Organisational Communication to Survivors of Layoffs

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Abstract

Globalisation and the economic crisis have influenced the western organisations enormously in the last decade. Due to the global changes of the business structure all over the world many western organisations are forced to go through layoff events which can jeopardise the motivation of the employees who is left after layoff events. This thesis discusses how managers can communicate during and after layoffs events to keep the remaining employees motivated in the organisation. Academic theories from the aspects of organisational behaviour, motivation and organisational communication have been applied through out this report. Moreover two cases are presented, which are based on an interview with the past HR manager from Lego and BoConcept. The cases prove a perspective of the discussion to the real business world.

To have a fulfilling discussion of the focus for this thesis; it is divided into four main sections. The first section’s purpose is to clarify the reason behind the layoff event’s influence on the surviving employees. Examination of the psychological contract clarified that the surviving employees are very affected by layoff events and the situation with layoffs can easily make employees insecure. The second section examines which motivation tools can be used to minimise the negative effects on the remaining employees. To minimize the insecurity among the employees organisational justice provides some great tools to secure that the organisation appears fair and trustworthy. These tools consist of e.g. a well argued and fair procedural on how to handle the situation e.g. who is getting fired, why and so on. Secondly the importance of giving the employees an adequate amount of information since it will show them a form of respect. Moreover Herzberg’s two factor theory is applied to provide knowledge about how managers are obligated to focus on some basic needs before they can move to the next step and focus on satisfying the employees. Many of the basic needs, which Herzberg proposes must be fulfilled in order to not have dissatisfied employees, overlap with the tools of organisational justice e.g. company policies and trust. The next part of Herzberg’s theory suggests factors which increase the satisfaction of the remaining employees. Among these factors are e.g. sense of achievement, recognition, responsibility and advancement. To elaborate further on these intrinsic factors and try to put a practical perspective on how managers can incorporate this factors the job characteristics model has been used. The last of the motivational determinants is commitment which emphasises the importance of long term commitment between
employer and employees, which is argued to mainly be enhanced by letting the employees get a feeling of responsibility by e.g. encouraging them to participate in decision making.

After having clarified which motivation tools can be effective in minimizing negative affects of the layoff event, it is essential to apply organisational communication. The organisational communication approaches are applied to discuss how managers best communicate the motivation tools to the employees. This part of the thesis discusses the human resource approach in connection with the motivation tools to elaborate on how communication and motivation can create synergy together.

Lastly, the fourth section, applies two cases so the earlier findings can be put into perspective with the business world. Perspectivating the findings should provide evidence for the validity for the findings in practice.

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1 Introduction

The business world has gone through a huge development the last decades. The world has been globalised which has affected the structure and jobs of many organisations. Previously the western society was an industrial society but with the globalisation impacting the business world many western organisations have moved the manufacturing to the East where there is cheap labour. With the manufacturing in the East the Western business world have tried to create a knowledge society. In the knowledge society the organisations have established in the twenty-first century the employees have become the main assets in organisations and therefore it is extremely important in the global competition to motivate ones employees since motivation affects employees’ organisational behaviour.

The Western world has faced an economic crisis since 2007 which have created some hurdles for motivating the employees, the main assets in the knowledge society. A mixture between the globalisation and the economic crisis has forced many organisations to downsize and have layoff events. The number of employees fired in USA under layoff events reached it maximum in 2009, never seen higher, where 2,108,202 employees got fired in connection with layoff events. Layoff events can lead to the employees getting a feeling of being violated by the organisation. Robinson (1994) argues this feeling of violation often will affect the employees in a direction away from commitment towards transactional relationship. Therefore when the layoff is a reality for organisations the communication and right motivation tools are essential for a good end result with the remaining employees.

1.1 Why discuss motivation in relation to surviving employees?

This thesis focuses on the surviving employees since the lack of attention towards them is a huge problem which both the academic world and the business world strongly agree upon. Layoff events does not only affect the fired ones but also the remaining employees in a negative direction and it is

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the remaining employees who shall carry on the organisation hence it is very important not to forget them in the layoff process. Hao Zhao, who is a professor at the Lally School of Management and Technology Rensselaer Polytechnic Institute in New York and has a Ph.D. in HRM, conducted in 2007 a meta-analysis which examined the affects of breaches to the psychological contract. Layoff event often will be considered a breach to the psychological contact, also for the remaining employees; which will be discussed into depth later on. The meta-analysis concluded the breaches were associated with mistrust, decreased job satisfaction, decreased organisational commitment, decrease in pro-social behaviour and finally lower job performance. All of these effects can be very costly for organisations.

Similar observations are made by Maureen Moriarty who is a professional accredited executive coach, organizational development consultant and leadership development corporate trainer. She states in an article posted in Seattle Post’s business section in 2009 that following layoffs, the surviving employees report higher levels of distrust and lower levels of motivation and engagement. This will eventually result in increasing absenteeism and productivity goes down which few businesses can afford these days.

So even though many managers may not be aware that layoff events also violate the remaining employees, it does and it has huge consequences for organisations if they do not pay attention to the surviving workers reactions.

1.2 Problem statement

Because of the affects, both the academic and business world recognises, of the layoffs on the remaining employees makes this subject highly relevant for many organisations to find an answer to the below question. Especially, due to the economic crisis and the structural change of the business world where the employees are the main assets this thesis will try to answer the question:

How can managers according to org. behaviour theories communicate during and after layoffs events to keep the remaining employees motivated in the organisation?

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8 Moriarty, Maureen (9th March, 2009). The Seattle Post – Intelligencer, business section, page 7. See the article in appendix 1.
1.3 Method and structure

The purpose of this section is to provide argumentation for the structure of the thesis and clarify by which means the problem statement will be answer.

The structure of this thesis is based on a meta-analysis from Zhao (2007)\(^9\) and a model created by Björklund (2001)\(^10\). Both findings are illustrated in figure 1.1 below. These two models are selected to be the basic argumentation for the structure of this thesis because they both deal with concrete consequences of motivations tools in organisation. Zhao’s meta-analysis illustrates the influences a violation of the psychological contract has on the employees. Björklund argues in her model that there are different determinants that influence motivation. As seen below both of them agree on job satisfaction and organisational commitment are determinants for motivation which eventually influence job performance.

By combining the two illustrations a model will be created which can be used to answer the problem statement. The new created model will have the logical structure of first examining why is the surviving employees reacting like they do. Finding out why employees react as they do is essential to create the knowledge and understanding about how to handle them. This will be done by examining the psychological contract. Subsequently, one must find out what to communicate.

