's Expectancy Theory. This is a process theory, which holds that expectancy and valence determine motivation. Expectancy is the belief that effort will be rewarded while valence is the belief that there is value attached to specific rewards. The theory stated that efforts will result to performance and will lead to rewards.

Valence is the value placed on an outcome (reward). The more positive the value, the more likely a person will be motivated thus more effort expanded, the greater the likelihood of desired performance and the higher the value (valence)

Fredrick Herzberg's two-factor theory. He concluded that certain factors tended to lead to job satisfaction (motivator) while others lead to job dissatisfaction (hygiene factors), which are related merely to work setting. Motivators included achievement, recognition, work itself and responsibility. The hygiene factors include company policy and administrator's supervision, working conditions, pay and job security. He said that those hygiene factors prevent job dissatisfaction.

Herzberg theory shows that if motivation whereas those hygiene factors even when provided do not positively promote health or motivate, they only avoid unpleasant work situations.

Effects of rewards on behaviour. People react to reward; those behaviours that are rewarded are reinforced and encouraged. A change is a reward and is also likely to change behaviour. These realities are certainly exemplified by the US tax system e.g President Reagan pledged that the taxing power of the federal government "must not be used to regulate the economy or bring about changes in the behaviour of taxpayers. The system was designed to encourage certain types of behaviours and discourage others. Overtime; the designers' intentions have gone way in shaping the way we live.

2.3 Effects of Retirement/Staff Rationalization

2.3.1 Effects of Retrenchment on the Remaning Employees
Milkovich and **Boudreau (1998)** says that retained employees satisfaction and perceptions of equity and job security are likely to be affected by lay-offs. Furthermore, how the lay-off process in managed may determine the willingness of retained employees to support future organization's initiatives.

Since lay-offs frequently involve removing a large portion of the workforce than any other form of employee separation**, Milkovich and Boudreau** says they can have a most profound effect on the retained workforce.

According to **Dessler (1996)** the morale of the remaining employees may decline and therefore cautions that steps should be taken to reduce the remaining employees' uncertainty and address their concerns.

Hacket (1996) says that 'survivor syndrome' may mean that those who stay feel guilty at having survived and become demotivated and anxious, while the reallocation of work results in feelings of incompetence and stress.

Hess and Siciliano (1996) 'There is no clear consensus as to what the ultimate impact of downsizing will be on the overall competitiveness of the organisation, but there is little doubt that the effect on workers has been positive' Elimination of so many jobs results in lowering of employee morale. Further, the remaining employees are given no assurance that their own jobs will be safe in future.

For all the above reasons, while downsizing was intended in part to make people more productive in their work, its effects in many cases has been to reduce the remaining/surviving employees 'shell-shocked survivors' (Hes and Siciliano).This will mean that the intended goal of the organisation to create a high performing workforce after downsizing or restructuring becomes even more difficult to attain.

Armstrong (1997) says downsizing strategy should be based on analysis of the strategic plans for reducing employment levels as a result of organisational restructuring, new technology or the need to achieve cost reduction targets. He further cautions that the strategy should be concerned mainly with methods of achieving staff reductions with the minimum of hardships and disruption. Such a plan should therefore incorporate provisions for informing and consulting with employees in good time.

When employees are well prepared for the change they will embrace it and therefore less description will be caused to the organization's operations.

2.3.2 Effects of Retrenchment on Organizations

Heneman et al (1989) 'There is reason to believe that in some circumstances, the benefits of lay-offs to employers are not worth the costs incurred'. According to Heneman, in the study conducted in the Federal Government (Washington D.C July the cost of those lay-offs in six out of the eight agencies studied. This shows that organisations that result to retrenchment in order to cut down on costs may not always get positive results.

Milkovich and Boudreau (1998) says that separation and programmes to manage them can be costly as separations involve activities such as exit interviews, outplacement assistance, counselling, severance pay as well as requiring administrative and clerical support. Such costs can amount to the lot of money per separation.

