

**EMPLOYEES FACING LAYOFFS: RELATIONSHIPS BETWEEN JOB
SECURITY, EMPLOYEE MORALE, AND ORGANIZATIONAL
COMMITMENT**

A Dissertation Presented in Partial Fulfillment of the
Requirements for the Degree of
Doctor of Management: Organizational Development & Change

By

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June 19, 2014

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ABSTRACT

This study examined the employees who continue to face layoffs in their various departments. The quantitative study involved examining the concern that surrounds the new transformation within various organizations. Specifically, the researcher sought to determine the extent to which the work environment had an impact on job security, morale, and organizational commitment in the transformative change. The sample was drawn from 189 employees of a company in the southeastern United States. Results indicated that work environment is a statically significant positive predictor of the variables of job security, morale, and organizational commitment.

DEDICATION

This dissertation is dedicated to my parents, the late Louise E. Parkes and Nixival W. Parkes. Rest in peace.

I also dedicate this dissertation to my dear friend, Leonard, for his care, love, patience, and understanding. His support has meant so much to me during throughout the process and the entire doctoral program.

ACKNOWLEDGEMENTS

I thank God for giving me strength, wisdom, and confidence to carry out my studies. Without His good grace and mercy, I would not have been able to chase my dreams and continue to the end of my dissertation journey.

I wish to thank my friend, Leonard, who supported and encouraged me all the way. A special thanks to my advisor, Dr. Caroline Westerhof. I would like to acknowledge Dr. Dave Levy and Dr. David Gliddon for agreeing to serve on my committee. I am especially grateful to my sons, Moren and Marcel. Finally, I will always appreciate my professors and everyone for helping me to develop my knowledge and skills.

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CHAPTER 1: INTRODUCTION TO THE STUDY

A layoff process or the decision to terminate employees is often a difficult and delicate decision; however, it is a continued process in corporate America. The management of people at work is vital to understanding the importance of communication, and is necessary to people who are facing layoffs in the organization. This study examined behaviors of employees who continue to face layoffs in their departments. In the 21st century, an effective organization ensures attitude, commitment, and satisfaction, all of which are mandatory to effectively meet goals; they must be practical in meaning and effective in ensuring the success of an organization or business. Moreover, employers who are pressured with problems in a competitive market can use this psychological process to prepare the employees to perform more effectively and efficiency. This preparation is part of the process and adds to changes and uncertainty triggered by recession, and the ever-changing technology ushered in with the 21st century.

The researcher identified an overwhelmingly repressed economy, with unemployment hovering around 7.4 % (U.S. Department of Labor, Bureau of Labor Statistics [BLS], 2013), and nearly 11.5 million Americans out of work. One has to wonder what it would take to best ensure that workers are equipped with the knowledge and tools necessary to survive a potential layoff (BLS, 2013). A solution to how people approach a possible downsizing process is not only necessary to steer people in a direction that enables them to survive that event, but also to help maintain a productive workforce that is ultimately less taxing on our economy. This study should be of interest

to businesses that are in the process of changing the direction of their company, including those seeing themselves as potential victims of global competition.

During this transformational era, many businesses are threatened by unstable markets and global competition. These events may have an impact on the ability of a company to meet fluctuating demand, due mainly to uncertainties from rising costs (e.g., inflation, Consumer Price Index, and labor costs), which act as triggers that contribute to or cause companies to entertain downsizing, layoffs, staff reductions, and other terminating tools seen as necessary to cut costs and remain competitive. The primary objective of conducting this study was to examine how both parties, employee and employer, can reach the goals associated with cost containment, while equipping the employee with the tools necessary to survive potential layoff. Additionally, the researcher examined problematic concerns and changes in the job market surrounding the new transformation in organizations, specifically in the metropolitan area of Tampa, Florida, and surrounding communities to support this research. This quantitative study examined the impact of multiple contexts surrounding new transformation and labor costs in companies operating in Tampa.

This study examined the need for organizational change in the 21st century and how the values of that change (e.g., increased global competition, deregulation, political, and environmental issues) relate to the numerous counts of layoff action. Specifically, the research sought to focus on the relationship between job security, employee morale, and organizational commitment among employees facing layoffs, as the 21st century continues to unfold and external challenges continue to evolve to confirm a statistical result. This study consists of five chapters. Chapter 1 includes an introduction, followed

by an overview/background, problem opportunity statement, purpose statement, several research questions, general discussion of theoretical/conceptual framework, research assumption/biases, significance of the study, delimitations, limitations, definitions of terms, and research design, concluding with a summary of the chapter. Chapter 2 is composed of the literature review that describes the process of the organizational factors. Chapter 3 presents the methodology. Chapter 4 consists of the components associated with the data analysis. Chapter 5 examines the findings and conclusions, including the areas to influence the study, and concludes with reflections about the completed study.

Topic Overview/Background

Over the years, the downsizing process in the workforce has taken root in organizations all across America and other countries throughout the world (Ryan & Macky, 1998). Previous research has indicated that the layoff process in the United States has had an impact on the workforce of all groups (Brandes et al., 2008). Generally, downsizing is a strategy to restructure or reset the labor force of an organization by determining if a layoff process—targeting employees positioned in various tenures—is necessary to align customer demand with present staffing levels; this determination is the case, regardless of whether they are part-time, temporary, or full-time (Ryan & Macky, 1998). This operation is determined by how management handles and treats employees in their decision-making process (Brockner, Tyler, & Cooper-Schneider, 1992).

To remain stable and competitive, leaders must understand that restructuring the labor force may require a transformational change; this requirement is due to the competitive markets in the environment. This market governs how people are managed in the organizations, along with technology, which is vital for the health and sustainment of organizations (Cummings & Worley, 2009). In 2008, Dencker conducted a study to

predict layoffs from a historical-structured perspective. The situation stemmed from the effects of restructuring firms during the 1980s. Dencker explained that corporate restructuring of employee relationships uncovered evidence resulting from an historical event analysis that identified high wages and performance, both of which were addressed during the initial stage of the decision and restructuring process. In addition, performance was reviewed in the second restructuring effort to complete the process. According to the results,

Managers noted that the firm had to compete with industry rivals in terms of labor costs, and that the firm did seek to target low-performing employees for layoff during both restructuring, conditional on an overarching goal of maintaining equity and fairness with respect to certain employee groups. (Dencker, 2008, p. 3)

Regardless of whether they like or fear changes, people prefer to have both stability and peace of mind to help them deal with the situation (J. C. Maxwell, 2009). Many organizations have reexamined their operations to sustain performance and improve production, thereby enabling them to remain competitive. As a result, downsizing has occurred in the workforce. This downsizing is a means to evaluate cash flow, later used to work for implementing new systems and processes to increase production and achieve growth (Appelbaum, Patton, & Shapiro, 2003). In many instances, it has been perceived that layoffs can have an adverse impact on the employees who are losing their jobs. Managers making this decision as a means of restructuring, and employees who survive the layoff can experience either a negative or a positive impact. A study by Appelbaum et al. (2003) showed that one way of dealing with a restructuring can be a strategic approach—an initial step to offer buy-outs or early retirement packages

to those who qualify. As a result, this approach can reduce the negative emotion of the situation that arises in this crisis.

Many organizations continue to experience problems when they make decision-initiating changes. A number of challenges arise; for example, the shooting in Washington, DC, on September 17, 2012, likely caused by employee emotional instability leading to changes in the work environment also disrupted operations and other organizational activities. The present study focused on the problematic concerns surrounding the new transformation in organizations. The researcher examined whether work environment would have a significant impact on job, security, morale, and organizational commitment.

Problem Opportunity Statement

This project identified that leaders are faced with strong competition in the marketing industry and need to implement change to improve production. However, downsizing in many private and nonprofit organizations has resulted in a loss of millions of jobs. This process has become a continuous pattern for organizations; therefore, a new system of labor management has to be introduced. The researcher examined layoff practices associated with the growing population in the Tampa metropolitan area. The Tampa regional area is made up mostly of west central Florida and is adjacent to the city of Tampa Bay. Definitions of the region vary. The Tampa Bay regional area is often considered equivalent to the Tampa-St. Petersburg-Clearwater metropolitan area, as defined by the U.S. Census Bureau (U.S. Department of Labor, U.S. Census Bureau, n.d.).

Purpose Statement

The purpose of this study was to examine problematic concerns surrounding the new transformation in organizations. An understanding of these problems is necessary to support the after-effect of employee behavior and its relationship to job security, employee morale, and organizational commitment in the event of a new transformation in the organization. In response to this situation, it is prudent to ask what might cause management to lay off some employees and keep others. In reality, layoffs have been an immediate response to reducing labor costs (Appelbaum et al., 2003). Specifically, in this study, the researcher surveyed the employees who remain behind and are challenged with the rapid growth of layoffs, which cause great stress to their well-being, as well as changes to their lifestyle. These assumptions were based on employees losing their jobs and losing their homes, both being major concerns of people in these positions. Layoffs may have positive or negative effects on organizations, with shareholder values to being the main reason why organizational characteristics of the change process focus on people, demand, departments, periods, and resources crucial for the success of such changes. The purpose of this study was to identify a missing link in labor management that includes the impact of termination on the organization. This study focused on employees left behind and their concern with whether or when they would be laid off; therefore, this study represents a first step in understanding this process.

This research study identified problems that arise when organizations and their leaders make decisions to remain competitive, introduce downsizing, reorganize, and implement new technologies in this competitive and ever-changing marketing industry (Khalid & Rehman, 2011). When learning the news of downsizing and reorganization, people react with blank facial expressions. This concept denotes a shift in the relationship

between job security, morale, and organizational commitment among the employees surviving the layoff. This give-and-take initiative between managers and employees plays an important role for continued growth in the organization. Personally, the researcher experienced layoffs on a continuous basis since 2008 to the present. The relationship was most significant and helpful to this study. With that stated, during difficult times, the possibility of generating positive thoughts was imbalanced, especially upon hearing that a coworker or friend was abruptly and permanently dismissed under such difficult circumstances.

Relationship Research Question

The question posed by this study called for collection of data necessary to provide measurement probability and to predict the direction of a changing organization brought on by the values and instruments of change. The question was to determine trend, interaction, and influence that each of the three dependent variables had on the independent variable. This determination was necessary to ascertain the difference that each of the three control variables had on the one response variable and to quantify the difference that the predictor variable had on the output variable. The question was “What is the relationship between employee job security, employee morale, and organizational commitment among employees facing layoffs?” The dependent variables were job security, morale, and organizational commitment. The independent variable was work environment. Two groups were formed, one of which included managers, and the other employees.

General Discussion of Theoretical Perspectives/Conceptual Framework

During the change in the structure of organizational processes, the question may arise of whether management includes something that considers the emotional impact

that a layoff may have on personnel in their strategic plan, as well as the tremendous impact it may have on their lifestyles after the completion of a layoff or severance. Internally, employees who have a vested interest in the organization are faced with fear, doubt, and have many unanswered questions that are difficult for them to accept or manage (Brockner, Tyler, et al., 1992). Externally, many people have witnessed individuals losing their jobs, resulting in breakups of families and loss of their homes, and other personal belongings that lead to stress and an emotional breakdown of the lifestyle to which they had become accustomed.

Management tends to stay rigid in their decision to reset staffing levels, implementing that decision without fully acknowledging the effects brought on by the results stemming from the execution of the change instrument, layoff, tenure, severance, or termination of employment. It is imperative at the conclusion of layoff that organizations re-institute a sense of commitment to their employees that identifies with the impact that the reset phase has on workers and the possible damage that phase may have caused to the employee(s) who remain committed and dedicated to the organization.