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\(^10\) Björklund, Christina (2001). Work Motivation – Studies of its determinants and outcomes. Sweden: Stockholm school of economics, EFI (the economic research institute). There are only used parts of her model in this thesis, to view the whole model see appendix 2.
This will be done by analysing some of the determinants for motivation that are influenced by the layoff situation. The three determinants for motivation that is mostly influenced according to Zhao’s meta-analysis are organisational justice, job satisfaction and organisational commitment. By analysis those three, one should be able to determine how they can be improved. With increased job satisfaction and organisational commitment Björklund’s model argues that it will lead to increased motivation and thereby increased job performance. However one should keep in mind that in the situation with layoff events the aim is mainly to keep the job performance stable despite violations of the psychological contract. The next chapter will examine how to communicate the findings of the earlier chapters. Communication is an essential part of motivation since motivational tools often would not be efficient without the proper communication strategy. The communication will be analysed though different communication theories. The chapter 5 will include the end of this model by looking at how the findings in the previously chapters have influenced the motivation and job performance.

**Figure 2: An illustration of the two models in figure 1 put together**

![Diagram illustrating the models](image)

To put the model and solution into perspective chapter 6 will try to put the findings of the model into connection with two cases for the business world. One case is a success story whereas the other case is a situation where things went in a negative direction. This will be done to illustrate whether or not this model is relevant for the practical world. The last two chapters are conclusion and the bibliography.

As exposed in the structure and problem statement this thesis aim is to create a general rule about how to handle the communication with remaining employees in a situation with layoff events by analysing and discussing different organisational behaviour and communication theories. The
general rule will mainly be based upon different organisational behaviour theories. Organisational behaviour theories are generally conducted via the positivism method since theorist observe how employees in generally react to different situations and management tools. When examining organisational behaviour and motivation theorist can only make general rules because nobody reacts the exact same way when it comes to motivation. So this thesis is mainly based upon positivism since it creates a general rule based on theorist observations. Additionally to put the general rule in perspective there are used falsification for the reason that the general rule will be discussed in connection with two cases from the business to see if the general rule works in practice. By using the falsification method it should reveal either or not the general rule will be falsified or stand as the best rule available.\(^\text{11}\)

### 1.4 Theoretical framework

The purpose of this chapter is to provide relevant knowledge about the theories that are used in this thesis to support the arguments, the analysis and conclusion.

To understand the purpose of discussing motivation in connection with the remaining employees is it essential to know the trend of motivation theories development and importance. In general motivation can be considered as to comprise an individual’s effort and persistence and the direction of that effort. More simply one could define it as the will to perform.\(^\text{12}\) For decades have the knowledge of how to motivate employees been a central concern for many practitioners and researchers. The main assumption behind the interest of motivation is that it predicts and influences different work related behaviour such as job performance and turnover.\(^\text{13}\) Motivation theories are traditionally based on two traditions, the cognitive traditions, which assume that employees are conscious of their behaviour and goals, or the behavioralist tradition, which consider human behaviour to be more instinctive and reflexive.\(^\text{14}\) The first motivation theories were based on the assumption that employees were driven by material goods, mainly money. Later on, in connection with the publication of the Hawthorne studies, the tendency was to focus on the satisfaction of the

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employees needs. Lastly within the recent decades theories concerning goals and targets have become popular because they incorporate the individuals’ differences\textsuperscript{15}.

Motivation theories can broadly be categorised into two different sections: content and progress theories. The content theories put emphasis on what can motivate the employees whereas progress focuses more on the process of motivation. The two categories of theories are often very combinable and will often in connection provide detailed insight to motivation in organisations\textsuperscript{16}.

Additionally the concept of communication is very essential for motivation; and tendencies within the fields have influenced each other heavily. Communication is the process of sending and receiving and understanding information. It sounds quite simple but communication problems are frequently noted by employees as a key organisational weakness\textsuperscript{17}. Researchers have examined the influence of communication since early twentieth century where the classical approach dominated. The classical approach considers a company to be functioning like a machine where every little part of the whole machine has its certain function, it is specialized. Besides it should also be standardized so it includes the notion of replacing ability since classical approach pay a little attention to the individual needs of employees\textsuperscript{18}. There where three main theories within Classical approach: Classical management by Henri Fayol, Max Weber’s bureaucracy and lastly Frederick Taylor’s theory of scientific management.

In the 1920’s Elton Mayo published a study, the Hawthorne study, which changed the tendency away from classical approach toward human relation approach. The human relation approach began paying attention to the individual needs of employees and how employees could contribute to meeting organisations’ goals through knowledge, discussions and ideas. The three most known theories within human relation approach are Maslow’s hierarchy of needs, McGregor’s theory X and theory Y and Frederick Herzberg’s motivation hygiene theory.

Though the fifties, sixties and seventies there were a growing concern whether human relation principles really worked or they were just misused by the organisational practitioners. Charles Conrad and Marshall Scott Pole describes in their book *Strategic organisational communication* a fundamental paradox with human relations approach which is the reason why the movement never


fully accomplished even though the good intentions. There were often a limited support for human relations theories, and the principles of human relations were frequently instituted in manipulative and half hearted ways.\textsuperscript{19} It was through the above mentioned decades that human resources approach was devised into human relations approach. The human resources approach acknowledges contributions of classical and especially human relations approach to organising, furthermore human resources add an emphasis on the cognitive contributions employees make with their thoughts and ideas.

1.5 Delimitations

Since there are certain limitation for the thesis this chapter will clarify what is deselected even though it could be relevant for the problem statement.

The thesis’ discussion of how to handle employees in connection with layoff events is solely restricted to the aspects of the remaining employees. The discussion solely focuses on the perspectives of motivation approaches and communicative approaches so the recommended solution may not be 100 % adaptable to all organisations since there are not taken into account organisational structure and management style. Moreover due to the motivation theories applied in this report the focus is restricted to the western society since the applied theories are developed in the western part of the world and based on the western culture. The thesis discussion of cases is based on information conducted through qualitative research. The interviewees’ exposition in the qualitative research interviews might be influenced by the particular organizational culture and therefore not 100 % unbiased. Lastly due to the limitation of pages for this thesis the focus on some model and theories are limited to the relevant parts for the problem statement.

2 Why does it affect the surviving employees?

To answer the problem statement and thereby creating a general rule for handling the surviving employees it is very important to exam why layoff events do affect the employees who did not lose their job. Finding out why the remaining employees are affected creates the fundament to scrutinise what can be done. One need to know why they are affected before one can know which tools to use to try to minimize the negative affect. To analyse why the employees are affected theories concerning the psychological contract will be applied since it focuses on the psychological connection there is between the organisation and the individual employee.

2.1 The Psychological Contract

The psychological contract is a highly important term when it comes to work motivation because breaches of the psychological contract are connected with mistrust, lower satisfaction and organisational commitment\textsuperscript{20}. Layoff events can quickly be perceived as a breach to the psychological contract if not handled carefully. Layoff events are commonly perceived as a violation against job security which is one of the main areas of the psychological contract therefore is it incredibly relevant to exam in this thesis.

