Walden University

COLLEGE OF MANAGEMENT AND TECHNOLOGY

This is to certify that the doctoral dissertation by

Patricia Hall

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Lilburn Hoehn, Committee Chairperson,
Applied Management and Decision Sciences Faculty

Dr. Joseph Barbeau, Committee Member,
Applied Management and Decision Sciences Faculty

Dr. David Gould, University Reviewer
Applied Management and Decision Sciences Faculty

Chief Academic Officer

Eric Riedel, Ph.D.

Walden University
2012

المنارة للاستشارات
www.manaraa.com

Abstract

Survivors' Perspectives of Organizational Downsizing on Knowledge Sharing in a Downsized Environment

by

Patricia Michelle Hall

M.A., Dallas Baptist University, 2000

B.S., Dallas Baptist University, 1998

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Leadership and Organizational Change

Walden University

August 2012

المنارة للاستشارات

www.manaraa.com

Abstract

Organizational workforce reductions can negatively affect a company's ability to preserve their knowledge base, due to issues often encountered by the employees who are left behind (the survivors). The problem researched in this study was the perceived effect of downsizing on knowledge sharing among surviving employees. Knowledge as a power becomes vital and might be perceived as a sense of assurance against becoming the next layoff victim when job security is low. The purpose of this study was to determine the perceived effect of downsizing on knowledge sharing. Survivors' knowledge sharing behavior was examined in relation to (a) survivor syndrome, (b) attitude towards knowledge sharing, and (c) perceived loss of knowledge power. A quantitative correlation research design was used to investigate the relationship between downsizing and knowledge sharing. A web-based survey was used to collect the data. The convenience sample consisted of 37 management employees of a management consultant organization. Three sets of two variables were examined: (a) survivor syndrome and actual knowledge sharing behavior, (b) survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior, and (c) perceived loss of knowledge power and actual knowledge sharing behavior. Findings from a Spearman rank order correlation revealed a statistically significant positive correlation between perceived loss of knowledge power and actual knowledge sharing behavior. Implications of social change are that managers will have an increased awareness regarding the problem of knowledge hoarding among survivors in a downsized environment and have some positive actions to take as an outcome of this study.

المنارة للاستشارات

www.manaraa.com

Survivors' Perspectives of Organizational Downsizing on Knowledge Sharing in a Downsized Environment

by

Patricia Michelle Hall

M.A., Dallas Baptist University, 2000

B.S., Dallas Baptist University, 1998

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Leadership and Organizational Change

Walden University

August 2012

المنارة للاستشارات

www.manaraa.com

UMI Number: 3540624

All rights reserved

INFORMATION TO ALL USERS
The quality of this reproduction is dependent upon the quality of the copy submitted.

In the unlikely event that the author did not send a complete manuscript
and there are missing pages, these will be noted. Also, if material had to be removed,
a note will indicate the deletion.

UMI
Dissertation Publishing

UMI 3540624

Published by ProQuest LLC (2012). Copyright in the Dissertation held by the Author.

Microform Edition © ProQuest LLC.
All rights reserved. This work is protected against
unauthorized copying under Title 17, United States Code

ProQuest

ProQuest LLC.
789 East Eisenhower Parkway
P.O. Box 1346
Ann Arbor, MI 48106 - 1346

المنارة للاستشارات

www.manaraa.com

Dedication

To my children. I love you guys. I've always tried to be a good example for the three of you, so I hope that you have learned from all of the challenges I endured while trying to get through this process. The most important lesson is that you can accomplish anything that you desire with a little faith, hope, prayer, persistence, and determination. God is good!

المنارة للاستشارات
www.manaraa.com

Acknowledgments

In the Gospel of Matthew, chapter 10, verse 26, the bible teaches us that "with God, all things are possible." I know that this is true because I would not have made it through this process without his loving presence to push me through, and for that, I am thankful. I would also like to thank Dr. Hoehn, Dr. Barbeau, and Dr. Gould for the guidance and direction they provided to get me through this process. My support group was also instrumental in my success. I am thankful for the love, support, and patience of my children (Tamesha, Mikia, & Wesley), my son-in-law (Jared), and my parents (David & Ethel Hall). Without their love and support, I would never have been able to strike the right balance to accomplish this goal. They afforded me the space and time that I needed to devote to this project, and gave me the extra push that I needed from time to time. I appreciate the sacrifices they made along the way over the years, to help me realize this dream. My hope is that they too will never give up on their dreams, goals, and passions, and that I can provide them with the same level of support that they gave me. Special thanks to Sarge as well, for his patience, support, and unconditional love. May God continue to bless each of you and keep you in perfect peace!

المنارة للاستشارات

www.manaraa.com

Table of Contents

List of Tables iv

Chapter 1: Introduction to the Study 1

Background of the Study 1

Statement of the Problem 4

Purpose Statement 5

Nature of the Study 6

Research Questions 6

Hypotheses 7

Theroetical Perspective 7

Significance of the Study 10

Significance for Social Change 12

Assumptions of the Study 13

Scope of the Study 13

Limitations of the Study 15

Definitions of Terms 16

Summary 17

Chapter 2: Literature Review 19

Substantive Literature Related to Research 20

Survivor Syndrome 24

Organizational Commitment and Psychological Contract 28

Knowledge Management 31

المنارة للاستشارات

www.manaraa.com

Literature Review of Research Options and Methodology 36

Case Study Designs 37

Quasi Experimental Survey Research 37

Survey Research 38

Evaluation of the Literature 39

Summary of Subtantive Literature 41

Chapter 3: Research Method 44

Research Design and Approach 44

Sample 45

Instrumentation 46

Validity 48

Field Study 49

Reliability 50

Protection of Human Participants 50

Data Collection 50

Data Analysis 52

Ethical Guidelines and Compliance 55

Summary 56

Chapter 4: Results 58

Demographic Data 58

Data Presentation 60

Research Questions and Hypotheses 63

المنارة للاستشارات

www.manaraa.com

Summary 67

Chapter 5: Discussion, Conclusions, and Recommendations 69

Summary 69

Interpretation of Findings 70

Implications for Social Change 73

Recommendations for Action 75

Recommendations for Further Study 79

Conclusions 80

References 82

Appendix A: Individual Consent Form 94

Appendix B: Individual Consent Form 95

Appendix C: Individual Consent Form 96

Appendix D: Individual Consent Form 97

Appendix E: Instrument 98

Appendix F: Individual Consent Form 105

Appendix G: Individual Consent Form 107

Curriculum Vitae 108

المنارة للاستشارات

www.manaraa.com

List of Tables

Table 1. Demographic Data 58

Table 2. Characteristics for Summated Scale Scores..... 62

Table 3. Descriptive Statistics of Scale Scores 62

Table 4. Spearman's rho Between Survivor Syndrome and Actual Knowledge Sharing Behavior 64

Table 5. Spearman's rho Between Attitude towards Knowledge Sharing and Actual Knowledge Sharing Behavior 65

Table 6. Spearman's rho Between Perceived Loss of Knowledge Power and Actual Knowledge Sharing Behavior 66

Table 7. Intercorrelations among the Summated Scale Scores..... 67

المنارة للاستشارات

www.manaraa.com

Chapter 1: Introduction to the Study

I addressed how leadership needs to assess how to leverage knowledge management in organizations that have recently downsized. The problem statement highlighted the need to gain a better understanding of employee behaviors and attitudes to assist with ensuring that more interaction takes place, before and after organizational downsizing, as a result of post layoff challenges encountered in the downsized environment. A statement of the purpose of the study and the specific research questions addressed follow this discussion. The theoretical framework of the study provides a historical perspective of the theory of reasoned action and survivor syndrome. These concepts are important in gaining a better understanding of the behavioral characteristics explored in this study. The next two sections explain the significance of identifying the key aspects of knowledge management and on determining the effects of survivor syndrome and attitude toward knowledge sharing on knowledge sharing behavior. There are sections that acknowledge the assumptions, scope, and limitations of the study, and the definition of terms. A final section summarizes the gap in the literature that this study addressed. Furthermore, a description of the other chapters in this proposal is presented.

Background of the Study

Numerous organizations across a variety of sectors continue to announce organizational downsizing initiatives, resulting in millions of American workers being laid off annually (Linn, 2012). Henkoff (1994) indicated that "more often than not, one round of downsizing merely leads to another [as] two-thirds of corporations that thin their ranks one year, follow-up with another purge the next" (p. 58). Overcoming the challenges associated with downsizing requires an ideal balancing act. Henkoff (1994) indicated that challenges stem from trying to drive

المنارة للاستشارات
www.manaraa.com

productivity, while operating within the realms of lower gross margins and headcount. Platt indicated that "there is only so much cutting you can do and still maintain the character and strength of your company" (as cited in Henkoff, 1994, p. 62). As a result, organizational leaders should not "expect a payoff unless [they] do so with a well-thought-out strategy that enables [them] to support [their] survivors" (as cited in Henkoff, 1994, p. 64). Gone are the days of the psychological contract of lifetime employment.

Change continues at the same time that workforces are shrinking. As a result, knowledge management initiatives have become an area of focus to assist with maintaining a competitive advantage. Lesser and Prusak (2001) indicated that initiatives range from "identifying and sharing relevant practices, locating and highlighting expertise, fostering communities of practice and installing collaborative technologies" (p. 101). The challenge; however, stems from the fact that workforce reductions and/or downsizing, can negatively affect an organizations ability to preserve this knowledge base. As a result, "remaining workers faced with new duties may be frustrated and unproductive" (Lesser & Prusak, 2001, p. 101). As such, greater emphasis is needed on establishing a solidified knowledge transfer process. Gaining the full buy-in and support of senior leaders will be needed in an effort to foster this type of environment. Appelbaum, Close, and Kasa (1999) indicated that trust erodes, and the credibility of senior managers typically drops by an estimated 35 % after restructuring occurs. As a result, employees who are concerned about their current jobs, or who are faced with uncertainty, anxiety, or doubts regarding how they will fit in and/or be perceived within the newly restructured organization, may actually steer the organizational culture towards becoming a culture of knowledge hoarding in lieu of knowledge sharing (Davenport & Prusak, 2000).

المنارة للاستشارات
www.manaraa.com

The hierarchical nature of organizations often creates barriers to knowledge sharing. Pollard (2005) asserted that "people share information generously peer-to-peer, but begrudgingly upwards, and sparingly downwards in organizational hierarchies" (para 4). As a result, organizations will need to foster a culture that encourages employees to share and create knowledge, as culture defines whether or not knowledge management will be valued, and as such, "is the most important factor for successful knowledge management" (Lee & Choi, 2003, p. 188). Care and/or trust are keys aspects of the knowledge management process. Rubenstein and Geisler (2003) asserted that care and trust can be difficult to foster throughout an organization, as a result of knowledge silos that are often embedded throughout an organization, meaning that the overall flow of knowledge becomes more difficult to access. Lee and Choi (2003) asserted that "care is a key enabler for organizational relationships [because] when organizational relationships are fostered through care; knowledge can be created and shared" (p. 188).

Rubenstein and Geisler (2003) indicated that a common mindset that surfaces within restructured organizations, seems to be a culture that embraces an ideal that knowledge is power. As a result, unless specifically asked, information is typically not freely or willingly shared. Working within an environment where information is hoarded or where one feels that every source of information is privileged, or can only be obtained on a *need-to-know* basis can obstruct knowledge transfer (Rubenstein & Geisler, 2003). Organizational leaders need to purposely strive to foster a knowledge-sharing culture as a result of these types of counter-productive obstacles. Bartlett and Wozny (2002) indicated that it is important to convey the need to embrace

المنارة للاستشارات
www.manaraa.com

the sharing of knowledge and expertise which incorporates the transferring of best practices, if organizational leaders expect to leverage performance and maintain a competitive advantage.

Statement of the Problem

Numerous organizations across a variety of sectors continue to downsize. As a result, continuous workforce reductions can negatively affect a company's ability to preserve their knowledge base, due to issues often encountered by the employees who are left behind (the survivors). Knowledge as a power becomes vital and might be perceived as a sense of assurance against becoming the next layoff victim when job security is low (Earl, 2001). In an effort to maintain a competitive advantage, organizations must come to the realization that "knowledge [can] make a difference to performance and should be managed better" (Earl, 2001, p. 216). However, the dilemma often encountered is where an individual should start from the perspective of establishing a framework designed to implement or design a knowledge management initiative. Primary challenges involve how to leverage tacit and explicit knowledge across multiple lines of business. This can be particularly significant in organizations that have recently downsized and lost a significant number of employees due to layoffs. The restructured employee base often exposes that from the perspective of sharing tacit and explicit knowledge, gaps exist (Earl, 2001).

An organization's competitive advantage and productivity may be affected because the knowledge and expertise of former employees can no longer be relied on. Sahdev (2004) conducted a study to assess the operational aspects of managing the downsizing of a credit card and manufacturing company. Sahdev found that to counter these negative effects, organizations need to take action by focusing on the development of close working relationships and on

المنارة للاستشارات
www.manaraa.com

providing the support survivors need in an effort to achieve organizational goals. This can be accomplished by sustaining employee trust, commitment, and motivation. The problem researched in this study was the perceived effect of downsizing on knowledge sharing among surviving employees.

Purpose Statement

The purpose of this study was to determine the perceived effect of downsizing on knowledge sharing. I explored surviving employee perceptions of intra organizational knowledge sharing in a recently downsized management consultant organization. A quantitative correlation research design was used to investigate the relationship between downsizing and knowledge sharing. A web-based survey was used to collect the data. Three sets of variables were examined. The first set of variables was survivor syndrome and knowledge sharing. The second set of variables was survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior. The third set of variables was perceived loss of knowledge power and survivors' knowledge sharing behavior. This research study was localized and only generalizable to the management consultant company that participated in the study. As a result, a convenience sample was conducted, consisting of 30 management employees in the Texas region of the organization. A significant aspect of this study was to determine which concepts can assist practitioners with understanding the behaviors of employees who are in the midst of a survival-mode crisis. Another significant aspect of this study was the feedback that can be provided to managers regarding survivors' perceptions of the challenges associated with leveraging knowledge management in a recently downsized organization.

المنارة للاستشارات
www.manaraa.com

Nature of the Study

I examined the effect of organizational downsizing on knowledge sharing in a downsized environment. Leedy and Ormrod (2005) indicated that qualitative research involves unknown variables, while quantitative methods involve known variables. I used a quantitative research methodology, as there were three sets of random variables that were examined. Singleton and Straits (2005) indicated that "experimental research is intended for the purpose of testing hypothesized causal relationships" (p. 183). A correlation analysis however; "is a statistical investigation of the relationship between two or more variables [which] looks at surface relationships but does not necessarily probe for causal reasons underlying them" (Leedy & Ormrod, 2005, p. 108). While an experimental design could have been used to conduct this research study, a correlation design was the method of choice in an effort to determine the relationship between survivor syndrome and knowledge sharing, as causal reasons were not explored in this research study.

Research Questions and Hypotheses

I sought answers to the following research questions:

1. What is the correlation between survivor syndrome and actual knowledge sharing behavior?
2. What is the correlation between survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior?
3. What is the correlation between perceived loss of knowledge power and actual knowledge sharing behavior?

المنارة للاستشارات
www.manaraa.com

Hypotheses

To assess survivors' perspective of the effect of downsizing on knowledge sharing, the survey instrument was used to assess three sets of two random variables. The first set of random variables was survivor syndrome and knowledge sharing. The second set of random variables was survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior. The third set of random variables was perceived loss of knowledge power and survivors' knowledge sharing behavior.

$H1_{0:}$ There is no correlation between survivor syndrome and actual knowledge sharing behavior.

$H1_{a:}$ Survivor syndrome is negatively correlated with actual knowledge sharing behavior.

$H2_{0:}$ There is no correlation between survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior.

$H2_{a:}$ Survivors' attitude toward knowledge sharing is positively correlated with actual knowledge sharing behavior.

$H3_{0:}$ Perceived loss of knowledge power has no effect on actual knowledge sharing behavior.

$H3_{a:}$ Perceived loss of knowledge power is negatively correlated with actual knowledge sharing behavior.

Theoretical Perspective

I used survivor syndrome, as characterized by Noer (1993), and the theory of reasoned action, as outlined by Fishbein and Ajzen (1975) to assess the effects of leveraging knowledge management in recently downsized organizations. Baruch and Hind (1999) indicated that

المنارة للاستشارات
www.manaraa.com

"survivor syndrome impacts the emotions and behaviors of employees who remain in an organization after a reduction in the work force occurs" (p. 296). The effects of survivor syndrome can result in negative behavioral or attitudinal issues involving feelings of anger, resentment, cynicism, low morale, sabotage, conflict, and other inefficient, non-productive dysfunctional behaviors (Baruch & Hind, 1999). As opportunities present themselves, a proportion of those left behind eventually may choose to leave the company. Factors that can affect employees' decisions may be attributed to poor management philosophies that convey messages of the need for employees to be thankful they still have a job, which can lead to feelings of resentment (Noer, 1993).

During the planning phases of many organizational restructurings, attention is given to caring for the employees who will be affected as a result of downsizing efforts (Baruch & Hind, 1999). This can be accomplished with outplacement vendors bought on board to ensure that the exit process is managed as smoothly as possible. What is missing is that same level of care and attention and/or counseling for the employees who will be left behind to contend with survivor's syndrome (Baruch & Hind, 1999).

The sharing and creation of knowledge is dependent upon social relationships (Ipe, 2003). An aspect of Fishbein and Ajzen's (1975) theory of reasoned action can be instrumental in creating an environment that promotes learning and the sharing of knowledge. The core concept of the theory centers on an individual's intention to perform a specific behavior. Engaging in the act of knowledge sharing, is in turn, determined by the attitude toward, and the subjective norm of a behavior, which can be influenced by organizational ideals relative to fostering a knowledge sharing culture.

المنارة للاستشارات
www.manaraa.com

Teece (as cited in Lu, Leung, & Koch, 2006, p. 15) indicated that "in knowledge-intensive industries, firms cannot compete if their employees guard their insights as personal secrets." To counter these challenges, Lu et al. (2006), asserted that "[in] [order] to succeed in a knowledge economy, organizations need to develop systematic processes to create and leverage knowledge" (p. 15). From an approval perspective, survivors faced with the uncertainty of how they will be affected by changes associated with downsizing, may be inclined to work harder and become more productive as a means of being perceived as a team player capable of adding value to the newly restructured organization (Appelbaum et al., 1999). In exchange for the additional effort exuded, they anticipate being spared from any additional rounds of layoffs (Appelbaum et al., 1999). Similarly, Lu et al. (2006) revealed that perceived self-efficacy is positively associated with knowledge-sharing behaviors.