Researcher's Assumptions/Biases

All research is accompanied by assumptions held by the researcher. In this study on layoffs, the assumptions may be reflected in evaluating other people accurately, based on experiences or previous knowledge. The researcher, having witnessed employee emotions and other behavioral patterns during new transformation, needed to apply generalizations to characteristics as objectives of what happened in the past so that the qualities of the test could be seen as objective when the collected and analyzed data were being examined and measured to understand employees facing the layoffs.

Significance of the Study

This study is significant because the data provided new information to the existing knowledge base on the results from numerous corporate failures, mergers, and acquisitions that stunned millions of people (Smollan, Sayers, & Matheny, 2010). The intent of this quantitative study was to project the general outcome resulting from how job security, employee morale, and organizational commitment have an impact on employees who are potential candidates for a layoff. While change is necessary for the survival of the organization, the real question is not only about change; it is rather about implementing policy and processes to help employees with sensitivity to assist in their realization that it is not about eliminating them. These policies are necessary to ensure proper controls are in place that will ensure the growth and manifestation of the strategic plan of an organization for a new paradigm, rebuilding trust and confidence of those employees who remain after organizational changes, such as staff reorganization, layoff, severance, and termination.

Delimitations

The scope of this research focused on an organization with a staff of 100 to 1,000 available to participate in a web survey of companies in this size range or smaller. The predictive portion of this project only examined how the layoff process was associated within the current economy in the Tampa metropolitan area. Qualitative research was not used because it did not apply to this particular study. Multiple regressions were used to project how the application of the independent variable had an impact on the dependent variables based on the independent variable, which was a quantitative characteristic.

Limitations

There were limitations to this study. First, potential limitations stem from the accuracy associated with the actual population based on statistical percentages and numbers, coupled with the variance that was subject to occur upon completion of the SPSS statistical analysis. A second limitation of this study was the time available to evaluate existing material, and the number of participants available who were willing to participate in the initial and final testing. Finally, any time an instrument is used, the results are subject to the known reliability and validity of that instrument.

Definitions of Terms

Attitude. A measure of people's emotional and behavioral states and their ways of thinking (Shields & Twycross, 2003).

Control. The process of exercising authority or influence over a person or animal to adjust to regulations or requirements (Shields & Twycross, 2003)

Downsizing. A reduction in firm size by cutting back on employees (Ryan & Macky, 1998).

Job security. The individual's degree of satisfaction with his or her job security (Clark & Postel-Vinay, 2005).

Layoff process. An action surrounding dismissing employees, either temporarily or permanently (dictionary.org/definition).

Moral. What is right and wrong in human behavior (Merriam-Webster, 2012).

Rightsizing. The process of a corporation in reorganizing or restructuring the business by cost-cutting, reduction of workforce, or reorganizing upper-level management. The goal is to get the company modeled properly to achieve the maximum

profit. The term *rightsizing* is often used by companies instead of downsizing because it sounds less drastic (Merriam-Webster, 2012).

General Overview of the Research Design

The study incorporated a quantitative design and a computer statistical program to analyze measurable data based on closed-ended questions designed to collect data required to produce a statistical summary that would support a viable solution. The correlation design used a survey to examine the impact of multiple contexts surrounding downsizing, rightsizing, transformation, and labor cost in companies located in the Tampa metropolitan area. As economic uncertainty continues to plague the world, the commitment of each employee to the organization is essential to both the employee and the organization in remaining positive and professional. Some leaders continuously create change that speaks to the goals of the organization based on the vision and mission statement of the organization. The organization has a responsibility to provide effective leadership and exercise sound management practices to build a positive reputation and influence for both their customers and their labor force, thereby influencing the commitment of the organization to what is best for business and best for its labor force.

Summary of Chapter 1

Chapter 1 addressed the activities related to examining the relationship between job security, employee morale, and organizational commitment among employees facing layoffs. The study was based on a quantitative approach that probes into private and nonprofit organizations with a special interest in feedback from employees involving structured questions based on a survey questionnaire. Additionally, this quantitative research was designed to examine the relationship between job security, employee morale, and organizational commitment among employees facing layoffs in private

organizations. The next section explains the theories of various organizational factors and activities.

CHAPTER 2: REVIEW OF LITERATURE

Along with reading, researching, and examining the theories and activities related to what employees face during layoffs, a review of supporting literature was required to add credence to all content surrounding this study. According to Brockner, Tyler, et al. (1992), layoffs are generally carried out by management in a manner that has an impact on the morale of the entire workforce. In previous studies, researchers have argued that layoffs can have a positive or negative impact on an organization, the results of which leave surviving employees with an unstable mindset, much of which is tied to uncertainty and mental instability (Kozolowski et al., as cited in Grunberg, Anderson-Connolly, & Greenberg, 2000). The adverse morale and mental state of surviving employees can result in a labor force that is less productive, as trust in the organization is decreased by a major layoff (Grunberg et al., 2000).

Over the years, many organizations have been challenged by increased globalization and deregulation, which can strongly influence management to consider making strategic decisions to ensure the company remains competitive and profitable (Huy, 2002). This review of literature was designed to examine how management and its workforce view their work environment and how their views affect balance and relationships between employee job security, morale, and organizational commitment. Because everyone knows that a change is imminent, how management institutes the entire process is a delicate matter and should identify with the future of the entire workforce to ensure proper goal alignment.

An increase in competition, coupled with changes in the global markets, has caused organizations to continue experience sharp reductions in the demand for goods

and services, a condition which has led to short-term financial burdens that have prompted managers at all levels to exercise strategic planning to reduce staff levels and conserve resources (Burdos, 2002). Today, managers are pressured by the economic conditions of global markets and the growth of outside organizations, forcing management to establish countermeasures that restore production to normal levels, while gradually reducing staff levels to properly align with consumer demands and cost reductions brought on by increased competition (Yawson, 2006). It is normal for a manager to pose a question or questions as a means of determining the right person's fit for the position (i.e., flexibility, attitude, and career interest, all of which play an important part in the assessment process prior to making a final selection). The basis of this topic forms a critical evaluation that is in response to new knowledge as it relates to the continuous disappearance of job opportunities and how the fallout from such disappearance has increased over the last decade (Brockner, Tyler, et al., 1992).

Brockner, Tyler, et al. (1992) indicated that the most negative reactions are based on the behavior of the employees who remain committed to the organization. It is important to remember that the increase in changes in an organization and how such changes can lead to conditions ranging from mental and emotional distress to crucial happenings. This connection is visible in real-world events, such as the terrorist attack of September 11, 2001, which affected the U.S. airline industry more than almost any other industry (Gittell, Cameron, Lim, & Rivas, 2006). Shootings at the DC Navy Yard, U.S. postal facilities, and other publicized organizational conflicts have negative consequences that have impacts on services. The impact of these challenges has become problematic in the work environment, particularly as organizations downsize to remain successful and

competitive in the 21st century (Gittell et al., 2006). Downsizing causes an organizational shift that leads to a reduction in labor costs and elimination of unnecessary levels of hierarchy (Love & Nohria, as cited in Goins & Gruca, 2008). Goins and Gruca (2008) examined the inter-organizational effects of management controversies that have had an adverse impact during layoff events within various organizations used in this dissertation.

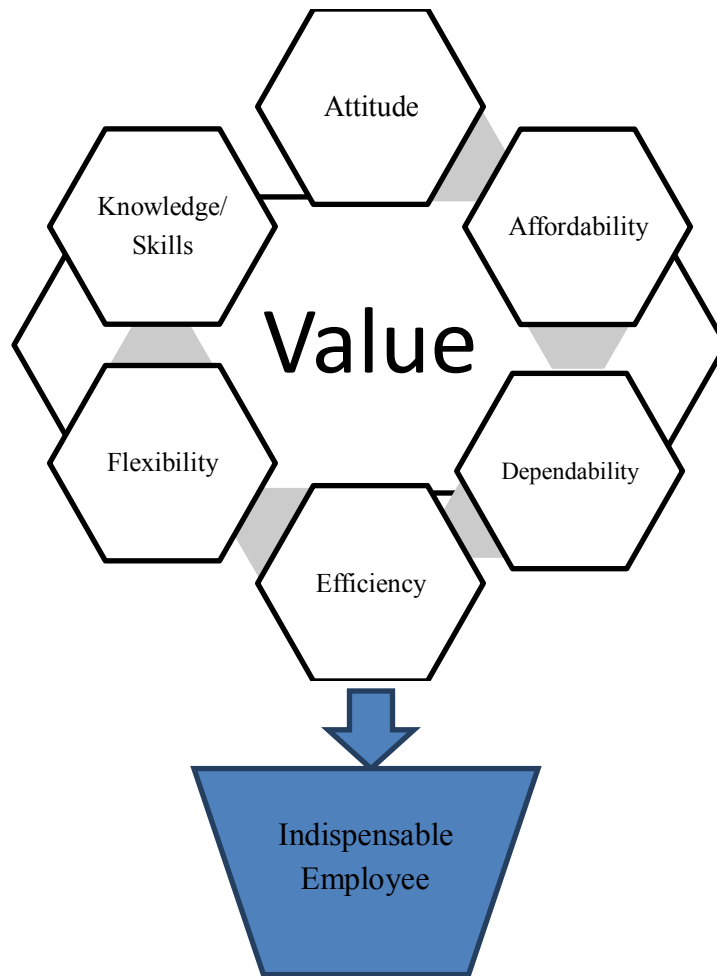
The researcher looked into the planning, strategy, and suggestions surrounding the decision-making process of the layoff procedure. The study investigated how, once the solution has been implemented and is satisfactorily completed, management can redevelop its remaining labor force back to normal levels of commitment. The researcher sought to identify cases of high stress levels in both managers and employees coping with the aftereffects of downsizing (Armstrong-Stassen, 2004); this stress can have a strong influence on employees understanding how unofficial communication (both disclosed and undisclosed) causes people to worry and experience stress in the workplace.

Gribble and Miller (2009) addressed the psychological consequences of job losses that should be considered an essential part of outplacement. Part of their discussion surrounded the best practice of downsizing and integrating fairness throughout the workforce. Their position acknowledged that people have a voice and that the voice of the people could have an impact on a business operation, particularly in the area of production. It is the position of researchers on the subject that organizations should reemphasize their commitment to staff as a means of regenerating production, thereby further enabling the ability of the organization to effectively compete across the global landscape. In addition, the foundation of organizational theory for change of management includes structure, change, competition, and several other aspects that have influence

over the operations of the organization (Brockner, Grover, Reed, & Dewitt, 1992). The implications of organizational theory for employees are the relationship between an individual level of organizational trust and job satisfaction (Brockner, Grover, et al., 1992).

Phase 1: The Relationship Between Job Security and Employees Facing Layoffs: Becoming an Indispensable Employee

Many may agree that the ideology associated with lifelong employment is gradually becoming less of a reality. In a statement from the U.S. Department of Labor Statistics (BLS, 2013), a depressed economy with unemployment hovering around 7.4% and nearly 11.5 million Americans out of work caused wonder about what it would take to best secure employment in the wake of a layoff. To address this concern, the researcher investigated several categories that speak of the ingredients needed to achieve a level of indispensability. The categories consist of attitude, affordability, dependability, efficiency, flexibility, and knowledge/skill, all of which add up to employee value and maximized potential to become an indispensable employee (see Figure 1).



DAP

Figure 1. Making yourself an indispensable employee. Adapted from “Making Yourself an Indispensable Employee,” by Robert Half, 2008. Copyright 2008 by Robert Half.

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Values

Attitude

Having a great attitude, regardless of what takes place on your job, is memorable, valuable, and establishes your candidacy for retainability. Brockner, Grover, et al. (1992) discussed how employee attitudes are related to high and low job security. To determine the impact that downsizing can have on work effort, Brockner, Grover, et al. measured employee attitude based on employees' work effort. Their results indicated that high job

insecurity coupled with a high job requirement resulted in an employee attitude that increased performance/output (Brockner, Grover, et al., 1992).