In 1995 Rousseau defined the psychological contract as the exchange relationship of expectations between the organisation and the individual employee\textsuperscript{21}. The concept was first presented in the 1960’s by Argyris and Levinson et al. but Rousseau considerably developed it in late 1980’s\textsuperscript{22}. Rousseau focused on the obligation between employer and employees based on perceived promises. The psychological contract is therefore not a formal written contract but based on perceptions about implied promises and acceptance of the contract\textsuperscript{23}.

The part of the psychological contract this thesis will focus on is job security since it is one of the main areas within the field of psychological contracts and the one that is mostly affect in layoff situations. When organisations hire employees, the employees anticipate that in exchange for hard work, commitment and loyalty the employer will give a certain level of job security. A violation of the psychological contract happens when one party in the relationship feels that the other one fails


to fulfil the implied obligations. A violation can in many situations undermine the very factors that led to the emergence of a relationship. One of the newest analyses on the affects of the violations is conducted by Zhao in 2007. The meta-analysis clarified that when employers violated the psychological contract the employees react with increased mistrust towards the organisations, lower commitment, decreased job satisfaction, decreased pro-social behaviour, and lower job performance which are affects that can be seriously for any organisation\textsuperscript{24}.

Generally one would primarily focus on the layoff employees when talking about breaches however the surviving employees can also get a strong feeling of violation of job security. One reason for that is that a layoff event often happens several times within the same organisation, secondly most people persist the feeling of empathy with the employees who are fired and lastly the organisations treatment for the fired often reflects the future treatment of the remaining employees. Spitzer published a survey in 1995 of major US employers revealed that 50% of employees expend only enough effort to avoid being fired, 73% of employees are perceived to less motivated then they used to be and finally a whole of 84% of the employees could be more productive if they wanted\textsuperscript{25}. This illustrates how important it is to motivate employees and the consequences of breaking the psychological contract.

There have been some huge changes within work environment since the 1960’s where the concept first was presented and the psychological contract has also gradually changed to adapt the new structure. Look at the relationship between the psychological contract and social behaviour Robinson (1994) argues that psychological contracts has become more transactional and less relational which means that people increasingly feel less obligated to the employer and therefore also expect less from the employer\textsuperscript{26}. Still the above theories is topical in today’s society even though the psychological contract have tried to change in same speed as the business structure has changed, employees still expect some sort of job security if they are doing they job tasks successfully. The tendencies Robinson and Spitzer argues for above can have huge consequences for the organisation if their employees loses their commitment and loyalty toward their work place therefore is it very important to focus on in the organisations. A way to focus on how not to violate the employees’ psychological contract could be by motivational tools which will be the focus for the next section.

3 Determinants of motivation

After having analysed that layoffs events does have an effect on the remaining employees, due to breaches on the psychological contract, this section will exam the three determinants of motivation that are most influenced by layoff events according to the model in the introduction. The three determinants are organisational justice, job satisfaction and organisational commitment. The first to be discussed is organisational justice because according to needs theories employees’ basic needs have to be fulfilled, such as perceived security, before employees can focus on job performance.27 Further organisational justice can actually be viewed as an extrinsic tool which many job satisfaction theories evaluate on, therefore is job satisfaction the next determinants so the thesis goes into a further analysis by including both extrinsic and intrinsic perspectives. Lastly is organisation commitment which is placed after job satisfaction since some theorists argues that job satisfaction is a tool to enhance organisational commitment.

3.1 Organisational Justice

After examining the term psychological contract that identified why layoff affects the remaining employees’ motivation this chapter tries to answer what to do about it by looking at organisational justice. Organisational justice deals with the fairness of how employees are treated in organisations which is highly relevant since the above chapter argued that the remaining employees as well felt violated or unfair treated. Research has revealed a strong connection between organisational justice awareness and violations of the psychological contract. It is a virtual subject in trying to answer the problem statement since according to Latham: “The importance of justice principles on motivation in the workplace cannot be over-emphasized.” Negative feelings over a perceived act of injustice can last for decades.28 Further it is relevant because Simons and Roberson (2003) found out that fair treatment of employees by organisations has important effects on employees’ satisfaction and commitment.29

In 2001 Colquitt illustrates a model, which contains some of the most recent research, that categories organisational justice into three main categories and two subcategories.30 Procedural

Justice and interactional justice are the ones which are relevant for the problem statement and therefore the ones that will be examined in this chapter.

Figure 3: Categories of organisation justice.

Procedural justice deals, as the name indicate, with the perceived fairness of procedures and policies. Folger and Greenberg (1985) argued that there are two dimensions to procedural justice, 1) the importance of the employees’ voice and 2) the structural components of the procedures. Cropanzano and Folger published in 1998 research that supported six criteria by which can judge if procedures are perceived fair. The six criteria are 1) consistent, 2) bias free, 3) accurate, 4) correctable in case of error, 5) representative of all concerned and 6) based on prevailing ethical standards. The second type of organisational justice that is relevant for this thesis is interactional justice which consists of interpersonal justice and informational justice. Interpersonal justice refers to showing concern for the employees and respecting them as people who have dignity. Informational justice is about providing knowledge about procedures that demonstrate regard for employees’ concern.

Employees whose psychological contract has been violated due to lay off events often do feel mistreated and victims of unfair decisions therefore are procedural and interactional justice essential for organisations. They really need to put a lot of effort into their procedures during layoff events so they have very well reasoned procedures that they based their decisions upon, which the six criteria could be guidelines to. It is especially important to fulfil the procedural justice when handling employees whose psychological contract has been violated since the feeling of fairness in the procedures used to make the decisions can decrease the affects of the violation. After having established a fair fundament to base layoff decision on, it is important to use informational justice. So the employees are aware of the fairness of the procedures and by publish the procedures the organisation also show that they have nothing to hide and they see the employees as equal humans where everyone has right to the same information. The final tool organisations can use, when it

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comes to justice, is the interpersonal justice. By showing respect and concern for the employees, both the fired and the remaining, they will tend to feel less like used assets that the organisation does not care about anymore. The organisational justice tools are most obvious tools to handle the employees who are fired however it does also influence the remaining employees significantly. By showing people fairness in the situation and that it also affects the organisation; people are often more likely to understand the situation and accepted it.