G to Dessler (1984) the operating costs of many firms do not improve even after major jobs cut are made. This he says may be attributed to the lowered morale of the employees who therefore do not produce much.

Hes and Siliano (1996) 'Economists and Managers are concerned about just how far organizations can go with reengineering and still sustain the benefits of performance over the long run'. This is because downsizing increase the potential for stress and morale problems, which result in a lowering of the level of production workers.

Downsizing results in the increasing of responsibilities and workload to the remaining employees, which can have a negative effect on workers attitudes and performance.

According **to Miner** and **Crane (1995)** 'a surprisingly large number of companies have been involved in downsizing return to the labour market in search of scarce skills rather quickly, indeed some never leave it'.

This is collaborated by a report by the Director of Central Bureau of Statistics in **The daily Nation of July 30, 2001** Business Magazine. He said the collection of data by the CBS had been weakened by the retrenchment of its workers and the department had therefore resorted to hiring casuals to fill in the gap left by 1,200 field workers who had been retrenched. Retrenchment may therefore not always yield the expected results.

Miner and **Crane (1995)** say that organisations may also have to invest heavily on training as a solution to skills shortages that develop with downsizing.

2.3.3 Management of Change
Hacket (1996) says that if lay-off is to be changed from a negative to a positive force for the good of the organization, time will have to be spent redesigning the organisation structure to reflect the changed objectives and making it work.

He goes on to say that this will mean spending time in discussions with Managers, negotiations with unions, talks with individuals, general communication and a concerted effect to build and train new team from the remnants of the old one.

Dessler (1984) says that a post-downsizing programme could be instituted. He gives a case study on one such programme instituted at Duracell Inc. which includes the following:

▪ A full staff meeting at the facility
▪ Immediate follow-up in which remaining employees were split into groups with senior managers to express their concerns and have their questions answered.
▪ Long term support for the programme, for instance, by encouraging supervisors to meet with their employees frequently and informally to encourage an open-door atmosphere can be substantial.

He also suggested the use of attitude surveys to help management monitor how the post-downsizing efforts are progressing with the remaining employees.

Milkovich and **Boudreau (1998**) say that experts anticipate lay-offs will continue. Quits are not necessarily harmful to the organization. They can indeed be performers, or allow placement of highly paid employees with newer and lower paid employees of similar ability. If employers manage separations so that the most valuable performance is retained, the productivity benefits can be substantial.

Armstrong (1998) says that once an organization has decided why changes are necessary, what the goals are and how they are to be achieved, the most important task is to gain that commitment of all concerned to be proposed change. This means that all the people to be concerned to the proposed change. This means that all the people to be affected by the change must be informed well in advance i.e. maintain open channels of communications in order to get the workers to accept the intended change. He suggests that the change process and people's reaction to it need to be monitored.

Mullins (1985) concurs that 'despite the potential positive outcomes, change is often resisted at both the individual and organization level' People are naturally wary of damage. It is therefore important for managers to adopt a clearly defined strategy for the initiation of change. He concludes by saying that change is a complex, psychological event whose power needs to be respected and managed. This places emphasis on employee needs as the highest priority i.e. to be successful, organizational need a dedicated workforce and this involves the effective management of change.

Hess and Siliano (1996) 'the change for management of any organisation's success and at the same time to maintain a workforce large enough to perform those tasks well".

This balance he says will probably be achieved only as organizations gain extensive experience with the reengineering process and its consequences.

2.4 Critical Review of Major Issues
It is prudent to note that it is very important in any organisation to adequately prepare all employees for any impending planned change such as the staff rationalization/downsizing through necessary trainings and counselling services. This should be able to cover both the outgoing and remaining employees to cushion then against unprecedented issues, which may affect the morale of the staff.

The objective should be well communicated to all concerned and employees should be able to understand that if retrenchment cannot be avoided as a last resort in the reducing of costs, then downsizing is quite inevitable but has to be managed by the organisation and all the stake holders.

