

A comparison of management style before and after retrenchment

by

Willem Bester

200200776

**Submitted in Fulfilment of the Requirements for the degree
of
Doctor of Business Administration**

In the Graduate School of Business
Faculty of Management Studies
University of KwaZulu-Natal

Supervisor
Dr. Kader

October 2012

Declaration

I, _____ Willem Bester _____, declare that the contents of this thesis represent my own unaided work, and that the thesis has not previously been submitted for academic examination towards any qualification. Furthermore, it represents my own opinions and not necessarily those of the University of KwaZulu-Natal.



Signed

12/10/2012

Date

Abstract

While there is an abundance of literature on models of coping with the loss of employment, the present study adopts the more particular focus of a study by Ribton-Turner and De Bruin who investigate stressors and support relating to unemployed mid-career adults. In their study, Ribton-Turner and De Bruin interviewed six individuals who had lost their employment, and suggested that a potential area for further research would be to investigate whether the re-employed person returns to his or her previous state of functioning and whether the experience of ongoing stress scars the affected individual. Does the mid-life adult return to his or her emotional and mental state prior to this experience of unemployment?

The method of data collection consisted of 16 phenomenological, qualitative interviews with upper management. In the interviews the participants were asked to tell their story of being unemployed and to share their most critical experiences of the past months. The participants were asked how this experience of retrenchment had changed their subsequent way of management. A criterion for selecting interviewees was that they should have been re-employed for at least for six months.

In conclusion the interviewed managers said that their management style had become more compassionate and they tend to have a new, enriched view on family life. Some of the managers reported that they experience difficulty in building a trust relationship with their respective new employers and tend to be over committed in fear of going through a retrenchment. The management style of these re-employed managers can appropriately be described as *servant-leadership* management style.

Acknowledgements

I wish to thank:

Dr Kader my supervisor for the continuous support.

Prof Singh, for your support when I thought out the study.

Prof Klopper, for your support and with the original idea of the study.

Dr Challenor, for the time when you suggested a new direction to the study.

David Newmarch for the endless editing.

Linda my wife for your support and the effort that you had put into this study. You helped me from the start of my first qualification and continue to support me.

To my children Annarien and Marinja. Thank you for the patience during the long years of study.

Thank you Jesus.

Dedication

To

Carl and Bettie Bester

Table of contents

Declaration.....	ii
Abstract.....	iii
Acknowledgements	iv
Dedication.....	v
Table of contents	vi
List of figures	ix
List of tables	ix
Chapter 1 Statement of problems and research design	1
1.1 Preamble	1
1.2 Background	1
1.3 Problem.....	2
1.4 Origins of interest in the concept.....	2
1.5 Justification	3
1.6 Scope of study.....	3
1.7 Weaknesses	3
1.8 Objectives	4
1.9 Key questions to be answered.....	4
1.10 Outline of research design and methods	4
1.11 Outline of chapters.....	4
1.12 Chapter conclusion	6
Chapter 2 Retrenchment in context.....	7
2.1 Introduction.....	7
2.2 Coping cycle	8
2.2.1 Goal or standard	9
2.2.2 Job loss comparator.....	10
2.2.3 Discrepancy appraisal	10
2.2.4 Coping efficacy	11
2.2.5 Coping goals.....	11
2.2.6 Coping strategies	12
2.2.7 Coping resources	12
2.2.8 Fundamental change.....	12
2.3 Personal experience	17
2.3.1 Psychological effects of retrenchment	17
2.3.2 Retrenchment: Victims, Survivors and Executioners	18
2.3.3 Personal failure.....	20
2.3.4 Loss of confidence	21
2.3.5 The family experience.....	22
2.3.6 Willingness to study.....	23
2.3.7 Willingness to relocate	24
2.3.8 Willingness to change fields	25
2.3.9 Consideration of self-employment.....	26
2.4 How new employer is seen	27

2.4.1	Commitment.....	27
2.4.2	Resentment towards employer	30
2.4.3	Transferred hostility	31
2.5	Introduction to management style and leadership	35
2.5.1	Management Styles	36
2.5.2	Leadership styles	38
2.6	Chapter conclusion	53
Chapter 3	Research Methodology	55
3.1	Introduction.....	55
3.2	Research methodology and methods	55
3.3	Selection of interviewees	56
3.4	Guiding questions	57
3.5	Phenomenological qualitative interviews	58
3.5.1	Structure of the interview schedule.....	59
3.5.2	Sample.....	59
3.5.3	Planning the interviews	61
3.6	Analysing data	61
3.6.1	Interpretation of data	62
3.7	Research ethics	63
3.8	Chapter conclusion	64
Chapter 4	Data presentation	65
4.1	Introduction.....	65
4.2	Unemployment experience	66
4.2.1	Treatment during retrenchment period?.....	67
4.2.2	Retrenchment experienced as personal failure?	70
4.2.3	Family's response to the retrenchment?.....	77
4.2.4	Willingness to study in seeking re-employment?	80
4.2.5	Willing to relocate for re-employment?	83
4.2.6	Willingness to change fields for re-employment?.....	86
4.2.7	Was self-employment considered?.....	88
4.2.8	Feelings towards colleagues escaped retrenchment?	91
4.2.9	Feelings towards superiors who contributed to the retrenchment?.....	94
4.2.10	Feelings towards the retrenching?.....	96
4.2.11	Change in attitude to subordinates after retrenchment?	98
4.2.12	Changed view of family life after retrenchment?.....	101
4.2.13	Ways to help someone in the aftermath of retrenchment?	104
4.2.14	Summary of unemployment experience.....	106
4.3	Commitment	109
4.3.1	Measure of commitment to new employer?.....	109
4.3.2	Change of attitude towards work after retrenchment?	114
4.3.3	Loyalty and expectations in relation to new employer?.....	117
4.3.4	Summary: commitment	120
4.4	Management style	121
4.4.1	Management style before retrenchment	121
4.4.2	Management style after retrenchment?	123

4.4.3	Summary: management style	126
4.5	Chapter conclusion	127
Chapter 5	Discussion.....	128
5.1	Introduction.....	128
5.2	Answers to critical questions and objectives	128
5.2.1	Changed management style after retrenchment?	128
5.2.2	Changed commitment to employer after retrenchment?	129
5.2.3	Hostility transferred to next employer?.....	131
5.3	Contribution to existing knowledge.....	132
5.4	Chapter conclusion	133
Chapter 6	Conclusions	134
6.1	Introduction.....	134
6.2	Summary.....	134
6.3	Limitations	135
6.4	Suggestions for future studies	136
6.5	Chapter conclusion	136
Reference List.....		137
Appendix A: Research approval.....		145
Appendix B: Ethical clearance		146
Appendix C: Questionnaire		147
Appendix D: Letter of consent		149
Appendix E: TurnItIn report.....		152