However there are some pitfalls to focus on when apply organisational justice tools into practice. An essential pitfall which organisational justice theories do not consider is timing. Timing is a notion which especially needs attention when it comes to information justice. The importance of timing can be well illustrated in an example: Even though the organisation may realise in December that it is forced to layoff 100 employees in February it is essential to employees motivation and performance that the procedures are well thought and employees does not get the information about the situation before after the Christmas break so the organisation does not appear unfair by ruining the employees Christmas by making them nervous about whether or not they have a job when they return from the Christmas break. Despite some pitfalls that there are not incorporate in the organisational justice theories, organisational justice is a very good management tool during layoff to handling both the fired ones but also the remaining employees.

After having focused on how perceived fairness of layoff events could influence the remaining employees the focus will shift to job satisfaction since organisation justice has important effects on employees’ behaviour such as job satisfaction which therefore will logically be the focus of the next chapter.

### 3.2 Job Satisfaction

Job satisfaction is, as the model in the introduction showed, a determinant for motivation which can lead to increased job performance which every manager want. Zhao’s analysis proposed a potential decrease in job satisfaction within the remaining employees and therefore is it essential to focus on in this thesis. Furthermore job satisfaction is a tool to enhance organisational commitment therefore is it rational to analyse job satisfaction before organisational commitment.

Job satisfaction is the general attitude towards the job. Job satisfactions is often derives from the employees expectation compared to the actually outcome. A meta-analysis by Judge et al. (2001)

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revealed a correlation\textsuperscript{33} of 0.3 between performance and job satisfaction. Previously many theorists have argued the correlation to be significant lower hence they focused only on productivity and not overall performance.\textsuperscript{34}

In 1998 Brief proposed a model to explain job satisfaction. He has the basic assumption, like above, that job satisfaction is created from employees expectations. However Brief elaborates further in this model, figure 4, by examining where employees’ expectations are coming from.

\textit{Figure 4: Model of satisfaction}

![Model of satisfaction](image)

The model illustrates that interpretation of job circumstances are based on positive affectivity which refers to personality traits. Personality traits can influence the level satisfaction by example whether an employee is positive or negative of mind in general. The other component is objective job circumstances which refer to the conditions that the organisation controls\textsuperscript{35}. This chapter will naturally focus on the job circumstances since that is the only one of the two that managers can influence.

The level of job satisfaction does, according to Paul E. Spector, reflect the organisations treatment of employees.\textsuperscript{36} Now a day the tendency is to put performance before satisfaction in theoretical model however due to the layoff events which can put employees into a stage of no wish to perform it is very important to focus on organisational condition that influence the level of satisfaction. Therefore will Herzberg’s two factor theory be analysed, since it is based on how organisational circumstances influences the satisfaction of the employees. The two factor theory is a content theory so to get significant knowledge about satisfaction in organisations the theory will be completed by work design theory, which is a process theory.

\textsuperscript{33} Look for further explanation of correlation numbers in appendix 3.
### 3.2.1 Two factor theory

Frederick Herzberg published in 1968 a theory called two factor theory or hygiene theory which concerned factors that satisfy and dissatisfy employees in organisations, see figure 5. The theory’s main argument is that job satisfaction and job dissatisfaction acts independently of each other. Herzberg argues that extrinsic rewards, setting around the employees, can not lead to satisfaction only to not being dissatisfied. Whereas intrinsic rewards, conditions that effects the actual jobs of the employees, are factors that can lead to job satisfaction\(^\text{37}\).

The remaining employees’ context factors have been affected by the layoff event since it is dealing with job security, organisational policies and working conditions. How to handle the organisational policies have been examined in the chapter concerning organisational justice which recommended the use of the six criteria to create bias free policies. Job security have also been discussed earlier in the chapter about organisational justice and the psychological contract so the two factor theories basically emphasis the importance of the above discussed tools in connection with job satisfaction. Working conditions, which Herzberg mentions as an extrinsic reward, does also change a lot for the remaining employees after a layoff event. Therefore must one also pay attention to the change so dissatisfied employees can be avoid. If an organisation layoff 100 employees the remaining employees daily routine and job responsibilities changes since they now need to handle what some of the fired employees did before.

![Herzberg’s two factor theory](image)

When organisations have used the necessary tools to prevent the surviving employees from being dissatisfied they must focus on the intrinsic rewards to make the employees satisfied and thereby increase job performance. According to Herzberg the organisation must focus on the intrinsic

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rewards when creating new job description for the remaining employees which will be the focus of
the next chapter.

Herzberg’s two factor theory is well recognised by the public and practitioners and well published
yet it has received some criticism from scientists for methodological weaknesses. There are three
main criticism arguments against Herzberg’s theory. The first is that the theory is based on research
which only is conducted on a relative small size of samples, only 210 professional workers. The
second criticism is actually connected to the first, due to the research samples are only from
professional works the theory doesn’t contain the same validity towards blue collar workers. However
here one can argue that in connection with this thesis, the second criticism do not
influence the relevance in this situation since the paper focuses on the Western society and with the
development from manufacturing towards service, the main part of western employees goes under
the term white collar workers where the theory have shown some validity. The Bureau of Labor
Statistics (2007) estimated that there were 115.4 millions Americans employed in service job and
only 22.2 millions in manufacturing and production job; they expect similar numbers in Europe,
around 80% to be employed in the service sector. The last of the three main criticisms is the lack
of focus on individual preferences and expectations. The tendency within satisfaction theories today
is increased focus on individuals’ preferences which Herzberg’s theory obviously lack. However
subsequent studies showed that moderating effects of individual differences on tasks or job design
were not significant.

Even though it is a rather dated theory in some ways and it has been criticised it is really relevant
for the discussed issue of this thesis. It centres on intrinsic and extrinsic tools and it fits with white
collar workers which are the main focus for this thesis. The most of main criticism points can be
argued against when used in connection with the thesis problem statement; more over it contains
some basic ideas about extrinsic and intrinsic rewards which still are very recognised both by
scientists and practitioners and have made useful contribution to people’s understanding of
satisfaction in organisations. By having examined some basic idea about extrinsic and intrinsic tools
to minimize dissatisfaction and increase satisfaction for the remaining employees the next chapter will develop further on how it can be used in organisations.

### 3.2.2 Work Design Theory

The two factor theory in this thesis is used to clarify what to focus on during layoff events so the remaining employees does not get dissatisfied. The following is to focus on how to keep the employees satisfied after the layoff event since layoff events often create some structural changes which influences the remaining workers. Work design theory can be argued to in many ways be a further development of the intrinsic factors in Herzberg’s model since it focuses on how to design new jobs with focus on intrinsic factors so satisfaction is integrated in the job description. In 2000 Liden, Wayne and Sparrowe found evidence which advocated that job characteristics can result in psychological empowerment, which eventually can result in affective outcomes such as work satisfaction\(^{43}\). Therefore is it essential to focus on job design so job satisfaction in the future will be an incorporated part of the organisation and the employees’ daily work life.