The same principle applies from a prestige perspective. If organizational leaders convey the importance and value of evolving into a learning or knowledge organization, survivors may adopt that cultural mindset as a means of seeking approval or a sense of prestige, in the eyes of their leadership team (Appelbaum et al., 1999). The end result is that survivor's efforts to fit in and conform are done in exchange for social acceptance and job stability (Appelbaum et al., 1999). Lu et al., (2006) revealed that "at the organizational level, organizational support leads to higher utilization of information and communication technologies, resulting in more knowledge sharing, especially for explicit as opposed to implicit knowledge" (p. 35). Determining whether survivors will enhance their knowledge-sharing behaviors in an effort to gain senior leadership approval or a sense of prestige are additional factors that were explored in this research study.

المنارة للاستشارات
www.manaraa.com

Significance of the Study

A significant effect of organizational downsizing is the potential threat to an organization's performance and productivity. Competent middle and upper-level managers often leave an organization and take years of knowledge with them. A significant aspect of this study was to determine which concepts can assist practitioners with understanding the behaviors of employees who are in the midst of a survival-mode crisis. Emphasis was also placed on determining what can be done to change employee attitudes and behaviors. An understanding of employee's perceptions can assist with this process.

From an employee's perspective, Ajzen and Fishbein (1980) indicated that values are assigned based on the following:

> The perceived consequences of a particular behavior drives an individual's rationality as it relates to whether he believes that his behavior will result in a good outcome and/or whether it will be viewed favorably by others. An acknowledgement and awareness of what employees' value can be instrumental in rallying employees faced with overcoming survivor's syndrome. When working within the realms of a downsized work environment, it is essential that employees work together and collaborate with other cross functional teams, so that knowledge transfer can take place. (p. 172)

Understanding the dynamics of intra organizational knowledge exchange can assist managers with designing and implementing processes that will facilitate knowledge sharing (Chow, Deng, & Ho, 2000). When assessing a knowledge management framework, a well respected leader

المنارة للاستشارات
www.manaraa.com

(Welch) of a company once named the *Most Respected Company in the World*, indicated the following:

> Organizations don't need the questioners and checkers, [or] the nitpickers who bog down the process [because] if you're turf-oriented, self-centered, don't share with people and aren't searching for ideas [you] [are] [a] [hindrance] [to] [your] [organization]. As such, organizations should instead focus on promoting boundaryless behavior, which involves identifying and removing barriers, and is characterized by [maintaining] an open, anti-parochial environment, friendly toward the seeking and sharing of new ideas, regardless of their origin. (as cited in Bartlett & Wozny, 2002, p. 3)

Emphasis should be placed on the importance of communicating new cultural values when introducing the ideals and concepts necessary to make an organization more efficient from a knowledge management perspective. This emphasis can only start at the top of an organization, as Welch indicated that "a company can boost productivity by restructuring, removing bureaucracy and downsizing, but it cannot sustain high productivity without cultural change" (as cited in Bartlett & Wozny, 2002, p. 4). Organizations in the midst of shifting towards becoming a learning organization focused on establishing a culture of learning and knowledge sharing will still need to equip themselves with the strategies and methodologies needed to maintain employee morale during the transition.

Fear of job loss and the additional expectations that are placed on survivors, along with a faster pace that typically stems from greater demands that require faster turn-around times can result in low motivation and performance. Beagrie (2005) indicated that because employees who

المنارة للاستشارات
www.manaraa.com

are no longer motivated to work hard can have a toxic effect on a work environment, key managerial skills will be required, in an effort to re-ignite employee passion. This is a time period when organizational leaders actually expect increased involvement and commitment, in hopes that employees will work harder and more competitively in an effort to keep their jobs. While this may be the case initially, it is short-lived and typically followed by malicious behavior within the organization (Appelbaum et al., 1999). As a result, a concerted effort to improve organizational morale must consist of an ability to recognize the symptoms of organizational stress: constant complaining, tense silence, angry explosions, mistakes, avoidance, and turnover ("Boosting Performance in These Changing and Pressured Times," 2001).

Significance for Social Change

The results of the study can provide senior-levels of management with valuable feedback regarding survivors' perceptions of the challenges associated with leveraging knowledge management in a recently downsized organization. Recently downsized organizations interested in maintaining a competitive advantage realize the importance of adopting a global, diverse culture that focuses on developing a value proposition designed to assist with increasing shareholder value. Ideally, this involves developing a renewed focus on a strategic planning process that encompasses investing in the organization's structure, culture, and intellectual capital (Ivancevich, Schweiger, & Power, 2002). An organization's intellectual or human capital drives an organization's knowledge transfer initiatives. The exchange and transfer of knowledge is vital for organizational survival. As such, it is a fallacy to operate with a mindset focused on believing that because change is constant and demands are increasing, there is no time to slow down and learn more. Processes must be documented and procedural manuals must be developed

المنارة للاستشارات
www.manaraa.com

and maintained to assist with effectively leveraging and managing the Knowledge Management process. The results of this study can provide senior-levels of management with valuable feedback regarding survivors' perceptions of the challenges associated with leveraging knowledge management in a downsized environment.

Assumptions of the Study

Leedy and Ormrod (2005) indicated that "an assumption is a condition that is taken for granted, without which the research project would be pointless" (p. 5). The assumptions of this research study were as follows:

1. Employees in a recently downsized organization may hoard knowledge which leads to knowledge silos being embedded throughout an organization (Rubenstein & Geisler, 2003, p.78).
2. Employee's attitudes towards knowledge sharing will affect their willingness to engage in knowledge sharing behavior.
3. Knowledge as a power becomes vital and might be perceived as a sense of assurance against becoming the next layoff victim when job security is low.

Scope of the Study

Singleton and Straits (2005) indicated that "experimental research is intended for the purpose of testing hypothesized causal relationships" (p. 183). A correlation analysis however, "is a statistical investigation of the relationship between two or more variables [which] looks at surface relationships but does not necessarily probe for causal reasons underlying them" (Leedy & Ormrod, 2005, p. 108). While an experimental design could have been used to conduct this research study, a correlation design was the method of choice in an effort to determine the

المنارة للاستشارات
www.manaraa.com

relationship between survivor syndrome and knowledge sharing, as causal reasons were not explored in this research study.

Thirty seven survivors in the Texas region of a management consultant organization were surveyed. The survey consisted of combined questions from four different surveys and consisted of four subsections: one from each of the four surveys (Ford, 2004; Kankanhalli et al., 2005; Leung & Chang, 2002; Sitlington, 2008). The survey provided a series of statements that asked participants to rate their agreement with statements using a Likert-type scale. Leedy and Ormrod (2005) indicated that "a rating scale is more useful when a behavior, attitude, or other phenomenon of interest needs to be evaluated on a continuum" (p. 185). The survey instrument included a nominal scale of measurement for collecting data based on gender differences, an ordinal scale of measurement for collecting data based on education and skill levels, and an interval scale of measurement for evaluating levels of management effectiveness. A Likert rating scale was used to evaluate and quantify the behaviors, attitudes, and opinions of survivors. The survey was used to collect data related to three sets of two variables: (a) survivor syndrome and actual knowledge sharing behavior, (b) survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior, and (c) perceived loss of knowledge power and actual knowledge sharing behavior. Relationships among the variables were analyzed using the Spearman correlation coefficient to determine the nature and strength of the relationships between the variables.

The system boundaries as it relates to what is deemed as not within scope consists of the following: departments where the entire departmental functions have been outsourced. The scope of this study was confined to a population of management employees in a recently downsized

المنارة للاستشارات
www.manaraa.com

management consultant company in Texas. This region of the company was selected as a result of the following:

1. There are a large percentage of managers in this region of the company.
2. A large percentage of employees in this region of the company have undergone three downsizing initiatives within the last 2 years.
3. At the completion of this research, the following will be fulfilled: managers will have a better understanding of the impact of organizational change on knowledge sharing among surviving employees.

Limitations of the Study

The results of this investigation were bound by certain research limitations. Because this study was conducted in a downsized environment, the generalization of the study to organizations that have never downsized was limited. Another potential limitation was the fact that while this research study included a correlation design, the use of a longitudinal design should be explored for future research, in an effort to explore employees' reactions before, during, and after the layoff process.

Other potential limitations included response bias and the possibility of an inadequate sample size. Using only one company, a relatively small sample size, and only one consultant organization based only in Texas were other potential limitations. The issue of the small sample size potentially affected external validity, which was defended by increasing the sample size. Another potential limitation was that this research study was localized and only generalizable to the management consultant company that participated in the study.

المنارة للاستشارات
www.manaraa.com

Definition of Terms

Explicit knowledge: Information available in written or electronic form (Ipe, 2003).

Human capital: The training, education, and experience employees acquire while employed, which increases their overall market value (Ivancevich et al., 2002).

Knowledge management: The ability to capture, organize, and store the knowledge and experiences of employees within an organization and making this information available to others within the organization (Ipe, 2003).

Knowledge silos: When isolated areas of an organization withhold or make it difficult to access the overall flow of knowledge (Rubenstein & Geisler, 2003).

Knowledge transfer: The transferring of organizational knowledge for others to use via the transfer of documents, data, or other types of resources which are captured and stored in formats that can be retrieved by others when needed, which can lead to the generation of new knowledge (Ipe, 2003).

Outsourcing: Using an outside firm to handle functions internal to the company (Appelbaum et al., 1999).

Psychological contract: An unwritten set of expectations between and employer and employee relative to implicit rights and obligations of each party (Sahdev, 2004).

Survivor syndrome: The impact on the emotions and behaviors of employees who remain in an organization after a reduction in the work force occurs (Baruch & Hind, 1999).

Tacit knowledge: The knowledge that is in a person's head: their experience (Ipe, 2003).

المنارة للاستشارات
www.manaraa.com

Summary

This chapter included information about the changes that can occur after organizational downsizing from a knowledge management perspective. There is a need to study the effects of how organizational downsizing and/or layoffs can create barriers as it relates to fostering a culture that encourages employees to share and create knowledge.

An examination of employee perceptions of intra organizational knowledge sharing was explored, by identifying factors that can facilitate knowledge sharing. The effects of intention to share knowledge, organizational commitment, and self-efficacy on knowledge sharing behavior were also examined.

The theoretical frame for the study was survivor syndrome and the theory of reasoned action as it relates to developing a view of the factors that can influence an individual's willingness to share knowledge. Employees in recently downsized organizations often have to contend with a culture in which the mindset centers on the fact that knowledge is power, meaning information is only shared, on a need-to-know basis. As a result, this can lead to knowledge silos being embedded throughout an organization. Surveying employees in a recently downsized organization to gain additional insight regarding other specific challenges associated with this phenomenon assisted with developing a framework to help organizational leaders overcome these challenges.

Chapter 2 contained research related to the aspects of both the knowledge management, and organizational downsizing process. The chapter began with a discussion of the characteristics of survivor's syndrome, and the theory of reasoned action. Subsequent sections of this chapter included an outline of the key aspects of knowledge management and provided a

المنارة للاستشارات
www.manaraa.com

framework of how to leverage knowledge management in organizations that have recently downsized. The final section of this chapter included a review of the literature which examined the various research methodologies deemed relevant to this study.

Literature in this study consisted of identifying the human aspects of managing a recently downsized organization. A limited amount of research exists regarding the effects that downsizing has on the surviving employees whose jobs are spared. Addressing the morale of survivors is typically not factored into the pre or post downsizing planning process. As a result, they are typically not afforded training and/or counseling opportunities to assist them with managing the emotional and/or psychological issues they may be encountering. Overlooking the wellbeing of survivors could potentially hinder the flow of organizational communication, and in turn, negatively affect the overall knowledge management process.

Chapter 3 consisted of an in-depth discussion of the methods that were used in this survey study. The population and sampling procedures were defined, and the strengths and limitations of the study were outlined as well. The chapter concluded with a description of the data collection procedures, and an analysis of the data.

المنارة للاستشارات
www.manaraa.com

Chapter 2: Literature Review

A review of the literature related to a research topic involves critically assessing the work of other researchers in an effort to identify key conceptual and methodological issues (Cone & Foster, 1993). The process also involves determining how to move research in a new direction by identifying gaps and expanding upon or developing new business models, theories, and frameworks in an effort to add to the body of knowledge in a unique way (Schmalensee, 1996). The purpose of this chapter is to review the literature concerning organizational downsizing, survivor syndrome, and knowledge management.

The chapter begins with a discussion of the characteristics of downsizing, survivor's syndrome and organizational commitment. Subsequent sections of this chapter outline the key aspects of knowledge management and provide a framework of how to leverage knowledge management in organizations that have recently downsized. The final section of this chapter includes a review of the literature which will examine the various research methodologies deemed relevant to this study. The chapter concludes with a summary of the key points.

The research strategy utilized to conduct the literature searches included the use of Walden University's EBSCO and ProQuest electronic databases. Keyword searches were used to express various concepts and included the following key terms: *organizational change, organizational behavior, organizational learning, organizational culture, downsizing, equity theory, psychological contract, organizational commitment, survivor syndrome, job insecurity, expectancy theory, knowledge management, and intention to share knowledge.* Business Source Premier and PsycInfo were also used for the retrieval of online journal publications in the areas of management and psychology. Local Public Libraries were utilized to retrieve seminal works.

المنارة للاستشارات
www.manaraa.com

Additionally, research librarians from Walden University and George Washington University were instrumental in providing access to organizational learning dissertations that were not available via online retrieval.

Substantive Literature Related to Research

This literature review is organized into four clusters. The first cluster of literature that will be examined is the area of organizational downsizing. An exploration of the effects of organizational downsizing relative to organizational outcomes will be examined. The second cluster of literature that will be examined is the area of survivor syndrome. An overview of the characteristics and adverse effects associated with this syndrome will be reviewed. The third cluster of literature that will be examined is the area of organizational commitment and the psychological contract. An examination of perceived psychological contract violations will be explored as it relates to employee commitment. The fourth cluster of literature that will be examined is the area of knowledge management as it relates to an organization's competitive position.

Organizational Downsizing

The first cluster of literature is the area of organizational downsizing. Mollica and DeWitt (2000) suggested that "managing the composition and attitudes of an organization's workforce during and after downsizing is a challenge" (p. 1074). The downsizing trend is a widely used cost reduction strategy that organizations have used for the past twenty years (Cascio, 1995). Recent economic downturns have resulted in an increased number of organizational announcements regarding downsizing initiatives in a variety of sectors ranging from banking, retail sales, telecommunications, the airline and mortgage industries, and other service sectors.

المنارة للاستشارات
www.manaraa.com

Feldheim (2007) indicated that there are a variety of strategies used to handle the downsizing process, which he outlines as follows:

> Downsizing is accomplished through three primary strategies–workforce reduction, organizational redesign, and systemic strategies. The most common type of strategy is to reduce the workforce (RIFs) decreasing the number of personnel based on a top-down directive that creates a crisis mentality. In a workforce reduction strategy the focus is on eliminating people and quickly reducing the headcount for a short-term payoff (p. 251).

In contrast, Parker, Chimiel, and Wall (1997) indicated that downsizing strategies can be grouped into two categories: strategic downsizing and reactive downsizing. Kozlowski, Chao, Smith, Hedlund, and Walz (as cited in Parker, Chimiel, & Wall, 1997) asserted that the most common form of downsizing is reactive downsizing, which:

> Refers to reductions in the workforce undertaken mainly in response to external events and short-term need, typically for reasons of cost containment [whereas] strategic downsizing involves a planned approach that aims to promote organizational benefits while minimizing negative individual impact. (p. 290)

Hitt, Keats, Harback, and Nixon (1994) referred to a similar form of strategic downsizing "referred to as a long-term process of 'rightsizing' in which the organization reduces the size of the workforce but simultaneously protects core competencies by emphasizing teamwork, training, and leadership" (p. 290).

Parker, Chimiel, and Wall (1997) indicated that there are psychological effects associated with downsizing, and employee reactions will vary depending on the type of downsizing

المنارة للاستشارات
www.manaraa.com

methodology implemented. Similarly, Kalimo, Taris, and Schaufeli (2003) indicated that "it is well-known that organizational change (including layoffs, downsizing, acquisitions and mergers, job relocations, technological innovations at work, management restructuring, introduction of team-based work, and the like) may have adverse effects on employee well-being" (p. 91). Downsizing results in feelings of job insecurity among survivors (Greenhalgh & Rosenblatt, 1984), increased work demands (Parker et al., 1997), and increased turnover and rigid behavior (Greenhalgh, Lawrence, & Sutton, 1988).

Feldheim (2007) asserted that "downsizing has become the most feared word in the contemporary quest for economic security causing acute job insecurity, which has affected individuals in all segments of American society, creating people who are bitter, anxious, and disenfranchised" (p. 254). As of January, 2012, the cumulative number of seasonally-adjusted mass United States company layoff actions was 1,434, representing a month-over-month increase of 3.6% (Bureau of Labor Statistics, 2012).

Over the past five years, from early 2007 through December of 2011, the top ten companies that have announced the largest mass layoff reductions include: the United States government: 112,800 job cuts, General Motors: 112, 700, Citigroup: 96,500, Hewlitt Packard: 45,300, Circuit City: 41,305, Bank of America: 41,000, Merck & Company: 36,500, Merrill Lynch: 35,000, Pfizer: 33,025, and Chrylser: 26,500 (Linn, 2012).

The strategic decision to downsize is driven by a variety of factors ranging from environmental changes, cost reduction initiatives, and increased competition (Davis, 2003). Henkoff (1994) indicated that once organizations make the initial decision to downsize, two-thirds will downsize again. Davis (2003) indicated that studies show there is inconclusive

المنارة للاستشارات
www.manaraa.com

evidence to support any type of long term benefit of downsizing. Despite this evidence, millions of American workers are laid off annually (Dixon, Rodgers, & Van Horn, 2004).

McKinley (1993) indicated that there are contrasting opinions regarding the effects of downsizing on organizational outcomes. Mirabal and DeYoung (2005) indicated that during the initial phases of downsizing, cost is a factor. Financial implications related to the costs incurred to cover early retirement packages, outplacement services, severance packages and other related costs must be considered, in an effort to assess whether the end result will be long-term savings or losses.