List of figures

Figure 2-1 Impact of continued financial strain on the unemployment adult	8
Figure 2-2 Coping model.....	10
Figure 2-3 Helper model.....	15
Figure 2-4 Servant Leadership model 1	49
Figure 2-5 Servant leadership model 2.....	49
Table 3-1 Sample summarised	60
Table 4-1 Developed nodes	66
Figure 4-1 Treatment during retrenchment period?	69
Figure 4-2 Personal failure?	73
Figure 4-3 Loss of confidence?	75
Figure 4-4 Family's response?	78
Figure 4-5 Willingness to study?.....	81
Figure 4-6 Willingness to relocate?.....	84
Figure 4-7 Willingness to change fields?	87
Figure 4-8 Self-employment?.....	90
Figure 4-9 Feelings towards subordinates who survived retrenchment?	92
Figure 4-10 Feelings towards superiors contributing to your retrenchment?.....	95
Figure 4-11 Feelings towards company that retrenched you?.....	97
Figure 4-12 Changed feelings towards subordinates after retrenchment?	99
Figure 4-13 View on family life?	102
Figure 4-14 Commitment to new employer?.....	110
Figure 4-15 'Punished' second employer for previous bad experience?	112
Figure 4-16 Change of attitude towards work?	115
Figure 4-17 Loyalty and expectations with new employer?	118
Figure 4-18 Management style before retrenchment?	126
Figure 4-19 Management style after retrenchment?.....	126
Table 5-1 Correlation between critical questions and objectives	128
Table 5-2 Servant leadership / post-retrenchment management style.....	129
Figure 6-1 Management priorities before and after retrenchment.....	135

List of tables

Table 2-1 Comparison of management and leadership competencies	36
Table 3-1 Sample summarised	60
Table 4-1 Developed nodes	66
Table 5-1 Correlation between critical questions and objectives	128
Table 5-2 Servant leadership / post-retrenchment management style.....	129

Chapter 1 Statement of problems and research design

1.1 Preamble

This introductory chapter outlines the shape and boundaries of the present research project. The chapter considers the following issues for discussion: the background, the problem, origins of interest in the concept, justification, scope of the study, weakness, the objective of the study, key questions to be answered, research design methods, outline of chapters and chapter conclusion.

1.2 Background

The official unemployment rate in South Africa was calculated to be 24,5% at end of 2009. By the end of 2010 the calculated unemployment rate increased to 26% (Statistics South Africa, 2009) simultaneous with completion of the infrastructure for the Fédération Internationale de Football Association (FIFA) soccer World Cup, together with various other capital investment projects such as the Gautrain project. In confirmation of these figures Statistics South Africa (2012) states that the industries which experienced the largest decrease in employment for the first quarter of 2012 were construction, with 4.4% (71 000) of the construction labour force, and manufacturing with 4.5 % (67 000) of the manufacturing labour force.

In addition the recent recession caused a downturn in the economy which led a number of businesses to retrench employees. Cranston (2010) reported in the Financial Mail of 3 Nov 2010 that Standard Bank had recently retrenched +/- 1200 employees.

It is estimated that the unemployment rate for 2011 and 2012 will stay constant at 26% (Statistics South Africa, 2009). According to Gouws and Michell (1997), it was estimated that more than 8 million economically active people in South Africa would be unemployed by the end of 2010.

According to Statistics South Africa (2012) the occupation with the largest decrease in employment for the first quarter of 2012 was skilled agriculture with a decrease of

18.7% followed by managerial positions at 3%. In total 28 000 managers lost their employment in the first quarter of 2012.

1.3 Problem

While there is abundant literature on models of coping with the loss of employment, the present study adopts the more particular focus of a study by Ribton-Turner and De Bruin (2006b) who investigated stressors and support relating to unemployed mid-career adults. They interviewed six individuals who had lost their employment, and suggested that a potential area for further research would be to investigate whether the re-employed person returns to his or her previous state of functioning and whether the experience of ongoing stress scars the affected individual. Does the mid-life adult return to what had been his or her emotional and mental state prior to this chronic experience of unemployment? The fundamental consideration in the study is the psychological effects of retrenchment in relation to a possible change in subsequent management style.

Hans Selye, who did ground-breaking work on stress in 1976, is regarded as the father of present-day definitions of stress (Neylan, 1998). Among the questions raised by Selye's (1976) General Adaptation Syndrome were whether an individual can recover fully from psychological disintegration and whether the damaged individual can reorganise his or her resources. This will be discussed in the literature review in relation to victims, survivors and executioners.

Guidelines in available literature are very limited on what to expect from a retrenched manager if re-employed.

1.4 Origins of interest in the concept

Investigation of the Ribton-Turner and De Bruin (2006b) study on unemployed mid-career adult's stressors and support showed that very little literature is available on what to expect from a manager if re-employed. How does the individual manager's management style change following the retrenchment?

1.5 Justification

The literature survey and empirical study investigates the relationship between the effects of retrenchment and the individual's management style. A primary objective of the study is to provide companies that employed retrenched managers with a guideline on what to expect from a manager if re-employed. Companies can derive considerable benefit from the experiences of a manager who was previously retrenched, particularly in regard to future possible retrenchments in the company.

According to Corduff (2009), there is a critical need in the field of Human Resources (HR) to understand the effects of depression and anxiety in relation to retrenchment and to develop positive retrenchment strategies.

1.6 Scope of study

According to Cranston (2010), Sim Tshabalala, CEO Standard Bank, has said that Standard Bank has too many managers and executives. The managers make up 31% of the staff compared to a global average of less than 20%. There will be 65 retrenchments at executive level, representing 12% of the bank's bloated executive suite, and 470 at manager level, or 7%. He furthermore said that in London, the retrenchments affect 16% of executives and 15% of managers.

Although the above mentioned figures are from Standard Bank the scope of the study will focus on executives and senior managers from a range of industries.

1.7 Weaknesses

One limitation of the study is that it is restricted to the available number of executives and senior managers who have experienced retrenchment. Executives formerly prominent in the upper management levels of their respective companies are inherently sensitive to being approached. Furthermore, the inherent weakness of qualitative studies can also be a potential weakness. According to Creswell (2003) a typical sample size for a qualitative study is between 5 and 25.

1.8 Objectives

The objectives of the study are:

- to understand how people who lost their employment deal with this trauma.
- to measure the impact of the experience of retrenchment and dismissal on changes in the individual manager's style following the experience.
- to create guidelines for HR managers on how to manage the retrenchment of employees and on what to expect from a manager if re-employed.

1.9 Key questions to be answered

- How did the individual's management styles change following the retrenchment experience?
- How did the individual's commitment to the employer change following the retrenchment experience?
- Was hostility transferred from one employer to the next?

1.10 Outline of research design and methods

The method of data collection consisted of phenomenological, qualitative interviews with upper management. A criterion for selecting interviewees was that they should have been subsequently re-employed for at least six months. In the interviews the participants were asked to tell their story of being unemployed and to share their most critical experiences of the past months. The participants were asked how this experience of retrenchment had changed their subsequent approach to management.

1.11 Outline of chapters

Chapter 1: Introduction

This chapter sets out the background and aims of the research. The methodological position is outlined, the fieldwork settings are described, and the research design, principal findings and thesis structure are summarised.