To exam how work design connects with job satisfaction the very recognised model from Hackman and Oldham will be analysed. Hackman and Oldham published in 1976 the job characteristics model which since have become the most extensively cited and examined theory of work design theories\(^{44}\). Hackman and Oldham proposed in the model, see figure 6, that there are three major parts to focus on though job design. The first part is core job characteristics which consist of skill variety, task identity, task significant, autonomy and feedback from the job\(^{45}\). After layoff events many of the surviving employees are experience a structural change and new job tasks due to the sudden lost of a high percentage of employees. Hackman and Oldham emphasised the importance of management tools, e.g. feedback, to develop job tasks and further clarify the consistence of the job so the employees knows what to do and why to do it.


Figure 6: Job Characteristics Model

The next step in the model is the critical psychological states which are emotions the core job characteristics can generate if used successfully. The model argues that having the right skill variety and identifying the tasks properly to the employees as well as clarifying the task significance for the individual employees can lead to the psychological state of experience meaningfulness with ones work. Furthermore with the focus on autonomy and feedback as job characteristics there can be produced the experience of responsibility for the success of the organisation and the actually result of the specific task. These critical psychological states can be argued to overlap considerable with the current popular notion within job enrichment called psychological empowerment. Empowerment emphases the importance of employees feels of meaningfulness and responsibility as mentioned earlier. According to the model when the core job characteristics are created so they generate the critical psychological states and when employees experience a high level of the critical psychological states it will lead to work outcome such as high job satisfaction which is the aim for this section. The last dimension the model contains the employee growth need strength (GNS), a personality variable, which shortly argues that employees hold different levels of the desire to be psychologically challenged. The level of the GNS should reveal the potential of the employee to get motivated though the job characteristics since there are argued that the higher the GNS is for an

employee the more effective will the core job characteristics be as motivation tools. Basically the GNS is where Oldham and Hackman tries to account for personalities’ influence on the model. Some part of the model have been strongly supported by empirical analyses but some parts have not so as the most examined work design theory there has naturally also been some criticism of the job characteristics model. The part of the theory which has been strongly supported though time is the correlation between the core job characteristics and the critical psychological states. Opposite have there been some doubts concerning the correlation between the psychological states and the work or personal outcome. However affirmative outcomes, such as satisfaction which is the focus of this section, are much stronger and more consistences supported than the other outcomes. Further criticism comes from Paul Muchinsky who states in his book *Psychology applied to work* that research has shown that not all jobs can be designed to enhance motivation. The argument behind this criticism is that some jobs do by nature involve a high degree of repetition and a lot of routine where there can not be done much to improve their attractiveness. Another weakness of this model is that it in practice would be heavily on resources in a situation like layoff events where many employees gets new job description since job characteristic such as task significance and autonomy can be determinant by individual attitudes. Assessments of the characteristics are subjective. How employees feels about job characteristics is not objective, one employee can be motivated by getting responsibility whereas another employees not want the same level of responsibility because it stresses him. In reality that means the organisation should design job on an individual basis which can be unrealistic in a huge international firm.

Despite the criticism this model is chosen since it is highly relevant in the situation of dealing with surviving employees after layoffs and that in 2007 an article got published which shaded new light on it. In 2007 Jed DeVaro, Robert Li and Dana conducted a new meta-analysis of the model to find new support for the validity of the model. As mentioned before this is the most examined work design model however this analysis can be argued to be different than earlier examinations of the model because this analysis focuses on the validity of the model’s arguments in today’s work place and not in the 1970’s when the model was developed. This is a very important notion since the work environment has gone though a huge development since the seventies. Furthermore this meta-

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analysis is unique because it is based on British’s Workplace Employee Relations Survey (WERS) which is large scale data that is spanning across all British’s industries. Using the WERS as data to analyse the validity for the job characteristics model there is the advantage that one could argue that it would be a stronger test because the data is not collected to the purpose of this analysis. The most important conclusion of the meta-analysis is that the perspectives of the model they were able to test holds just as strongly for performance as for satisfactions outcomes. Summarized they found scientific evidence proving that what have been perceived as the models main weakness is not scientific invalid in today's business world. So the model does consist of valid connections.

To conclude, in connection to the problem statement, this theory emphasis that it is essential for managers to firstly try to incorporate satisfaction into the jobs of the employees, however focusing on communication, they must especially try to clarify how the employees’ tasks contribute to the organisation’s goals and hopefully success. Thereby managers can create the feeling of meaningfulness within the employees which eventually can lead to satisfaction. Lastly feedback is also essential because if the employees do not know how it is going for the organisation the meaningfulness can decrease because they are not aware if their contributions make a different.

### 3.3 Organisational Commitment

After having analysed and discussed different aspect of satisfaction the focus will now turn towards commitment since they are positively correlated to each other, it would be the natural next step in a further analysis of determinants of motivation. Organisational commitment is also a very important phenomenon to consider when handling the remaining employees after layoffs events. Besides having an affect on performance organisational commitment also has a positive influence on turnover and absence. This is two side effects that are really important in connection with the remaining employees. Even though turnover and absence is not focus on in this thesis, they are important because the organisation is very depending of the remaining employees and their attendance when the organisation already has redundant many employees.

Meyer and Herscovitch (2001) have defined organisation commitment as the force that tie to a course of action that relevant to a particular target. Therefore is commitment an influential source

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of motivation which can lead to persistence in a course of action or even in the face of opposing force according to Meyer, Becker and Vandenberghe (2004)\(^5\). Job satisfaction and organisational commitment can often be confused; a simple way to differ them is that job satisfaction is generally more short term then organisational commitment. In 2005 Cooper-Hakim and Viswesvaran conducted a meta-analysis that revealed a positive correlation between organisational commitment and job performance\(^6\) which stresses the validity of the model this thesis is based on. Allen and Meyer published a study in 1991 which argues that there are three different kind of commitment: Affective commitment, continuance commitment and the normative component. The affective commitment and the continuance commitment are the ones that will be focused on in this thesis since they have the highest correlation with job performance and satisfaction. Continuance commitment is the sort of commitment that make employees continue doing their tasks. A widespread study revealed a positive correlation between job satisfaction and continuance commitment. The affective commitment reflects the emotional feelings towards the organisation, example the employees feels that organisation’s problems are as much his/her. The affective commitment has shown to be strongly correlated with both turnover intention, which organisations want to avoid among the remaining employees, and job performance. So based on the above studies one can conclude that by focus on job commitment organisations have an opportunity to increase job performance, turnover, and job satisfaction.

The next question is how to increase the commitment. Nyhan (1999) conducted a study that found verification of that to increase organisation commitment managers need to be obligated towards investing in the employees of the organisation, by encourage the employees to participate in decision making and allowing feedback from and to the employees\(^7\). Satisfaction is argued to positively correlated with commitment since satisfaction can enhance the organisational commitment therefore will many of the tools discussed under satisfaction be similar to the ones scientist propose examining continuance commitment.