Brockner, Grover, et al. (1992) also determined that high job insecurity coupled with a low job requirement resulted in a null change in work effort. Employers who conduct similar studies should be able to identify their best people from the perspective of attitude. Employees who produce more for the same price, or rather the same cost, and who are able to maintain a good attitude, represent value and equity. This equity or value is measureable by comparing the act of producing at a higher level against performance measures created during the initial construct of the position.

Since the 1970s, employees in the United States have experienced distrust in the economy (Fisher, 1988). People feared they would be unable to survive until there were enough jobs to bring down the unemployment rate to perhaps 5% or 6%. This rate of unemployment is necessary for stability; when the rate is higher, people face the chance of losing their jobs in unstable and volatile job markets (Brockner, Grover, et al., 1992).

Affordability

Employees who are productive yet inexpensive are valued; those employees are strong candidates to make the retention list. As Herman and Gioia-Herman (2014) remarked,

While everyone agrees that turnover is a problem, layoffs enables managers to reduce labor cost to invest resources to retain top talent. Part of this decision comes from a sense that counter-turnover efforts really don't make a difference; people leave anyway, but to eliminate high levels of hierarchy and reorganizing operations. (Herman & Gioia-Herman, 2014, para. 2)

Any job is better than no job; when resources are constrained, a job with low pay is better than having no job at all, and asking for a raise is ill advised. According to Jamison (n.d.), the ability to maximize efficiencies is a value-added quality and speaks volumes to competition and affordability in any organization. If employees are able to go beyond the requirements of their job description, and surpass the expectations of the organization, they become valued members of the organization (Jamison, n.d.).

Sometimes, even when the economy is showing growth, employers seek to increase production from the employees in the most effective and efficient way. Regardless of the situation, a weakened economy has consequences. As people lose their jobs and apply for other jobs, employers have no incentive to raise pay. Workers who are willing to work under these conditions will have a greater opportunity and continued employment, especially during times of organizational change. Folger and Skarlicki (1998) stated that managers will distance themselves from employees as a way to avoid blame and favoritism tied to layoffs. It is not reasonable to assume that employers will be sensitive and fair to those employees who stand to lose their jobs during challenging times. Folgers and Skarlicki recommended that managers should address the problems of insensitivity when working with layoff victims.

To achieve this recommended behavior, managers must be reassured that a layoff was not their fault, and was part of the external conditions over which they had no control during a downsizing event (Dencker, 2008). Therefore, it could be assumed that during a downsizing event, the employer is looking to cut back on costs, mainly employees with high salaries and overhead expenses, as a means to remain competitive, ensure continued growth, and operate at a sustainable level. It is likely that, following a layoff, employers

seek the most willing and suitable employees to fill the gaps and accept the additional responsibilities with a positive attitude, without constant complaints. To understand the expectation of who is more likely to survive the layoff, it is reasonable to assume surviving employees will be those with qualities such as good attitudes and performance that causes no negativity on the organization and its new management.

Dependability

Employers desire employees on whom they can depend in virtually any situation. Dependable employees go beyond their duties to get the job done. They work through the emotional difficulties of layoffs and carry out their assignments without any disturbance.

Efficiency

The more an employee is able to accomplish with less resources, the more he or she will be valued by the company. The employee who possesses skills that allow him or her to accomplish multiple jobs typically performed by multiple different employees is valued. Replacing that lone employee to fill multiple roles could be difficult.

Flexibility

No matter what occurs at work, employees are expected to make every effort to demonstrate to the employer that they can get the job done. Being or becoming skilled in multiple areas of the organization is another example of valued flexibility. Flexibility reduces stress on supervisors, which constitutes value that, in turn, makes a manager fight to retain those employees.

Knowledge/Skills

Knowing what is most important about and to the company is helpful when tough times become a reality. An employee who demonstrates concern for the future and goals

of a company is an employee who is attractive and will more than likely make the retention list during the rightsizing phase.

Phase 2: The Relationship between Employee Morale and Employees Facing Layoffs

Productivity: The Cost of Low Morale

The cost of low morale has been a concern of managers since the 1980s. According to Neely (as cited in Ngambi, 2011), the relationship between employee morale and productivity is an area in which supervisors can make improvements. Neely revealed a pattern that link the productivity of employees with their level of morale. Ewton (2007) reported that low employee morale, combined with absenteeism, has been costly for businesses in the United States.

Downsizing is normally a determination made by senior leaders for strategic and financial reasons (Brockner, Grover, et al., 1992). Ewton (2007) found that employee morale can cost organizations hundreds of thousands of dollars a year in labor costs, production, and lost income. Ewton (as cited in Ngambi, 2011) indicated that,

employee morale is also associated with absenteeism, which has been reported to cost businesses in the United States \$760,000 per year in direct payroll cost, and even more when lower productivity, lost revenue and other effects of low costs are considered. (Ewton, as cited in Ngambi, 2011, para. 4)

Clearly, the high cost of low employee morale could have a devastating impact on the financial health of the organization (see Figure 2).

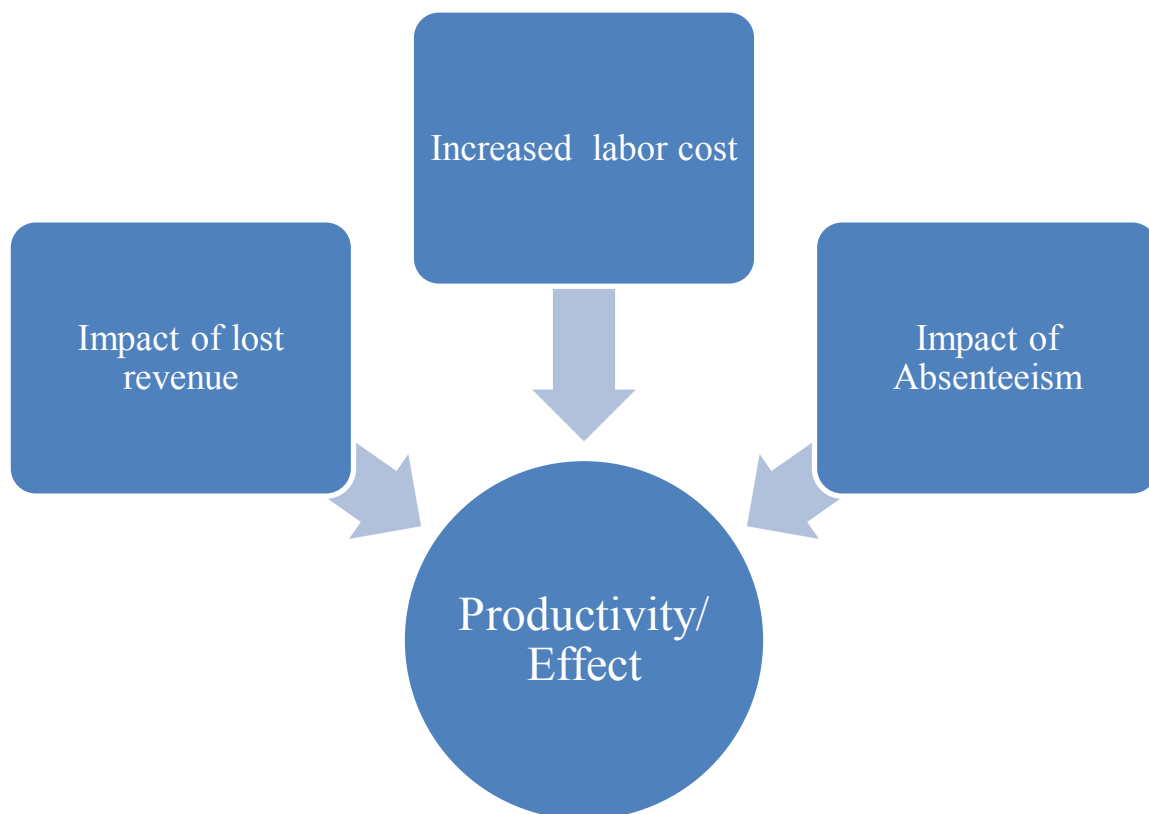


Figure 2. Productivity effect. DAP

Increased Labor Cost

Cost cutting is a primary reason for employers to implement change measures. Windermere (2010) noted how being laid off occurs because of a company needing to cut or reduce their costs for one reason or another. An increase in labor costs is identifiable when customer demand fails to meet, match, or exceed (from an income perspective) the cost of labor tied to the staff used to service that demand (Windermere, 2010). In that case, a reduction in pay could be a more efficient way of getting the job done, or fewer hours may prove invaluable to an employer who wishes to retain the employee but simply cannot due to financial unaffordability.

Impact of Lost Revenue

The loss of revenue for a business stemming from any downsizing event can have an impact on the business and its ability to fully recover. CA Technologies (2010) conducted a survey to measure the impact of down timing on the ability of a company to generate revenue. Such consideration must be made prior to implementation of a downsizing initiative.

Impact of Absenteeism

According to Mayfield and Mayfield (2009), downtime associated with low employee morale can have a considerable impact on the overall costs of a business, as can the cost of absenteeism. Mayfield and Mayfield remarked that the cost of absenteeism is substantial to organizations and, as a result, is a logical target for managerial intervention. A recommitment to employees following a layoff, including careful communication, could help to minimize absenteeism and improve production, thereby increasing the ability of the company to compete (Cascio, 2000).

Phase 3: The Relationship Between Organizational Commitment and Employees Facing Layoffs—Leadership: Reality? Fact or Fiction

Leadership with a vision that tends to lead followers establishes a work environment that facilitates employee development and problem solving to achieve a common goal (Moos & Insel, 2008). Another concept of leadership calls for having the power to influence people based on expertise or knowledge (Natemeyer & Hersey, 2011). Leaders are identified by their behavioral pattern. What constitutes good leadership? A leader is a person who sets goals for the future. Natemeyer and Hersey reported that leadership is the act of moving people around and coaching them through changes in the organization. A focus on the role of leadership identified behaviors and attitudes that

provide understanding and an applied approach to determine appropriate situations and other characteristics resulting in the success of the organization (Natemeyer & Hersey, 2011).

There are various styles of leadership in work environments. There are also advantages and disadvantages in each leadership style. For example, some leaders favor a shared social influence throughout the organization using a laissez-faire, autocratic, participative, transactional, or transformational approach (Johnson, 2008). Within an organization, the leaders introduce the style best suited to fit the culture and achieve the desired goal of the organization. Leadership is necessary to achieve desired objectives and to determine what is necessary to effectively achieve the stated mission of the organization. While most leadership styles have similar characteristics, there are also differences, such as the visual characteristics and challenges that focus on followers' beliefs and values that help justify the leaders' behaviors (Padgett & Rau-Foster, 2012).

One can draw a conclusion about the connection between leadership and creativity. Creativity is noticeable in the model of ethics, whereby the challenges of being a leader are succinct and easily susceptible to formulaic answers (Padgett & Rau-Foster, 2012). Plato (as cited in Padgett & Rau-Foster, 2012) claimed that leadership aligns with the central argument that character (intelligence, disposition, motivation, and training) and integrity are key ingredients of leadership, and that these behaviors can be presented to and accepted by followers. Following the announcement of a layoff, a way to determine the psychological disposition of employees and the climate of the organization (as means of measuring morale, trust, and production in the workplace) is to survey the workforce and analyze the collected data (see Figure 3).