Chapter 2: Retrenchment in context: Literature review

The literature review seeks to capture what is known about managers who are retrenched, and the role played by these managers in second careers with new

employers. The electronic databases which are accessible via the university homepage were used to identify the relevant literature for the literature survey of the dissertation.

The review leads to the formulation of an interview schedule for managers who were affected by retrenchment. The chapter ends with a clarification of terminology.

Chapter 3: Research Methodology

The chapter builds on the research aims and the findings of the reviewed literature by considering a number of philosophical issues which provide a set of guiding assumptions to underpin and justify the research design. Further theoretical and practical considerations are also explored which help determine the parameters of the research design. A simple theoretical framework is selected to create a broad outline structure for the data analysis. General details and guiding principles for data collection and data analysis procedures are described.

Chapter 4: Data Presentation

This chapter presents data from interviews in industry and views expressed by the interviewees. The chapter records which interviews were conducted and the data that was elicited. The interviews are linked by theoretical sampling and emerging theoretical issues, with earlier interviews being revisited at intermediate stages in the sequence. An overall cross-interview comparison is then made, bringing together and summarising data and analysis from all interviews.

Chapter 5: Discussion

This chapter presents a discussion of the data, correlating the data with the research objectives and the literature review. Challenges are highlighted and related to the research objectives. The contribution to knowledge made by this study is described, explaining how the contribution builds on existing knowledge.

Chapter 6: Recommendations

The chapter consists of a short introduction and goes on to list the limitations of the study, the implication of this research, suggestions for future studies, and an overall conclusion.

1.12 Chapter conclusion

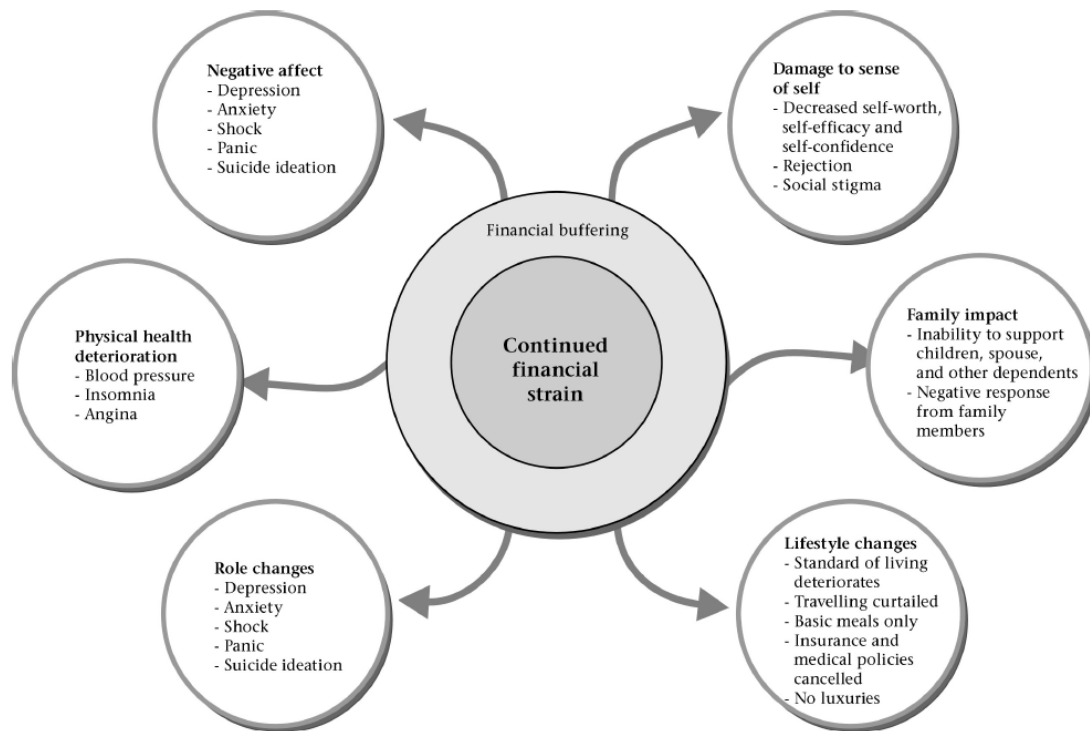
In outlining the study presented in the thesis, this chapter begins by highlighting the unemployment rates in South Africa which are a background to the study. With an abundance of literature on models of coping with the loss of employment, the research problem for the present study has been to extend the practical approach adopted by Robton-Turner and De bruin (2006) who investigated stressors and support relating to unemployed mid-career adults. The study population in the present study has been drawn specifically from senior managers and executives. The psychological effects upon them of retrenchment are highlighted and will be related to potential change in their subsequent management style. The justification for this approach is the critical need for human resources managers to understand the effects of depression and anxiety in relation to retrenchment and to develop positive retrenchment strategies. The objectives of the study are as follows: to understand how people who lost their employment deal with this trauma; to measure the impact of the experience of retrenchment and dismissal on changes in the individual manager's style following the experience; to create guidelines for HR managers on how to manage the retrenchment of employees and on what to expect from a manager if re-employed. The key questions to be answered by the study are: How did the individual's management styles change following the retrenchment experience? How did the individual's commitment to the employer changed following the retrenchment experience? Was hostility transferred from one employer to the next? The method of data collection consisted of phenomenological, qualitative interviews with upper management.

The next chapter will be a literature review, offering a more detailed consideration of coping cycles, personal experiences, psychological effects of retrenchment, attitudes to new employer, and subsequent management style.

Chapter 2 Retrenchment in context

2.1 Introduction

The purpose of this chapter is to indicate the contemporary understanding of “retrenchment” in second careers. The literature review will investigate whether people affected by such economic displacement felt a sense of personal failure, a loss of confidence, or anger, and, if anger, then anger directed towards whom. It will also consider how willing such people were to study to improve their chances of new employment and their willingness to relocate, change fields or move into self-employment. How do second career employees perform at the work place in terms of commitment, resentment towards life generally and towards employers? To what extent was unstated hostility transferred from one employer to the next – as expressed, for example, through obsequious compliance, association with colleagues or loyalty? To what extent were the families of people who were compelled to change careers impacted negatively? The findings of the literature review in turn helped to shape the interview questions used in the present research. The literature review on retrenchment will be guided by the model of Ribton-Turner (2006a) shown in Figure 2-1 in seeking to understand the variables relating to the impact of continued financial strain on the unemployment adult retrenchment.



Ribton-Turner (2006a)

Figure 2-1 Impact of continued financial strain on the unemployed adult

Retrenchment, in the context of the present investigation, will be discussed according to the following headings: coping cycle, personal experiences, view of new employer, and management style.