Commitment was the last of motivational determinants this thesis focuses on so the next step in the process is to analyse how managers should communicate the motivational findings to the remaining employees.

4 Communication strategies

After having examined different determinants for motivation and how they can lead to motivation there need to be discussed one vital ingredient of motivation, which is communication. Communication between employer and employees are essential to have motivated employees since it is though communication that the employees obtain information, make sense of situations they encounter and decide how to act. As mentioned in the theoretical framework communication have developed from the classical approach which only focused on production towards human relation approach there opposite have an very dominant focus on employees needs and social interaction. However due to the lack of scientific evidence for the human relation approach a new approach called human resource approach got developed which is a mixture between classical and human relation approach. Human resource approach will be elaborated on in connection with the motivational findings above because in situation where organisations are forced to layoff employees both the production focus and the human focus are important.

4.1 Human Resource Approach

The approach to organisational communication there will be examined in this section is human resource approach. This communication approach is a mixture between classical approach and, especially, human relation approach, therefore does it contains both focus on the employees wellbeing and the production. The main idea behind this approach is that the employees of the organisation has emotions that must be taken into account to get the most out of the employees however the approach also recognise that individual labour is an important ingredient for meeting organisational goals. Human resource approach is the best fit with the motivational tools recommended above since the decisions are made at the top management level however the employees are being consulted and taken into account. Goals are discussed and there is a high level of communication all over the organisation. Discussing what a communication approach consist of and how to apply it into organisation there are four important perspectives to examine 1) the communication content, 2) the communication direction, 3) communication channel and 4) the communication style. The human resource approach often focuses on the innovation, tasks and social aspects in the content of the communication. This suits the motivation suggestions very well.

since there are recommended that during the layoff organisations should be very focused on the social aspects of the employees whereas moving further on the trying to establish a new stable environment it is necessary to focus on how the new structure would be better or more affiance; innovation. Additionally it is very important to include in the content of communication the tasks and expectations to the employees after this layoff event so the employees know what to do to be a good employee and know where the organisation stands compared to earlier. The next aspect of communication to examine is the direction of communication flow. As emphases in organisational justice it is very important to include and listen to the employees in situations like layoff events so therefore does it fit well with the flow of human resource since it is all directions. Human resource approach argues for the communication to be vertical, horizontal and lastly also diagonal to enhance the flow of ideas and resource of all employees. The channel of communication is the next feature of communication that there are worth looking into. Traditionally the channel of communication was written and than came human relation and made almost everything into oral communication, however human resource approaches suggest a mixture of oral and written. Several researchers have supported that attitude among others has Trevino, Lengel and Daft (1987) argues that an effective managers should aim at match the channel to the task. This makes very much sense in connection to the earlier recommendation since face to face communication is very important during the social aspects of losing ones colleagues whereas the part of restructuring the job tasks the written channel could be preferable. Lastly is the style of the communication which is one of the most important aspects in connection to the dilemma is this thesis. Referring to communication style one talks about formal style or informal style. In human resource approach the most preferred style is informal since the informal style is most suitable in satisfying the employees need for affiliation. The communication to fulfill the productive focus could also be argued to the informal since employees properly would be more likely to contribute in an informal discussion. However it must the state that if the formal style is more appropriated in some situations the human resource approach would with doubt use it. Additionally in situation with layoff events where one is trying to communicate the unfortunately situation besides being informal the informal style focuses on some communicational tools to enhance the informality and the feeling of empathy. Here is it very useful to incorporate pathos and logos. Pathos enhance the informality by include emotions which is very important when communicating through layoff events so the remaining employees get the feeling of nobody enjoys this. The other communication tool is logos, which connects very strongly

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with organisational justice. Logos is the importance of communicating the logic behind the decisions there are made and the procedures to realise does decisions\textsuperscript{62}.

Shortly to summarize it is very important to connect the communication strategy to the motivational strategy in order to get the best result. Based on the earlier findings the communication approach is argued to focus on both the employees by having two-way communication and being informal and open. Further the production of the organisation should also be in focus since it is the production which keeps the organisation running and earning the money. One could argue that by using the human resource approach as a basic for the organisation’s communication it will create synergy with the recommended motivational tools since they are based on the same idea and thereby will enforce each other.

5 Motivation and job performance

This chapter will provide a conclusion of the theoretical solution to the problem statement and clarifying how it will lead to motivation which several studies have proven enhance performance.

By examine the above theories there have been argued for some great tools to handle the remaining employees during and after a layoff situation. To shortly summarize the theories argues that it is very important to fulfil the basic needs, such as job security and trust to the organisation, before focusing on satisfaction, commitment and performance. All the theories and determinants for motivation are highly connected and does several times overlap each other. So generally the recommendations for managers are to be honest, to a certain degree with timing in mind, have well argued procedurals, maybe use the six criteria, and be very respectful towards the employees, since it is a very serious situation, and have a strong communication strategy with the elements from the human resource approach. After the fired employees have stopped is it important to focus on a better future for the remaining employees where the managers must listen to the employees and create new job design that contain more responsibility, recognition e.g. so the employees get satisfied though the job. Managers who follow the recommendations should enhance the trust, satisfaction and commitment at the employees which correlate with motivation so thereby also have motivated employees despite a layoff event. Several theorist, examined earlier, have also proven

correlation between motivation and performance so the end result should be motivated employees that increases the level of performance.

To illustrate the solution the model from the introduction has been extended and does now contain the main findings of the theories, see figure 7.

Figure 7 – Extended introduction model

Handling layoff situations:

Why?

What?

How?

Layoff events influence on the remaining employees
- The psychological contract
  - Feel violated
  - Worried about job security
  - Empathy for the fired

Influenced Determinants
- Org. Justice
  - Procedural justice
  - Interactional justice
  - Job satisfaction
- Extrinsic factors
  - Intrinsic factors
  - Job design
  - Org. Commitment
  - Affirmative
  - Continuance

Org. Communication
- Human resource approach
  - Innovation/social/tasks
  - Two-way communication
  - Oral and written
  - Informal

Motivation

Increased or stable job performance

The above conclusion would subsequent be used to put the solution into perspective with two cases from the real business world to try to prove it’s validity in practice and not only theoretical.

6 Perspectives

After having discussed a theoretical solution it is important to put it into perspective in relation to the real business world. For that reason there will now be presented two cases with organisations that have been faced with the issue of how to handle the remaining employees during and after a layoff event. The cases will be discussed in connection with the above theoretical findings to evaluate the practical applicability the theoretical solution contains.