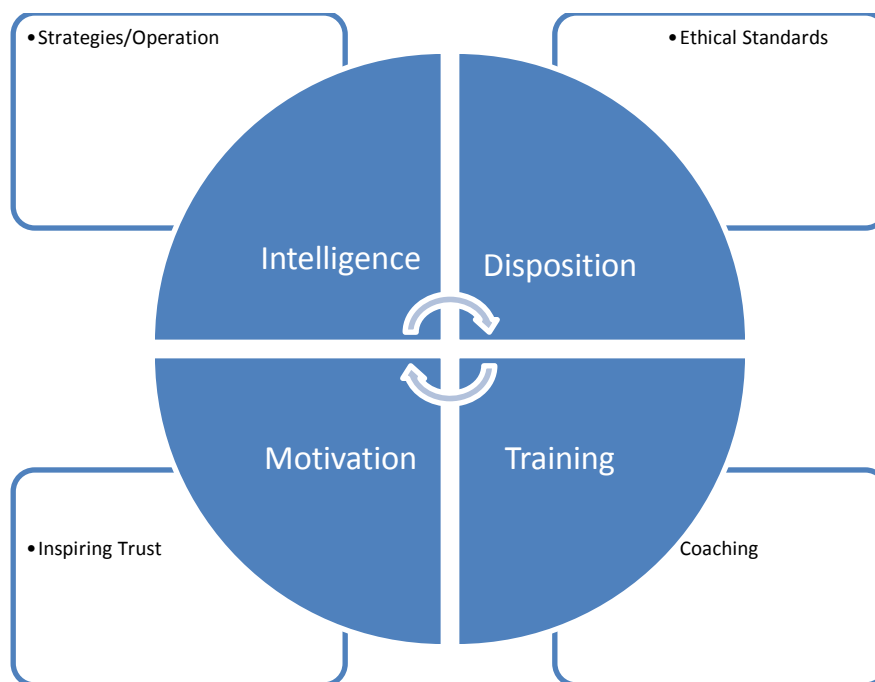


Figure 3. Leadership, employees, and work. DAP

Employees Commitment and Well-Being

The positive wellbeing of those who survive a layoff is a means of ensuring that businesses are able to maximize cost savings. One would expect managers to do all they can, from a leadership perspective, to exercise a recommitment initiative within the organization for those employees who survive the layoff (discoverwinningways.com, 2013). Recommitting and exercising honest communications is one of the best ways to turn around morale, as doing so provides survivors with a better sense of stability, a renewed sense of loyalty, and dedication to their employer (discoverwinningways.com, 2013). This behavior not only saves considerable time and resources, but also improves productivity and the ability of the organization to compete more effectively. The key in determining the position that leaders should take in exercising recommitment in the workplace is illustrated in Figure 4.



Figure 4. Variables: Work, environment, and commitment. DAP

Workplace Environment

Recommitment is a continuum to emphasize the wellbeing of the employee following a layoff. It is important for businesses to realize the cost savings and improved level of production that comes from a workforce that is able to recover, heal, and cope with a new environment. Kiviat (2009) elaborated on the aftereffects of a layoff on those who survive the layoff. Many employees who survive layoffs are stressed, mainly because of the uncertainty resulting from wondering whether they would be next on the layoff list (Kiviat, 2009). Kiviat discussed a sense of guilt that those remaining employees have following a layoff. Survivors tend to feel guilty, not necessarily from the absence of their comrade, but because of their insecurity that their job was spared at the expense of the coworker losing his or her position (Kiviat, 2009). Situations in which employees feel guilty can have a serious impact on how employees see the new work environment, which could impact productivity and drive costs up (Kiviat, 2009). For

these reasons, employers and businesses are strongly encouraged to ensure the new organization is not only rightsized, but also right for those employees who remain (Kiviat, 2009).

Organizational Design Outcome

The details of an organizational design are the framework necessary to discuss any required change and an impetus to answer any change or modification that may be administered within the organizational structure. An example of a nonprofit organization that has been operating in a structured environment will be discussed later. The concept of operating under a particular structure within the organization may be necessary to introduce a new design or concept that speaks to technological innovation, resulting in an evolution of the organization. This design can be a new vision for a specific demand and period stemming from the emergence of new ideals. At this point, it would be advantageous to determine the challenges that strategic managers faces during transformational changes.

When a new chief executive officer joins the organization, he or she reexamines the mission statement and matches it to his or her vision as a means of identifying whether that vision fits in with the current culture and meets expectations necessary to implement effective change. The organization is hindered when both vision and mission objectives are not met. These two categories are critical elements that management must use as a means of introducing new ideals to their employees to gain a sense of understanding of the direction of the organization. Not having a mission and vision is not a good business strategy. The question regarding the challenges that strategic managers face in transformational change identifies with a shift in concepts viewed as macroeconomic and political in the systems and processes, such as economic

depressions, economic globalization, industry deregulation, and antitrust laws (Burdos, 2002).

Business Organization: Nonprofit

It is assumed that companies will take action to bring together those changes necessary to build a stable reputation within the market industry. This example is demonstrated by organizations that use their own meticulous organizational strategy as a means of overcoming their challenges. Organizational growth has raised concerns about various design concepts and the need to know about management from a cultural perspective (Camarero & Garrido, 2009). Organizations are designed within their standardized area and are different in the way they establish levels of hierarchy and cultural fields in which they specialize; as such, they are faced with concerning challenges in the competitive and global environment. In addition, organizations have more responsibility to secure their operation in dealing with changes and ever-increasing technology.

Systems and Processes Settings

Another scenario of organizational design is the restructuring that involves reframing, revitalizing, and regeneration—all of which are needed in an organizational change process. This theory presents interrelated frameworks of economic turbulence that focus on various areas to distinguish changes in the strategic planning of reorganization. Top management is able to reorganize employee positions ranging from managers, professionals, and administrators at the top down to engineers, technicians, and general office staff, including hourly production workers (Burdos, 2002). As an outcome of changes, it is suggested that team employees can perform duties to provide service efficiently, whether for internal or external customers.

Embedded in Figure 5 are various examples of the direct and indirect functional aspects that can be included to realign a mission and vision to change the direction of the organization, resulting in providing strategies congruent to align with the needs of the organization.

Strategically Focused Organisational Transformation and Renewal

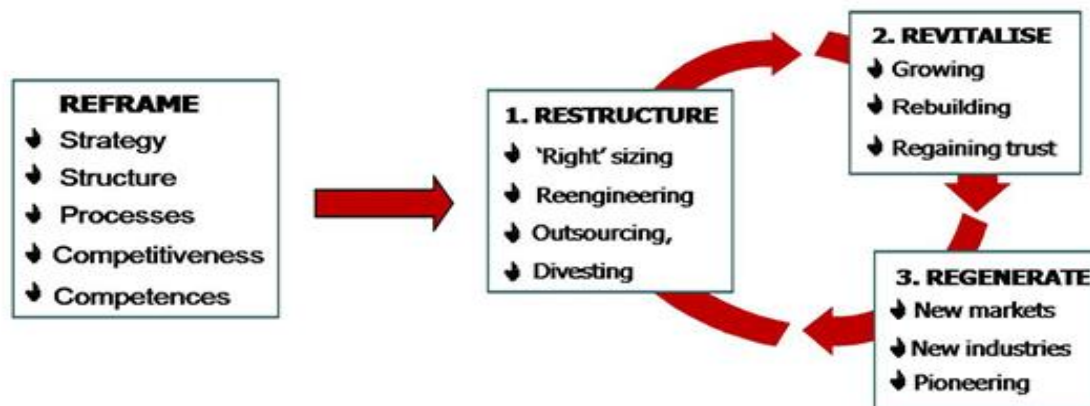


Figure 5. Strategically focused organizational transformation and renewal.

http://management-class.co.uk/learner_support/images/Picture1rs.jpg

Corporate Control Conceptions

It was suggested that corporate control explains the strategic and structural change that was common among certain firms from the 1860s until the 1980s (Fligstein, as cited in Burdos, 2002). According to that theory, top managers are allowed to use specific resources to control distribution of direction in how management should handle problems surrounding internal and external conditions relative to the organization to deal with competition and economic pressures. Some chief executive officers with specific backgrounds selected to control the corporate hierarchy and the existing ideological formulation of corporate purpose, strategies, and goals have been known to maintain power and control over their followers. These groups are allowed to make decisions and oversee the operation of the organization (Ocasio & Kim, 1999).

It is assumed that senior executives and their management teams fail frequently, and often remarkably, when making strategic choices (Nutt, 2002, 2004). Executive teams face decisions that are both ill structured and complex (Edmondson et al., 2003a; Eisenhardt, 1999). The strategic management teams are likely to make choices based on whether they learn from their direct experience and to improve upon such decisions, notwithstanding the importance of team research that continues to seek a better understanding of the subject matter (Edmondson et al., 2007; Wageman et al., 2008 in Carmeli, Tishler, & Edmondson, 2012).

Change is necessary for the survival of everyone, as well as how the organization functions. However, the question remains of how management will make changes in their strategy and planning process to lessen their employees' fear after a layoff. Up to now, delivery of bad news has been the most difficult decision management must make. Everyone may argue to what extent employees' relationships, morals, and job security are affected by differences in their own experiences and/or behavior during the layoff completion in the company (Grunberg et al., 2000). In any case, the idea of layoffs will likely increase employees' uncertainty about job security and will, in turn, decrease their morale and commitment to their organization (Grunberg et al., 2000).

Change Manager Outcomes

Change managers are selected to implement changes to conduct and evaluate the need for a change in the organization; this assessment is necessary to identify the need for change to existing policies, structures, and practices of the systems and processes of the organization (Bolman & Deal, 1991; Machiavelli, n.d.). The work of a change manager involves a plan to restructure the organization, such as cutting cost, as well as reduction of positions in the restructuring phases in the organization. Therefore, a potential layoff

may be included in the strategic process to reset the new direction of the organization (Goins & Gruca, 2008). Change managers are responsible for implementing systems and processes to create new opportunities for the organization. Employers will need to consider the organizational climate, the activities of the organization, and the overall workforce as it relates to shareholders' interest in the market value that will affect market prices. The missing link in labor management is the impact of termination within the organization.

Summary of Chapter 2

Chapter 2 provided a review of the literature and lent credence to the relationship among job security, employee morale, and organizational commitment of employees facing layoffs. This review laid the foundation for the study of the relationship among job security, employee, and organizational commitment when faced with organizational change in the 21st century.

CHAPTER 3: METHODOLOGY (QUANTITATIVE APPROACH)

Chapter 3 presents the methodology of the project based on a quantitative design. The process involved collection of administrative data, coupled with scoring, interpretation, validity, and reliability confirmation of information that served as the primary sources of data for this study. The study setting is described, as is the research design. The process of selecting samples and data collection are explained. Data analysis is described, followed by a conclusion of the chapter.

Research Tradition(s)

The tools and components of a quantitative research design address non-experimental research. This particular section discusses the tools and instruments that were used in the research design framework and ultimately used to test and determine predictability between both independent and dependent variables. Quantitative research typically focuses on a specific category and measures statistical numbers to finalize the results of research findings (Tewksbury, 2009). Quantitative research measures various ranges of data and metrics used to track the planned and organized areas of concentration, whether it is a new product or a subject from a population of people in a community.

This approach is useful to study and measure things to report on the quantity of something in the form of customer satisfaction and commitment to determine the quality and success of a new development or change product movement in the market. The measurement is of statistical numbers obtained from various types of survey methods to yield information about product use over time for further development and growth rate. Quantitative research examines the subject or subjects being measured once, using various tests by means of experimental or non-experimental processes. Additional findings that are tied to quantitative research are the numbers of subjects to evaluate

relationships and associations between each variable (Tewksbury, 2009). Data collected through quantitative research are used to analyze comparisons of means and frequencies that are usually statistically tested (Quantitative Research Consultants Association, 2008).