2.2 Coping cycle

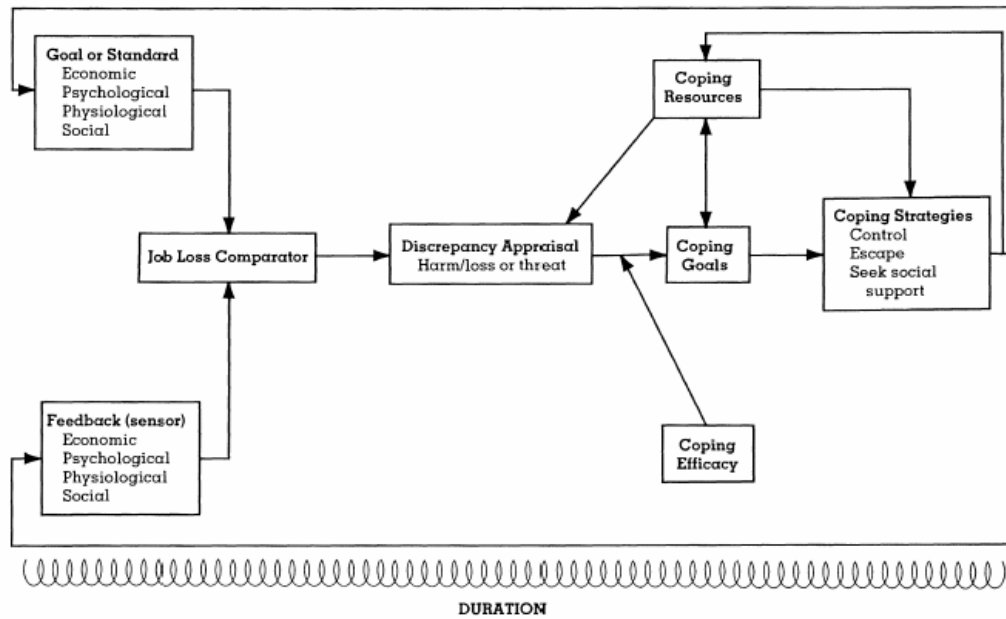
A retrenched individual experiences a radical change when deprived of his or her employment. Kubler-Ross, (2005) described the coping cycle of such traumatic experiences as falling into five basic stages: denial, anger, bargaining, depression and acceptance. Denial takes the form of unwillingness to accept and confront reality; anger is focused on those apparently responsible; bargaining ensues as an attempt by the affected individual to negotiate and minimise the loss of income; depression frequently presents itself as a major problem that needs to be coped with; ultimately the individual has to come to terms with the situation, accepting its full implications and deciding on a way forward.

Latack et al. (1995) developed an integrative process model of coping as shown in Figure 2.1, with job loss which is built on more general models of loss. Their model is conceptually grounded in a goal-oriented theoretical perspective, because when coping with job loss a person attempts to maintain a balance in various areas of his or her life: for example, in regard to personal finances, and at the psychological, physiological and social levels. The model logically and systematically tracks the sequence of stages from the individual's original way of life before the loss of employment through to the point where he or she has eventually coped sufficiently to see his or her way forward. The model will be discussed in relation to the following themes: goal or standard, job loss comparator, discrepancy appraisal, coping efficacy, coping goals, coping resources, coping strategies and feedback linkages.

2.2.1 Goal or standard

Job loss standards refer to facets and dimensions of the individual's life which he or she wants to maintain as a reference or goal, related to his or her way of life before the experience of job loss. Previous research had consistently shown that there are four broad aspects which are affected by job displacement: economic, psychological, physiological and social (Brewington and Nasser-McMillian, 2000, Caplan et al., 1989, Clark and Oswald, 1994, Darity and Goldsmith, 1996). The economic aspect relates to the drop in financial resources. The psychological aspect relates to depression, reduced self-esteem, and emotional trauma. Reduced physiological well-being is manifested in somatic health and in stress factors such as heightened anxiety, blood pressure and hypertension. And, irrespective of whether the individual liked or disliked his/her job, the loss affects that individual's "social connectedness"; a job provided personal status and identity, it imposed a goal-orientated activity, it facilitated a social contract with people outside the family which fosters a sense of teamwork and camaraderie, and it imposed a time structure.

The coping model developed by Latack et al. (1995) sharpens understanding of how people cope with job loss (Figure 2-2).



Latack et al. (1995)

Figure 2-2 Coping model

2.2.2 Job loss comparator

The job loss comparator is a psychological process which consciously and unconsciously compares the current state of affairs presented by the feedback sensor with the goals or standards that were maintained before the job loss. Feedback on life facets is examined only when these are significant.

2.2.3 Discrepancy appraisal

Cognitive efforts are a powerful factor in coping with the stress which is caused by job loss. They constitute one of the primary intervention variables in the relationship between involuntary job loss and subsequent behavioural outcomes. In general, job loss is perceived by individuals as negative, but some individuals can perceive it as a new challenge and a positive, liberating experience. Coping thus needs to be understood as far more complex than just a positive or a negative experience.

Discrepancy appraisal consists, rather, of perceptions of harm, loss or threat (HLT) associated with job loss. Harm/loss perceptions relate to the current state of affairs which has already happened, and the threat factor relates to the future. For example, harm/loss focuses on the loss of a pay cheque and the current bills that need to be paid.

Threat relates to future-orientated worries such as the inability to pay for next year's college. The initial reactions to these HLT perceptions normally include very negative emotions such as shock and/or anger and denial.

The individual's attitude to these HLT perceptions is the most important factor in successful coping with job loss. If the individual perceives it as an opportunity to show what he is capable of then the job loss can be seen as a method of control-oriented coping. As previously mentioned, there are four areas which have a direct influence on the behaviour of the individual: economical, psychological, physiological and social. Thus, if the individual was the only bread winner in the house, the loss of income would be a very serious economic factor to deal with; similar considerations apply to the other three areas.

2.2.4 Coping efficacy

Bandura (1988) defined coping efficacy as the degree to which a person believes that person is capable of controlling specific threatening situations – the degree to which the person believes in his own capacity to mobilise the motivation, cognitive resources and courses of action needed to handle given situational demands.

For example, self-efficacy is not a matter of what the individual has, but of what the individual can do with what he or she has. Individual coping strategies are based on the individual's perceptions of how he/she can change the situation. When individuals perceive the job loss situation as something amenable to their control they are more likely to actively pursue problem-focused coping strategies and ways to deal with the problem.

2.2.5 Coping goals

A goal represents what the individual is trying to achieve. It is the person's object or aim of action. The goal initially set by the individual for a new job must be realistic. Different individuals will also have different ways of searching for new jobs. Latack et al. (1995) specifically included coping goals in their model because it is predicted that individuals will cope better with the range of job-loss discrepancies if they first come to

grips with the question of what they want to accomplish in both the short and the long term.

2.2.6 Coping strategies

Coping is defined by Latack et al. (1995) as a constantly changing cognitive and behavioural effort to manage the internal and external demands of transactions that tax or exceed a person's resources. Coping strategies can be described in three ways. Coping can be seen firstly as an adjustment of a goal or standard which was set by the individual when the person was setting individual coping goals; for example, the individual can scale down his/her way of life economically. Secondly, coping embraces behavioural changes which reduce discrepancies that directly relate to personal debt and debt repayments. Thirdly, coping represents a cognitive revision of the individual's life standards; the individual must re-evaluate his or her life to see what type of economic security is desired. Overall, these coping strategies would reduce the psychological and sociological discrepancies that the individual needs to deal with.