Di Frances (2002) argued that "from a short-term perspective, while a company may realize cost-savings benefits from a downsizing initiative, in the long-term, the future growth of a company may be hindered" (p. 49). He asserted that layoffs result in a decline in employee trust, the loss of employee knowledge and experience, and the loss of corporate culture. Mirabal and DeYoung (2005) indicated that "downsizing as a strategic intervention has five application stages" (p. 40). Stage one involves clarifying the organization's strategy which entails communicating the organization's stratagem, and to achieve its goals and objectives.

The second stage involves making relevant choices and key decisions regarding which downsizing method will be utilized, as it relates to implementing a workforce reduction, organizational redesign, or system change. The third stage involves implementing methods for reducing the size of the organization. The fourth stage involves addressing survivor syndrome which involves a narrow set of self-absorbed and risk-averse behaviors that can threaten an organization's survival. The final stage of downsizing involves implementing the organization's renewal and growth process. Organizations often fail in this final stage because "they do not

المنارة للاستشارات
www.manaraa.com

share growth plans and renewal strategies with their employees, rendering the downsizing intervention as well as the organization ineffective" (Mirabal & DeYoung, 2005, p. 40).

Managerial best-practices indicate that in order to maintain a competitive advantage, organizations need to invest in their human capital. The antithesis of this ideal, is the mandate to focus on increasing productivity, effectiveness, and efficiencies, through cost reduction strategies such as organizational restructuring and/or downsizing initiatives (Fisher & White, 2000). Bhattacharyya and Chatterjee (2005) indicated that effectively managing a downsizing initiative is critical, in order to avoid negative outcomes that result in "the most competent, and therefore, perhaps, more mobile employees quitting voluntarily, leaving behind their relatively incompetent and inefficient colleagues who will ultimately hasten the organization's decline" (p. 71).

Shah (2000) asserted that the post-layoff survival of organizations depends upon the reactions of survivors. Likewise, Brockner (1992) indicated that:

> Most of the research on layoffs has studied their underlying causes, or their effects on the individuals who lost their jobs [however] overlooked was the highly practical matter of how both the productivity and morale of the individuals who did not lose their jobs were affected by the layoffs. After all, it is the reactions of the employees who remain [the survivors] that will dictate the organization's effectiveness. (p. 10)

Survivor Syndrome

The second cluster of literature is the area of survivor syndrome. Research regarding the effects of layoffs on survivors who remain in the workplace can be found in the management and psychology literature. A common topic that surfaces within the literature is the negative adverse

المنارة للاستشارات
www.manaraa.com

effects survivors encounter. Characteristics associated with what has been coined *survivor syndrome* includes feelings of guilt, fear, and lack of organizational commitment (Corum, 1996).

Bumbaugh (1998) defined survivors as "those who exhibit defeating coping behavior" (p. 30). In contrast, results of a study that Shah (2000) conducted, explored how survivors react to organizational changes. Results indicated that while "survivors exhibited negative reactions to the loss of friends, [they] [exhibited] positive reactions to the loss of co-workers in similar structural positions since it improved their promotional and career opportunities within the organization" (as cited in Bhattacharyya & Chatterjee, 2005, p. 69).

During the layoff process "organizations in general appear to pay insufficient attention to the people factor which results in a host of negative psychological and behavioral reactions among survivors [and] [in] [turn] adversely affects [organizational] productivity and effectiveness" (Bhattachryya & Chatterjee, 2005, p. 71). Feldheim (2007) asserted that survivors experience a variety of emotions ranging from "bitterness, conflict, decreased self-esteem, depression, loss of trust, low morale, and increased insecurity" (p. 250). Similarly, Brockner, Greenberg, Brockner, Bortz, Davy, and Carter (1986) indicated that "layoffs may elicit anxiety produced by job insecurity that may in turn [negatively] influence the performance of survivors" (p. 373).

The continuous trend of workforce reductions as a means of improving organizational effectiveness has resulted in an increased focus regarding how the issue of job insecurity can affect an employee base (Hellgren, Sverke, & Isaksson, 1999). Job insecurity is defined as the threat of job loss or uncertainty (Greenhalgh & Rosenblatt, 1984). Greenhalgh and Rosenblatt (1984) indicated that "workers react to job insecurity, and their reactions have consequences for

المنارة للاستشارات
www.manaraa.com

organizational effectiveness" (p. 438). Reactions are varied and can range from an increased propensity to resign, a decrease in effort or output, and an increase in resistance to change (Greenhalgh & Rosenblatt, 1984).

Hellgren et al. (1999) asserted that "downsizing reactions are relatively enduring, and supports Noer's (1993) finding that time does not heal all the wounds of lay-off survivors" (as cited in Hellgren et al., p. 190). In contrast, a study conducted by Allen, Freeman, Russell, Reizenstein, and Rentz (2001) indicated that the effects of layoffs vary over time as survivors adjust to the layoff. As a result, they indicate that survivors "may experience a downsizing as an opportunity to grow and develop in their job" (p. 148).

In a qualitative study conducted by McKinley (1993), employees from two global companies were interviewed to explore the experiences of middle managers who survived multiple layoffs. Subjects from both companies indicated that they viewed downsizing as a positive encounter, as a result of the fact that "…lower performing workers [and] [the] redesign of work processes and [the] elimination of work [of] marginal importance were finally weeded out" (p. 156). A similar hypothesis outlined in a study by Bumbaugh (1998, p. 30) asserted that survivors "who view downsizing, not as a monster, but as a messenger of opportunity" can recover by following four ideals from the chaos model of grief: (a) Making Conscious Decisions; (b) Grieving to Completion; (c) Trusting Alternative Approaches to Healing; and (d) Connecting with Others.

The dual factor theory of motivation asserts that there are factors associated with the level of an employee's job satisfaction or dissatisfaction. Factors leading to satisfaction are considered to be motivational factors, while factors leading to dissatisfaction are considered to be hygiene

المنارة للاستشارات
www.manaraa.com

factors (Herzberg, Mausner, & Snyderman, 1959). The theory indicated that "workers [who] express satisfaction with both motivator and hygiene factors should be top performers while those that are dissatisfied with both factors should be the poorest performers" (Shipley & Kiely, 1986, p. 10). This suggests that survivors concerned with job insecurity related issues regarding threats of imminent job loss, employment conditions, and future career opportunities will encounter performance challenges as the theory predicts.

Two similar motivational frameworks that can also predict organizational behavior are Fishbein and Ajzen's (1975) theory of reasoned action, and Vardi and Wiener's (1996) model of organizational misbehavior. The theory of reasoned action asserts that one's behavior is predicted by their attitude towards the outcome of a particular behavior, and the subjective norm or how they feel they will be perceived within their environment, if a particular behavior is performed (Fishbein & Ajzen, 1975). It is a body of work that can be used to predict an individual's intentions. Fishbein and Ajzen (1975) asserted that an employee's behavior is based on their perceptions and attitudes towards their employer.

If, as Fishbein and Ajzen (1975) noted, perceptions precede attitude formation which in turn leads to the development of specific behaviors, this suggests that employees suffering from survivor syndrome could be inclined not to embrace certain organizational norms and/or work behaviors, such as knowledge sharing (Kinsey, 2007). Survivors could be motivated to comply with subjective norms however, out of fear of becoming the next layoff victim (Appelbaum et al., 1999).

Vardi and Wiener's (1996) model of organizational misbehavior is an intentional violation of organizational norms and expectations, and suggests that work behavior can be

المنارة للاستشارات
www.manaraa.com

predicted based on three types of organizational misbehavior: (a) Organizational Misbehavior Type S which benefits the self; (b) Organizational Misbehavior Type O which intends to benefit the organization, and (c) Organizational Misbehavior Type D which intends to inflict damage (p. 151). While Hollinger (as cited in Vardi & Wiener, 1996) asserts that organizational misbehavior can be categorized as either production deviance and/or property deviance, they are "more likely to occur when individual attachment (e.g., commitment) to an organization is low" (p. 152).

A similar theoretical issue that continually surfaces within the literature is equity theory, which posits that employees "compare the ratios of their own perceived outcomes and inputs to the corresponding ratios of other people" (Greenberg, 2005, p. 1). Corum (1996) asserted that "the perception of how fairly a layoff was conducted is one of the most important elements in determining the success of layoff survivors" (p. 17).

A study conducted by Brockner et al., (1992), also supports the equity theory concept. Results of their study indicate that survivors subsequent work performance is less negatively affected when layoffs are perceived as being based on work performance versus a random selection process. Similarly, a study conducted by Sheehan (1993) regarding the effects of employee turnover on the productivity of those who remain, revealed that from an equity theory perspective, when colleagues leave an organization, inequity is aroused in the employees who remain, which can result in decreased productivity, depending on the reason given for the turnover.

Organizational Commitment and Psychological Contract

The third cluster of literature is the area of organizational commitment and the psychological contract. Working relationships between employers and employees have changed.

المنارة للاستشارات
www.manaraa.com

Lifetime employment and/or tenure with the same employer and a substantial pension and retirement fund are no longer guaranteed. Ideals from the past have been replaced with the reality of the present which consists of a paradigm shift that involves a new psychological contract. Rousseau (1990) defined the psychological contract as "individual beliefs in reciprocal obligations between employees and employers" (p. 389).

Bhattacharyya and Chatterjee (2005) asserted that survivors of downsizing and restructuring initiatives who perceive that their psychological contracts have been violated, might lead to decreased organizational commitment, "and enhance their intention to quit their jobs and look for alternative employment" (p. 69). Bhattacharyya and Chatterjee (2005) also indicated that a perceived violation of one's psychological contract can "result in an unwillingness to trust future employers and [lead] [to] a greater tendency to work for self-interests rather than the organization's interest" (p. 69).

One other negative reaction relative to psychological contract violations relates to trust in senior management. Bhattacharyya and Chatterjee (2005) asserted that "[survivor's] overall trust in people and confidence in top management [decreases] [and] the implication of this is that [in] [order] for any organizational change activity to be successful, it is essential that the existing psychological contract with the employees be renegotiated in order to help them cope better with the transition" (p. 69).

Reilly and Chatman (1986) defined organizational commitment as an employee's psychological attachment and identification with an organization's goals, and the level of effort they are willing to exert as a result. It is an important construct that can assist with better "understanding a range of critical behaviors in organizations" (p. 498). As organizations continue

المنارة للاستشارات
www.manaraa.com

to focus on cost reduction strategies and downsizing initiatives, Baruch (1998) indicated that a new kind of organizational commitment has evolved, which consists of a "trend that reflects a low commitment from organizations to their employees, which is followed by a reduced level of employee commitment to the organization" (p. 135).

Cooper and Schneider's study (as cited in Owen, 1994) found the following:

> Organizational commitment is a predictor of survivors' behaviors and attitudes. Survivors act more positively to a reduction when organizational commitment is high and the layoff is perceived to be fair. Survivors react negatively when organizational commitment is high and the downsizing is perceived as unfair. Survivors react positively when their prior organizational commitment is high and their attachment to the terminated employees was low, and react negatively when survivors have a high organizational commitment and high attachment to layoff victims. Survivors who express a strong attachment to terminated employees may perceive the reduction to be unfair and may resent management, especially when terminated co-workers were not provided with outplacement, counseling, and extended benefit services. Survivors may redress the inequity by expending less effort, rather than working harder. (p. 85)

Hunter and Thatcher (2007) asserted that organizational commitment is linked to job performance. As a result, "employees with low commitment may ignore work tasks and withhold effort" (as cited in Hunter & Thatcher, 2007, p. 955). De Cremer, Fishman, Van Olffen, Brockner, Van Dijke, and Mayer (2010) indicated that "if [employees] believe that their organization is undergoing significant change, such as downsizing in which they may lose their

المنارة للاستشارات
www.manaraa.com

jobs, they are likely to be more uncertain about their standing" which can influence organizational commitment and job performance (p. 293).

Job performance and organizational commitment suffer significantly following downsizing (Bhattacharyya & Chatterjee, 2005). As a result, organizations end up "losing valuable organizational memory, knowledge base and experience, loss of key talent, disappearance of crucial skills, disruption of organizational memory, and loss of morale" (Bhattacharyya & Chatterjee, 2005, p. 70). In essence, the overall organizational learning process is negatively affected.

Knowledge Management

The fourth cluster of literature is the area of knowledge management. Knowledge management is an abstract concept critical to maintaining an organization's competitive advantage (Davenport & Prusak, 2000). Knowledge management can assist with gaining the insight needed to problem solve and formulate strategic decision making initiatives. Ford (2004) indicated that knowledge management can be operationalized as the sharing of knowledge, based on a model involving "actual knowledge sharing behavior, norms and subjective norms, perceived management support, organizational culture, trust, and the perceived value of knowledge" (p. 102).

Polanyi (1966) distinguished knowledge as two distinct concepts: tacit knowledge and explicit knowledge. Dyck, Starke, Mischke, and Mauws (2005) characterized each concept as distinct, yet interrelated. Tacit knowledge is an individual's internal knowledge that resides in their memories and is shared informally with others, while explicit knowledge can be shared

المنارة للاستشارات
www.manaraa.com

formally through an organization's policy or procedures manuals, or other written documentation, checklists, or computer programs and applications.

Botkin and Seeley (2001) asserted that "researchers estimate that only 20 percent of the knowledge in an organization is ever captured and made explicit, leaving 80 percent in the hearts and minds of employees" (p. 17). As a result, Davenport and Prusak (2000) argued that tacit knowledge is not easily articulated and cannot be managed, and suggests that a focus on managing an organization's explicit knowledge is a more effective knowledge management approach. In contrast, Loermans (2002) asserted that organizations need to devote their knowledge management efforts to managing tacit knowledge, while Nonaka (1994) indicated that a focus on managing both tacit and explicit knowledge is a more ideal knowledge management approach.

Nonaka (1994) introduced the concept of knowledge management in the mid 1990s, which is defined as the ability to capture, organize, and leverage the knowledge and experiences of employees within an organization. He developed an organizational learning model which posits that there are four interdependent, transitional phases in which knowledge is created, shared, or used: (a) socialization: involves team building and facilitates knowledge sharing; (b) externalization: involves face-to-face dialogue and leads to conceptual knowledge; (c) combination: involves the coordination of documentation of team members and extant knowledge; and (d) internalization: involves learning-by-doing.

Garvin (1993) defined organizational learning as "an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights" (p. 80). Fisher and White (1997) asserted that "downsizing may seriously damage

المنارة للاستشارات
www.manaraa.com

the learning capacity of organizations and diminish competitive advantages" (p. 457). Baltazar (2001) indicated that the continued trend of massive organizational layoffs has resulted in the need for organizational leaders to place more emphasis on ensuring effective knowledge management practices are in place. Baltazar (2001) indicated that a "sudden departure of employees leaves an all consuming vacuum of knowledge, which can have potentially devastating consequences when problems arise and the skills and know-how required to avoid disaster [are] no longer readily available" (p. 74).

Fisher and White (2000) indicated that the effect of doing more with less will result in the need for organizational leaders to be mindful of the following:

> When the social complexities of [an] organization are considered, it becomes evident that downsizing has the potential to inflict previously undetected damage on the learning and memory capacity of organizations, and the size of the risk is more difficult to estimate than the loss of individual expertise. (p. 245)

Fisher and White (1997) asserted that critical processes related to organizational learning and memory are affected by organizational downsizing, and if overlooked, an organization's competitive advantage could diminish. As a result, "successful downsizing [must] [consist] [of] conducting a knowledge audit of a company's work force" ("Managing Successful Downsizing," 2002, p. 21).

In a study conducted by Bryan and Joyce (2005) an employee paradigm shift was examined. Employees are described and classified as knowledge workers as a means of capitalizing on the productive use of knowledge, as opposed to being associated as a means of producing labor. Identifying which employees are deemed critical to an organization's

المنارة للاستشارات
www.manaraa.com

knowledge bank must be assessed, as "60% to 70% of workers are now knowledge workers [and] if you lose your people you lose your knowledge" (as cited in "Managing Successful Downsizing," 2002, p. 21).

Similarly, Fisher and White (1997) asserted that "successful downsizing requires the identification of the formal and informal networks operating in an organization that are essential to its learning capacity [since] both organizational learning and downsizing can lead to [a] better competitive position" (p. 458). Wright (1998) indicated the following:

> As organizations continue to evolve into knowledge intensive environments, organizational leaders will need to shift their focus towards the encouragement of knowledge sharing. Knowledge, long regarded as power, has naturally been viewed as ripe for hoarding [and] in a competitively individualistic environment, sharing it has looked abnormal. [As] [a] [result], now that organizations are discovering that sharing knowledge makes sound business sense, changing that behavior suddenly looks profoundly connected to their bottom-line fortunes. (p. 4)

Bock, Zmud, Kim, and Lee (2005) also indicated that "extensive knowledge sharing within organizations still appears to be the exception rather than the rule [as] individuals tend to hoard knowledge in order to gain power" (p. 89).

Daven and Prusak (2000) asserted that "hoarding knowledge and looking guardedly at the knowledge offered by others are natural human tendencies" (p. 89). Research conducted by Bock et al., (2005) confirmed that intentions to share knowledge are affected by organizational climate, attitudes towards knowledge sharing, and sense of self-worth. A fundamental argument asserted by Gibbert and Krause (2002) indicated that "knowledge sharing cannot be forced but

المنارة للاستشارات
www.manaraa.com

can only be encouraged and facilitated." Simiarly, Bock et al., (2005) indicated that "it comes as no surprise that changing people's behaviors is generally considered to be the most severe challenge facing firms desiring to increase their members' knowledge-sharing behaviors" (p. 91). In contrast, Gilmour (2003) argued that an employee's decision to share knowledge is based on the following:

> What employees say they know depends on who's on the receiving end of that information. People guard their information and selectively release it. This tendency to hoard knowledge is often cited as a core problem of corporate culture and the cause of poor collaboration. But, in fact, hoarding and meting out information results from an important positive impulse, the desire to appear valuable to the company. Instead of squelching people's natural desire to control information, companies should exploit it. They should stop trying to extract knowledge from employees; they should instead leave knowledge where it is and create opportunities for sharing by making knowledge easy for others to find. (p. 16)

Disterer (2001) added that "people recognize that working together openly without holding back or protecting vital pieces of knowledge will result in more productivity and innovation" (p.1). Despite this assumed logic however, he asserted people withhold or selectively share knowledge and use it for their own benefit because of the perceived value and cultural traditions that discourage knowledge sharing, and view it as "a treasury that has to be protected and hidden" (p. 1).