The data in quantitative research typically support the finding of qualitative research. Quantitative research is used for comparison, and qualitative research search for information to identify and provide answers to the topic or issue for justification.

Quantitative and qualitative analysis may be conducted independently, without each other; however, quantitative research is useful for the successful statistical measurement of data findings in which qualitative research provides answers in the identification and interpretation process. The main purpose of quantitative research is to determine the relationship of the independent variable and the outcome of a dependent variable in a population (Qualitative Research Consultants Association, 2008).

This research design is also useful to quantify the relationship between a descriptive, comparative, or relationship subject matter and to finalize and complete the results obtained through various types of data collection. In the case of this study, the design is concerned with quantifying the relationship between variables. If, for example, the intent of research was to determine customer satisfaction, behavior, and performance of a specific thing, quantitative research would be the instrument or methodology recommended to bring about the desired result (Trochim, 2006).

Advantages

Quantitative research is one way of completing the results to determine agreement or disagreement with a hypothesis. The results of a statistical decision are accepted,

discussed, and published. Quantitative experiments results can be used to make a final decision, thus ending the research process.

Disadvantages

Quantitative research experiments can be expensive. Much time is required. The research process must be well planned because once the research is in progress, it is either approved or disapproved, and there is no chance of changing the outcome of the situation.

Relationship Research Question

The question in this study required the collection of data necessary to provide measurement probability and to predict the direction of a changing organization brought on by the values and instruments of change. The question was to determine the trend, interaction, and influence that each of the three dependent variables had on the independent variable. This determination was necessary to ascertain the difference that each of the three control variables had on the one response variable and to quantify (project or show probability) the difference that the predictor variable had on the output variable. The research question was, “What is the relationship between employee job security, employee morale, and organizational commitment among employees facing layoffs?” The dependent variables were job security, morale, and organizational commitment. The independent variable was work environment. Two groups were established, one of which included managers, and the other which included employees.

Research Design (Non-Experimental)

The research design was one that supported a non-experimental correlational study. The quantitative study tested variables as a means of producing numerical data that provided insight into employees’ job satisfaction/retention probability that correlates to

changes in economic conditions to include how these changes can be compared to the decline in the job market for the past 10 years. Within the populations studied, there was no literature that provided the criteria or information necessary to best ensure retention or to know who was best qualified to be retained. Mahoney and Goerta (2006) researched causes from a statistical aspect, a process that typically seeks to identify the causes on an average, which are neither to increase nor decrease values based on the result and response to a large population. The tools and components used as part of this overall research design are captured in the methodological requirement.

Population and Sample

The non-experimental research for this paper used an organization located in the greater Tampa metropolitan area of Florida. The sample included an organization with staff size of between 100 and 250 people throughout the Tampa metropolitan area.

Sampling Procedure

The sampling procedure was conducted on an organization within the target region of Florida. The sample population included an organization with between 100 and 250 actively working employees. First, the contact was secured with a senior manager who provided the links to the various individuals. The survey was conducted online using LimeSurvey. LimeSurvey is the leading free, open source online survey platform that is an alternative to paid survey platforms such as SurveyMonkey and FluidSurvey. It allows for the creation of complex and completely automated online surveys. The link to the survey was e-mailed to 189 employees. This study used random stratified sampling, a sampling technique that calls for collecting data from participants within an organization (Creswell, 2009). In determining the sampling procedure, the researcher composed a method to substantiate the population and sample size.

This sampling technique was based on the entire population to ensure that the population of employees in the respondent variable who had experienced Predictor Variable 1 (job security) and Predictor Variable 2 (employee morale) were adequately represented. In an example provided by the SurveyMonkey data collection tool, it was discovered that for the researcher to achieve a margin of error of 3%, or a response of not less than 150 respondents, the population size would need to be at least 250. A sample size of the employees representing the predictor variable (organizational commitment) would represent the population using the information obtained in the result.

Tampa is a city located in Hillsborough County, Florida (Google.com, 2013). Based on a point-in-time analysis conducted on September 2, 2013, the population over 16 years of age in Tampa, Florida (as of 2011), was 267,154; of that population, approximately 177,398 people made up the total civilian labor force in the area. A breakdown of people by employment status (i.e., in labor force, civilian labor force, employed, unemployed, armed forces, and not in labor force between 2007 and 2011) was identified (U.S. Department of Labor, U.S. Census Bureau, n.d.).

Instrumentation

The instrumentation used as part of this overall study was the survey method. The instrument used to collect the data was an intact instrument developed by The Stats Team. The Stats Team offers comprehensive statistical consulting services for researchers in academia, government, and industry. Questions posed by the survey are presented in Appendix A. The research team consisted of individuals who had completed the NIH Office of Extramural Research online course, “Protecting Human Research Participants” (see Appendix B) because the study involved human subjects. The formula provided by the research company included the full dataset in the form of a Microsoft

Excel spreadsheet after data collection was completed. This instrumentation was used to learn about employee satisfaction surrounding job security, employee morale, and organizational commitment.

The mean responses for each question were calculated by converting each Likert-scale response to a numeric value and then averaging across respondents (*strongly agree* = 2, *agree* = 1, *undecided* = 0, *disagree* = -1, *strongly disagree* = -2). None of the questions were reverse-coded, so positive numbers indicated agreement and negative numbers indicated disagreement. This analysis was conducted in SPSS using the Analyze->Scale->Reliability Analysis procedure. Alpha values above 0.7 are generally considered adequate (Bond & Fox, 2007), indicating that the scale is a reliable measure of the underlying construct.

Informed Consent

Prior to administering of survey, an institutional review board (IRB) exempt application was completed. The IRB provided the guideline outlined by Colorado Technical University such as the category for the research, which was exempt in this case. The requirement for a consent letter to do research was exempt in this particular study. Although the option to use those resources was at the disposal of the research company, no information to reveal demographics or gender was collected from any individual employee.

Confidentiality

The participants were sent a link to a secured online website, giving each individual the option to take the survey anonymously and to remain in private. The research company generated the website and link using a customized statement to post on the website. Only the researcher was able to monitor the progress of the survey from a

control monitor (Creswell, 2009). Data collected electronically were saved in a database with a secured password. The data will be stored for one year after the completion of the research project, after which the data will be destroyed.

Validity

According to Creswell (2009), there are concerns that will raise questions about development and implementation of the researcher's ability to conclude a general overview. The importance of building ethical principles will effectively speak to the outcome, and not some other factors and values or the type of validity concerning measuring the right information, all of which are mandatory. Thus, they must be practical in meaning and effective in ensuring success to accomplish the accurate inferences from the data that will not violate statistical assumptions of any sort.

The relationship statements were based on the construct validity of a LimeSurvey customized survey questionnaire for tracking employee/customer surveys. The database was used to create a survey questionnaire, which the researcher used for distribution to a diverse group within the population. The participants used this questionnaire to share their opinions when prompted by an e-mail to complete the survey questions. These statements evaluated workplace issues of job satisfaction, job security, morale, commitment, and work environment. Closed-ended statements of this nature were used to gain a better understanding of employees and managers in relation to performance, career planning, and other workplace issues (Moos, 2008).

The assessment was sent to a population drawn from the employees and managers to complete survey responses. The responses were distributed via a secured website with a secured URL. The assessment and distribution methods were part of the process that

enabled participants to take the evaluation at their convenience within the time allotted, which was 20 calendar days. The survey expired and was closed at the end of that period.

Reliability

Validity and reliability are rooted in a positivist perspective. Emphasis is placed on both reliability and validity, which are the two approaches of the quantitative research and qualitative research paradigms (Golafshani, 2003). Reliability indicates whether scores of an instrument are internally consistent and whether there is consistency in administering the testing and scoring (Creswell, 2009). In this quantitative study, the instrument for measuring the data is a reliable measurement tool. It is known for tracking demographics and measuring social environments and profiles to ensure that there is a diverse group of people interested in sharing their opinions when they are prompted to complete the survey. The e-mail explained the purpose of the survey and provided a link to the questionnaire (Moos, 2008). Additionally, the researcher understood that nonusers may cause errors in the interpretation of the scale score in the data measurement construct.

The researcher allowed time for reassessment to occur and to make changes based on the credibility obtained from the score. Once the participant completed the survey, the survey program captured the participants' e-mail address and did not allow anyone using that e-mail address access to the survey. This feature helped to reduce multiple responses, although someone could potentially complete the survey a second time using a secondary e-mail address (Konstan, Rosser). The induction of the survey statements applied specifically to managers and employees. The design of the questionnaire consisted of closed-ended statements to be completed in 10 minutes (see Appendix A), ideally by managers (Group 1) and employees (Group 2).

Data Collection Procedure

This section explains the process of collecting the data. Following development of the dissertation committee, a request for IRB approval was completed. The researcher used a data collection tool consisting of a standardized template (created by SurveyMonkey), which was posted on the LimeSurvey website for participants to complete (Creswell, 2009). The preferred type of data collection for this study was the online survey design. The benefit of selecting this data collection instrument was that online surveys are designed to represent a large population in a quantitative study. In this study, it was beneficial to measure statistics of the test. The data were collected based on a longitudinal method of collecting data over time (Creswell, 2009). The format, form, or type of data collection used was the self-administered questionnaire package provided by The Stat Team. The population in this particular study consisted of 189 participants located in the southern United States. The next area of the data procedure was the sampling design. For this study, the researcher used the random sampling procedure (Creswell, 2009).

In the initial stage, before the link was distributed to the participants, an example was submitted to the researcher to assess the clarification and accuracy for verification. The survey link was only sent to participants' e-mail addresses after all the features had been verified. The participants received an e-mail with instructions to click on an address to access the LimeSurvey website and complete the questionnaire. This survey was easily accessed on a laptop or desktop computer. There was 24-hour monitoring of the data checking for consistency while checking that the distributions were accurate in the menu to take the evaluation. Once an invitation to participate in a survey was distributed through the online survey research service, the researcher tracked responses that were

transmitted immediately to the database file. This process allowed the researcher to conduct preliminary analyses on collected data while waiting for the desired number of responses to accumulate (Wright, 2005).

Data Analysis

Relationship statistics and multiple regression methods were employed to analyze the collected data. The survey results were analyzed by multiple regressions to establish conclusive data separately prior to being combined to SPSS/SAS data files to produce an output summary; that output summary effectively yielded a 95% confidence interval. For this study, multiple regression statistical tests were used to project a continuous dependent variable, given two or more independent variables. The dependent variable was the outcome criterion variable and the independent variable was the predictor variable. This method determines the overall variance of the model and the contribution of each predictor to the total variance. All response data were collected and compiled via the site administrator for transmission to the site/content owner. A confirmation or satisfactory statement of completion was produced following the completion of each survey. At the completion of the survey, The Stats Team compiled the responses for the testing process, and the complied responses were transmitted via SPSS/SAS to build the foundation for data analysis (Wright, 2006).

Summary of Chapter 3

Having a strong academic background allows one to come to an understanding of the various types of research and how important each type of research is from one study to the next. The methodology used in this study was a quantitative design. The result of this quantitative study ultimately produced an output that speaks to the statistical significance/insignificance, thus enabling the researcher to make viable and creditable

projections regarding layoffs and employee morale. The instrumentation used in this study was compatible with the research methodology undertaken by the researcher. The type of data collection coincided with the instrument of choice. As with the collection of any research data, the researcher sought consent from the source/organization. The validity, relevancy, and integrity of all closed-ended questions within the questionnaire were subject to complete review by the researcher prior to final release. The researcher ensured that the content of each question remained nonbiased and did not lead or identify with any personal stance. This chapter provided the framework of the methodology and how the research was conducted. An organization of the process to examine the results and analysis and other areas are discussed in the next chapter.