2.2.7 Coping resources

Coping resources include both internal individual characteristics and external environmental conditions. Internal characteristics would include high self-esteem and social support. External conditions would include substantial financial savings, a working spouse and numerous job contacts. Gits (1992) comments that self-esteem and experience are the most important coping resources that the individual can have; so long as the individual believes in himself he will be capable of handling the situation and have a positive perception of his abilities, since moving forward successfully will require a fundamental change in behaviour.

2.2.8 Fundamental change

Former President de Klerk (2007), having brought about the biggest political changes in the history of South Africa, said in a speech at the world presidents' organisation in Chicago on 16 April 2007 that "Our ability to manage change continues to be the key to success today for individuals, for companies and for countries". The first step in a fundamental change is to accept the need for change. People fear the unknown and

dread the prospect of moving into uncharted waters. Most people can deal with change, and are even prepared to make essential sacrifices, but they cannot deal with uncertainty. Having accepted the need to change, the next challenge is to avoid the temptation of pretending to change.

Finally, one must accept that the process of change never ends. There is no point at which a person can say that the problem is solved, in a rapidly changing environment. Successful adaptation to change requires ability to manage change. Fundamental change will be discussed in relation to the following themes: resistance to change, perceptions and value systems, and the helping model.

2.2.8.1 Resistance to change

According to Robbins (2001) and Agboola (2011) an individual's sources of resistance to change reside in basic human characteristics such as perceptions, personalities, and needs. He explains the characteristics in terms of five aspects: habit, security, economic factors, the fear of the unknown, and selective information processing. All these factors need to be attended to before an individual could start to make a fundamental change in his/her perception and value systems.

2.2.8.2 Perceptions and value systems

Robbins (2001) and Ravlin (1987) describes the link between perception and the individual's decision-making process as follows: Decision making occurs as a reaction to a problem. When there is a discrepancy between the current state of affairs and a desired state, this requires consideration of alternative courses of action.

Theory on perceptions leads us to the basis of the individual's value system, where Robbins explains that value systems tend to be relatively stable and enduring. Robbins argues that a significant portion of someone's value system is established in the early years of development under the influence of parents, teachers, friends, and others.

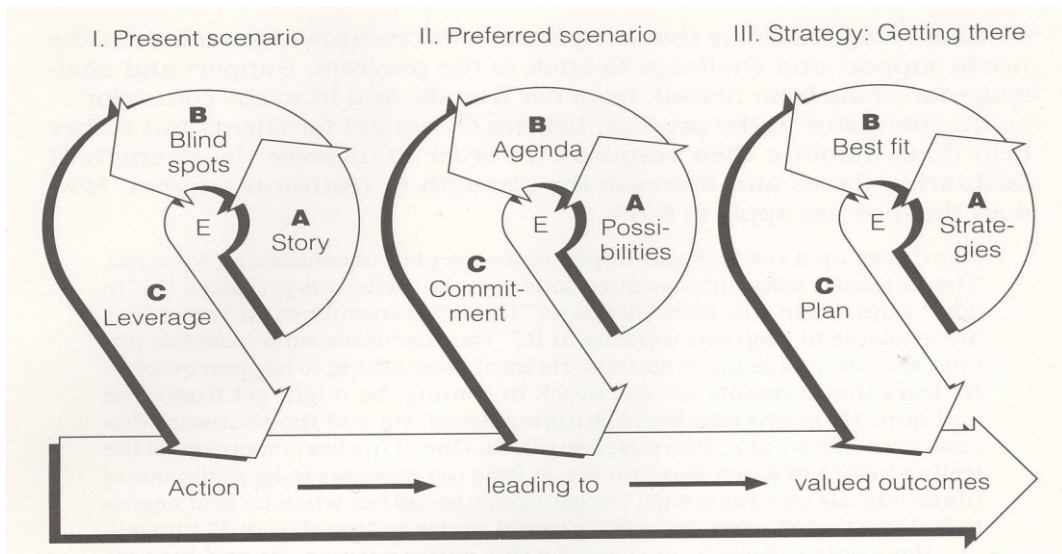
It is suggested that counselling will be needed to deal with current problems which the "economically displaced individual" may be facing. A widely used counselling model called the helping model will be employed for this purpose.

2.2.8.3 *The helper model*

The helper model assists in understanding the recovery process of the retrenched. Rev. Small (2007) of the NG Church, Noordkus, with a congregation of 700 members, has said that the negative and devastating effects of retrenchment are very common among the members of his congregation and the wider white population in South Africa, leaving family structures and individuals shattered and in disarray. He recommends Egan's (1990) helper model, shown in Figure 2.2, which is widely used by counsellors, psychiatrists, psychologists, social workers and members of the clergy to help people manage the distressing problems of life. The first step in any counselling process must be started by the client, who must make a definite decision to do something about his or her problem. Clients need to come for help because of crises, troubles, doubts, difficulties, frustrations or concerns – alluded to in general as “problems”.

Often emotions run high and often there are no clear-cut solutions for problems. Counselling sessions can also help the client reflect on missed opportunities and unused potential which can be directly linked to the effects of being an “economic displaced individual”.

In this case it is less a question of what is wrong but of what could be done better. Counsellors can normally help their clients to empower themselves to identify and develop unused or underused opportunities and potential.



Egan (1990)

Figure 2-3 Helper model

Egan's helper model (Figure 2-3) consists of three scenarios: present scenario, preferred scenario and the strategy ("getting there"). Each scenario has three stages which lead on from one another or happen simultaneously. The present scenario consists of the story-telling phase where the client gives out to his feelings; the counsellor will use this as an opportunity to look for blind spots in the story which then can be used as leverage to create opportunities for the client. Summing up, Egan (1990) comments that these three steps in the present scenario lay the foundation for successful counselling; if they are handled well the problem can be identified, explored and exploited for opportunities that can be defined to a point where it makes sense to look beyond the present unacceptable scenario to a preferred scenario. The preferred scenario also consists of three steps: preferred scenario possibilities, agenda, and commitment.

Regarding the preferred scenario, Galbraith (1979) suggests that one of the major reasons why poor people stay poor is that they get caught up in what he calls the culture of poverty. They see themselves as poor and are not even willing to imagine themselves as not poor. This failure to imagine scenarios different from the present one contributes a great deal to the clients' remaining mired in their problem situations. In such a case, the counsellor must be careful that clients do not get so caught up in this scenario that they cannot get past the stage of seeing themselves as victims of retrenchment. The

counsellor needs to create a viable agenda that is capable of being translated into action which can be accomplished within a reasonable time frame. The counsellor must set outcome priorities which include reviewing with the clients the consequences of their choices.

In approaching the steps of choice and commitment the counsellor needs to identify the kind of incentives that will enable the clients to commit themselves to the agendas they have chosen. Effective counsellors must leave the responsibility of choice with the clients. However, while counsellors must realise that they are not responsible for the client's sense of commitment, they can encourage the client's commitment by helping to find incentives for commitment.