The objective should be well communicated to all concerned and employees should be able to understand that if retrenchment cannot be avoided as a last resort in the reducing of cost, then downsizing is quite inevitable but has to be managed by the organisation and all the stake holders.

Since the remaining workers after retrenchment often shoulder an increased workload, better rewarded systems/packages should be put in place and additional motivational aspects need to be effected with a view to raising employees' morale and overall organizational productivity.

Given the fact that globally, various organisations are emphasizing on leaner establishments in order to minimize on staff costs, a firm experiencing higher production costs will have no otherwise other than retrenching. However, there is need to manage such a reform strategy with sobriety and a lot of objectivity in order to realize the fruits of such efforts.

The jobs should be affected in view of the organisation redesign/structure and commensurate compensations recommended in line with the key skills and competence as enumerated in the new job description and specifications therein.

2.5 Summary and Gaps to be Filled By the Research

This chapter has presented and discussed the effects of retrenchment in organizations and specifically in the K.T.D.A. Ltd.

The research has also identified that staff rationalization/ retrenchment exists globally and has been there since the start of the studies in management and is always aimed at improving organizational efficiency and effectiveness.

Therefore there is need to assess the effects of staff rationalization/ retrenchment and the way it affects the organizational performance and staff. Managers should be able to fully asses and re-evaluate the various recommendations by putting into consideration the organization's uniqueness in terms of culture, key skills and competences, structure, among others for the benefit of all the stakeholders.

All employees are part and parcel to any given Manager's team and without their concerted efforts; his/her organisational roles would come to nothing.

The research therefore, seeks to bring to the limelight that any retrenchments, staff rationalization, downsizing or redundancy has its own unique effects on the organisation's success and must be carefully implemented.

Anything affecting the human resources (the most important resource) of an organization need to be critically looked into before hand and incase of a foreseen adverse effect then is prudent to change tact/strategy.

There is however, need for further studies to be carried out in this particular area, especially the developing and underdeveloped economies due to the reliance on labour intensive ways of production.

Chapter 3

Research Design and Methodology

Introduction

This chapter touches on the research design, target population, sample and the sampling technique, data collection and procedure for data analysis. This research intends to investigate whether the retrenchment/down-sizing/staff rationalizing brought uncertainty of job security, poor attitude towards work and further establish if the intended results of cost cutting were arrived at with a view to recommending to the Top Management on the best ways of affecting the reform programme.

Study Design

A descriptive research design was used in this study. This involved a field survey where the Researcher went to the population of interest for them to describe and interrupt problem that are typical of normal conditions, attitudes, beliefs, practices and targets/aims to establish the status of the problem under investigation.
This has the following advantages:
   a) It deals with clearly defined problem and definition objectives.
   b) Data is collected from relatively large numbers of cases making it more representative.
   c) It is essentially a cross section; you can make use of qualitative and quantitative data to address the problem at hand.
   d) It provides facts and suggestions on major connections between variables and their apparent causes

This employs various survey instruments for data collection such as questionnaires, interviews and observation and further seeks to collect the following type of information.
   1. Information on how to reach certain goals and targets.
   2. Information relating to what exists at present and what changes need to be adopted.
Such a description research uses both qualitative and quantitative data, which is indeed prudent for the resolution of a problem like the one of retrenchment and the effects it has had on the employees.

Target Population

The population of interest was K.T.D.A ltd Head Office and representative field station's employees comprising eight Hundred and Eight members of staff whose characteristics are summarized in the table here below.

Table 3.1 Target Population

Category	Frequency	Percentage
Top Managers Depart heads	10	1.15%
Middle level FUMs & Asst Heads)	65	7.39%
Section (Supervisors)	250	28.4%
Junior Management Staff	360	40.95
Clerical/Subordinate cadre	195	22.16%
TOTAL	880	100%

Source: Author (2004)

Sample Design and Sample Technical

The sample was drawn using stratified random sampling procedure. This method is recommended when the researcher is dealing with population, which is heterogeneously, because the population of interest can be divided into top managers, middle level managers, section heads\ supervisors, junior management and clerical cadre . All this have different characteristics and justifies the use of stratified random sampling.