المنارة للاستشارات
www.manaraa.com

Disterer (2001) indicated that there are individual and social barriers that hinder knowledge sharing, which he notes as follows:

> Someone who passes on knowledge to a colleague looses the exclusiveness of his or her influence, which might have suggested some job security and respect. *Knowledge is power* is the well-known line to describe situations where experts with rare knowledge have the highest reputation and monopolies of knowledge causes knowledge hoarding instead of knowledge transfer. This is a common phenomenon in many companies. Especially in situations where job security is low, knowledge as a power becomes vital for the individual and knowledge might be seen as a kind of insurance against losing the job. (p. 2)

Dister (2001) asserted that the biggest challenge in managing knowledge is changing people's behavior, which is basically their behavior of transferring and sharing knowledge with their colleagues" (p. 3). A major cultural shift is needed to change these behaviors, particularly in organizations faced with having to manage the emotional and workplace needs of survivors whose productivity and morale have been diminished as a result of multiple downsizings (Bhattacharyya & Chatterjee, 2005).

Literature Review of the Options and Choice of Research Methodology

This section contains research methodology options and is organized into three clusters. The first cluster of literature that will be examined is the area of case study designs as a research method option. The second cluster of literature that will be examined is the area of quasi-experimental survey research. The third cluster of literature that will be examined is the area of survey research. A critical analysis of the barriers, relevance, and findings of previous research

المنارة للاستشارات
www.manaraa.com

methodologies will assist with determining the most ideal method of choice. Determining the most effective method for assessing the effect of organizational downsizing on knowledge sharing can assist with developing a framework of how to leverage knowledge management in a post-layoff environment.

Case Study Designs

The first cluster of literature is the area of case study designs. Lee and Taylor (2004) conducted a research study examining the merger of two emergency departments in an effort to analyze the planning, implementation, and outcomes of the merger on the nursing staff. A single case study design using quantitative and qualitative techniques was used to conduct the research. The data collection process was clearly described and appropriate for the study, as the information was not collected until three years after the merger of the emergency departments, and was conducted on 46 members of the nursing staff. Data were collected from multiple sources including a mailed survey, semi-structured interviews with nurses, organizational records including memos and minutes of meetings, publications, and official documents and records. A survey composed of previously developed instruments provided quantitative data.

Quasi experimental Survey Research

The second cluster of literature is the area of quasi experimental survey research. Charness and Levine (2000) examined the criteria by which employees view layoffs from the perspective of being fair or unfair, as a result of recent trends towards a declining labor market, and a paradigm shift in which emerging employment contracts are comprised of reduced employer-employee commitments. Data were collected based on questions from interviewers, in

المنارة للاستشارات
www.manaraa.com

which participants were asked hypothetical survey questions regarding standards of fairness in layoffs.

The quasi experiment added to the body of knowledge, as it aids in better understanding the behaviors and attitudes of employees affected by downsizing and/or layoffs, and provides a framework that employers can follow to assist with making these kinds of decisions. An outstanding characteristic of the study was the fact that it mentioned limitations that one should be aware of, if planning on conducting a similar study, with respect to utilizing alternative methods to check the validity of the research findings when using hypothetical surveys, which may actually differ from the attitudes of employees in a real layoff situation (Charness & Levine, 2000).

Survey Research

The third cluster of literature is the area of survey research. In a research study conducted by Ford (2004), two studies were conducted to explore the common aspects that can predict intentions and actual knowledge sharing behaviors. A qualitative study was conducted to interview knowledge workers to investigate the nature of knowledge sharing behaviors. A quantitative, cross-sectional survey was also conducted to test the knowledge sharing model, which predicts knowledge sharing behaviors and intention to share knowledge. Results of the interviews revealed that perceived management support is positively related to intention to share knowledge. Results from the qualitative study suggest that barriers to knowledge sharing were due to an inability to explain tacit knowledge, lack of time, and a feeling of disengagement or a viewpoint that sharing knowledge was not within the scope of their job responsibilities.

المنارة للاستشارات
www.manaraa.com

Evaluation of the Literature

An extensive review of the literature examined various research options that can be utilized to test the impact of organizational downsizing on knowledge sharing. The survey research study conducted by Lu et al. (2006), explored factors that can enhance or inhibit knowledge sharing behaviors among managers, while the work of Leung and Chang (2002) clarified the aspects of survivor syndrome. Results of their study indentified the influence of individual, interpersonal, and organizational factors on reducing and/or increasing knowledge sharing. A limitation of their study; however, was the low reliability of some of the knowledge related scales there were created for the model.

In a research study conducted by Leung et al., (2002, p. 78) survey research was conducted to investigate the psychological impact of organizational downsizing on surviving managers. Results revealed that "downsizing had a significant impact on the change of [survivors'] affective commitment [which] became lower relative to the pre-layoff period, whereas continuance commitment became higher" (Leung et al., p. 88). To strengthen the study, a longitudinal design could have been utilized in an effort to explore survivors' reactions before, during, and after the layoff process.

Sitlington (2008) conducted a research study to test the impact of downsizing on perceptions of post-downsizing organizational effectiveness. A cross-sectional survey method was used to gather data to examine survivors' perceptions of their downsizing experience. A limitation of the study was the use of primarily white-collar industries to conduct the study. A broader sampling of other industries would have increased the generalizability of the study (Sitlington, 2008).

المنارة للاستشارات
www.manaraa.com

The survey research study conducted by Kankanhalli et al., (2005) explored the cost and benefit factors that can affect knowledge resources. Results of their study, identified the influence of loss of knowledge power, trust, organizational reward, image, reciprocity, and self-efficacy on affecting EKR usage among knowledge contributors. A limitation of their study however, was the low statistical power due to a low sample size, which did not allow a rigorous test of the constructs.

Owen (1994) conducted research in an effort to understand the effects of personnel reductions on the attitudes of survivors based on gender, age, education, and organizational status. Survey research was conducted. Results of the study indicated that "females expressed greater attachment to terminated employees and found the downsizing less acceptable" (p. 8). A limitation of the study however, was the method in which the data was obtained. Owen (1994) indicated that "because all data in [the] study were obtained within a one-month period, rather than in a time-series research design, respondents may have expressed a distorted retrospective view of their perceptions" (p. 104).

This researcher explored surviving employee perceptions of intra-organizational knowledge sharing in a recently downsized management consultant organization. While a case study methodology is an effective method of learning more about a phenomenon not well understood, Becker, Dawson, Devine, Hannum, Hill, Leydens, Matuskevich, Traver, and Palmquist (2005), indicated the following:

> The case study approach relies on personal interpretation of data and inferences. Results may not be generalizable, are difficult to test for validity, and rarely offer a problem-solving prescription. Simply put, relying on one or a few subjects as a

المنارة للاستشارات
www.manaraa.com

basis for cognitive extrapolations runs the risk of inferring too much from what might be circumstance. (paragraph 1)

Similarly, Becker et al., (2005) indicated that while a quasi experimental survey methodology "can be combined with other research methods for rigor, frequently, political pressure drives experimentation and forces unreliable results [and] specific funding and support may drive the outcomes of experimentation, [causing] the results to be skewed" (paragraph 5). As a result, a correlation research design was the method of choice for this study in an effort to determine the relationship between survivor syndrome and knowledge sharing, as causal reasons were not explored in this research study.

In an effort to support the research questions and test the hypotheses related to this research study, survey questions were adapted from previous research studies done on knowledge management, downsizing, and survivor syndrome. To address reliability, adapted scales based on the established validity of previous research studies were used. The instrument was field tested to ensure the instructions and questions were clear and understandable and that the instrument measured what was expected. The refined survey instrument was then used to collect the study's data.

Summary of Substantive Literature

The researcher developed the theoretical framework and summary of the relevant literature on organizational downsizing, survivor syndrome, and knowledge management. The theoretical framework centered on survivor syndrome and the theory of reasoned action. Key constructs were identified within the realms of the knowledge management ideal, relative to

المنارة للاستشارات
www.manaraa.com

tacit and explicit knowledge, and the survivor syndrome model emerged as a means of predicting employee behavior within the context of a post layoff work environment.

What is known, based on a conceptual review of the literature, is that in general, in a non threatening work environment, employees may tend to hoard knowledge as a means of maintaining a sense of power. What is unknown however is whether the same logic holds true in a post layoff environment of survivors contending with feelings of job insecurity, increased workloads, and a fear of being the next layoff victim. One could argue that employees in a post layoff environment will be inclined to develop the knowledge-is-power mentality, and hoard both their tacit and explicit knowledge.

In analyzing the literature, strengths and weaknesses with respect to various conceptual and methodological issues were identified. Self-reporting measures were seen as ideal for measuring the transfer of knowledge, yet this methodology was deemed as a limitation depending on the amount of time that elapsed when reporting the knowledge sharing behavior. While the associated behaviors of survivor syndrome appear consistent across a number of research studies, what is unknown and/or tentative, is whether one can speculate as to whether these behaviors affect the knowledge management process, from a knowledge sharing perspective.

In addition to establishing a research methodology framework, the literature review provided support for the research questions:

1. Is there a correlation between survivor syndrome and actual knowledge sharing behavior?

المنارة للاستشارات
www.manaraa.com

2. Is there a correlation between survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior?

3. Is there a correlation between perceived loss of knowledge power and survivors' knowledge sharing behavior?

The next chapter proposed the model and hypotheses that were tested, based on the theories and empirical findings previously discussed.

المنارة للاستشارات
www.manaraa.com

Chapter 3: Research Method

As described in chapter 1, using key concepts from survivor syndrome, knowledge management, and the theory of reasoned action, this study examined the effect of downsizing on knowledge sharing. The study explored employee perceptions of intra organizational knowledge sharing in a recently downsized management consultant organization. The purpose of this chapter is to provide an overview and in-depth discussion of the methodology that was used to explore the research questions. The chapter begins with a description of the research design and approach, along with an outline of the population and sampling procedures. Subsequent sections of this chapter provide an overview of the instrument design, and the data collection and data analysis procedures. The final section of this chapter concludes with a summary of the key points.

Research Design and Approach

The design of a research project should be structured to address the research questions, based on a framework that involves the selection of an appropriate sampling technique, assignment of methodology, and measures that will be used (Singleton & Straits, 2005). While a qualitative method is an effective method of learning more about a phenomenon not well understood, Becker, Dawson, Devine, Hannum, Hill, Leydens, Matuskevich, Traver, and Palmquist (2005), indicated that results may not be generalizable and are difficult to test for validity. Similarly, Becker et al. (2005) indicated that a mixed methods approach can be challenging as a result of having insufficient statistical power to support the research. As a result, a quantitative correlation research design was the method of choice for this study in an effort to

المنارة للاستشارات
www.manaraa.com

determine the relationship between survivor syndrome and knowledge sharing, as causal reasons were not explored in this research study.

In an effort to support the research questions and test the hypotheses related to this research study, a survey was used to collect the data. Cooper and Schindler (2003) indicated that a disadvantage of survey research involves the inability of participants to recall or remember specific events associated with controversial research questions. The advantages; however, outweigh the disadvantages, as Schaefer and Dillman (1998) asserted that the low cost and speed of using web-based surveys makes it an ideal choice for collecting data.

Another benefit associated with using this technique, is the assertion that "multiple contacts are effective in increasing response rates to E-mail surveys" (p. 380). A survey was selected as the most appropriate technique for this study, as this method acquires self-reported information regarding the opinions, attitudes, or previous experiences of a group of people (Leedy & Ormrod, 2005). Analyzing survivors' self-reported information will assist with determining the effect of organizational downsizing on knowledge sharing. A detailed analysis of the population, sample, and data analysis used to better understand this phenomenon is outlined in the next section.

Sample

The sampling process involves the selection of a unit of analysis from a population (Singleton & Straits, 2005). This research was conducted in a recently downsized management consultant organization. Permission to conduct the research was granted by the company's owner (see Appendix G). The company requested that the name of the company not be used in the

المنارة للاستشارات
www.manaraa.com

research. The population from which the sample was drawn consisted of mid-level management employees in the operations division of the Texas region.

The sampling frame that was used to draw the sample was an employee registry located on the company's intranet. Eligibility criteria for research participants was based on their job level, which consisted of a management-level status. Characteristics of the selected sample consisted of managers comprised of different ethnicities, ages, and gender who were survivors as a result of recent downsizing activity that occurred throughout the organization. A convenience sample was used, and consisted of 37 management employees in the operations division of the Texas region. A sample size of at least "30 or more participants is important to increase the validity of the research" (Waters, 2010, para.2).

For the purpose of this research, the term *Manager* denotes a homogenous group of middle-level managers with direct reports. Areas of responsibility included hiring and staffing decisions, short-term strategic planning and analyses, liaison for senior management for executive reporting, projects, and presentations. An overview of the instrumentation used in this study is provided in the following section.

Instrumentation

A survey was developed by combining questions and measures that have been validated from previous research studies (Ford, 2004; Kankanhalli et al., 2005; Leung & Chang, 2002; Sitlington, 2008). Survey questions regarding survivor syndrome were developed based on measures that have been validated by other researchers in the organizational change literature. Items were altered to fit the knowledge sharing context. The letters requesting permission to use

المنارة للاستشارات
www.manaraa.com

questions and measures from the research study of Ford (2004), Kankanhalli et al.(2005), Leung and Chang (2002), and Sitlington (2008) are located in Appendix A, B C, and D respectively.

The items measuring attitude toward knowledge sharing were based on 13 attitude questions from Ford's (2004) research, where Cronbach's alpha value was 0.91. The letter requesting permission to use questions and measures from Ford's (2004) research is located in Appendix A. The items measuring perceived loss of knowledge power were based on eight questions from Kankanhalli et al., (2005) research. Cronbach's alpha value was 0.95. The letter requesting permission to use questions and measures from Kankanhalli et al. (2005) research is located in Appendix B.

The items measuring survivor syndrome was based on nine questions from Leung and Chang's (2002) research. Cronbach's alpha value was 0.94. The letter requesting permission to use questions and measures from Leung and Chang's (2002) research is located in Appendix C. The items measuring knowledge sharing behaviors was based on six questions from Sitlington's (2008) research. Cronbach's alpha value was 0.93. The letter requesting permission to use questions and measures from Sitlington's (2008) research is located in Appendix D.

The survey (see Appendix E) included a series of questions designed to measure the three sets of two variables: (a) survivor syndrome and actual knowledge sharing behavior, (b) survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior, and (c) perceived loss of knowledge power and actual knowledge sharing behavior. The invitation to participate in the study and the consent form are located in Appendix F, and the letter requesting permission to conduct the research is located in Appendix G. The measures used to operationalize the constructs was generated based upon previously validated instruments (Ford,

المنارة للاستشارات
www.manaraa.com

2004; Kankanhalli et al., 2005; Leung & Chang, 2002; Sitlington, 2008). The scales that used to measure each construct were based on a five-point Likert scale from *strongly disagree* to *strongly agree*. Scale scores were created by averaging across items. In addition to these attitude variables, the survey also collected data regarding five demographic variables including age, gender, organizational tenure, job title, and line of business. A field study was also conducted to ensure the instructions and questions were clear and understandable and that the instrument measured what was expected.

Validity

Leedy and Ormrod (2005) indicated that while there are different forms of validity, an instrument is valid if it measures what it is intended to measure. They asserted that "construct validity is the extent to which an instrument measures a characteristic that cannot be directly observed but must instead be inferred from patterns in people's behavior" (p. 92). I used construct validity for this research study, which was based upon four previously validated instruments (Ford, 2004; Kankanhalli et al., 2005; Leung & Chang, 2002; Sitlington, 2008). In Ford's (2004) research, the items measuring attitude toward knowledge sharing had a Cronbach's alpha value of 0.91. In the research conducted by Kankanhalli et al. (2005), the items measuring perceived loss of knowledge power had a Cronbach's alpha value of 0.95. The items measuring survivor syndrome from Leung and Cheng's (2002) research, had a Cronbach's alpha value of 0.94.

The items measuring knowledge sharing behaviors from Sitlington's (2008) research had a Cronbach's alpha value of 0.93. In an effort to determine construct validity, which determines whether a scale correlates with the theory it is intended to measure, discriminate validity of the

المنارة للاستشارات
www.manaraa.com

instrument was assessed to ensure that each scale measured theoretically different constructs (Singleton & Straits, 2005). This was determined by assessing whether the construct correlations were low between the measures of each construct: (a) survivor syndrome, (b) attitudes towards knowledge sharing, and (c) perceived loss of knowledge power.

Singleton and Straits (2005) indicated that "external validity is the extent to which experimental findings are generalizable to other settings, subject populations, and time periods" (p. 562). Similarly, Leedy and Ormrod (2005) indicated that "the external validity of a research study is the extent to which its results apply to situations beyond the study itself [and] the extent to which the conclusions drawn can be generalized to other contexts" (p. 99). This research study was localized and only generalizable to the management consultant company that participated in the study. While the instruments were previously validated and used, a field test was necessary to validate the concatenation of the four instruments and ensure reliability.

Field Study

A field study was conducted to ensure the instructions and questions were clear and understandable and that the instrument measured what was expected. A combination of three senior-level managers from the operations division of the organization were asked to participate in the field study. The field participants were asked to provide feedback regarding strengths and weaknesses, and were asked to advise whether information needed to be added or removed from the instrument. Participants indicated the instructions and questions were clear and understandable and measured what was expected.

المنارة للاستشارات
www.manaraa.com

Reliability

Leedy and Ormrod (2005) asserted that "the more valid and reliable measurement instruments are, the more likely we are to draw appropriate conclusions from the data we collect and solve research problems in a credible fashion" (p. 93). Trochim (2001) asserted that while "a variety of reliability estimates exist, Cronbach's alpha tends to be a high estimate of reliability" (p. 304). Cronbach's alpha estimates the reliability of a measure and ensures survey statements adequately measure the variables (Trochim, 2001). As such, to evaluate the internal consistency reliability of the instrument, the consistency of the survey items for each construct were assessed using Cronbach's alpha. SPSS was used to calculate reliability scales. A reliability coefficient of .70 or higher was considered acceptable ("Introduction to SAS," 2007).

Protection of Human Participants

Leedy and Ormrod (2005) indicated that "researchers should not expose research participants to undue physical or psychological harm" (p. 101). Participants in this study were assured of privacy as outlined in the invitation e-mail that was distributed, which specifically stated that all answers provided would be treated with the strictest confidence, as names were not required. The invitation e-mail also stated that the survey was to be completed anonymously by completing an electronic version which directed participants to a separate website. The e-mail invitation also stated that participation was voluntary, and indicated that consent to participate in the study was implied by the completion and return of the survey.