CHAPTER 4: RESULTS AND ANALYSIS

The previous chapter discussed the methodology of the study, and presented the rationale for using a quantitative correlational design because it was appropriate to address the research question and its hypotheses. The purpose of this quantitative correlational study was to examine concerns surrounding transformation in organizations. Specifically, the researcher sought to determine whether work environment had a statistically significant impact on employees' job security, morale, and organizational commitment. This chapter restates the research question and hypotheses, presents the description of the sample population, the description of the study variables, the reliability test results of survey items, the data analysis to address the research question and hypotheses, and then closes with a summary of the chapter. The relationships between employee job security, employee morale, and organizational commitment among employees facing layoffs are examined through correlational tests, with the results discussed in this chapter. This chapter presents the results of the data analysis to address the research question and its three hypotheses.

Research Question

The following research question and its hypotheses were investigated:

Research Question: What is the relationship between employee job security, employee morale, and organizational commitment among employees facing layoffs?

Hypothesis 1: There is a statistically significant relationship between work environment and job security.

Hypothesis 2: There is a statistically significant relationship between work environment and employee morale.

Hypothesis 3: There is a statistically significant relationship between work environment and organizational commitment.

Sample Population

The sample population was drawn from organizations located in the Tampa metropolitan area of Florida. The sample consisted of organizations with staff size ranging between 100 and 250 people throughout the southeastern United States. The survey was conducted online using the LimeSurvey online survey software suite. The link to the survey was e-mailed to 189 employees in the Tampa region, from which 74 completed survey responses were collected over a three-week period.

Description of the Study Variables

The descriptive statistics of the study variables of job security, morale, organizational commitment, and work environment are presented in Table 1. As observed, values for the variable of job security for the sample population ranged from -1.60 to 2.00, averaging at 0.1135 ($SD = 0.92697$). Values for the variable of morale for the sample population ranged from -2.00 to 2.00, averaging at 0.0270 ($SD = 1.27648$). Values for the variable of organizational commitment for the sample population ranged from -2.00 to 2.00, averaging at 0.8753 ($SD = 0.71861$). Values for the variable of work environment for the sample population ranged from -1.75 to 2.00, averaging at 0.5636 ($SD = 0.89202$).

Table 1.

Descriptive Statistics of Study Variables

Variable	N	Min.	Max.	Mean	SD
Job security	74	-1.60	2.00	.1135	.92697
Morale	74	-2.00	2.00	.0270	1.27648
Organizational commitment	74	-2.00	2.00	.8753	.71861
Work environment	74	-1.75	2.00	.5636	.89202
Valid N (listwise)	74				

Reliability Test for Survey Items

Reliability tests were performed for each of the four study variables with their respective survey items. Specifically, Cronbach's alpha statistic was calculated for each. Alpha values above 0.7 are generally considered adequate (Bond & Fox, 2007), which indicates that the scale is a reliable measure of the underlying construct. The Cronbach's alpha values for each of the study variables are presented in Table 2. As observed, the job security scale included five items and resulted in a Cronbach's alpha of 0.773, indicating that the scale was reliable. The morale scale included two items and resulted in a Cronbach's alpha of 0.879, indicating that the scale was highly reliable. The organizational commitment scale included 12 items and resulted in a Cronbach's alpha of 0.901, indicating that the scale was highly reliable. Finally, the work environment scale included eight items and resulted in a Cronbach's alpha of 0.899, indicating that the scale was highly reliable. With the reliability tests, the four measures of job security, morale, organizational commitment, and work environment were found to be reliable.

Table 2.

Cronbach's Alpha for Study Variables

Variable	Cronbach's alpha	Cronbach's alpha based on standardized items	Items (N)
Job security	0.773	0.772	5
Morale	0.879	0.879	2
Organizational commitment	0.901	0.905	12
Work environment	0.899	0.904	8

Test for Normality

Before statistical tests were performed for the independent variable of work environment and dependent variables of job security, morale, and organizational commitment, a Shapiro-Wilk's test for normality was performed. The test for normality results are presented in Table 3. As observed, the dependent variables of job security, morale, and organizational commitment had significance values of less than 0.05, and as such, were not normally distributed, with only work environment being normally distributed ($p = 0.107$). Following this test, the Spearman's rank-order correlation was performed between the dependent and independent variables.

Table 3.

Normality Test for Study Variables

Variable	Shapiro-Wilk		
	statistic	df	Sig.
Job security	.957	74	.012
Morale	.919	74	.000
Organizational commitment	.936	74	.001
Work environment	.973	74	.107

Data Analysis**Spearman's Rank-Order Correlation**

With non-normally distributed data, the Spearman's rank-order correlation test was used to determine whether significant correlations existed between work environment and job security, morale, and organizational commitment. Spearman's rank-order correlation is a nonparametric measure of the strength and direction of association that exists between two variables measured on at least an ordinal scale. The Spearman's correlation test results are presented in Table 4. As observed, there was a moderate positive correlation between the independent variable of work environment and job security, which was statistically significant ($r_s = 0.506, p = 0.000$). There was a low positive correlation between the independent variable of work environment and morale, which was statistically significant ($r_s = 0.427, p = 0.000$). There was a strong positive correlation between the independent variable of work environment and organizational

commitment, which was statistically significant ($r_s = 0.688, p = 0.000$). In addition, there was a moderate positive correlation between the dependent variables of job security and morale, which was statistically significant ($r_s = 0.535, p = 0.000$).

Table 4.

Spearman's Rank-Order Correlation Test Results

Variable	Test	Job security	Morale	Organizational commitment	Work environment
Job security	Correlation coefficient	1.000	.535*	.156	.506*
	Sig. (2-tailed)		.000	.186	.000
	N	74	74	74	74
Morale	Correlation coefficient	.535*	1.000	.116	.427*
	Sig. (2-tailed)	.000		.325	.000
	N	74	74	74	74
Organizational commitment	Correlation coefficient	.156	.116	1.000	.688*
	Sig. (2-tailed)	.186	.325		.000
	N	74	74	74	74
Work environment	Correlation coefficient	.506*	.427*	.688*	1.000
	Sig. (2-tailed)	.000	.000	.000	
	N	74	74	74	74

Note. * Correlation is significant at the 0.01 level (2-tailed).

Multivariate Test

To determine the predicting power of work environment with the dependent variable of job security, morale, and organizational commitment, a multivariate regression test was performed. The multivariate regression test results are presented in Tables 5 to 7. Looking at Table 5, in the row of work environment and Wilk's lambda, work environment was found to have a significant relationship with the three dependent variables as a group, $F(3,70) = 47.855, p = 0.000$. Table 6 shows the relationship of work environment with each of the three dependent variables. As observed, and similarly with the correlation test results, work environment was found to have statistically significant relationships with each of the dependent variables ($p < 0.001$). Table 7 shows that work environment was a positive predictor for the three independent variables, with positive B coefficients, which would mean that an increase in the value of work environment would increase the values of job security, morale, and organizational commitment as well.

Table 5.

Multivariate Test Results

Effect	Test	Value	<i>F</i>	Hypothesis <i>df</i>	Error <i>df</i>	<i>Sig.</i>
Intercept	Pillai's trace	.461	19.952	3.000	70.000	.000
	Wilks' lambda	.539	19.952	3.000	70.000	.000
	Hotelling's trace	.855	19.952	3.000	70.000	.000
	Roy's largest root	.855	19.952	3.000	70.000	.000
Work environment	Pillai's trace	.672	47.855	3.000	70.000	.000
	Wilks' lambda	.328	47.855	3.000	70.000	.000
	Hotelling's trace	2.051	47.855	3.000	70.000	.000
	Roy's largest root	2.051	47.855	3.000	70.000	.000

Table 6.

Test of Between-Subjects Effects

Source	Variable	Type III sum of squares	df	Mean square	F	Sig.
Corrected model	Job security	18.904	1	18.904	31.060	.000
	Morale	23.166	1	23.166	17.414	.000
	Organizational commitment	18.448	1	18.448	69.000	.000
Intercept	Job security	2.280	1	2.280	3.746	.057
	Morale	5.700	1	5.700	4.284	.042
	Organizational commitment	16.380	1	16.380	61.268	.000
Work environment	Job security	18.904	1	18.904	31.060	.000
	Morale	23.166	1	23.166	17.414	.000
	Organizational commitment	18.448	1	18.448	69.000	.000
Error	Job security	43.822	72	.609		
	Morale	95.780	72	1.330		
	Organizational commitment	19.250	72	.267		
Total	Job security	63.680	74			
	Morale	119.000	74			
	Organizational commitment	94.389	74			
Corrected total	Job security	62.726	73			
	Morale	118.946	73			
	Organizational commitment	37.697	73			

Table 7.

Parameter Estimates

Dependent variable	Independent variable	<i>B</i>	Std. Error	<i>t</i>	<i>Sig.</i>	95% confidence interval	
						Lower bound	Upper bound
Job security	Intercept	-.208	.107	-1.935	.057	-.422	.006
	Work environment	.570	.102	5.573	.000	.366	.775
Morale	Intercept	-.329	.159	-2.070	.042	-.646	-.012
	Work environment	.632	.151	4.173	.000	.330	.933
Organizational commitment	Intercept	.558	.071	7.827	.000	.416	.700
	Work environment	.564	.068	8.307	.000	.428	.699

Summary of Chapter 4

Spearman's rank-order correlation tests were performed to explore the relationships between the variable of work environment and the dependent variables of job security, morale, and organizational commitment. In addition, a multivariate regression test was performed to determine whether there was a significant relationship between work environment and the dependent variables as a group, as well as the predicting power of work environment with each of the three dependent variables. With

the statistical tests, it was found that work environment was a statistically significant positive predictor for the variables of job security, morale, and organizational commitment. With these findings, the alternate hypotheses 1, 2, and 3 are not rejected, as there were statistically significant relationships between work environment and the dependent variables of job security, morale, and organizational commitment. In Chapter 5, an interpretation of the findings in accordance with previous literature and recommendations for future study is presented.

CHAPTER 5: DISCUSSIONS AND FINDINGS

Introduction

The purpose of this study was to examine employees facing layoffs and the organizational factors that surround the transformation of organizations. First, the chapter provides the discussions and conclusions of the research study. Next, a limitation of the study, implications for practice, implications of study, and recommendations for future study are presented. Finally, the chapter concludes with reflections about the completed study. This study was conducted to examine concerns surrounding employees facing layoffs and the impact of layoffs on job security, morale, and organizational commitment through transformations in organizations. The finding revealed a significant relationship associated with employees' job continuance and the work environment.

Background

There has been an increase in the use of downsizing in the past years. According to Ryan and Macky (1998), downsizing in the workforce has been adopted by organizations all across America and other countries throughout the world. Brandes et al. (2008) added that the layoff process has had an impact on all groups of the workforce. J. C. Maxwell (2009) argued that while most people want to see changes in the organization, financial stability is more valued by most employees. As a response to this increasing public concern, various organizations have reexamined the sustainability of their company with respect to their operation. Careful reexamination has sometimes resulted in the decision to implement downsizing.

In most cases, layoffs have been perceived to have an adverse effect on employees. Managers of organization had a difficult time during the layoff process. Studies have suggested ways to deal with the transition in the work environment.

Appelbaum et al. (2003) suggested that one way to deal with the transition process involved a strategic approach. An initial step is to offer buy-outs or early retirement packages to those who qualify. By offering buy-outs or early retirement packages, the negative impact of being laid off can be reduced (Appelbaum et al., 2003). The decision-making during the layoff process has an ongoing impact on many organizations that undertake such a work environment transition. Pfadenhauer (2009) noted that, regardless of the organizational factors surrounding the layoff, employers should ensure proper steps are in place, including that preparation and procedures are managed well to structure the layoff effectively.