Therefore, stratified simple random sampling was used to select the needed sample. The stratum was based on the above designation \job titles of the cadres employees of K.T.D.A Ltd. this ensured that different categories of population were adequately represented in the sample. The entire population formed a sample of 220 employees, which was approximately twenty five per cent (25%) of the whole K.T.D.A. L.td work force of 880 employees

Table 3.2 sample Design

Category	Population frequency	Ratio	Sample size (%)
Top managers (department heads)	3	0.3	0.4%
Middle level FUMs & Asst Heads	15	0.23	1.7%
Section (Supervisors)	40	0.16	4.5%
Junior management staff	87	0.24	9.9%
Clerical\ subordinates cadre	75	0.38	8.5%
Total	220	1.31	25%

Source: Author (2004)

Data Collection Procedures/Instruments

Raw data was collected using questionnaires. Personal interviews were also used as supplement of information obtained through the questionnaire. Existing records such as textbooks, reports, legal documents and newspapers were used to provide secondary data. The questions were both opened –ended and close-ended. The closed –ended questions were easy to analyze since they were in an immediate usable form. They were easier to administer because each item was followed by alternative answers. Open –ended questions were advantageous in that they allowed the respondents to give every personal response. The open –ended questions were easier to formulate.

Data Collection Procedures

Complied and the respondents were requested to read through before filling them. The questionnaire served on the respondents personally and some instances a drop to   be collected Data was collected using questionnaires and telephone interviews methods. This made use of instruments with open –ended as well as structured questions. Secondary data collection was also employed through reading of various textbooks, the researcher considered previous research studies and articles in this. The questionnaires were systematically later method was used. Where necessary, observation and personal interviews was also considered.

The purpose was to establish further information or opinions to supplement the responses on the questionnaires. The interviews further assisted to establish the general feelings of respondents towards the retrenchment exercise

The activities undertaken during data collection of the following
- Instrument design
- Reviewed instrument for improvement
- Pilot study to pre-test the effectiveness of the instrument in terms of validity and reliability
- Personally delivered questionnaire and received them
- Data collection

Data Analysis and Presentation
In this research, data was analyzed using description, tables, diagrams, charts n graphs.

Where diagrams were not applicable, the researcher used descriptive \prose forms under each of the findings, percentage were used to interpret data. It was from these findings that the researcher made conclusion and recommendation reflected in chapter 5.

Chapter 4

Data Analysis and Presentation of Results of Results

Introduction

Having received the data from various respondents, the responses were coded to facilitate easier analysis and presentation of results. The results were presented using tables, percentage and charts\ graphs. This includes the background of the respondents, work experience, **performance** details, retrenchment issues, employees' view on retrenchment and recommended areas of improvement.

Respondents on Personal Information

A sample of 220 (25%) of the population was taken. This number was considered adequate for the purpose of study.

The table below highlights the stratification of respondents according to designations \ job titles.

4.2.1 Stratification of respondents

	Top mgrs	Middle l. mgrs	supervisors	Junior mgt	clerks	Total	%
Female	1	5	16	37	26	85	38.6%
Male	2	10	24	50	49	135	61.4%
TOTAL	3	15	40	87	75	220	100%

Source: Field

The above table show that there were more male employees (61.4%) than female (38.6%) in the organization. This may be attributed to the fact in the past decades; the ratio of female employees was higher than that of female employees.

4.2.2 Respondents on Academic   Qualifications

No. of employees	Qualifications	%
69	Degree	35%
54	Diploma	27%
75	Certificate	38%
198		100%

Source: Field

From the table here above, it is indicated that the entire organization has relatively a higher number of well-educated   employees within its ranks (35% being degree holders, 27% with diplomas and only 38% being certificate holders). This may further confirm that a bigger fraction of employees are well informed about what affect them from the environment (both internally and externally).