Data Collection

The instrument that was used for data collection was a web-based survey (see Appendix E). To recruit participants for the study, the primary point of contact at the management

المنارة للاستشارات
www.manaraa.com

consultant company was contacted and asked to provide the researcher with a copy of an employee registry, which provided a listing of employee names and email addresses that could be contacted in reference to participating in the study. Prospective participants were contacted by email and invited to participate in the study. The email notification (see Appendix F) advised participants of the purpose of the study, and advised that they could complete the survey anonymously. A website link was provided, which directed participants to the survey.

Bartlett et al. (2001) indicated that "if a research has a captive audience, sample size may be attained easily; however, as social research studies often use data collection techniques such as surveys and other voluntary participation methods, the response rates are typically well below 100%" (p. 46). Salkind (1997) recommended oversampling and stated that "if you are mailing out surveys or questionnaires, count on increasing your sample size by 40% - 50% to account for uncooperative subjects" (p. 73). The targeted number of participants will be 30. As a result, over-sampling was done in an effort to reach the target.

A total of 50 management level employees were contacted by email, and invited to participate in the study. Participants were asked to complete the survey within one week, and were advised that the survey would take approximately 10 to 15 minutes to complete. The online survey instrument was nine pages long and comprised of 49 questions. The survey was posted for a period of seven consecutive days. In the event of a low response rate, follow-up email reminders would be distributed. The data analysis procedures that were used in this study are outlined in the following section.

المنارة للاستشارات
www.manaraa.com

Data Analysis

The data analysis process involves presenting and interpreting research data (Cooper & Schindler, 2003). This involves assessing the type of statistics, as well as the statistical testing procedure that will be used. Descriptive and inferential statistics were used for this study. Data were analyzed using SPSS to compute descriptive statistics such as means and standard deviations. The inferential data analysis consisted of statistical hypotheses testing. Hypotheses were tested using Spearman's rank-order correlation coefficient, which is a measure of correlation for ordinal-level data (Leedy & Ormrod, 2005). Graphical and numerical models were used to assess the trends within the collected survey data.

Cooper and Schindler (2003, p. 531) indicated that statistical testing involves the following procedure: (a) state the null hypothesis; (b) choose the statistical test; (c) select the desired level of significance; (d) compute the calculated difference values; (e) obtain the critical test value; and (f) interpret the test. There are two types of significant tests: parametric and nonparametric.

Parametric tests assume a normal distribution of the data, are more statistically powerful than nonparametric tests, are appropriate for large samples, and are an effective tool to use for interval and ratio data. Nonparametric tests do not assume normality, are less powerful than parametric tests, are appropriate for small samples, and are used to test hypotheses with nominal and ordinal data (Cooper & Schindler, 2003). The survey used in this research study collected nominal and ordinal data, and used nonparametric tests to conduct various statistical analyses. Data were analyzed using a Spearman correlation coefficient to determine the nature and strength of the relationships between three sets of two random variables: (a) survivor syndrome

المنارة للاستشارات
www.manaraa.com

and actual knowledge sharing behavior, (b) survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior, and (c) perceived loss of knowledge power and survivors' knowledge sharing behavior.

Once the survey closed, and data collection ended, data was imported into SPSS, which is the analytical tool that was used to compute descriptive statistics such as means and standard deviations. Reliability and correlation statistics were computed as well. Hypotheses were tested using Spearman's correlation coefficient, which is a nonparametric test. A significance level alpha α of 0.01 was used to conduct the statistical analyses. The items in the survey that were related to the research questions are listed below as follows:

Items in Survey related to Research Questions:

Research Question 1: What is the correlation between survivor syndrome and actual knowledge sharing behavior?

Survey Items [Survivor Syndrome]:

- After the last round of layoffs, I felt depressed.
- After the last round of layoffs, I felt fatigued.
- After the last round of layoffs, I felt a sense of insecurity and fear.
- After the last round of layoffs, I had feelings of distrust and betrayal.
- After the last round of layoffs, I felt a lack of direction.
- After the last round of layoffs, I felt anger over the layoff process.
- After the last round of layoffs, I felt a deep sense of unfairness.
- After the last round of layoffs, I felt a lack of sense of belonging.
- After the last round of layoffs, I felt a sense of helplessness.

Survey Items [Actual Knowledge Sharing Behavior]:

- I intend to share my work reports and official documents with members of my organization more frequently in the future.
- I intend to share manuals, methodologies and business analysis models with members of my organization.
- I desire to share knowledge obtained from newspapers, magazines, and journals relevant to our work with members of my organization.

المنارة للاستشارات
www.manaraa.com

- I intend to share my experience or know-how from work with other organizational members more frequently in the future.
- I intend to always comply with the request of other Organizational members for my "know-where" or "know-whom."
- I will try to share my expertise from my education or training with other organizational members in a more effective way.

Research Question 2: What is the correlation between survivors' attitudes towards

knowledge sharing and actual knowledge sharing behavior?

Survey Items [Attitude towards Knowledge Sharing]:

- My first tendency is to share knowledge if someone requests it.
- My first tendency is to protect, and therefore not share knowledge, if someone requests it.
- Knowledge should be freely shared.
- Knowledge should be tightly controlled.
- I agree when organizations encourage sharing knowledge within the unit.
- I agree when organizations encourage employees to tightly control knowledge.
- I tend to make my knowledge readily available.
- I tend not to make my knowledge readily available.
- I am willing to share knowledge regardless of its worth.
- Generally, I enjoy sharing my expertise with others.
- Generally, I prefer to keep my expertise to myself.
- I usually believe that others won't understand my knowledge so I don't bother sharing it.
- I usually believe that others will understand my knowledge so I will share it.

Survey Items [Actual Knowledge Sharing Behavior]:

- I intend to share my work reports and official documents with members of my organization more frequently in the future.
- I intend to share manuals, methodologies and business analysis models with members of my organization.
- I desire to share knowledge obtained from newspapers, magazines, and journals relevant to our work with members of my organization.
- I intend to share my experience or know-how from work with other organizational members more frequently in the future.
- I intend to always comply with the request of other Organizational members for my "know-where" or "know-whom."
- I will try to share my expertise from my education or training with other organizational members in a more effective way.

Research Question 3: What is the correlation between perceived loss of knowledge power

المنارة للاستشارات
www.manaraa.com

and actual knowledge sharing behavior?

Survey Items:

- Knowledge is power, so exclusive ownership of knowledge will make me outstanding.
- Sharing knowledge with my co-workers makes me lose my unique value in the organization.
- Sharing knowledge with my co-workers makes me lose my power base in the organization.
- If in knowledge sharing, I teach more than I learn from others, I do not take part in it.
- It will be wise to learn new knowledge from my co-workers without making my own knowledge public.
- When I share knowledge with my co-workers, I believe I will lose my knowledge that no one else has.
- Sharing knowledge with my co-workers makes me lose my knowledge that makes me stand out with respect to others.
- No matter whether I share my knowledge with my colleagues, they are all willing to share their expertise with me, so I do not need to offer my knowledge for sharing.

Survey Items [Actual Knowledge Sharing Behavior]:

- I intend to share my work reports and official documents with members of my organization more frequently in the future.
- I intend to share manuals, methodologies and business analysis models with members of my organization.
- I desire to share knowledge obtained from newspapers, magazines, and journals relevant to our work with members of my organization.
- I intend to share my experience or know-how from work with other organizational members more frequently in the future.
- I intend to always comply with the request of other Organizational members for my "know-where" or "know-whom."
- I will try to share my expertise from my education or training with other organizational members in a more effective way.

Ethical Guidelines and Compliance

Borenstein (2008) asserted that research integrity is a critical component of the research process. As a result, "professionalism and the critical thinking skills of researchers must be relied on to help ensure that [research] is performed in an ethical manner" (p. 202). From a governance perspective, Barke (2009) indicated that research ethics committees "must identify and assess the potential risks to human research

المنارة للاستشارات
www.manaraa.com

subjects, and balance those risks against the potential benefits of the research" (p. 337).

This study complied with the ethical guidelines outlined by Walden University's Institutional Review Board (IRB). Data was not collected until IRB approval was granted. Prospective respondents were contacted by email and invited to participate in the study. The email notification (see Appendix F) advised participants of the purpose of the study and provided a consent statement. Participants were advised that they could complete the survey anonymously, as individual responses were not reported to anyone, because data was reported only in the aggregate, for academic purposes.

A website link was provided, which directed participants to the survey. Participants were informed that their participation would be voluntary, with no compensation involved. Records of the study were kept private, and participant identity was kept confidential. All research records were securely filed away, with no accessibility by anyone, other than me. All records will be kept for a minimum of 5 years, prior to being destroyed.

Summary

This chapter provided a description of the research design that was used for this research study. A description of the research design and instrumentation was provided, which consisted of a web-based survey that was developed by combining questions and measures validated from previous research studies. A description of the setting was also provided, which involved a management consultant company based in Texas. The sample was also described, which consisted of management-level employees who were survivors as a result of recent downsizing activity that occurred throughout the organization. A

المنارة للاستشارات
www.manaraa.com

description of the data collection and data analysis procedures that were used in the study was also provided. The study followed the guidelines established by Walden University and the American Psychological Association (APA), and was approved by the Institutional Review Board (IRB). The IRB approval number is: 01-25-12-0026719 (expires 01-24-13).

المنارة للاستشارات
www.manaraa.com

Chapter 4: Results

To understand the perceived effect of downsizing on knowledge sharing, this chapter is a summary of the following: (a) the demographic data; (b) a presentation of the data; (c) the research questions and hypotheses; and (d) a summary of the findings. A quantitative correlation research design was used to investigate the relationship between downsizing and knowledge sharing. Three sets of variables were examined. The first set of variables was survivor syndrome and actual knowledge sharing behavior. The second set of variables was survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior. The third set of variables was perceived loss of knowledge power and actual knowledge sharing behavior.

In an effort to reach the targeted number of 30 participants, oversampling was done. A total of 50 management-level employees were invited to participate in the study; 41 participants responded. 4 participants had incomplete responses and were not included in the results. As a result, the total sample size consisted of 37 participants. Once the survey closed, and data collection ended, data was imported into SPSS, which was the analytical tool used to compute descriptive statistics such as means and standard deviations. Reliability and correlation statistics were computed as well. Hypotheses were tested using Spearman's rank-order correlation coefficient. A two-tailed significance of $p < 0.01$ was used to conduct the statistical analyses. This chapter analyzes the results of the survey.

Demographic Data

Table 1 displays the frequency counts for each variable; 16 of the participants were men (43.2%), and 21 of the participants were women (56.7%). The majority of participants (67.5%) were 45 years of age or younger. Participant's job titles consisted of consultants (29.7%),

المنارة للاستشارات
www.manaraa.com

managers (24.3%), specialists (29.7%), and senior analysts (16.2%). A total of 6 participants (16.2%) had been in their position between 1 and 3 years; 24 participants (64.9%) had been in their position between 4 and 5 years; and 7 participants (18.9%) had been in their position between 6 and 7 years.

Table 1

Frequency Counts for Selected Variables (N = 37)

Variable	Category	*n*	%
Gender			
	Male	16	43.2
	Female	21	56.8
Age			
	Under 25	2	5.4
	26-35	12	32.4
	36-45	11	29.7
	46-55	10	27
	Over 55	2	5.4
Current Position/Role			
	Consultant	11	29.7
	Manager	9	24.3
	Specialist	11	29.7
	Senior Analyst	6	16.2
Years in Current Position			
	1-3 years	6	16.2
	4-5 years	24	64.9
	6-7 years	7	18.9

المنارة للاستشارات
www.manaraa.com

Data Presentation

This research was conducted in a recently downsized management consultant organization. The population from which the sample was drawn consisted of employees in the operations division of the Texas region. Eligibility criteria for research participants were based on their job level, which had to consist of a management-level status. Characteristics of the selected sample consisted of managers comprised of different ethnicities, ages, and gender who were survivors as a result of recent downsizing activity that occurred throughout the organization.

To recruit participants for the study, the primary point of contact at the management consultant company was contacted and asked to provide the researcher with a copy of an employee registry, which provided a listing of employee names and email addresses that could be contacted in reference to participating in the study. The targeted number of participants was 30. As a result, over-sampling was done in an effort to reach the target. A total of 50 management-level employees were contacted by email, and invited to participate in the study, starting with employee number 5 through 54 in the employee registry, as the first 4 employees listed in the registry, were field study participants.

The email invitation provided an overview regarding the purpose of the research study and instructions for completing the survey. Participants were asked to complete the survey within one week, and were advised that the survey would take approximately 15 minutes to complete. The email invitation included a link to the consent form and the actual survey, which was administered via Survey Monkey. The online survey instrument was nine pages long and was comprised of 49 questions.

المنارة للاستشارات
www.manaraa.com

The survey was posted for a period of seven consecutive days. Of the 50 invitation emails that were sent out, 41 participants attempted to complete the survey within one week of receiving the invitation (82% response rate). Four of the participants; however, had incomplete responses; therefore, data from these participants was not included in the data collection. As a result, the final sample size was 37 (90.2% response rate). A sample size of at least "30 or more participants is important to increase the validity of the research" (Waters, 2010, para.2). The survey data was exported from Survey Monkey and imported into SPSS for analysis. Responses were summed and scored; questions that were negatively stated were reverse scored.

Data were analyzed to determine the nature and strength of the relationships between three sets of two variables: (a) survivor syndrome and actual knowledge sharing behavior, (b) survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior, and (c) perceived loss of knowledge power and actual knowledge sharing behavior. Table 2 displays the psychometric characteristics for the five summated scale scores. The Cronbach alpha reliability coefficients ranged from $\alpha = .78$ to $\alpha = .98$ with the median alpha being $\alpha = .85$. This suggested that all scales had adequate levels of internal reliability, as a reliability coefficient of $\alpha = .70$ or higher is considered acceptable ("Introduction to SAS," 2007).

المنارة للاستشارات
www.manaraa.com

Table 2

Psychometric Characteristics for Summated Scale Scores (N = 37)

Score	Number of Items	M	SD	Low	High	A
Survivor Syndrome	9	2.20	0.88	1.11	4.33	0.93
Knowledge Sharing	7	3.24	0.63	1.57	5.00	0.78
Actual Knowledge Sharing Behavior	6	3.45	0.77	2.00	5.00	0.84
Perceived Loss of Knowledge Power	8	3.24	0.76	2.00	4.38	0.85
Attitudes Towards Knowledge Sharing	13	3.57	0.97	2.15	5.00	0.98

Aczel and Sounderpandian (2006) indicated that descriptive statistics are used to describe observations, and are "concerned with summarizing or describing a sample" (Rowntree, 2004, p. 21). In an effort to explore the data and assess the range of participant responses, descriptive statistics were analyzed. Table 3 displays the descriptive statistics for the four scale scores, and summarizes each variable's minimum (*Min*) and maximum (*Max*) scores, mean (*M*), and standard deviation (*SD*).

Table 3

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Scale 1 Survivor Syndrome	37	1.11	4.33	2.2042	0.88289
Scale 2 Actual Knowledge Sharing Behavior	37	2	5.00	3.4459	0.76885
Scale 3 Perceived Loss of Knowledge Power	37	2	4.38	3.2365	0.75965
Scale 4 Attitudes Towards Knowledge Sharing	37	2.15	5.00	3.5717	0.97411

المنارة للاستشارات
www.manaraa.com

Relationships among the variables were analyzed using Spearman's correlation coefficient (Spearman's rho) in an effort to determine the nature and strength of the relationships between the variables. Lund and Lund (2012) indicated "the Spearman's rank-order correlation, r_s is the nonparametric version of the Pearson product moment correlation [and] measures the strength of association between two variables" (para. 1).

Based on the relatively small sample size and the sampling method used for this study, normal distribution cannot be assumed (Anderson, Sweeney, & Williams, 2005). Therefore, the appropriate test to use for this study was Spearman's rho, based on the following assumptions outlined by Lund and Lund (2002, para. 2) regarding the use of Spearman's rho: (a) variables are measured on an ordinal, interval or ratio scale; (b) variables need not be normally distributed; (c) there is a monotonic relationship between the two variables; (d) this type of correlation is not very sensitive to outliers. The "result will always be between 1 and minus 1" which indicates either a positive or negative correlation. (Aczel & Sounderpandian, 2006, p. 677).

Research Questions and Hypotheses

To assess survivors' perspective of the effect of downsizing on knowledge sharing, the researcher assessed three sets of two variables. The first set of variables was survivor syndrome and actual knowledge sharing behavior. The second set of variables was survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior. The third set of variables was perceived loss of knowledge power and actual knowledge sharing behavior. Spearman's rho was used to test the hypotheses. The results produced a correlation between +1 and -1 which provided the direction and strength of the relationships between the variables. Results were interpreted by using effect sizes to assess the strength of the correlations, based on guidelines established by

المنارة للاستشارات
www.manaraa.com

Cohen (1988) as follows: (a) <0.1 = trivial effect; (b) 0.1 - 0.3 = small effect; (c) 0.3 – 0.5 = moderate effect; (d) >0.5 = large difference effect. Results of the study were based on an established significance level of 0.01, which ensures "a probability of less than 1 in 100 that the relationships occurred by chance" (Singleton & Straits, 2005, p. 78).

The researcher sought answers to the following research questions:

Research Question 1: What is the correlation between survivor syndrome and actual knowledge sharing behavior?

Null Hypothesis One predicted that there is no correlation between survivor syndrome and actual knowledge sharing behavior. To test this hypothesis, a Spearman correlation was performed (Table 7). Data from the management consultant survivors (N = 37) for the survivor syndrome score were correlated with the actual knowledge sharing behavior data. Lower scores indicate a management consultant survivor who rarely encountered feelings of survivor syndrome or issues with actual knowledge sharing behavior; high scores indicate a management consultant survivor who did encounter feelings of survivor syndrome and issues with actual knowledge sharing behavior. Table 4 displays the correlation results and *p*-value.

Table 4

Spearman's rho between Survivor Syndrome and Actual Knowledge Sharing Behavior

Scale	N	Actual Knowledge Sharing Behavior	*p*-value
Survivor Syndrome	37	-.237	.16

المنارة للاستشارات
www.manaraa.com

The correlation was not significant: $r_s = -.24, p = .16$. As a result, Null Hypothesis One was not rejected, as findings conclude that there is no correlation between survivor syndrome and actual knowledge sharing behavior among survivors at a management consultant organization.