The first case is from the furniture company BoConcept which was established in 1952. Today BoConcept is an international organisation with the headquarter in Denmark BoConcept consist of more than 240 franchise based BoConcept Brand Stores and 100 BoConcept Studios in more
than 50 countries worldwide\textsuperscript{63}. The second case is based on the Danish founded international company, Lego. Lego was founded in 1932 by Ole Kirk Kristiansen in Denmark and is now the fourth biggest manufacture of toy in the world and their products are sold in 130 countries worldwide\textsuperscript{64}. The layoff events in the two organisations did contain both good and bad examples which will be examined underneath in relation to the earlier findings of the thesis.

6.1 Case 1

The first case is a success story from BoConcept. In 2007 BoConcept chose to close one of it’s manufactories in Hornslet, Denmark, than meant firing 65 employees\textsuperscript{65}. Despite the unpleasant situation BoConcept received credit from the trade union as well as from the remaining employees. The organisation got all this credit because they went in and took responsibility for the employees’ situation and helped them move on with their lives. BoConcept did exceed the legal requirement more then anyone expected. BoConcept contacted other organisations to help their employees get new jobs and they paid for education to improve the employees qualifications. Moreover BoConcept had a high level of communication with the press where they explained the situation and their lost of many good employees, in that way they also helped the employees to be more attractive by giving them a good reputation. As Morten Lykke Bøndergaard, who was the HR manager at that time, states all this effort was of course to help the layoff employees however these actions had also great meaning for the remaining employees because BoConcept really portrayed themselves as a good employer that really care for the employees\textsuperscript{66}.

This case really emphasis the important of consideration for the employees’ needs, the organisational justice and communication during layoff events. The organisational really tries to fulfil the employees basic needs by e.g. doing every thing they can to minimize the remaining employees feel of decreased job security. By putting so much effort into finding new jobs for the fired employees one could argue that it leaves a feeling with the surviving employees that nobody has 100 % job security however if I get fired my employer helps me get a new job, I am not totally on my own. That feeling could be very comforting for many employees. Moreover BoConcept

\textsuperscript{63} BoConcepts’ international webpage: http://www.boconcept.com/About_BoConcept.aspx?ID=77103
\textsuperscript{64} Lego’s international webpage: http://aboutus.lego.com/en-US/group/default.aspx
\textsuperscript{65} BoConcept’s annual report 2006/2007. Page 4-5
exceeds what would have been perceived as fair several times. The whole procedural behind the decisions, the way they showed respect and the way BoConcept treated the fired ones and the clear and open communication all through the situation made the employees left much calmer. Besides getting a lot of credit for the handling the situation with the trade union, BoConcept almost experienced the opposite than the general tendency with lay off events, the remaining employees almost had increased the trust to the organisation because they really showed they care about the employees and do not leave anybody behind. BoConcept is a very good example of how organisations can put the theoretical findings of this paper into practice and experience a great success. One can almost conclude that the more organisations tries the more success they will get further there can be argued that these different aspects, the theories which has been analysed, really are important to focus on.

However sometimes organisations are not carefully enough trying to handle these aspects in a layoff situation and that can have huge consequences for the organisation. Case 2 will provide two examples of what happens when the managers does not focus on the recommended aspects.

### 6.2 Case 2

The next case contains unfortunately two situations where Lego had layoff events which with hindsight caused trouble with the remaining employees.

The first situation is from 1996 where Lego chose to fire 1,100 employees in Billund. Billund is a rather small city and many of citizens are employed at Lego so the layoff of 1,100 employees unfortunately caused that some couples got fired. Morten Lykke Bøndergaard says that the leaders were aware of the problem however due to legal requirements they could not really avoid it. Nevertheless many of the remaining employees saw the firing of both a husband and his wife as very unfair, respect less and in general very inhumane. It is situation like this where Latham argues that it develops into mistrust toward the leaders which be very hard and take years to rebuild.

The next situation is from 2006 where Lego announced that they would layoff around 900 employees in Billund during the following three years. This announcement was out so early that Lego actually lost a lot of their best employees because they started looking for new jobs to ensure

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themselves from being unemployed and when the three years was gone nobody got fired because the result changed and Lego got busy again. So by announcing layoffs so early Lego only created a lot of insecurity among the employees which resulted in losing some really good employees who may actually was really satisfied and committed to Lego\textsuperscript{69}. This situation is a clear example of too little focus on timing, communication and respect for the employees. Lego can argued that they timed it as they did, because employees than will have a chance to find a new job before being fired. However referring to the examined theories communicating layoff three years in advance does not do anything good. It decreases the job security which is one of the basic needs at the employees and thereby creates a high chance of having dissatisfied employees. It can easily be perceived as very unfair and disrespectful to let one’s employees be in the unknown for three years. Lego can not have developed a well argued procedural plan or communication strategy when having the layoff so far out in the future. The consequence for Lego by not being carefully enough in this layoff situation was that they lost a lot of their good employees, because they found new job as soon as possible, and the remaining employees were rather unmotivated living with the knowledge that they properly soon will be without job.

6.3 Reflections

How did the communication strategy connect with the two cases? In general the recommended communication strategy applies rather well to the two case examples. However there are some weaknesses in the strategy due to the lack of details the organisations faces beside the ones examined in the first part of the paper. The aim of this paper was to create a general rule/strategy about handling employees through layoff events so applied to a particular organisation there will naturally be some perspectives of the organisation’s situation that there will not be taken into account in the recommended strategy. Even though there are some weaknesses in the strategy it can still be argued to be good and the best one available at the moment since it does contain the major notions which affect the employees during and after the layoff event.

\textsuperscript{69}Lykke Bøndegaard, Morten. Profile: 1991- 2005 HR Manager in Lego Company; 2005 - 2009 HR Manager in BoConcept and 2009-2011 organisational/development consultant at Herningholms business school. Personal communication, April 28\textsuperscript{th} 2011.
7 Conclusion

*How managers can communicate during and after layoffs events to keep the remaining employees motivated in the organisation* is an important question in today’s business world. The thesis has answered the question by examining different motivation and communication theories. The theories concerning the psychological contract stated that it is especially areas as trust, job security, job satisfaction and organisational commitment which are affected at the remaining employees.

Examining trust, via organisational justice principles, revealed the importance of developing well argued and fair procedurals to base decisions on since employees are much more likely of accept and support decisions they understand and perceive as fair. Moreover to obtain/preserve trust as a manager the notion of information to the employees is essential. By letting the employees be informed, managers send the signal of being trustworthy and perceiving the employees as equal beings. Lastly organisational justice focuses on the interpersonal dimension which emphasis treating the employees with respect and compassion. Next dimension of the solution is satisfaction that clarifies the division of extrinsic tools, how employees are not dissatisfied, and intrinsic tools, that can be used to create satisfied employees. The main elements of extrinsic part could be fulfilled by incorporating many of the organisational justice tools and job design theory could be a great way to incorporation of the intrinsic tools. Job design theory argues that with the many employees fired the job structure for the remaining employees will change, and there it is important to focus on giving the employees responsibility, recognition and feedback. Lastly is commitment, which satisfaction already should have enhanced to a certain degree, otherwise commitment is argued to be obtained through getting the employees to evolve in the organisation and the decision making.