4.2.3 Respondents on Working experience

Years	No. of employees	%
0-5	27	15%
6-10	42	23%
11-15	61	34%
16-20	30	17%
21-25	20	11%
26-30	-	-
Over 30 years	-	-
	180	100%

Source: Field

From the above figures, 15% of the respondents had worked   for a period of to 5 years 23% had been in the organization for 6 to 10 years, 17% had worked for 16 to 20 years, 11% from 21 to 25   years. A majority of respondents (34%) had worked for 11 to15 years whereas those who had worked for over 25 years may have already been retrenched and therefore a FIFO (first in first out) method could have been applied during the downsizing   exercise as opposed to LIFO (last in first out). Alternatively those who were nearing retirement may have been retrenched.

Response on Organization Productivity

Respondents on performance on duties assigned.

Duty performance	No. of employees	%
Those perform all	124	75%
Those who do not perform all	41	25%
Total	165	100%

Source: Field

The majority of the respondents (75%) were able to complete the task assigned   to them whereas 25% indicated that they do not accomplish the delegated work on time. This may be attributed to the fact that most of workers have been service for more than (5) years and are well versed with the duties. There may also have been other departments that could have been over staffed before and hence the fewer remaining worker be able to perform their duties.

Respondents on overall productivity

	No. Of employees	%
Increased	119	85%
Decreased	21	15%
Total	140	100%

Source: field

According to the above, the majority (85%) of the respondents believed that their productivity had increased whereas 15% indicated that it had reduced drastically. This may be attributed to the fact previously there may have been duplication of roles   functions which was done away with upon retrenchment \ down-sizing.

4.4 Respondents on Retrenchment Objectivity

4.4.1 Respondents on preparation for retrenchment

	No. of employees	%
Adequately prepared	102	67%
Not prepared	50	33%
Total	152	100%

Source: field

67% of the respondents were found not to have been prepared for the retrenchment\ down-sizing and 33% highlighted that they were in the limelight. The majority indicated that very little was done and yet and yet it was felt that indeed it was a major exercise. This could be one of the facts contributing to feelings of uncertainness amongst the long serving employees of the K.T.D.A. Ltd.

4.4.2 Respondents on Retrenchment objectivity

	No. Of employees	%
Objective	48	29%
Not objective	119	71%
Total	167	100%

From the information above, it is indicated that only 48 respondents representing 29% felt that the retrenchment exercise was objective A majority of the respondents (119) representing 71% believed that the exercise was not objectively done. This may be the factor contributing to the low morale and the feelings of the uncertainties.

4.4.3. Respondents on achievement of cost cutting

	No. of employees	%
Reduced costs	15	11%
Cost not reduced	121	89%
Total	136	100%

Source: field

In the above table, 121 respondents who represented 89% indicated that the retrenchment did not achieve the objective of cutting down on cost whereas only small fraction 11% of the respondents thought otherwise. This may be attributed to the fact that majority of those who were recruited after the down-sizing exercise were remunerated with hefty pay packages which may have eaten into the savings arising out of the retrenchment

4.4.4 Respondents on the other option than retrenchment

	No. of employees	%
Other options	110	69%
Retrenchment	50	31%
Total	160	100%

A majority of the respondents numbering 110 (69%) highlighted that there were many other options like freeze on employment, natural attrition, training and multi- skilling of workforce among many, as opposed to the retrenchment \ down- sizing exercise. Only 31% of the respondents indicated the retrenchment was still new in Kenya \ K.T.D.A. Ltd and not fully been embraced by employees \ working fraternity.

4.5 Respondents on Effects of Retrenchment.

4.5.1 Respondents on positivism \ negativity of retrenchment.

	No. of employees	%
positivism	37	31%
Negativism	81	69%
Total	118	100%

Source: field

From the above table, 69% of the respondents indicated that the retrenchment has had a negative effect on the employees whereas 31% did not think so. This may be the reason why they were feelings of uncertainty and a state and a state of apathy towards the employer.