Research Question 2: What is the correlation between survivors' attitudes towards knowledge sharing and actual knowledge sharing behavior?

Null Hypothesis Two predicted that there is no correlation between survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior. To test this hypothesis, a Spearman correlation was performed (Table 7). Data from the management consultant survivors (N = 37) for the attitude towards knowledge sharing score were correlated with the actual knowledge sharing behavior data. Lower scores indicate a management consultant survivor with a negative attitude towards knowledge sharing and actual knowledge sharing behavior; high scores indicate a management consultant survivor with a positive attitude towards knowledge sharing and actual knowledge sharing behavior. Table 5 displays the correlation results and *p*-value.

Table 5

Spearman's rho between Attitude towards Knowledge Sharing and Actual Knowledge Sharing Behavior

Scale	N	Actual Knowledge Sharing Behavior	*p*-value
Attitude towards Knowledge Sharing	37	.517	.001

المنارة للاستشارات
www.manaraa.com

A significant correlation was found: $r_s = .52$, $p = .001$. As a result, Null Hypothesis Two was rejected, as findings conclude that there is a positive correlation between survivors' attitudes towards knowledge sharing and actual knowledge sharing behavior among survivors at a management consultant organization.

Research Question 3: What is the correlation between perceived loss of knowledge power and actual knowledge sharing behavior?

Null Hypothesis Three predicted that there is no correlation between perceived loss of knowledge power and actual knowledge sharing behavior. To test this hypothesis, a Spearman correlation was performed (Table 7). Data from the management consultant survivors (N = 37) for the perceived loss of knowledge power score was correlated with the actual knowledge sharing behavior data. Lower scores indicate a management consultant survivor with a negative perception of loss of knowledge power and actual knowledge sharing behavior; high scores indicate a management consultant survivor with a positive perception of loss of knowledge power and actual knowledge sharing behavior. Table 6 displays the correlation results and *p*-value.

Table 6

Spearman's rho between Perceived Loss of Knowledge Power and Actual Knowledge Sharing Behavior

Scale	N	Actual Knowledge Sharing Behavior	*p*-value
Perceived Loss of Knowledge Power	37	-.456	.005

المنارة للاستشارات
www.manaraa.com

A significant correlation was found: $r_s = -.46$, $p = .005$. As a result, Null Hypothesis Three was rejected, as findings conclude that there is a negative correlation between perceived loss of knowledge power and actual knowledge sharing behavior.

Table 7

Intercorrelations among the Summated Scale Scores (N = 37)

Score	1	2	3	4
1. Survivor Syndrome	1.00			
2. Actual Knowledge Sharing Behavior	-.24	1.00		
3. Perceived Loss of Knowledge Power	.27	-.46****	1.00	
4. Attitudes towards Knowledge Sharing	-.31*	.52*****	-.58*****	1.00

* $p < .10$. ** $p < .05$. *** $p < .01$. **** $p < .005$. ***** $p < .001$.

Summary

I analyzed the results of the survey; 50 participants were invited to participate in the study; 41 surveys were completed within a 1-week time period; and 4 surveys were incomplete and were not included in the data collection. As a result, the final sample size was 37

المنارة للاستشارات
www.manaraa.com

participants. The demographic data and a presentation of the data were reviewed. Spearman's rho was used to test the hypotheses. For hypothesis one, statistical findings provided no support for a correlation between survivor syndrome and actual knowledge sharing behavior (Hypothesis One, Table 7). However for hypothesis two, results revealed statistically significant positive correlation between survivors' attitude toward knowledge sharing and actual knowledge sharing behavior (Hypothesis Two, Table 7). For hypothesis three, results also reflected a statistically significant positive correlation between perceived loss of knowledge power and actual knowledge sharing behavior (Hypothesis Three, Table 7). I summarized these findings in chapter 5 as it relates to implications for social change, and recommendations for further study.

المنارة للاستشارات
www.manaraa.com

Chapter 5: Discussion, Conclusions, and Recommendations

Summary

The purpose of this study was to determine the effect of downsizing on knowledge sharing. The researcher explored surviving employee perceptions of intra-organizational knowledge sharing in a recently downsized management consultant organization. A quantitative correlation research design was used to investigate the three research questions:

1. What is the correlation between survivor syndrome and actual knowledge sharing behavior?
2. What is the correlation between survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior?
3. What is the correlation between perceived loss of knowledge power and actual knowledge sharing behavior?

A web-based survey was used to collect the data. In an effort to answer the three research questions, three hypotheses were tested to assess survivors' perspective of the effect of downsizing on knowledge sharing. For hypothesis one, statistical findings provided no support for a correlation between survivor syndrome and actual knowledge sharing behavior. However for hypothesis two, results revealed a statistically significant positive correlation between survivors' attitude towards knowledge sharing and actual knowledge sharing behavior. For hypothesis three, results also reflected a statistically significant positive correlation between perceived loss of knowledge power and actual knowledge sharing behavior.

المنارة للاستشارات
www.manaraa.com

Interpretation of Findings

Hypothesis one stated that there is a correlation between survivor syndrome and actual knowledge sharing behavior. The null hypothesis stated that there is no correlation between survivor syndrome and actual knowledge sharing behavior. To test this hypothesis, a Spearman correlation was performed. Data from the management consultant survivors (N = 37) for the survivor syndrome score were correlated with the actual knowledge sharing behavior data. Spearman's rho was -.24, with a *p* value of .16 (Table 4). As the Spearman's rho was close to zero, and there was a negative correlation that was not statistically significant, the null hypothesis was not rejected.

The findings are consistent with the chapter 2 literature review and the theoretical frame for the study, which was based on Fishbein and Ajzen's (1975) theory of reasoned action. It is a body of work that can be used to predict an individual's intentions. Fishbein and Ajzen (1975) asserted that an employee's behavior is based on their perceptions and attitudes toward their employer. They indicated that perceptions precede attitude formation which in turn leads to the development of specific behaviors.

The study conducted by Allen, Freeman, Russell, Reizenstein, and Rentz (2001) indicated that the effects of layoffs vary over time as survivors adjust to the layoff. Similarly, the results of the study conducted by Appelbaum et al. (1999) indicated that from an approval perspective, survivors faced with the uncertainty of how they will be affected by changes associated with downsizing may be inclined to work harder and become more productive as a means of being perceived as a team player capable of adding value to the newly restructured

المنارة للاستشارات
www.manaraa.com

organization. In an exchange for the additional effort exuded, they anticipate being spared from any additional rounds of layoffs (Appelbaum et al., 1999).

Hypothesis two stated that there is a correlation between survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior. The null hypothesis stated there is no correlation between survivors' attitudes toward knowledge sharing and actual knowledge sharing behavior. To test this hypothesis, a Spearman correlation was performed. Data from the management consultant survivors (N = 37) for the attitude towards knowledge sharing score was correlated with the actual knowledge sharing behavior data. Spearman's rho was .52, with a *p* value of .001 (Table 5). As the Spearman's rho was close to +1, and the positive correlation was statistically significant, the null hypothesis was rejected.

The findings are consistent with the chapter 2 literature review and the theoretical frame for the study, which was based on Fishbein and Ajzen's (1975) theory of reasoned action. It is a body of work that can be used to predict an individual's intentions. Fishbein and Ajzen (1975) asserted that an employee's behavior is based on their perceptions and attitudes toward their employer. They indicated that perceptions precede attitude formation which in turn leads to the development of specific behaviors.

Appelbaum et al. (1999) indicated that from a prestige perspective, if organizational leaders convey the importance and value of evolving into a learning or knowledge organization, survivors may adopt that cultural mindset as a means of seeking approval or a sense of prestige, in the eyes of their leadership team. Appelbaum et al. (1999) also indicated that survivors could be motivated to comply with subjective norms, out of fear of becoming the next layoff victim.

المنارة للاستشارات
www.manaraa.com

Hypothesis three stated that there is a correlation between perceived loss of knowledge power and actual knowledge sharing behavior. The null hypothesis stated that there is no correlation between perceived loss of knowledge power and actual knowledge sharing behavior. To test this hypothesis, a Spearman correlation was performed. Data from the management consultant survivors (N = 37) for the perceived loss of knowledge power score was correlated with the actual knowledge sharing behavior data. Spearman's rho was -.46, with a *p* value of .005 (Table 6). As the Spearman's rho was close to -1, and the negative correlation was statistically significant, the null hypothesis was rejected.

The findings are consistent with the chapter 2 literature review and the theoretical frame for the study, which was based on Fishbein and Ajzen's (1975) theory of reasoned action. It is a body of work that can be used to predict an individual's intentions. Fishbein and Ajzen (1975) asserted that an employee's behavior is based on their perceptions and attitudes toward their employer. They indicated that perceptions precede attitude formation which in turn leads to the development of specific behaviors.

Rubenstein and Geisler (2003) indicated that a common mindset that surfaces within restructured organizations, seems to be a culture that embraces an ideal that knowledge is power. As a result, unless specifically asked, information is typically not freely or willingly shared. Appelbaum et al. (1999), indicated that trust erodes, and the credibility of senior managers typically drops by an estimated 35% after restructuring occurs. As a result, employees who are concerned about their current jobs, or who are faced with uncertainty, anxiety, or doubts regarding how they will fit in and/or be perceived within the newly restructured organization,

المنارة للاستشارات
www.manaraa.com

may actually steer the organizational culture towards becoming a culture of knowledge hoarding in lieu of knowledge sharing (Davenport & Prusak, 2000).

Working within an environment where information is hoarded or where one feels that every source of information is privileged, or can only be obtained on a need-to-know basis can obstruct knowledge transfer. Similarly, a study conducted by Bock, Zmud, Kim, and Lee (2005) confirmed that "extensive knowledge sharing within organizations still appears to be the exception rather than the rule [as] individuals tend to hoard knowledge in order to gain power" (p. 89).

Implications for Social Change

Organizational downsizing can potentially threaten an organization's performance and productivity; as a result of competent employees who often leave an organization and take years of knowledge with them. Employees in recently downsized organizations often have to contend with a culture in which the mindset centers on the fact that knowledge is power, meaning information is only shared, on a need-to-know basis. As a result, this can lead to knowledge silos being embedded throughout an organization.

During the planning phases of many organizational restructurings, attention is given to caring for the employees who will be affected as a result of downsizing efforts (Baruch & Hind, 1999). This can be accomplished with outplacement vendors bought on board to ensure that the exit process is managed as smoothly as possible. What is missing is that same level of care and attention and/or counseling for the employees who will be left behind to contend with survivor's syndrome (Baruch & Hind, 1999).

المنارة للاستشارات
www.manaraa.com

Addressing the morale of survivors is typically not factored into the pre or post downsizing planning process. As a result, they are typically not afforded training and/or counseling opportunities to assist them with managing the emotional and/or psychological issues they may be encountering. Overlooking the wellbeing of survivors could potentially hinder the flow of organizational communication, and in turn, negatively affect the overall knowledge management process.

Beagrie (2005) indicated that because employees who are no longer motivated to work hard can have a toxic effect on a work environment, key managerial skills will be required, in an effort to re-ignite employee passion. This is a time period when organizational leaders actually expect increased involvement and commitment, in hopes that employees will work harder and more competitively in an effort to keep their jobs.

While this may be the case initially, it is short-lived and typically followed by malicious behavior within the organization (Appelbaum et al., 1999). As a result, a concerted effort to improve organizational morale must consist of an ability to recognize the symptoms of organizational stress: constant complaining, tense silence, angry explosions, mistakes, avoidance, and turnover ("Boosting Performance in These Changing and Pressured Times," 2001).

Lu et al. (2006) indicated that "in knowledge-intensive industries, firms cannot compete if their employees guard their insights as personal secrets" (p. 15). To counter these challenges, Lu et al. (2006) asserted that "[in] [order] to succeed in a knowledge economy, organizations need to develop systematic processes to create and leverage knowledge" (p. 15). The statistical findings of this study provided no support for a correlation between survivor syndrome and actual knowledge sharing behavior; however, results revealed a statistically significant positive

المنارة للاستشارات
www.manaraa.com

correlation between survivors' attitude toward knowledge sharing and actual knowledge sharing behavior. Results also reflected a statistically significant positive correlation between perceived loss of knowledge power and actual knowledge sharing behavior. This research has added to the body of knowledge as a result of the empirical evidence which supports the relationship between downsizing and actual knowledge sharing behavior.

Earl (2001) indicated that "knowledge [can] make a difference to performance and should be managed better" (p. 216). The information from this study could potentially increase awareness for survivors and organizational leaders as it relates to the planning phases of organizational restructurings. Findings from this study may also assist with ensuring the proper level of attention and/or counseling is provided for the employees who will be left behind to contend with survivor's syndrome. In the end, the results of this study will provide organizational leaders with an increased awareness of the problem of knowledge hoarding among survivors in recently downsized organizations.

Recommendations for Action

A key recommendation for action based on the research in chapter 2 and this study's findings is for organizational leaders to implement training programs for organizational leaders and survivors to attend, based on the information revealed regarding survivors' perspectives of the challenges often encountered as it relates to knowledge sharing in recently downsized organizations. Training programs should be designed to focus on acknowledging the symptoms survivors may be currently experiencing, or have previously experienced, and provide guidelines on how to better manage and overcome survivor syndrome.

المنارة للاستشارات
www.manaraa.com

The work of other researchers supports this recommendation, as other researchers have posited that in an effort to counter the negative effects of downsizing, organizational leaders need to take action by focusing on the development of close working relationships, and on providing the support survivors need in order to embrace the sharing of knowledge and expertise and achieve organizational goals (Bartlett & Wozny, 2002; Lee & Chohi, 2003; Rubenstein & Gesiler, 2003). Similarly, Ajzen and Fishbein (1980) posited that "an acknowledgement and awareness of what employees' value can be instrumental in rallying employees faced with overcoming survivor's syndrome. When working within the realms of a downsized work environment, it is essential that employees work together and collaborate with other cross functional teams, so that knowledge transfer can take place" (p. 172).

Additional recommendations include the need for managers to also hold focus group meetings with survivors in an effort to identify and assess the organization's overall knowledge management needs. Additionally, if organizational leaders can identify survivors' attitudes toward knowledge-sharing, this will position them to implement the necessary measures needed to assist with improving those attitudes.

This recommendation for action is supported by the findings of this study, and is also supported by the work of other researchers who have posited that "successful downsizing [must] [consist] [of] conducting a knowledge audit of a company's work force" ("Managing Successful Downsizing," 2002, p. 21). Similarly, Fisher and White (1997) asserted that "successful downsizing requires the identification of the formal and informal networks operating in an

المنارة للاستشارات
www.manaraa.com

organization that are essential to its learning capacity [since] both organizational learning and downsizing can lead to [a] better competitive position" (p. 458).

The final recommendation for action is to encourage organizational leaders from the very top levels of management, down to the lower levels of management, to focus on fostering a culture that encourages knowledge sharing within newly restructured work environments. Conducting regularly scheduled town hall meetings or team meetings can assist with this effort. This recommendation for action is supported by the findings of this study, and is also supported by the work of other researchers who have posited that leaders should be encouraged to focus on the fact that a major cultural shift is needed to change survivors' behaviors, particularly in organizations faced with having to manage the emotional and workplace needs of survivors whose productivity and morale have been diminished as a result of multiple downsizings (Bhattacharyya & Chatterjee, 2005).

Baltazar (2001) indicated that the continued trend of massive organizational layoffs has resulted in the need for organizational leaders to place more emphasis on ensuring effective knowledge management practices are in place. Similarly, the research conducted by Lu et al. (2006), revealed that "at the organizational level, organizational support leads to higher utilization of information and communication technologies, resulting in more knowledge sharing" (p. 35). Additionally, Gibbert and Krause (2002) indicated that while organizations cannot force employees to share knowledge; they can encourage employees to engage in the process. Additionally, Wright (1998) indicated the following:

> As organizations continue to evolve into knowledge intensive environments, organizational leaders will need to shift their focus towards the encouragement of

المنارة للاستشارات
www.manaraa.com

> knowledge sharing. Knowledge, long regarded as power, has naturally been viewed as ripe for hoarding [and] in a competitively individualistic environment, sharing it has looked abnormal. [As] [a] [result], now that organizations are discovering that sharing knowledge makes sound business sense, changing that behavior suddenly looks profoundly connected to their bottom-line fortunes. (p. 4)

Based on the research in chapter 2 and this study's findings, organizational leaders can implement training programs based on the information revealed regarding survivors' perspectives of the challenges often encountered as it relates to knowledge sharing in recently downsized organizations. A three-fold training approach can be structured, designed, and implemented as follows:

1. Introduction / Overview: Define and acknowledge the current or past existence of survivor syndrome; provide survivors with a brief survivor syndrome assessment test; provide guidelines on how to effectively manage survivor syndrome (Bartlett & Wozny, 2002; Lee & Choi, 2003; Rubenstein & Gesiler, 2003).
2. Analysis / Reflection: Identify and assess the organization's overall knowledge management needs; identify survivors' attitudes toward knowledge sharing; divide the survivors into focus groups and appoint one senior leader to serve as the spokesperson for each group; have survivors brainstorm with their appointed senior leader regarding the overall knowledge management needs of the business and share their personal views regarding their attitudes towards knowledge sharing ("Managing Successful Downsizing," 2002).

المنارة للاستشارات
www.manaraa.com

3. Goal Setting / Action Plan: Foster a knowledge sharing culture; bring the teams back together as one group to provide a read-out regarding the results in item 2; provide flip charts to be used by the appointed senior leaders to journal survivors' ideas of how their organization can foster a knowledge sharing culture (Lu et al., 2006).

Organizational leaders can apply the findings from this study to assist with designing a survivor training program. The sample training outline above can be used as a guide to design the program, which can be implemented to assist with countering the challenges that survivors and leaders often contend with, as it relates to leveraging knowledge management in recently downsized organizations. A potential title for the training program could be: *It starts at the Top: Survivor Syndrome & Knowledge Management Assessment Training.*

Recommendations for Further Study

While this research study has added to the body of knowledge by increasing our understanding of the perceived effect of downsizing on knowledge sharing, additional research is needed in an effort to address this study's limitations. The first limitation was the use of a correlation method. The use of a longitudinal method should be explored for future research, in an effort to explore employees' reactions before, during, and after the layoff process. Additionally, the correlation of variables does not prove causation (Singleton & Straits, 2005). As a result, further research is needed in order to prove the processes underlying the correlations.