To end the answer to the problem statement a communication strategy is required. By chosen the human resource approach there can may the created synergy between the communication tools and motivational tools since they are based on the same fundament.

Many of these tools may seems like being more relevant for the fired employees but it is impossible to separate those two before the fired employees are gone because how the managers treat the fired ones reflects in many ways how the remaining employees feel about the manager and organisation. A further criticism of this solution could be lack of focus on individualism. Many of the assumptions are based on generalisation and do not count the employees’ individual preferences. Despite some weakness this solution can still be argued to be the best solution available at the moment since it is based on theories that have proven their validity and put into perspective to the real world it has proven it’s relevance in some areas.
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Articles:


Interview:

Appendix:

Appendix 1 – the article written by Maureen Moriarty in Seattle Post:

March 09, 2009 Monday
THE SEATTLE POST-INTELLIGENCER

LEADERS CAN HELP LAYOFF SURVIVORS
BYLINE: MAUREEN MORIARTY Columnist
SECTION: BUSINESS; Pg. B7
LENGTH: 795 words

IN THIS LAND of layoffs, workplace team leaders are faced with many significant challenges, not the least of which is raising morale and worker engagement during unprecedented bad times. Workplace layoff survivors are commonly angry, feeling powerless, overwhelmed and highly stressed. Those left behind are being asked to do more with less and are distracted by the flood of bad news and job security fears. Perks are going by the wayside, and the pressure to produce has never been higher. Understandably, employee engagement and morale are difficult to cultivate in this environment. Research confirms that following layoffs, survivors report higher levels of distrust and lower levels of motivation and engagement. The result? Absenteeism goes up and productivity goes down. Few businesses can afford this now.

How do you keep survivors motivated and engaged?

-Console your team and foster healing. Allow them time and support to talk about their emotions and frustrations. When they do, cast aside any judgments you may have and listen simply to "understand" them. Demonstrate empathy for those in pain during these difficult times. Leaders who try to push past this without allowing time and healing with their people are making a mistake.

-Work to rebuild trust. Teams simply can't operate optimally without trust. Trust is enhanced when leaders demonstrate concern and act with integrity. Trust is also fostered by being transparent and talking straight about reality. Be courageous in front of your team by asking for help, or admit, "I was wrong," if applicable. There is expert help available to help you and your team get through this difficult time.

-Reassign roles and responsibilities to remaining workers carefully. In my coaching experience, most leaders don't pay enough attention upfront to clarifying expectations and role changes. Focus on quantifying and clarifying things such as how much time should be required and what "quality" and "success" look like. There may be noncritical tasks or assignments that will need to be let go. Helping your team prioritize the new workload is important. Each team member should understand how the work he or she does contributes to company or team objectives.

-Be realistic and support with resources. Some employees will require additional training, coaching and direction to be successful.

-Provide leadership. Check in with team members to see if they need more support or clarification about who is doing what, when. Make believers of your team that "we're all in this together."
Communicate that success or failure will be determined by how the team responds under pressure. Reinforce that all hands on deck are required.

-Acknowledge small wins. Celebrate any success to keep morale up. One Gallup survey reported that 60 percent of American workers report getting no praise or recognition in their workplaces. This isn't OK. Recognition doesn't have to be huge bonuses. Small rewards can work - relief from repetitive tasks, pizza parties, an extra day off, etc. The idea here is to foster a team or workplace culture of appreciation, not fear. Leaders who demonstrate they care and appreciate their workers' efforts will be rewarded with performance.

-Facilitate teamwork and collaboration. It's up to the leader to provide an environment that supports and encourages input from everyone for healthy dialogue and debate. Done well, this process will surface tough problems and better solutions. Again, there is help out there for this. Expert facilitators can help managers and teams with practical problem-solving techniques and approaches that foster collaboration and creativity.

-Consider doing it differently. It may be useful for your team to re-examine how work is being done and whether it should be done in this environment. This is a good time to look at alternative ways of work system design and prioritization.

-Use humor, even to poke fun at what's lousy. One leader recently joked to his senior management team, "The good news is that our building is up to the latest ADA standards and has complete wheelchair access. I figure it will be handy when we're still working here in our 90s."

Perspective is in the mind of the beholder and attitude is often the key. Sometimes it helps to remind yourself, and those alongside you, that thirst is quenched from the half of the cup that is full. Be thankful for simple blessings, including jobs and wheelchair ramps.

Maureen Moriarty is a professional accredited executive coach, organizational development consultant and leadership development corporate trainer. She is the founder of Pathways to Change and offers leadership development courses and coaching to local companies and individuals. Web site: pathtochange.com. She can be reached at 425-837-9297.

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LANGUAGE: ENGLISH
NOTES: WORKPLACE COACH
DOCUMENT-TYPE: COLUMN
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Appendix 2 – Björklund’s model in full version (2001):

**Determinants**

- Overall job satisfaction
- Organizational commitment
- General job attitude
- Opinions about about one’s job
- Social relations
- Work environment
- Leadership
- Background factors
- Work interest
- Creativity
- Perceived risks
- Intrinsic and extrinsic motivation
- Occupational and work stress
- Pay satisfaction
- Perceived control

**Work Motivation**

- The willingness to work

**Work Related Behaviors**

- Absenteeism
- Job Performance
- Intention to quit
- Number of hours worked
Appendix 3 - Explanation of correlation numbers:

There will though out the thesis be referenced to the term correlation either in connection with different numbers or as positive or negative. Therefore will this section provide a short explanation to what the term correlation covers in connection with research.

In most motivational research scientist focuses on the connection between two variables. A correlation coefficient reflects the degree of linear connection between the two variables. The correlation coefficient ranges from +1 to -1, it has no meaning for the strength for the connection whether or not the coefficient is negative or positive. The number is really that matters the loser to +/- 1 the coefficient is the stronger it the connection between the two variables. Underneath are illustrated examples of coefficients to give a clearer picture. The two top illustrations indicate how a coefficient would look if the number was close to zero. The broader the variables are some each other the weaker is the relationship. The illustration in the top left corner is when the coefficient is has a low negative correlation and the right top corner shows when the coefficient is low but positive. The two illustrations in the bottom are similar examples except they are lose to +/- 1 so they have a strong correlation. Before a coefficient is accepted as valid in the scientific world it must be above +/-0.2.