4.5.2 Respondents on compensation package \ salaries in relation to workload.

	No. of employees	%
Good package	54	29%
Poor package	130	71%
Total	182	100%

Source: field

From the above table, 130 employees representing 71% of the respondents said that the salary package was poor and not equitable to the increased workload \ the much responsibilities were currently shoulder. On the other had only 29% of the respondents were non-committal on the state of affairs. This may be reason why the low morale amongst long serving members of staff exists and the fear of victimization by others.

4.6 Respondents on Areas of Improvement

4.6.1. Respondents on recommendations to improve on pay package.

	No: of employees	%
Increase pay	146	93%
No increase	11	7%
Total	157	100%

Source field

According to the table above, an overwhelming majority 93% on the respondents wanted the salary enhanced commensurate to the workload, qualification, performance and experience. Only a paltry 7% of the respondents indicated that other issues of subjectivity should e considered. This can be attributed to the fact that in any working environment, many employees would wish to be given additional remunerations and it further highlights the in equitability of the pay structures currently in place.

4.6.2 Respondents on ways of reduction \ reversing perception on job security \ tenure.

	No.	%
More consultation \ involvement in decisions	70	63.6%
Not necessary to consult \ involves in decisions.	40	36.4%
Total	110	100%

Source: Field

63.6 % of the respondents would wish to be involved in major decisions made or taken in the organization in order to feel part of parcel of the process whereas 36.4% did not mind even if decisions were made without their involvement. This shows that a majority of the employees would always want their opinions to be sought and considered especially with decisions affecting them in order to enhance acceptability \ ownership.

4.6.3 Respondents on improvements put in place by the organization after retrenchment.

	No. of employees	%
Improved	56	39%
Not improved	88	61%
Total	144	100%

Source: field

The majority 61% of the respondents in the table above indicated that there were no major improvement put in place by the organisation for the purpose of the employees welfare but 39% of the respondents were either unaware or thought that there were certain improvements. This may be the reason behind the high labour turnover.

4.6.4 Respondents on what to consider before downsizing \ retrenchment.

	No. of employees	%
Performance / qualification / pay / age (objectivity)	124	74%
Region / ethnicity / gender (subjectivity)	44	26%
Total	168	100%

Source: field

According to the information provided here above, 74% of the respondents indicated that they would consider duty performance, both professional and academic qualifications, age/ years of service and remunerations /pay package whereas 26% said they could not mind even ethnicity, region and gender were considered while downsizing. This shows that many employees would have less resentment were done objectively other than being subjective.

4.6.5   Respondents on the opinion over retrenchment in Kenya and K.T.D.A. L.td. In particular.

	No. of employees	%
Not Necessary	149	84%
Necessary	29	16%
Total	178	100%

Source: field

The majority (84%) of the respondents indicated that retrenchment exercise in Kenya and K.T.D.A L.td in particular   was not necessary. However, 16% of respondents indicated that retrenchment was a necessary evil. We may attribute this argument to the fact that this organization and many others in Kenya were labour intensive and therefore required more human capital than any other resources to function effectively. The retrenchment exercise may actually not have been in the interest of Kenyans in general and was implemented prematurely in K.T.D.A. Ltd and hence should be reconsidered in future.

4.7 Ways of Improving Future Retrenchment in the Organization

4.7.1 Respondents on views of a task force for future retrenchment

	No. of employees	%
Reason modality brought to the limelight	175	85%
Not necessary to show any reasons	32	15%
Total	207	100%

Source: field

The majority (85%) of the respondents indicated that they would be able to evaluate and bring to the limelight reasons and all modalities required for the purpose of carrying out retrenchment in future in order to avoid the mistakes of the past . 15% of the respondents said that there was no need to proper preparations and consultations. This brings to the fore the fact that a majority of employees would have no problem if a well and planned and understood restructuring process was put in place on a gradual basis and could be supported by many.