The use of a correlational design was another limitation. Using a different design such as an experimental design would increase the confidence of the findings, provided both designs yielded similar results (Leedy & Ormrod, 2005). Another limitation was the sampling technique.

المنارة للاستشارات
www.manaraa.com

A convenience sample was used to solicit participants. Purposive and snowball sampling techniques based on partnerships with organizations from specific industries may have yielded different results. Response bias was another limitation. While employees were assured of the confidentiality of the study, participants may have intentionally altered their responses to provide a more favorable response.

Using a relatively small sample size of 37 participants, and using only one company and only one operations organization based only in Texas was also a limitation and resulted in this research study being localized and only generalizable to the management consultant company participating in the study. Future studies should include a larger sample size in an effort to generalize with greater confidence, to similar populations. Additionally, the fact that this study was conducted in a post layoff environment may limit the generalization of the study to organizations that have never downsized.

Conclusions

The empirical results of the data in this study reconfirmed the relationship between survivor syndrome and actual knowledge sharing behavior, as the data revealed a negative correlation between survivor syndrome and actual knowledge sharing which was not significant. As a result, it was concluded that there is no relationship between survivor syndrome and management consultant survivors' actual knowledge sharing behavior. Therefore, Hypothesis 1 was not supported.

The empirical results of the data in this study reconfirmed the relationship between attitude towards knowledge sharing and actual knowledge sharing behavior, as the data revealed a positive significant correlation between attitude towards knowledge sharing and actual

المنارة للاستشارات
www.manaraa.com

knowledge sharing behavior. As a result, it was concluded that management consultant survivors' with a positive attitude towards knowledge sharing tend to increase actual knowledge sharing behavior. Therefore, Hypothesis 2 was supported.

The empirical results of the data in this study reconfirmed the relationship between perceived loss of knowledge power and actual knowledge sharing behavior, as the data revealed a significant negative correlation between perceived loss of knowledge power and actual knowledge sharing behavior. As a result, it was concluded that as management consultant survivors' perceived loss of knowledge power increases, actual knowledge sharing behavior decreases. Therefore, Hypothesis 3 was supported.

In general, results suggested that as survivors adjust to multiple rounds of layoffs, survivor syndrome is not as prevalent; therefore, there is no relationship between survivor syndrome and knowledge sharing. Results also suggested that if survivors have a positive disposition relative to their attitude towards knowledge sharing, they will share their knowledge. Results also revealed that the more survivors perceive that they are losing their knowledge power, the less they are willing to share their knowledge.

These findings are significant as a result of the potential to increase awareness for survivors and organizational leaders as it relates to the planning phases of organizational restructurings. Findings from this study may also assist with ensuring the proper level of attention and/or counseling is provided for the employees who will be left behind to contend with survivor's syndrome. In the end, the results of this study will also provide organizational leaders with an increased awareness of the problem of knowledge hoarding among survivors in recently downsized organizations.

المنارة للاستشارات
www.manaraa.com

References

Aczel, A., & Sounderpandian, J. (2006). *Complete business statistics* (6th ed). New York, NY: McGraw-Hill Irwin.

Ajzen, I., & Fishbein, M. (1980). *Understanding attitudes and predicting social behavior.* Englewood Cliffs, NJ: Prentice-Hall.

Allen, T. D., Freeman, D. M., Russell, J. E., Reizenstein, R. C., & Rentz, J. O. (2001). Survivor reactions to organizational downsizing: Does time ease the pain? *Journal of Occupational and Organizational Psychology, 74*(2)*,* 145-164. doi:10.1348/096317901167299

Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2005). *Essentials of statistics for business and economics.* Tampa, FL: Thomson Learning.

Appelbaum, S. H., Close, T. G., & Klasa, S. (1999). Downsizing: An examination of some successes and more failures. *Management Decision, 37*(5)*,* 424-436. doi:10.1108/00251749910274207

Baltazar, H. (2001, April 16). Knowledge management has a human side. *eWeek, 18,* 74-79. Retrieved from http://eweek.com/c/a/IT-Management/Knowledge-Management-Has-a-Human-Side

Barke, R. (2009). Balancing uncertain risks and benefits in human subjects research. *Science, Technology & Human Values, 34*(3)*,* 337-346. doi:10.1177/0162243908328760

Bartlett, C. A., & Wozny, M. (2002). GE's two-decade transformation: Jack Welch's leadership. *Harvard Business School.* Retrieved from http://hbr.org//product/ge-s-two-decade-transformation-jack-welch-s-leader

المنارة للاستشارات

www.manaraa.com

Baruch, Y. (1998). The rise and fall of organizational commitment. *Human Systems Management, 17*(2)*,* 135-144. Retrieved from https://iospress.metapress.com

Baruch, Y., & Hind, P. (1999). Perpetual motion in organizations: Effective management and the impact of the new psychological contracts on "survivor syndrome." *European Journal of Work and Organizational Psychology, 8*(2)*,* 295-306. doi:10.1080/135943299398375

Beagrie, S. (2005). How to manage demotivated employees. *Personnel Today,* 31-32. Retrieved from http://business.highbeam.com/410665/article-1G1-138757296

Becker, B., Dawson, P., Devine, K., Hannum, C., Hill, S., Leydens, J., Matuskevich, D., Traver, C., & Palmquist, M. (2005). *Case Studies.* Writing@CSU. Colorado State University Department of English. Retrieved from http://writing.colostate.edu/guides/research/casestudy/

Bhattacharyya, S., & Chatterjee, L. (2005). Organizational downsizing: From concepts to practices. *The Journal for Decision Makers, 30*(3)*,* 65-78. Retrieved from http://vikalpa.com/pdf/articles/2005/2005_july_sep_65_78.pdf

Bock, G. W., Zmud, R. W., Kim, Y. G., & Lee, J. N. (2005). Behavioral intention formation in knowledge sharing: Examining the roles of extrinsic motivators, social-psychological forces, and organizational climate. *MIS Quarterly, 29*(1)*,* 87-111. Retrieved form http://misq.org/behavior-intention-formation-in-knowledge-sharing-examining-the-roles-of-extrinsic-motivators-social-psychological-factors-and-organizational-climate.html

Boosting performance in these changing and pressured times. (2001). *American Salesman, 46,* 10-16. Retrieved from http://allbusiness.com/human-resources/workforce-management/808430-l.html

المنارة للاستشارات

www.manaraa.com

Borenstein, J. (2008). The expanding purview: Boards and the reviews of human subjects research. *Accountability in Research, 15,* 188-204. doi:10.1080/08989620802201866

Botkin, J., & Seelely, C. (2001). The knowledge management manisfesto. *Knowledge Management Review, 3,* 16-21. Retrieved form http://knowlegeboard.com/egi-bin/item.egi?id=264

Brockner, J. (1992). Managing the effects of layoffs on others. *California Management Review, 34,* 9-27. Retrieved from http://mendeley.com/research/managing-the-effects-of-layoff-on-survivors/

Brockner, J., Greenberg, J., Brockner, A., Bortz, J., Davy, J., & Carter, C. (1986). Layoffs, equity theory, and performance: Further evidence of the impact of survivor guilt. *Academy of Management Journal, 29*(2)*,* 373-384. doi:10.2307/256193

Brockner, J., Tyler, T., & Schneider, R. (1992). The influence of prior commitment to an institution on reactions to perceived unfairness: The higher they are, the harder they fall. *Administrative Science Quarterly, 37*(2)*,* 241-261. doi:10.2307/2393223

Bryan, L., & Joyce, C. (2005). The 21st century organization. *McKinsey Quarterly, 3,* 24-33. Retrieved from http://mckinseyquarterly.com/links/17886

Bumbaugh, M. (1998). Moving beyond survival after downsizing. *Nursing Management, 29*(2)*,* 30-33. doi:10.1097/00006247-199802000-00006

Bureau of labor statistics (2012). Retrieved from http://bls.gov/mls

Cascio, W. F. (1995). Whither industrial and organizational psychology in a changing world of work? *American Psychologist, 50*(11)*,* 928-939. doi:10.1037/0003-066X.50.11.928

المنارة للاستشارات

www.manaraa.com

Charness, G., & Levine, D. (2000). When are layoffs acceptable? Evidence from a quasi-experiment. *Industrial & Labor Relations Review, 53*(3)*,* 381-400. Retrieved from http://www.jstor.org/pss/2695965

Chow, C. W., Deng, F. J., & Ho, J. L. (2000). The openness of knowledge sharing within organizations: A comparative study of the United States and the People's Republic of China. *Journal of Management Accounting Research,* 65-93. Retrieved from http://citeulike.org/user/hpiwowar/article/4415534

Cone, J. D., & Foster, S. L. (1993). *Dissertations and theses from start to finish.* Washington, D.C.: American Psychological Association.

Cooper, D. R., & Schindler, P. S. (2003). *Business research methods* (8th ed). New York, NY: McGraw-Hill Higher Education.

Corum, R. E. (1996). The impact of a layoff on survivors. *Dissertation Abstracts International, 56,* (11), 119A. (UMI No. 9608642)

Davenport, T. H., & Prusak, L. (2000). Working knowledge: How organizations manage what they know. *Harvard Business School Press.* Boston, MA, 1-7. Retrieved from http://wang.ist.psu.edu/course/05/IST597/papers/Davenport_know.pdf

Davis, J. A. (2003). Organizational downsizing: A review of literature for planning and research. *Journal of Healthcare Management, 48*(3)*,* 181-195. Retrieved from http://nebi.nlm.nih.gov/pubmed/12789706

De Cremer, D., Fishman, A., Van Olffen, W., Brockneer, J., Van Dijke, M., & Mayer, D. (2010). When do procedural fairness and outcome fairness interact to influence employees' work

المنارة للاستشارات

www.manaraa.com

attitudes and behaviors: The moderating effect of uncertainty. *Journal of Applied Psychology, 95*(2)*,* 291-304. Retrieved from http://www.jstor.org/pss/413469

Di Frances, J. (2002). The reasons why your company shouldn't downsize. *Successful Meetings, 51,* 49-51. Retrieved from http://awci.org/cd/pdfs/0203_a.pdf

Disterer, G. (2001, January 3). *Individual and social barriers to knowledge transfer.* Paper presented at the 2001 Symposium on System Sciences.doi:10.1109/HICSS.2001.927138

Dixon, K. A., Rodgers, W. M., & Van Horn, C. E. (2004). Laid off: American workers and employers assess a volatile labor market. *Work Trends Survey Report, 7.* New Brunswick, NJ: John J. Heldrich Center for Workforce Development, Rutgers University.

Dyck, B., Starke, F. A., Mischke, G. A., Mauws, M. (2005). Learning to build a car: An empirical investigation of organizational learning. *Journal of Management Studies, 42*(2)*,* 288-416. doi:10.1111/1467-6486.2005.00501.x

Earl, M. J. (2001). Knowledge strategies: Toward a taxonomy. *Journal of Management Information Systems, 18*(1)*,* 215-242. Retrieved from http://mesharpe.metapress.com

Feldheim, M. (2007). Public sector downsizing and employee trust. *International Journal of Public Administration, 30,* 249-270. doi:10.1080/01900690601117739

Fisher, S. R., & White, M. A. (1997). Downsizing and organizational learning: A question of compatibility. *Academy of Management Proceedings, 25*(1)*,* 454-458. doi:10.5465/AMBPP.1997.4989390

Fisher, S. R., & White, M. A. (2000). Downsizing in a learning organization: Are there hidden costs. *Academy of Management Review, 25,* 244-251. doi:10.2307/259273

المنارة للاستشارات

www.manaraa.com

Fishbein, M. & Ajzen, I. (1975). *Belief, attitude, intention, and behavior: An introduction to theory and research.* Reading, MA: Addison-Wesley.

Ford, D. P. (2004). Knowledge sharing: Seeking to understand intentions and actual sharing. (Doctoral dissertation, University at Kingston, 2004). *Dissertation Abstracts International, 66,* 536.

Garvin, D. (1993). Building a learning organization. *Harvard Business Review, 71,* 78-91. Retrieved from http://hbr.org/product/building-a-learning-organization/an/93402-PDF-ENG

Gibbert, M., and Krause, H. *"Practice Exchange in a Best Practice Marketplace,"* in Knowledge Management Case Book: Siemens Best Practices, T.H. Davenport and G.J.B. Probst (Eds), Publicis Corporate Publishing, Erlangen. Germany, 2002, pp. 89-105.

Gilmour, D. (2003). How to fix knowledge management. *Harvard Business Review, 81*(10)*,* 16-17. Retrieved from http://hbr.org/2003/10/how-to-fix-knowledge-management/ar/l

Greenberg, J. (2005). Equity theory. *Blackwell Encyclopedic Dictionary of Organizational Behavior,* 1-110. Retrieved from http://www.ebookee.org

Greenhalgh, L., & Rosenblatt, Z. (1984). Job insecurity: Toward conceptual clarity. *Academy of Management Review, 9,* 438-448. doi:10.2307/258284

Greenhalgh, L. Lawrence, A., & Sutton, R. (1988). Determinants of work force reduction strategies in declining organizations. *Academy of Management Review, 13*(2)*,* 241-254. doi:10.2307/258575

المنارة للاستشارات

www.manaraa.com

Hellgren, J. Sverke, M., & Isaksson, K. (1999). A two-dimensional approach to job insecurity: Consequences for employee attitudes and well-being. *European Journal of Work and Organizational Psychology, 8*(2), 179-195. doi:10.1080/135943299398311

Henkoff, R. (1994, January 10). Getting beyond downsizing. *Fortune,* 58-64. Retrieved from http://money.conn.com/magazines/fortune/fortune_archive/1994/01/10/78843/index.htm

Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The motivation to work.* New York, NY: John Wiley & Sons.

Hitt, M. A., Keatts, B. W., Harback, H. F., & Nixon, R. D. (1994). Rightsizing - Building and maintaining strategic leadership: A long-term competiveness. *Organizational Dynamics, 23,* 18-32. doi:10.1016/0090-2616 (94)90066-3

Hunter, I., & Thatcher, S. (2007). Feeling the heat: Effects of stress, commitment, and job experience on job performance. *Academy of Management Journal, 50*(4)*,* 953-968. doi:10.5465/AMJ.2007.26279227

Introduction to SAS. (2007). UCLA: Academic Technology Services, Statistical Group. Retrieved from http://www.ats.ucla.edu.stat/sas/notes2

Ipe, M. (2003). Knowledge sharing in organizations: A conceptual framework. *Human Resource Development Review, 2,* 337-359. doi:10.1177/1534484303257985

Ivancevich, J. M., Schweiger, D. M., & Power, F. R. (2002). Strategies for managing human resources during mergers and acquisitions. *Human Resource Planning, 10,* (1), 19-35. Retrieved from http://scribd.com/doc/47893337/strategies-for-managing-human-resource

المنارة للاستشارات

www.manaraa.com

Kalimo, R., Taris, T., & Schaufeli, W. (2003). The effects of past and anticipated future downsizing on survivor well-being: An equity perspective. *Journal of Occupational Health Psychology, 8*(2)*,* 91-109. doi:10.1037/1076-8998.8.2.91

Kankanhalli, A., Tan, B., Wei, K. (2005). Contributing knowledge to electronic knowledge repositories: An empirical investigation. *MIS Quarterly, 20*(1)*,* 113-143. Retrieved from http://web.ebscohost.com.ezp.waldenulibrary.org

Kinsey, C. (2007). The hoarding/sharing instinct. *KM Review, 9*(6)*,* 6-6. Retrieved from http://web.ebscohost.com.ezp.waldenulibrary.org

Lee, H. & Choi, B. (2003). Knowledge management enablers, processes, and organizational performance: An integrative view and empirical examination. *Journal of Management Information Systems, 20*(1)*,* 179-288. Retrieved from http://web.ebscohost.com.ezp.waldenulibrary.org

Lee, M., & Taylor, G. (2004). Mergers and the new workplace: the effects of a merger of two emergency departments on nursing staff. *Journal of Health and Human Services Administration, 26 (4),* 470-484. Retrieved from http://www.ncbi.nlm.nih.gov

Leedy, P. D., & Ormrod, J. E. (2005). *Practical research planning and design* (8th ed). Saddle River, NJ: Pearson Merrill Prentice Hall.

Lesser, E. & Prusak, L. (2001). Preserving knowledge in an uncertain world. MIT Sloan Management Review, *43*(1), 101-102. Retrieved from http://web.ebscohost.com.ezp.waldenulibrary.org

المنارة للاستشارات

www.manaraa.com

Leung, A. S. M., & Chang, L. M. K. (2002). Organizational downsizing: Psychological impact on surviving managers in Hong Kong. *Asia Pacific Business Review, 8*(3)*,* 76-94. doi:10.1080/713999149

Linn, A. (2012). Who's announced most job cuts: Uncle Sam? Retrieved from http://bottomline.msnbc.msn.com/_news/2012/02/13/10376217-whos-announced-most-job-cuts-uncle-sam

Loermans, L. (2002). Synergizing the learning organization and knowledge management. *Journal of Knowledge Management, 6*(3)*,* 285-294. doi:10.1108/13673270210434386

Lu, L., Leung, K., & Koch, P. (2006). Managerial knowledge sharing: The role of individual, interpersonal, and organizational factors. *Management and Organization Review, 2*(1)*,* 15-41. doi:10.111/j.1740-8784.2006.000029.x

Lund, A., & Lund, M. (2002). Laerd statistics. Retrieved from https://statistics.laerd.com

Managing successful downsizing. (2002). *Corporate Finance, 208,* 21-22. doi:10.1108/09534810810874831

McKinley, W. (1993). Organizational decline and adaptation: Theoretical controversies. *Organization Science, 23*(1)*,* 1-9. doi:10.1287/orsc.4.1.1

Mirabal, N., & DeYoung, R. (2005). Downsizing as a strategic intervention. *Journal of American Academy of Business, 6* (1), 39-45. Retrieved from http://web.ebscohost.com.ezp.waldenulibrary.org/ehost/

Mollica, K. A., & DeWitt, R. L. (2000). When others retire early: What about me? *Academy of Management Journal, 43*(6)*,* 1068-1075. doi:10.2307/1556335

المنارة للاستشارات

www.manaraa.com

Noer, D. M. (1993). *Healing the wounds: Overcoming the trauma of layoffs and revitalizing downsized organizations*. San Francisco, CA: Jossey Bass.

Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization Science, 5*(1)*,* 14-37. doi:10.1287/orsc.5.1.14

Owen, S. L. (1994). An assessment of senior-grade civil-servant perceptions of an organizational reduction within the defense department. *Dissertation Abstracts International, 56* (02), 986A. (UMI No. 9520581)

Parker, Chmiel, & Wall (1997). Work characteristics and employee well-being within a context of strategic downsizing. *Journal of Occupational Health Psychology, 2*(4)*,* 289-303. doi:10.1037/1076-8998.2.4.289

Polanyi, M. (1966). *The tacit dimension.* Garden City, NY: Anchor Books.

Pollard, D. (2005, September 19). The psychology of information or why we don't share stuff. Retrieved from http://barriers_to_knowledge_sharing.html

Reilly, C., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology, 71*(3)*,* 492-499. doi:10.1037/0021-9010.71.3.492

Rousseau, D. M. (1990). New hire perceptions of their own and their employers obligations: A study of psychological constructs. *Journal of Organizational Behavior, 11*(5)*,* 389-400. doi:10.1002/4030110506

Rowntree, D. (2004). *Statistics without tears.* Boston, MA: Pearson Education.

Rubenstein, A., & Geisler, E. (2003). *Installing and managing workable knowledge management systems.* Hartford, CT: Greenwood.

المنارة للاستشارات

www.manaraa.com

Sadhev, K. (2004). Revisiting the survivor syndrome: The role of leadership in implementing downsizing. *European Journal of Work and Organizational Psychology, 13*(2)*,* 165-196. doi:10.1080/13594320444000056

Salkind, N. J. (1997). *Exploring research* (3rd ed.). Upper Saddle River, NJ: Prentice Hall.

Schaefer, D. R., & Dillman, D. A. (1998). Development of a standard e-mail methodology. *Public Opinion Quarterly, 62,* 378-398. doi:10.1086/297851

Schmalensee, R. (1996). Ways I have worked. *American Economist, 40*(2)*,* 37-43. Retrieved from http://www.jstor.org/pss/25604074

Shah, P. P. (2000). Network destruction: The structural implications of downsizing. *Academy of Management Journal, 43*(1)*,* 101-112. doi:10.2307/1556389

Sheehan, E. (1993). The effects of turnover on the productivity of those who stay. *Journal of Social Psychology, 133*(5)*,* 699-706. doi:10.1080/00224545.1993.9713925

Shipley, D., Kiely, J. (1986). Industrial salesforce motivation and herzberg's dual factor theory: A UK perspective. *Journal of Personal Selling & Sales Management, 6*(1)*,* 8-16. Retrieved from http://www.jstor.org/pss/40471229

Singleton, R. A. & Straits, B. C. (2005). *Approaches to social research* (4th ed). New York, NY: Oxford University Press.

Sitlington, H. (2008). Impact of downsizing, restructuring, and knowledge sharing on retention of knowledge in organizations: Implications for organizational effectiveness. Retrieved from http://espace.libray.curtin.edu.au

المنارة للاستشارات
www.manaraa.com

Trochim, W.M.K. (2001). *The research methods knowledge base* (2nd ed). Cincinnati, OH: Atomic Dog Publishing.

Vardi, Y., & Wiener, V. (1996). Misbehavior in organizations: A motivational framework. *Organizational Science, 7*(2), 151-165. doi:10.1287/orsc.7.2.151

Waters, J. (2010). Correlation research. Retrieved from http://www.capilanou.ca/programs/psychology/students/research/correlation.html

Wright, P. (1998). Toward a unifying framework for exploring fit and flexibility in strategic human resource management. *Academic Management Review, 23*(4)*,* 756-772. doi:10.5465/AMR.1998.1255637

المنارة للاستشارات

www.manaraa.com

Appendix A: Permission to use Knowledge Sharing Questionnaire

Subject : **Re: Permission to Use Knowledge Sharing Questionnaire**

Date : Sun, Jul 26, 2009 05:09 PM CDT

From : **dpford@mun.ca**

To : Patricia McDonald <pmcdo002@waldenu.edu>

Patricia – Certainly – permission granted! I would just ask to see a synopsis of your results for my own curiosity. Your research sounds interesting!

Cheers,
Dianne

Sent from my BlackBerry device on the Rogers Wireless Network

From: Patricia McDonald
Date: Sun, 26 Jul 2009 11:41:38 -0400 (EDT)
To: <dpford@mun.ca>
Subject: Permission to Use Knowledge Sharing Questionnaire

Hello Dr. Ford,

I am a doctoral student at Walden University in Minneapolis, Minnesota, and I would like to request permission to use your Knowledge Sharing questionnaire (some parts) for my dissertation research. My research is on the impact of downsizing on knowledge sharing in a post layoff environment, and the questions selected may have to be modified to fit the intended purpose.

I have three months to conclude this research, and look forward to hearing from you soon. If you have any questions, please do not hesitate to contact me. Thank you for your time, and any assistance that you can offer.

Patricia McDonald

المنارة للاستشارات
www.manaraa.com

Appendix B: Permission to use EKR Scale

From : "Bernard C.Y. Tan" <btan@comp.nus.edu.sg>

Date : Mon, Jun 08, 2009 01:48 AM CDT

From : **"Bernard C.Y. Tan" <btan@comp.nus.edu.sg>**

To : Patricia McDonald <pmcdo002@waldenu.edu>

Reply To : "Bernard C.Y. Tan" <btan@comp.nus.edu.sg>

CC : atreyi@comp.nus.edu.sg, fbweikk@cityu.edu.hk, isweikk@cityu.edu.hk

Subject : **Re: Permission to use EKR Research Model**

Dear Patricia,

Yes, you can just cite the paper as the source and then use/modify the instrument (for your context). Let us know if you need anything else.

Good luck for your research!

Regards,
Bernard

> Hello Dr. Kankanhalli, Dr. Tan, and Dr. Wei,
>
> I am a doctoral student at Walden University in Minneapolis, Minnesota,
> and I would like to request permission to use the EKR research
> questionnaire (some parts) for my dissertation research. My research is on
> the impact of downsizing on knowledge sharing in a post layoff
> environment, and the questions selected may have to be modified to fit the
> intended purpose.
>
> I have three months to conclude this research, and look forward to hearing
from you soon.
> Patricia McDonald

www.manaraa.com

Appendix C: Permission to use Survivor Syndrome Scale

Date : Mon, Apr 13, 2009 11:48 PM CDT

From : **Alicia Leung <alicia@hkbu.edu.hk>**

To : Patricia McDonald <pmcdo002@waldenu.edu>

Reply To : Alicia Leung <alicia@hkbu.edu.hk>

CC : mkchang@hkbu.edu.hk

Subject : **Re: Permission to Use Survivor Syndrome Scale**

Hi Patricia

No problem for using the scale. Hope every success in you study.

Alicia

==========
Alicia S.M. Leung, Ph.D.
Associate Professor
Hong Kong Baptist University
Kowloon Tong
Hong KongTel: (852) 3411-7560
Fax: (852) 3411-5583

==========

----- Original Message -----

From: Patricia McDonald

To: alicia@hkbu.edu.hk

Cc: mkchang@hkbu.edu.hk

Sent: Saturday, April 11, 2009 9:13 PM

Subject: Permission to Use Survivor Syndrome Scale

Hello Dr. Leung and Dr. Chang,

I am a doctoral student at Walden University in Minneapolis, MN, and I would like to request permission to use your Survivor Syndrome scale mentioned in your article entitled: "Organizational Downsizing: Psychological Impact on Surviving Managers in Hong Kong" for my dissertation research. My research is on the impact of downsizing on knowledge sharing in a post layoff environment.

I have three months to conclude this research, and look forward to hearing from you soon. If you have any questions, please do not hesitate to contact me at (972) 768-9000 (cell) or 972-399-4508 (work).

Thank you for your time.
Patricia McDonald

المنارة للاستشارات
www.manaraa.com

Appendix D: Permission to use Organizational Restructuring Questionnaire

Subject : **RE: Permission to Use Questionnaire**

Date : Tue, Apr 14, 2009 12:37 AM CDT

From : **Helen SITLINGTON <h.sitlington@ecu.edu.au>**

To : Patricia McDonald <pmcdo002@waldenu.edu>

Hi Patricia

I am happy for you to use my questionnaire – with appropriate acknowledgement. Good luck with the research.

Regards,

Helen

Dr Helen Sitlington
Lecturer (Part time)
School of Management

Edith Cowan University
270 Joondalup Dve
Joondalup WA 6027

From: Patricia McDonald [mailto:pmcdo002@waldenu.edu]
Sent: Wednesday, 8 April 2009 6:44 AM
To: Helen SITLINGTON
Subject: Permission to Use Questionnaire

Hello Dr. Sitlington,

I am a doctoral student at Walden University in Minneapolis, Minnesota, and I would like to request permission to use your Perceptions of Organizational Restructuring questionnaire for my dissertation research. My research is on the impact of downsizing on knowledge sharing in a post layoff environment.

I have three months to conclude this research, and look forward to hearing from you soon. If you have any questions, please do not hesitate to contact me at 972-768-9000 or 972-399-4508.

Thank you for your time.

المنارة للاستشارات
www.manaraa.com

Appendix E: Survey Instrument

Survivor Survey

Consent

1. Statement of Consent: I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By clicking the link below, I understand that I am agreeing to the terms described above.

1 = Yes, continue to survey

2 = No, exit survey

Survivor Syndrome

2. Please indicate the extent to which each of the following describes how you felt after the most recent round of layoffs by checking the number that best represents your opinion.

1 = Never

2 = Hardly Ever

3 = Sometimes

4 = Quite Often

5 = Always

المنارة للاستشارات
www.manaraa.com

	Never	Hardly Ever	Sometimes	Quite Often	Always
	1	2	3	4	5
After the last round of layoffs, I felt depressed.					
After the last round of layoffs, I felt fatigued.					
After the last round of layoffs, I felt a sense of insecurity and fear.					
After the last round of layoffs, I had feelings of distrust and betrayal.					
After the last round of layoffs, I felt a lack of direction.					
After the last round of layoffs, I felt anger over the layoff process.					
After the last round of layoffs, I felt a deep sense of unfairness.					
After the last round of layoffs, I felt a lack of sense of belonging.					
After the last round of layoffs, I felt a sense of helplessness.					

Knowledge Sharing

3. Compared with before the most recent round of layoffs, knowledge sharing in my organization NOW involves…

1 = A lot less than before

2 = A little less than before

3 = About the same as before

4 = A little more than before

5 = A lot more than before

المنارة للاستشارات
www.manaraa.com

	A lot less than before	A little less than before	About the same as before	A little more than before	A lot more than before
	1	2	3	4	5
Information sharing activities like team meetings, seminars, presentations, guest speakers, debriefing, etc.					
Structure and job designs that facilitate learning and application of skills.					
Open communication channels throughout the organization.					
Access to people with knowledge and decision making ability.					
Working in teams and project groups.					
Opportunities for individual and team learning and development.					
A culture that encourages trust and knowledge sharing.					

Actual Knowledge Sharing Behavior

4. Please indicate your general perceptions of the following NOW compared to before the most recent round of layoffs.

1 = Very rarely

2 = Rarely

3 = Sometimes

4 = Frequently

5 = Very Frequently

المنارة للاستشارات

www.manaraa.com

	Very rarely	Rarely	Sometimes	Frequently	Very Frequently
	1	2	3	4	5
I intend to share my work reports and official documents with members of my organization more frequently in the future.					
I intend to share manuals, methodologies and business analysis models with members of my organization.					
I desire to share knowledge obtained from newspapers, magazines, and journals relevant to our work with members of my organization.					
I intend to share my experience or know-how from work with other organizational members more frequently in the future.					
I intend to always comply with the request of other Organizational members for my "know-where" or "know-whom."					
I will try to share my expertise from my education or training with other organizational members in a more effective way.					

Perceived Loss of Knowledge Power

5. Please indicate your general perceptions of the following NOW compared to before the most recent round of layoffs.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

المنارة للاستشارات

www.manaraa.com

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	1	2	3	4	5
Knowledge is power, so exclusive ownership of knowledge will make me outstanding.					
Sharing knowledge with my co-workers makes me lose my unique value in the organization.					
Sharing knowledge with my co-workers makes me lose my power base in the organization.					
If in knowledge sharing, I teach more than I learn from others, I do not take part in it.					
It will be wise to learn new knowledge from my co-workers without making my own knowledge public.					
When I share knowledge with my co-workers, I believe I will lose my knowledge that no one else has.					
Sharing knowledge with my co-workers makes me lose my knowledge that makes me stand out with respect to others.					
No matter whether I share my knowledge with my colleagues, they are all willing to share their expertise with me, so I do not need to offer my knowledge for sharing.					

Attitude towards Knowledge Sharing

6. Please indicate your general perceptions of the following NOW compared to before the most recent round of layoffs.

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

المنارة للاستشارات

www.manaraa.com

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My first tendency is to share knowledge if someone requests it.					
My first tendency is to protect, and therefore not share knowledge, if someone requests it.					
Knowledge should be freely shared.					
Knowledge should be tightly controlled.					
I agree when organizations encourage sharing knowledge within the unit.					
I agree when organizations encourage employees to tightly control knowledge.					
I tend to make my knowledge readily available.					
I tend not to make my knowledge readily available.					
I am willing to share knowledge regardless of its worth.					
Generally, I enjoy sharing my expertise with others.					
Generally, I prefer to keep my expertise to myself.					
I usually believe that others won't understand my knowledge so I don't bother sharing it.					
I usually believe that others will understand my knowledge so I will share it.					

Demographic Information

7. Gender

Male Female

8. Age

Under 25 26-35 36-45 46-55 Over 55

9. Current position / role

المنارة للاستشارات
www.manaraa.com

- Analyst
- Director
- Manager
- Senior Analyst
- Senior Consultant

10. Number of years in current position _____

11. Is there anything you would like to add?

_____
_____
_____
_____

المنارة للاستشارات
www.manaraa.com

Appendix F: Invitation to Participate and Consent Form

CONSENT FORM

You are invited to take part in a research study regarding survivors' perspective of organizational downsizing on knowledge sharing. The researcher is inviting management employees who have survived numerous rounds of layoffs over the past few years to be in the study. This form is part of a process called "informed consent" to allow you to understand this study before deciding whether to take part. This study is being conducted by a researcher named Michelle Hall, who is a doctoral student at Walden University.

Background Information:

The purpose of this study is to examine the relationship between organizational downsizing and knowledge sharing from survivors' perspective.

Procedures:

If you agree to be in this study, you will be asked to complete a confidential online survey. The completion time for the survey is approximately 10 – 15 minutes. Please complete the survey within one week of receipt. Answers you provide will be treated with the strictest confidence, and your name is not required. Your consent to participate in this study is implied by the completion of the survey.

Voluntary Nature of the Study:

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. No one at your company will treat you differently if you decide not to be in the study. You have the right to decline participation by opting *not* to access the link to the survey.

Risks and Benefits of Being in the Study:

Being in this type of study involves some risk of the minor discomforts that can be encountered in daily life, such as such as fatigue or stress. Being in this study would not pose risk to your safety or wellbeing.

The study's potential benefits will be centered on the fact that it will provide senior-levels of management with valuable feedback regarding survivors' perceptions of the challenges associated with leveraging knowledge management in a recently downsized organization.

Payment:

There will be no payments or gifts associated with this research study.

Privacy:

Any information you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. Also, the researcher will not include your name or anything else that could identify you in the study reports. Data will be kept secure and will be securely filed away, with no accessibility by anyone, other than the researcher. Data will be kept for a period of at least 5 years, as required by the university.

Contacts and Questions:

المنارة للاستشارات
www.manaraa.com

You may ask any questions you have now. Or if you have questions later, you may contact the researcher. If you want to talk privately about your rights as a participant, you can call Dr. Leilani Endicott. She is the Walden University representative who can discuss this with you. Her phone number is 1-800-925-3368, extension 1210. Walden University's approval number for this study is **01-25-12-0026719** and it expires on **01/24/13.**

Please print or save this consent form for your records.

Statement of Consent:

I have read the above information and I feel I understand the study well enough to make a decision about my involvement. By clicking the link below, I understand that I am agreeing to the terms described above.

Link to the Survey:

https://www.surveymonkey.com/s/waldensurvivorsurvey

المنارة للاستشارات

www.manaraa.com

Appendix G: Permission to Conduct Research

From: Allen Smith [mailto:michelle.hall@verizon.com]
Sent: Tuesday, 31 January 2012 7:38 PM
To: Michelle Hall
Subject: Permission to Conduct Research

January 31, 2012

Michelle,

Per our conversation this afternoon, you have my permission to conduct your research study at our organization (however please do not use our company name in your research). Evelyn will give you an employee listing from our database so that you can send out the survey link to the employees you choose to contact.

Looking forward to seeing the final outcome and results when you are done!

Thanks,

Al Smith

From: Michelle M. Hall/EMPL/TX/Verizon

01/31/2012 4:31 PM

To: Allen Smith

Subject: Permission to Conduct Research

Hi Al,

It was nice speaking with you today. Per our conversation, this email is to follow-up on our phone conversation earlier today, regarding my request to conduct research at your location (with the understanding that I will not mention your company's name in my research). I will work with Evelyn as you suggested, and will forward you a copy of the results upon completion of my research.

Thanks so much for your help with my research efforts!

-Michelle Hall

المنارة للاستشارات
www.manaraa.com

Curriculum Vitae

Michelle Hall, MA, PHD

PROFESSIONAL EXPERIENCE

2006-Present University of Phoenix, Adjunct Faculty

1998-Present Verizon, Resource Management

1985-1998 Citigroup, Supervisor

1983-1985 Dun & Bradstreet, Analyst

EDUCATION

2012 PhD, Applied Management and Decision Sciences, Walden University, Minneapolis, MN

2002 MA, Professional Development and Management, Dallas Baptist University, Dallas, TX

2000 BS, Business Management, Dallas Baptist University, Dallas, TX

CERTIFICATES & AFFILIATIONS

Mid-Management Certification – Northlake College – 1991

Certified Management Interviewer – Verizon Communications – 2002

National Black MBA Association – Dallas Chapter – 2003

Self-published Author – *In Search of Balance – Tips for Women on How to Live a More Balanced and Empowered Life* (women's self-help book) - 2003

Self-published Co-Author - *7 Tips for Making Good Decisions* (children's book) - 2003

Women's Association of Verizon Employees (WAVE) – Program Director -2005

Business Owner – C&E Network (Event Planning)

المنارة للاستشارات
www.manaraa.com