The final stage, the "getting there" stage, also consists of three steps: brainstorming strategies for action, choosing the best strategies, and turning strategies into a plan. Through brainstorming the chosen actions the counsellor helps the client to brainstorm a range of strategies for implementing their agendas. A simple principle is that strategies tend to be more effective when chosen from among a number of possibilities.

One of the reasons why people fail to achieve their goals is that they do not explore the different ways in which the goal can be accomplished. Accordingly, the next step is choosing the best strategies; here the counsellor must help clients choose a set of strategies that best fit their environment. The "best fit" strategy means that the strategy needs to be realistic in terms of the client's resources. Turning strategies into a plan means formulating a step-by-step procedure for accomplishing each goal in the preferred scenario.

By the end of stage 3, the key to a client's success is self-responsibility. The goals must be the client's goals; the strategies must be the client's strategies; the action plans must be the client's plans.

The counsellor's job is to stimulate the client's imagination, help them to search for incentives, and facilitate the procedures. In South Africa, a crucial challenge in this regard would be communicating across cultures.

2.3 Personal experience

Personal experience will be discussed under the following headings: psychological effects of retrenchment, retrenchment process, personal failure, loss of confidence, anger, willingness to study, willingness to relocate, willingness to change fields, consideration of self-employment commitment, hostility transferred.

2.3.1 Psychological effects of retrenchment

This study investigates the effects of retrenchment on senior managers and executives and how this impacts upon their approach to management subsequent to their retrenchment experience. Whyte (1972) makes the point that the organisation man is expected to function as a team player and that this will often determine his progression in the company seniority. The culture of the company becomes an element both of the individual's job and of his identity. Levy (1992) and Gribble (2009) adds that a job is part of a person's self-portrayal and a measure of their self-worth. The loss of a job is much more far-reaching than just loss of income; it is also loss of identity.

O'Neill (1995) observes that in the case of a manager the loss of prestige created by job loss imposes a stigma, related to the belief that good people do not get retrenched, they get rewarded. Although Parsons (1996) argues that this kind of stigma is fading as it increasingly recognised that retrenchment is not the fault of the individual, the effects of the stigma still persist in the internal judgment of the individual and the self-projection of perceived regard by others (Burns, 1982). Ransome (1995) notes that the stigma of retrenchment can drive people to suicide.

Stogner (1995) and Gribble (2009) argues that loss of identity is more evident with older workers since they are less prepared for the financial and psychological change that comes with retrenchment. They find themselves stripped of their job related identity, they are no longer part of the corporate "club", they feel that they have been discarded as useless, and in some cases even cast in the role of outsider and enemy.

The loss of self-esteem during retrenchment is well documented (see Doherty and Tyson, 1993, Konovsky and Brockner, 1993, Ransome, 1995, King, 1996, Parker et al., 1997, Ryan and Macky, 1998). It is related to loss of social support which happens

when a person is retrenched; Ransome (1995) argues that the loss of social interaction intensifies the reduction in self-esteem.

Lezy (1992) sees the emotional injuries to pride and self-esteem as more traumatic than physical injuries in a vehicle accident. Downs (1995) argues that retrenchees lose self-esteem because the experience of being removed from their jobs is unexpected.

Feather (1990) notes that while there may be a variety of reasons for retrenchment, ultimately it leads to a period of unemployment which causes a distortion of self-concept. Self-concept is described as a long-term feature of personality in which there is stable set of references which relates to situational roles. It is therefore transitory in nature.

Gribble's (2009) investigation of psychological constructs underpinning the effects of retrenchment identified four principal constructs: concern about uncertainty, pressure to find a new job, loss of self-concept, and attachment to the former organisation. It was found that all the retrenchees experience these constructs negatively. The job-seeking construct was rated as highest in intensity, followed by loss of self-concept. Concern about uncertainty and attachment to the former organisation were similar in intensity.

Gribble (2009) noted that finding a new job is continually on the mind of the retrenchee. Retrenchees take the view that the root of their problems is that they do not have a job. Loss of self-concept is linked to a sense of stigma in having been retrenched and to loss of self-esteem. The sense of uncertainty relates in particular to the financial difficulties that arise from not having a job. Kaslow (1987) and Wallerstien (1989) draw a parallel with the experience of a divorce or separation where one party spends an extended period of time in a state of rejection.

2.3.2 Retrenchment: Victims, Survivors and Executioners

Westermann-Winter (2007) investigation of the experiences of the retrenchment implementers concludes that implementers experience discomfort with their roles, suffering from emotions of guilt, responsibility for retrenchment, role overload, decreased emotional well-being, isolation, and limited support in dealing with their emotions during this period.

Durpui et al., (1996) cites ground-breaking work by Nederland (1968) on the survivors of fatal catastrophes from which was formulated the “survivor syndrome”, subsequently categorised as a mental illness known as posttraumatic stress disorder. Posttraumatic stress disorder symptoms include fear of persecution, inner tension, diminished self-esteem, lack of initiative, apathy, depression, and a sense of guilt in having survived. Noer (1993) observes that the symptoms of posttraumatic stress are also experienced to a smaller degree by the victims and survivors of a retrenchment.

Recovery from post-traumatic stress disorder can be related to Selye’s (1976) General Adaption Syndrome which theorises whether an individual can recover fully from the psychological disintegration and whether the damaged individual can reorganise his or her resources.

Retrenchment process

In a study of insecurity and employee commitment, Hallier et al. (1996) investigated managers’ reactions to the threat and outcomes of redundancy selection among 42 male managers who were made redundant at their place of employment. Aged between 39 and 59, all managers had at least 11 years’ service with their current employer. Five interviews were conducted over a 12-month period. The first two interviews took place during the employment termination phase, between the announcement of the individual’s selection for redundancy and the termination of the employment. The researchers comment that the managers’ perceptions of how they had been treated in the period of disengaging from the previous employer may have substantial effects on their work values, attachments, and expectations for the future. For example, 70% of the sample expressed anger and resentment over the standardised and formal manner used to inform them of their possible lay-off. The managers commented on the humiliation which they felt when their superiors used “standard scripts” during the warning and termination interviews. One interviewer said

“I’ve known Keith [his boss] for over ten years. He just sat on the other side of his desk talking to me from the script in front of him. I know these interviews are difficult but he didn’t have to talk to me like that and asking me if I understand all time.”

A small number of the subjects were asked to clear their desks straight after receiving the redundancy warning, being made to leave their companies almost instantly following the confirmation. For these managers, the shock of redundancy was particularly severe, and was compounded by a number of other factors. The subjects spoke of public humiliation which they felt, having to collect their possessions in front of other colleagues and having no time to prepare for saying goodbye to their friends. This had created considerable feelings of anger, uncertainty and anxiety.

Leaving so quickly disrupted their assessment of themselves and their situation. They felt that their companies had already decided to dismiss them prior to the redundancy warning and that little effort had been made to find any alternative outcome. Feelings of company betrayal were also amplified.

Some of the managers were given time before termination to 'hand over knowledge' to others, continuing to attend meetings, liaise with customers and work as normal. This led to suspicions that the selection for redundancy was political. As the redundancy date approached, the managers experienced increased discrepancies between their long-term organisational commitment and their current predicament, which were reflected in conflicting attitudes towards their companies and specific colleagues.