4.7.2. Respondents on the basis for retrenchment

	No: of employees	%
Clear goals, evaluation performance, fairness, and objectivity	172	86%
No goals, subjectivity, etc	27	14%
Total	199	100%

Source: field

From the table above, 86% of the respondents indicated that the way forward on future retrenchment must have goals which are smart and should be w ell evaluated on its necessity, based on individual's performance, be fair and seen to be fair and objective in nature. Only 14% of the respondents thought that even without clear goals, retrenchment could still be affected. This shows that many employees would wish to accept any idea that is well argued, discussed, presented and viewed in all perspective as fair and objective in nature.

Chapter 5 Summary of Major Findingss, Conclusions, Recommendations and Limitations of Study

5.1 Introducton

This chapter is a summary of major findings, conclusions and recommendations on downsizing as a strategy to reduce workers in the K.T.D.A. Ltd. retrenchment / downsizing as a reform mechanism can work when certain other measures are well put in place (such as adequate preparations of workers before and after the exercise, carrying out downsizing in away that will not shock those who are left and also improving the pay package of employees to boost their morale)

5.2 Summary of Major Findings

The success of down sizing / retrenchment as a reform strategy rests in the careful strategic planning coupled with the skilful implementation of the programme.

The human resources management in a liaison with the top management should preferably be at the centre stage and coordinate the entire exercise putting into consideration the dynamism of human capital. This would ensure that the company does not loose employees who have key skills and competence required to carry on, in order to avoid the rehiring of new workers which may become very expensive. Retrenchment / downsizing have the effect of creating anxiety among both the separated persons and those employees within its rank and it should therefore be managed well and professionally in the interest of all to avoid unnecessary pitfalls.

5.2.1 Training and Counselling

Training and counselling programmes should be arranged to prepare all workers for the intended change. This may be in the area of stress management and adaptation to changes. Downsizing / Retrenchment or any major change, affects all workers psychologically and they should therefore be prepared to indeed accept the change. The retained employees would be affected after seeing through most of their employees leave and also the increased workload may have a negative impact.

The employees should also be enlightened about and be involved in the process. It is prudent to note that employees have to be able to own and accept the change and be part of the process on that they would be able to side with the management as the reforms are implemented. The retained employees should be able to have open sessions with their respective supervisors in order to express their views and concerns about learner work force and increased workloads.

5.2.2 Training and Development

Training is a systemic process to enhance on accusation of knowledge, skills, rules, concepts or attitudes and further develops the abilities of individual in order to satisfy current and future work related needs. Employees who may not have adequate skills after retrenchment, costs the film a great deal of financial resources since they may not be able to cope with the demands of their new responsibilities. This may lead to the frustration of employees, which could lower their productivity.

5.2.3 Efficiency and Effectiveness

Given that the main intention of downsizing / retrenchment could not be to wind up to the company; the term should ensure that the resultant leaner staff in a firm remains efficient and effective to be able to compete in the market. The firms human resources planning and the corporate strategic planning must therefore be well integrated. The remaining employees should be well "nourished" in terms of pay packages and overall welfare since the effects of downsizing / retrenchment becomes very traumatic .incidences of conflict, low morale, uncertainty, stress, roles ambiguity, job dissatisfaction and viewing the top management with suspicion and other co-employees are usually witnessed. This if not checked properly could undermine the organization's performance level and stability.