Pfadenhauer (2009) stated that concepts and decisions associated with planning a layoff may allow employers to create a suitable plan in the interest of building a healthy organization. Pfadenhauer mentioned that one way of creating positivity during a transformation period is to develop a sensitivity program for employees associated with the layoff before and after process. Pfadenhauer argued that although this sensitivity program might not be completely effective at lowering job dissatisfaction, it may help to alleviate questions and perceived negativity in the future.

Mathieu and Zajac (as cited in Armstrong-Stassen, 2002) suggested that employees play an important role in organizational development. Elaborating on this claim, a study by Brockner and Cooper-Schneider (as cited in Armstrong-Stassen, 2002) found that highly committed employees are more likely to be affected by a layoff. Lazarus and Folkman (as cited in Armstrong-Stassen, 2002) argued that how people cope with potentially stressful situation would depend on the resources available and the constraints experienced. Armstrong-Stassen (2002) proposed a sensitivity training course

to assist with some of these problems. Such positive actions can help managers to focus on strategies and solutions, both of which are important factors to lessen fear and uncertainty about job security, primarily to cope with morale and motivate the employees.

Armstrong-Stassen (2004) sought to identify cases of high stress levels in both managers and employees coping with the aftereffects of downsizing. Stress can have a strong influence on employees' understanding of how unofficial communications causes people to worry and stress in the workplace (Armstrong-Stassen, 2004). Alternatively, Gribble and Miller (2008) posited that psychological consequences of job losses should be considered an essential part of outplacement of employees. Brockner, Grover, et al. (1992) asserted that organizational theory regarding change of management should include aspects that have influence over the operations of the organization, such as structure, change, and competition. Brockner, Grover, et al. (1992) further explained that, according to organizational theory, the relationship between an individual level of organizational trust and job satisfaction has an essential impact on the employees.

The present study focused on the concerns surrounding transformation in organizations. The researcher examined whether work environment had a significant impact on job security, morale, and organizational commitment. The research design was a non-experimental correlational study. The quantitative study tested variables as a means of producing numerical data regarding employees' job satisfaction/ retention probability correlated to changes in economic conditions to include how these changes could be compared to the decline in the job market for the past 10 years. The present research sampled from organizations located in the Tampa metropolitan area. The sample

consisted of various organizations with staff sizes between 100 and 250 people.

Accordingly, this study used random stratified sampling, which is based on the collection of data from participants within the organization (Creswell, 2009).

The present research study investigated problems that arise when organizations and their leaders make decisions to remain competitive, introduce downsizing, reorganize, and implement new technologies in this competitive and ever-changing marketing industry (Khalid & Rehman, 2011). This concept denotes a shift in the relationship between job security, morale, and organizational commitment among those employees surviving a layoff. This give-and-take initiative between managers and employees plays an important role for continued growth of the organization.

The instrument used to collect the data was developed by a research company, The Stats Team. The induction of the survey statements was applied to managers and employees. Prior to administering the survey, this researcher received an exemption from the IRB. The study included dependent and independent variables related to employees' job satisfaction. The survey was made available online, which allowed participants to take the survey anonymously and in private, at their convenience. Concerning confidentiality, only the researcher was able to monitor the progress of the survey from a control monitor (Creswell, 2009).

Relationship statistics and multiple regression methods were applied to analyze the collected data. The survey results were analyzed by multiple regressions to establish conclusive data separately prior to being combined into SPSS/SAS data files. SPSS/SAS data files were used to produce an output summary, which effectively speaks to a 95% confidence interval. A confirmation or satisfactory statement of completion was produced

following the completion of each survey. At the completion of the survey, The Stats Team compiled the responses for the testing process. These data were transmitted via SPSS/SAS to build the foundation of the data analysis (Wright, 2006). In the analysis, descriptive statistics of the study variables of job security, morale, organizational commitment, and work environment were presented. The researcher conducted a multivariate regression test determine the predicting power of work environment with the dependent variables of job security, morale, and organizational commitment.

Summary of the Results

The descriptive statistics of the study variables of job security, morale, organizational commitment, and work environment are presented in Table 1. As shown in the table, the variable of job security for the sample population ranged from -1.60 to 2.00, averaging at 0.1135 ($SD = 0.92697$). The variable of morale for the sample population ranged from -2.00 to 2.00, averaging at 0.0270 ($SD = 1.27648$). The variable of organizational commitment for the sample population ranged from -2.00 to 2.00, averaging at 0.8753 ($SD = 0.71861$). The variable of work environment for the sample population ranged from -1.75 to 2.00, averaging at 0.5636 ($SD = 0.89202$).

As explained in the previous chapter, due to non-normally distributed data, the researcher prepared a Spearman's rank-order correlation to determine whether significant relationships existed between the independent variable of work environment and the dependent variables of job security, morale, and organizational commitment. Data analysis revealed a positive correlation between the independent variable of work environment and all the dependent variables of job security, morale, and organizational commitment. Whereas all the three variables demonstrated statistically significant positive correlations, organizational commitment represented the strongest correlation.

The researcher conducted a multivariate regression test to determine the predicting power of work environment with the dependent variables of job security, morale, and organizational commitment. The multivariate regression test revealed that work environment had a significant relationship with the three dependent variables as a group. Moreover, work environment was found to have statistically significant relationships with each of the dependent variables. Furthermore, it was found that work environment had a positive predictor power on the three independent variables. This predictive power means that an increase in the value of work environment would increase the values of job security, morale, and organizational commitment.

Discussion of the Results

The descriptive analysis revealed non-normally distributed data. To address this condition, the researcher used a Spearman's rank-order correlation to determine the relationships between variables, and then conducted a multivariate regression analysis to determine the predicting power of work environment with respect to the dependent variables of job security, employee morale, and organizational commitment among employees.

As revealed in the results, job security was found to be significantly related to work environment. Robert Half (2008) explained that there are several characteristics to consider attaining job security in times of transition in the work environment, namely attitude, affordability, dependability, efficiency, flexibility, and knowledge/skill. The relationship of work environment and job security can be explained through these characteristics. The construction of the questionnaire reflected that job security was identified with work performance. The relationship between work environment and job security can be explained by the study of Brockner, Grover, et al. (1992), which

examined the role of attitude in attaining job security in a transitioning working environment.

Brockner, Grover, et al. (1992) asserted that attitude affects work effort exerted by an individual. Brockner, Grover, et al. (1992) also found that high job insecurity coupled with a high job requirement resulted in an employee attitude that increased performance/output, thus increasing job security. Work environment predicted the level of job security, which was then mediated by employee attitude. Brockner, Grover, et al. (1992) determined that high job insecurity coupled with a low job requirement resulted in a null change in work effort. Elaborating on the role of attitude, job security was linked to work environment. When there is job insecurity due to transitions in the working environment, there is an increase in the work effort, leading to a change in attitude of the employees.

Moore, Grunberg, and Greenberg et al. (2004) examined the relationship of job security and the working environment, focusing on the amount of exposure to downsizing. Moore et al. concluded that the more an employee is exposed to downsizing (transition in the work environment), the lower the level of job security experienced. Moore et al. added that this result is consistent with the stress vulnerability model. Grunberg et al. (2001) elaborated that employees who experienced direct forms of downsizing reported having more concerns with job security as compared to those employees who experienced indirect forms of downsizing.

Employee morale was also found to be significantly related to working environment. In times of transition in the work environment, employee morale is greatly affected, which then disrupts productivity. Ngambi (2011) asserted that there is a link

between employee productivity and morale. Cost cutting is one of the reasons for the change in the work environment, such as layoff. Layoffs are conducted to save money for the sustainability of the company. However, this transition in the work environment can have great effects on employee morale. Ewton (2007) asserted that employee morale can cost companies and organizations hundreds of thousands of dollars a year in labor costs, production, and lost income. Moreover, Moore et al. (2004) added that in times of transition in the work environment, employee morale is weakened significantly. Thus, as indicated in the findings of the present study, work environment can predict the level of employee morale, which then affects productivity levels.

Finally, it was found that organizational commitment is correlated to work environment. Previous studies (Allen & Meyer, 1996; Mathieu & Zajac, 1990; Meyer & Allen, 1997) associated organizational commitment to reduced turnover behaviors, lower absenteeism, and greater role in the organization. All of these organizational aspects can be addressed by effective leadership. Thus, effective leadership is essential to attaining organizational commitment. Focus on the role of leadership identified behaviors and attitudes that provide understanding and an approach to determine appropriate situations that include other characteristics resulting in the success of the organization (Natemeyer & Hersey, 2011). Alternatively, Armstrong-Stassen (1997) examined the managers' organizational commitment in times of transition of work environment and found that managers with more experience of downsizing had higher levels of organizational commitment because of the higher cost of leaving the organization. Thus, the significant relationship between work environment and organizational commitment can be explained by efficient leadership. During layoffs, employees may increase or decrease their

commitment to the organization, based on the efficiency of leaders taking over the transition in work environment.

Integrating all these results, Grunberg et al. (2000) concluded that the impact of the transition in work environment in times of layoff may have various effects among individuals. Grunberg et al. concluded that the idea of layoffs is likely to increase employees' uncertainty about job security and, in turn, decrease their morale and commitment to the organization. These significant relationships are supported by the results of the present study. These claims can also justify the result about working environment as the predictor of the dependent variables, which were job security, employee morale, and organizational commitment.

Limitations

There were several limitations associated with the results of this study. First, the sample population consisted of all employees of one organization. The demographics, gender, and identifying information did not separate upper management from regular employees. Although this situation is common in research, it limits the overall generalizability of the results for a more realistic analysis. Second, a replication of this study could increase validity, especially if two or three organizations are used in the survey to support the research process. Third, the data collection contained only positive statements, thus affecting the negative or less positive of responses related to job satisfaction and other organizational factors. Finally, data collection and analysis supported only a quantitative design approach.

Implication to Future Research

This study proved that positive employee relations and positive factors are useful strategies in the work environment. This research was meant to contribute to

understanding the process and complexity of business strategic thinking. Most importantly, the statements are of various materials aligned with decision-making, communication skills, listening, trust building, teamwork and collaboration, diversity with inclusion, performance management, and other elements of real data to analyze and solve business strategy. These data are realistic for real-life situations in organizational settings. Nevertheless, this approach has created new knowledge applicable to employers and organizations (more importantly in private settings).

The findings of the present study can also serve as motivation for future studies to focus on concepts that would be beneficial to employees. With the revealed positive correlation between the independent and dependent variables, future researchers can look deeper into examining the concepts of job security, employee morale, and organizational commitment in relation to transition in the work environment. Having a wider understanding of these concepts can help employers in maximizing the cost, but could also help employees in coping with layoffs.

Conclusions

This study is one of many that future researches can use to examine employees' job satisfaction, as well as the organization-related factors. Layoffs have been a public concern in the past years. The layoff process involves not only the employees, but the employers as well. Whereas numerous studies have focused on the effect of the working environment, few studies have focused on the relationships of job security, employee morale, and organizational commitment. The findings in the present study indicated that work environment is significantly related to the combination of the job security, morale, and organizational commitment measures considered as a group. The relationships all constitute positive direction. In addition, organizational commitment and job security

were marginally significant. The survey also uncovered the predicting power of work environment with respect to job security, employee morale, and organizational commitment.

Recommendations for Future Studies

The researcher recommends a replication of the study in other varied contexts and settings and to compare the results on a larger scale. Data collection is the key factor in any research study, and the instrumentation should incorporate a design of a carefully controlled comparison to balance the sample testing across organizations for future study. In addition, future studies of programs for sensitivity and attitudes are recommended to depict unforeseen situations over a specific period.