From the foregoing discussion the following question was developed for the empirical questionnaire:

Question 1

How were you treated during your retrenchment period?

2.3.3 Personal failure

In the study by Ribton-Turner and Bruin (2006b), some of the individual comments reported were:

"Suicide did cross my mind, yes I did go through a bad patch, if I had a gun then I would have taken it and Ja, I looked at the burglars and I wondered if I would tie a rope there if it would hold me, I think if I was alone and in unfamiliar country I would seriously have considered shooting myself. Life wasn't worth living- I just didn't have the courage to do anything about it ... I

couldn't imagine putting a gun to my head; I can't bear swallowing tablets... I can't imagine gassing myself ... I couldn't imagine slitting my wrists because of the blood ... “

Notably, no one in the research group had visited a psychologist or a counsellor for help. Most believed that counselling would be beneficial but they could not afford it and would rather visit their general practitioner. The participants spoke extensively about damage to the sense of self.

From the foregoing discussion the following question was developed for the empirical questionnaire:

Question 2

How did you experience personal failure?

2.3.4 Loss of confidence

Ribton-Tuner (2006b) reported that the retrenched individuals had experienced dramatic changes to self-esteem and self-worth when they were without work. One participant described the loss of his job as an attack on his self-worth:

“Being unemployed one is treated like a leper; you become a social pariah when unemployed; after three months of unemployment one feels useless and there is nowhere to go; you become less important to your wife and family; not being the role model after three months or breadwinner you are not an asset, just a liability; There are all these people going to work and you are just not good enough; I think one is inclined to question one's self-worth when you raise doubts about yourself – why has this happened to me, look what you have done”

The Ribton-Turner et al. (2006b) study revealed that the change in the individual's self-esteem and confidence also had an effect on social patterns in that individual's interaction with friends. One participant reported that being rejected after a series of unsuccessful interviews created a downward spiral in his self-esteem. Another participant reported anxiety attacks about finding a job.

From the foregoing discussion the following question was developed for the empirical questionnaire:

Question 3

To what extent did you experience loss of confidence?

2.3.5 The family experience

According to Ribton-Turner et al. (2006b), all the participants agreed that their children suffered greatly through the stress impacting on their families.

One participant said that:

“I couldn’t pay maintenance and we had to explain my situation to them [where the maintenance payment could no longer be made to divorced spouse”.

Another participant commented:

“Ja, dramatically affected, my mom lives off a government pension and relies 100% on me. She had been affected quite traumatically. Another asked, How do I say to my child, look I have money but I cannot give it to you because I am not sure when I will find a job?”

Two fathers commented that their role in the family was called into question because they were not seen as the head of the household or worthy to be consulted on various matters in the changed social setting.

The spouses were also adversely affected. One participant’s wife who had never been employed during her marriage, decided in face of the uncertainties to leave the marriage.

Another participant mentioned that the impact was “devastating” for his family life. Any unexpected problems from children became exceptionally difficult to handle.

One participant said that:

“You know my one daughter went off the rails ... she took drugs and then landed back home with a nervous breakdown and R 30 000 worth of debt.”

From the foregoing discussion the following questions were developed for the empirical questionnaire:

Question 4

How did your family experience your unemployment?

Question 5

How did your view on family life, changed before and after you were retrenched?

2.3.6 Willingness to study

Weber (2002) investigated the link in 14 European countries between unemployment and returning to education. Weber argued that there is strong empirical evidence that unemployment rates decrease as the educational level rises. The study consisted of three models of data requirement which differ in complexity.

- The first model can be described as “the short cut” model where the direct costs of education are ignored.
- The second model is based on the estimated rates of return to education based on wages in the labour market.
- The third model is based on the assumption that the unemployed person has no income at all.

The study concluded that unemployment seems to be an important element for estimating rates of return to education. The models suggested that one should focus on relative employment probabilities between levels of schooling and youth employment.

The risk of becoming unemployed does not alter the cost-benefit relation of an education investment. The positive correlation between the level of unemployment and educational enrolment is consistent with human capital theory.

From the foregoing discussion the following question was developed for the empirical questionnaire:

Question 6

How willing were you to study to improve your chances of re-employment?

2.3.7 Willingness to relocate

In Spain, Namkee et al. (1999) investigated willingness to relocate for work and its relationship to the duration of unemployment. The survey was undertaken on about 60 000 households.

Each quarter, one-sixth of the samples were replaced by new households. Six interviews were conducted over a period of 15 months.

The study had 2327 male respondents and 1258 female respondents. The study concluded that women 50 years and older were the least willing to relocate for employment.

Young unmarried adults were most willing to relocate. Willingness to relocate increases significantly with education level.

The study also concluded that various factors play a role in the relocation for employment; for example, does the spouse have a job? Another issue was relocation cost, which could be affected by whether or not the individual owns property; someone who rents is more likely to relocate. How will the children's school career be influenced?

One of the major findings of the study is that male workers with a positive attitude found jobs faster than their counterparts. The study also concluded that the negative feelings from being unemployed did not increase over the duration of the unemployment.

From the foregoing discussion the following question was developed for the empirical questionnaire.

Question 7

How willing were you to relocate for re-employment?

2.3.8 Willingness to change fields

Egodigwe's (2003) article "Tough Times Tough Choices" presents interviews with people who had to make changes in their careers to obtain employment.

One of the interviewees, Lyndon S. James, was an up-and-coming business consultant earning a six-figure salary, stock options and a 20% annual bonus. James was laid off in 2002 by the New York-based firm Capco L.L.C. He ended up working in the laundry room of a residence hotel, a job that paid one-quarter of his previous salary. James commented that "Sometimes you must swallow your pride, and if you are as good as you think you are you will rebound". He had done several blue-collar jobs, including delivering newspapers, working as a front desk attendant, and working in a steel factory. He still continued with attending numerous job interviews at dozens of firms.

Another interviewee, Monique V. Shankle of Houston, was retrenched twice from the same company. She had earned a salary of \$70 000 a year as a senior contract administrator. She found that Houston's job market was saturated with out-of-work professionals.

To pay the bills and mortgage on her new house and take control of her own destiny, she had attended two mediation courses and paid for about \$700 worth of stationery and supplies and a month's expenses for an executive suite with a receptionist. She started to market herself by mailing promotional packets to civil court judges and was able to build up some client base. She also expanded her pitch into organisations like unions and government agencies. Because business was slow to start off, Shankle had also needed to find another job to make ends meet while she was building her practice.

Florman's (1994) article "Hard Times; Silver Linings" investigates unemployment among engineers in the United States. Unemployment averaged about 2% for several decades. In the middle of the engineering crisis in 1971, unemployment among engineers was 2.8%. Florman refers to two years, 1993 and 1994, when unemployment

among engineers rose dramatically to 4%, the highest recorded figure for the United States. The magnitude of the problem goes far beyond numerical figures.