5.3 Discussion of the Research Questions

1. Retrenchment / downsizing according to the study carried have brought about uncertainties, low morale and poor attitude towards work / top management. Many of the employees interviewed were of the opinion that the retrenchment / downsizing exercise was done haphazardly which left them uncertain about their jobs since they were not sure whether the "hammer would fall on them" and become the next victims.
Given that the employees were not well prepared by their employer, the whole reform exercise was treated with a lot of suspicion and the employees and the employees expressed the feelings that their employer was not concerned about their well-being.
2 Elimination of so many jobs lowered the morale of employees in K.T.D.A. Ltd since they had not been assured that their own job were secure. In addition, no meaningful salary increases had been made to boost the morale of employees and if any it was too low and not commensurate to the tasks performed assigned.
3   Many of the workers inter viewed complained of increased workload as they were expected to shoulder both their responsibilities and that of their colleagues who were downsized / retrenched.
4   The much –anticipated payroll savings were not actually realized since many highly paid employees were recruited which had an upward surge on the wage bill.
5   There were positive and negative effects of retrenchment. The bloated workforce was reduced and therefore removed the idleness and unnecessary duplication of roles.

The K.T.D.A. L.td would have to improve its image in as far as employees' perception of the retrenchment exercise was concerned, which lowered the morale brought about uncertainties and lowered the productivity of their workers.

5.4 Conclusions

It was clear from the findings that retrenchment / downsizing has had a negative effect on employees who were currently serving the K.T.D.A. L.td staff rightsizing may not necessarily be worse but the way in which the whole exercise is handled determines its failure to success.

5.4.1   Training and counselling should be provided to both the separated staff and the retained employees since restructuring process affects both. The employees should be kept in the limelight about the intended change and be made to feel as part of that change in order to embrace it and provide maximum support to the top management in the planned change.

When employees are certain that their jobs would be there tomorrow, their   productivity would not be lowered but enhanced.

5.4.2   Training and development the retained employees had sufficient skills to enable them handle the tasks they were expected to accomplish. Most of them were computer literate which would enhance on productivity. By knowing what to do due adequate skills but deliberately ignored, brought about frustration and helped to build much stress and lowered the productivity of employees in the K.T.D.A. L.td

5.4.3   Efficiency and Effectiveness
The retained employees would not be efficient and effective unless K.T.D.A. L.td took into consideration their needs, which make them feel they were valued and useful.

They pay package for the long serving employees were not commensurate with the duties they were performing and especially with regard to the increased work load that followed retrenchment.

5.5 Recomendations

The K.T.D.A. Ltd had made good efforts in trying to reduce the bloated workforce and improve development and training.
However the following recommendations were made in order to hasten the process   and come out with the desired results:

2. Retained employees should   be retrained in related skills and on change of attitude.
3. The employees should be made to own the reform process through involvement in decision that may affect them so that there is maximum support for the top management in its strategic plans.
4. The salary packages of the long serving employees should be enhanced to match with the tasks performed and be viewed   as equitable to boost the morale.
5. In future, any retrenchment / downsizing of staff should be carried out after thorough preparations of the employees to be affected
6. The retrenchment / staff rationalizing of staff   must be carried out objectively after thorough preparation in nature.
7. Retrenchment or staff reduction geared towards cost reduction should only be carried out as a last resort but should not be followed with mass recruitments of new employees, especially where the retained human capital has the relevant competences and skills.

5.6 Recommendations for Further Study

Retrenchment / staff rationalizing / downsizing / staff rightsizing (whichever the word), as a method of staff reduction and costs control is a new phenomenon to third world / developing countries which have economies that are still growing and labour intensive. Further research should be carried out on the suitability of method to cut down on costs in relation to the growing population.

5.7 Limitations of the Study

It is prudent to note that there was very little time to carry out the research (with effect from June 2004 to December 2004) and hence covered a smaller sample of the population, who responded but may not have been conclusive. The researcher was indeed a full time employee and only studied on part time basis, which may have handicapped him to cover a wider spectrum. Also the population of study was scattered / wide spread and needed much time travel to reach various respondents.

The resources available are not enough and this necessitated the researcher to use small sample.

Lack of overall cooperation from the majority of the respondents due to perceived fear of victimization.

Therefore, further studies need to be carried out with enough time and with larger and diverse sample for the true picture to be known.

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