The findings also suggest future studies should aim for a deeper understanding of the concepts of job security, employee morale, and organizational commitment by adopting a qualitative research methodology. Using a qualitative research design should enable the researchers to expound more on the topics. Moreover, the researcher can have control over the direction of the responses through the use semi-structured questionnaires. Furthermore, by examining the lived experiences of the population under study, rich data can be derived from the participants' responses.

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Appendix A: Survey Questions

Strongly agree=SA; agree=A; disagree = D; strongly disagree = SD; undecided = U

Security

I am satisfied with the workplace flexibility offered by my organization.

I am satisfied with the retirement plan offered by my organization.

I am satisfied with the amount of paid leave offered by my organization.

I am satisfied with the healthcare-related benefits offered by my organization

I am satisfied with my total benefits package.

Morale

I am compensated fairly relative to my local market.

I am satisfied with my overall compensation.

Commitment

Employees in my organization willingly accept change.

Employees here are willing to take on new tasks as needed.

Employees in my organization take the initiative to help other employees when the need arises.

Employees proactively identify future challenges and opportunities.

Employees here always keep going when the going gets tough.

In my organization, employees adapt quickly to difficult situations.

When at work, I am completely focused on my job duties.

I am determined to give my best effort at work each day.

I am often so involved in my work that the day goes by very quickly.

I get excited about going to work.

I feel completely involved in my work.

I am inspired to meet my goals at work.

Work Environment

My organization is dedicated to diversity and inclusiveness.

I understand how my work impacts the organization's business goal.

I am satisfied with the culture of my workplace.

My organization's fiscal well-being is stable

My organization operates in a socially responsible manner.

My organization's work positively impacts people's lives.

I am satisfied with my overall job security.

My organization has a safe work environment.

Appendix C: Stats Team Role



P. O. Box 1851

Mesilla Park, NM 88047

(662) 626-7828

<http://the-stats-team.com>

To whom it may concern:

I am writing to describe my role in Donnett Jackson's dissertation research project. I did the following as part of this project:

- I implemented Ms. Jackson's survey on The Stats Team's online survey web site, <http://the-stats-team.com/surveys>. The survey was completely anonymous and confidential, and there was no way for me to match responses to particular participants.
- I collected a total of 74 completed surveys over a three week period, from March 6, 2014, through March 27, 2014. I kept the data on a secure, password-protected computer. I also provided Ms. Jackson with a digital copy of the dataset.
- I conducted statistical analyses on the dataset, including correlation and multiple regressions. I wrote up the results of these analyses for Ms. Jackson to use when writing the Results section of her dissertation document. I also provided her with SPSS printouts detailing the results of all of the analyses.

- I held a phone meeting with Ms. Jackson to ensure that she fully understood the analyses and results.

Ms. Jackson completed all other aspects of this project, including developing the research question, writing the survey instrument, and recruiting survey participants.

I am fully trained on the use of human subjects, having completed the NIH Office of Extramural Research's online course, Protecting Human Research Participants. My certificate of course completion is attached to this letter.

Please do not hesitate to contact me if you have any questions or concerns.

Sincerely,

Justin MacDonald, Ph.D.

Lead Statistical Consultant

The Stats Team, LLC

E-mail: justin@the-stats-team.com

Phone: 662-626-7828



Appendix C: Survey Responses

Statement	Response percentage	Mean responses
Job Security		
I am satisfied with the workplace flexibility offered by my organization.		
I am satisfied with the retirement plan offered by my organization.		
I am satisfied with the amount of paid leave offered by my organization.		
I am satisfied with the healthcare-related benefits offered by my organization.		
I am satisfied with my total benefits package.		
Morale		
I am compensated fairly relative to my local market.		
I am satisfied with my overall compensation.		
Commitment		
Employees in my organization willingly accept change.		
Employees here are willing to take on new tasks as needed.		
Employees in my organization take the initiative to help other employees when the need arises.		
Employees proactively identify future challenges and		

Statement	Response percentage	Mean responses
opportunities.		
Employees here always keep going when the going gets tough.		
In my organization, employees adapt quickly to difficult situations.		
When at work, I am completely focused on my job duties.		
I am determined to give my best effort at work each day.		
I am often so involved in my work that the day goes by very quickly.		
I get excited about going to work.		
I feel completely involved in my work.		
I am inspired to meet my goals at work.		
Work Environment		
My organization is dedicated to diversity and inclusiveness.		
I understand how my work impacts the organization's business goal.		
I am satisfied with the culture of my workplace.		
My organization's fiscal well-being is stable.		

Statement	Response percentage	Mean responses
My organization operates in a socially responsible manner.		
My organization's work positively impacts people's lives.		
I am satisfied with my overall job security.		
My organization has a safe work environment.		

Appendix D: Survey Results Report



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To: Ms. Donnett Jackson, Colorado Technical University

From: Dr. Justin MacDonald, Lead Statistical Consultant, The Stats Team, LLC

Date: April 22, 2014

RE: Survey Results Report

Executive Summary

The 27-item survey produced reliable measures of job security, morale, organizational commitment, and work environment. Regarding the research hypothesis, organizational commitment was found to be significantly related to the combination of the job security, morale, and work environment measures considered as a group. In addition, organizational commitment was significantly related to work environment, and the relation between organizational commitment and job security was marginally significant. The survey also uncovered significant relationships between job security and morale, as well as between morale and work environment.

Detailed Description of the Analysis

The survey was conducted online using the LimeSurvey online survey software suite. The link to the survey was e-mailed to 189 employees of a company in the

southeastern United States. A total of 74 complete survey responses were collected over a three-week period, leading to a response rate of 41.3%.

The survey consisted of 27 5-point Likert-scale questions related to job security, morale, organizational commitment, and work environment. Response percentages and mean responses to each of the questions are included in Table 1 (see the Table 1 tab of the included Excel spreadsheet Tables.xlsx). Mean responses for each question were calculated by converting each Likert-scale response to a numeric value and then averaging across respondents (strongly agree = 2, agree = 1, undecided = 0, disagree = -1, strongly disagree = -2). None of the questions were reverse-coded, so positive numbers indicate agreement and negative numbers indicate disagreement.

We began the analysis by combining the individual question responses into measures of the four variables of interest. Each of these measures was produced by calculating the mean of a participant's responses to the questions associated with the variable of interest. The resulting four scale values for each respondent are listed in Table 2 (see the Table 2 tab of the included Excel spreadsheet), as well as the included SPSS data file, SurveyData.sav. As with the individual question responses, positive scale values indicate positive feelings about the variable of interest.

A Cronbach's alpha statistic was calculated for each of the four measures to assess their reliability. This calculation was conducted in SPSS using the Analyze->Scale->Reliability Analysis procedure. Alpha values above 0.7 are generally considered adequate (Nunnally, 1978), indicating that the scale is a reliable measure of the underlying construct. Cronbach's alpha values were calculated in SPSS using the data in SurveyData.sav. The results of these calculations are stored in CronbachAlpha.pdf. The

Job Security scale included five items and resulted in a Cronbach's alpha of 0.773, indicating that the scale is reliable. The Morale scale included two items and resulted in a Cronbach's alpha on 0.879, indicating that the scale is highly reliable. The Organizational Commitment scale included 12 items and resulted in a Cronbach's alpha of 0.901, indicating that the scale is highly reliable. Finally, the Work Environment scale included eight items and resulted in a Cronbach's alpha of 0.899, indicating that the scale is highly reliable. These results are included in the CronbachsAlpha.pdf file.

Satisfied that the four scales are reliable measures of their underlying constructs, pairwise Pearson correlations between each of the measures were calculated to identify significant relationships with the variables of interest. This calculation was conducted in SPSS using the Analyze->Correlate->Bivariate procedure. Job security was found to be significantly correlated with morale, $r(72) = 0.544, p < 0.001$, as well as with work environment, $r(72) = 0.549, p < 0.001$. Morale was found to be significantly correlated with work environment, $r(72) = 0.441, p < 0.001$. Organizational commitment was also found to be significantly correlated with work environment, $r(72) = 0.700, p < 0.001$. In addition, job security was found to have a marginally significant relationship with organizational commitment, $r(72) = 0.218, p = 0.062$. The correlation between organizational commitment and morale was not statistically significant, $r(72) = 0.168, p = 0.151$. These results are included in the PearsonCorrelations.pdf file.

Moving on to the linear regression analysis, the research proposal identified organizational commitment as the sole independent variable, and job security, morale, and work environment as dependent variables. Accordingly, a multivariate linear regression analysis was conducted in SPSS with one IV and three DVs. This analysis was

conducted in SPSS using the Analyze->General Linear Model->Multivariate procedure. Organizational commitment was found to have a significant relationship with the three DVs considered as a group, $F(3, 70) = 26.913, p < 0.001$. The relation between the IV and each of the individual DVs were also considered as part of this analysis. As should be expected, the results of the regression analysis exactly mirrored the correlation results. Organizational commitment was significantly related to work environment, $F(1,72) = 69.000, p < 0.001$. The relation between organizational commitment and job security was only marginally significant, $F(1, 72) = 3.607, p = 0.062$. Finally, the relation between organizational commitment and morale did not reach statistical significance, $F(1, 72) = 2.103, p = 0.151$. These results are included in the MultivariateRegression.pdf file.

Results Section Write-up

A total of 74 complete survey responses out of a total of 179 possible respondents were collected over a three-week period, leading to a response rate of 41.3%.

Response percentages and mean responses to each of the questions are included in Table 1. Mean responses for each question were calculated by converting each Likert-scale response to a numeric value and then averaging across respondents. Strongly agree, agree, undecided, disagree, and strongly disagree responses were recoded as 2, 1, 0, -1, and -2, respectively.

Measures for each of the four variables (job security, morale, organizational commitment, and work environment) were constructed by averaging the responses of the questions associated with each variable. As with the individual question responses, positive scale values indicate positive feelings about the variable of interest. Cronbach's alpha was computed for each of the four measures to assess their reliability. Alpha values

above 0.7 are generally considered adequate (Nunnally, 1978), indicating that the scale is a reliable measure of the underlying construct. The Job Security scale included five items and resulted in a Cronbach's alpha of 0.773, indicating that the scale is reliable. The Morale scale included two items and resulted in a Cronbach's alpha of 0.879, indicating that the scale is highly reliable. The Organizational Commitment scale included 12 items and resulted in a Cronbach's alpha of 0.901, indicating that the scale is highly reliable. Finally, the Work Environment scale included eight items and resulted in a Cronbach's alpha of 0.899, indicating that the scale is highly reliable.

Pairwise Pearson correlations between the measures were calculated to identify significant relationships with the variables of interest. Job security was found to be significantly correlated with morale, $r(72) = 0.544, p < 0.001$, as well as with work environment, $r(72) = 0.549, p < 0.001$. Morale was found to be significantly correlated with work environment, $r(72) = 0.441, p < 0.001$. Organizational commitment was also found to be significantly correlated with work environment, $r(72) = 0.700, p < 0.001$. In addition, job security was found to have a marginally significant relationship with organizational commitment, $r(72) = 0.218, p = 0.062$. The correlation between organizational commitment and morale was not statistically significant, $r(72) = 0.168, p = 0.151$.

A multivariate linear regression analysis was then conducted using organizational commitment as the predictor and job security, morale, and work environment as criterion variables. Organizational commitment was found to have a significant relationship with the three DVs considered as a group, $F(3, 70) = 26.913, p < 0.001$. The relation between the IV and each of the individual DVs were also considered as part of this regression

analysis, although the results are redundant with those of the correlational analysis.

Organizational commitment was significantly related to work environment, $F(1,72) = 69.000, p < 0.001$. The relation between organizational commitment and job security was only marginally significant, $F(1, 72) = 3.607, p = 0.062$. Finally, the relation between organizational commitment and morale did not reach statistical significance, $F(1, 72) = 2.103, p = 0.151$.

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