Florman cites his own earlier article, "Engineers and the Concept of Elite" (Florman, 1991), which relates to the switch made by some unemployed engineers. The article states that engineers always have the ability to be switching specialists, finding their way to sales management, management, and just about every other career available.

Banks recruit engineers for their knowledge of information systems. Investment firms and financial houses employ engineers for their quantitative and problem-solving skills. IT has transformed the world of securities trading, and engineers are helping to create ever more sophisticated modelling techniques.

From the foregoing discussion the following question was developed for the empirical questionnaire:

Question 8

How willing were you to change fields to be re-employed?

2.3.9 Consideration of self-employment

Vodopivec (1998) investigated the performance of a Slovenian capitalisation program (CP) which assists the unemployed to begin self-employment by providing them with a subsidy in the place of unemployment compensation. The program provides an alternative form of support to the recipient of unemployment insurance that finances the individual's venture into the realm of free enterprise.

The self-employment program requires the unemployed individual to provide proof of a trade license or business, a business plan for the next five years, proof of ownership of business premises, equipment or machinery, or a lease certificate. The individual must also attend a 2 to 3-day course on financial and legal aspects. The program also makes use of the opinion of outside experts.

Once the individual is accepted on the program and signs a CP contract, he/she is also entitled to special services and information on, for example, production, marketing,

legal and computer services. If the CP contract is violated the program funds have to be repaid.

Data was gathered from three samples. The samples were randomly selected from 265 private entrepreneurs and 366 craft shops; 92 received funds from the CP program, 28 were new self-employed entrepreneurs and were 63 new self-employed craftsmen.

The study concluded that after three years from starting business, 36% of the program participants failed, compared to 17% among independent entrepreneurs. Furthermore the study concluded that unemployed workers are indeed less promising candidates for self-employment.

From the foregoing discussion, the following question for the empirical questionnaire was developed.

Question 9

Did you consider self-employment?

2.4 How new employer is seen

How the re-employed managers regard the new employer view will be discussed under the following headings: commitment, resentment towards employers, and transferred hostility.

2.4.1 Commitment

Commitment is included in the study to understand if there is a relationship between commitment and management style. Halverson (1998) investigated the impact of re-employment on psychological distress among long-term unemployed in Norway. The sample consisted of 1000 unemployed persons in the age group 20-59 years. The interviews were conducted by personal interviews and by some trained telephonic interviewers. Halverson highlighted various factors that can have an effect on the re-employed individual's psychological state. One such factor is that the salary the re-employed individual current earns in the new job is normally less than that for the previous job.

Job security in the new job is another issue: is the job permanent or temporary? Working conditions also are a significant contributor to the commitment of the individual, and the duration of the unemployment also plays an important role, since the longer an individual is unemployed the more difficult it becomes to familiarise himself/herself with a new work routine.

It has been suggested by Warr et al. (1985), and confirmed in studies by Liem (1987), Kessler et al. (1989) and Lahelma (1989), that the detrimental effects of unemployment on mental health are reversible.

Fagin (1979) suggested that there could be lasting personality changes as a result of prolonged unemployment: for example, feelings of low self-esteem which can continue long after re-employment.

Summarising on the issue of commitment to the new employer, Shamir (1985) said that the emotional recovery of the unemployed depends on the nature of the job.

In a company pamphlet from HRM Partners entitled, "Blind, Cynical or True", discussing commitment to employers, Holtari (2004) observes that the normal juridical employment contract between employer and employee is based on measurable compensation and benefits, but the psychological contract between employer and employee deepens the relationship to one of commitment. The psychological contract captures the way the employees really feel about their work and their relationship with the company.

Holtari poses a very important question: "One should ask how truly the company commits itself to its people by the psychological contract." In cases such as those of the retrenched managers there is a danger of merely surface commitment and mock effectiveness, where employees are professionally competent but fall into a vacuum of uncertainty when confronted with change. Holtari argues that at times of transition, people's feelings of uncertainty and anxiety increase and their competence and efficiency decline. This results in a vacuum in which employees tend to be busy but not proficient. These employees often see other departments as competitors. Their language becomes meticulous towards other employees. This creates negative effects due to unbalanced commitment. Holtari points out that commitment should be balanced and

mindful. Excessively committed employees are at risk of developing health problems and are liable to be out of touch with their life as a whole. Holtari also warns against cynical commitment where individuals are committed only to the point where it remains beneficial to themselves. They tend to play mind games to calculate possible rewards; a truly committed employee's relationship to work must be based on free will. This author contends that it is actually good for people to go through phases of resentment, depression and shock that accompany their retrenchment. With professional support they will learn to know themselves and understand their strengths, and weaknesses. Leaving can be seen as a time of new opportunities. This transition process can last for several months but the average time for the transition process is four months if the affected person gets another job directly after the retrenchment.

If the management of retrenchment is handled skilfully, Holtari argues, it will generate good results for the affected employee transferring to his new employment and for the remaining employees in the company.

Holtari poses questions on how people make the transition from old jobs to new ones without losing faith in themselves, collapsing mentally, turning bitter, feeling guilty, or accusing others. He calls this the bridge of commitment, and suggests that people affected by loss of employment must be coached so that they are aware of their situation and can cope with it (cope with the reasons for job loss as well as bitterness and other negative feelings), and so that they recognise their profile of competence (their strengths and weaknesses) and define their personal goals (what they want from life and work). The affected people need to be coached in expressing their strengths in a form of sales arguments. The people must be made aware of the various ways to search for a new job.

From the foregoing discussion the following question was developed for the empirical questionnaire:

Question 10

If measured, what is your commitment to your new employer?

2.4.2 Resentment towards employer

According to the study by Hallier et al. (1996) with retrenched individuals, it is evident that as the redundancy termination approaches the subjects expressed substantial doubts about their previous trust in their employers.

In particular, discrepancies between their long-term organisational commitment and their dilemma were reflected in differing attitudes towards their companies and their colleagues.

The interviewees' criticisms of their companies were rarely directed at specific colleagues. Because of the contribution of particular colleagues to their current situation, their trust in some of these key relationships became threatened.

Feelings of uncertainty about the value they might have added in the past work effort and organisational commitment appeared to stem not only from the official rejection and treatment off their companies, but also from being abandoned by some of their most trusted colleagues.

From the foregoing discussion the following question was developed for the empirical questionnaire:

Question 11

How do you feel towards your direct colleagues that survived the retrenchment?

Question 12

How do you feel towards your direct managers that contributed to your retrenchment?

Question 13

How do you feel towards you company that has retrenchment you?

2.4.3 Transferred hostility

In their study on the process of retrenchment Hallier et al. (1996) found that the interviewees could be grouped according to three main areas of feelings: the reprieved, the dissociated and the converted.

2.4.3.1 The reprieved

In the first group, the reprieved, the interviewees had found employment within three months from their retrenchment. They expressed feelings of relief that the ordeals were over. They also were enthusiastic about their new jobs and the demands of their new jobs. They also had a desire to work hard to meet the demands. They showed little concern about their selection for redundancy and their treatment during the termination period.

The new employment was also a morale booster in relation to a sense of self-worth and adding value to their companies. The feeling of trust in their senior managers to protect them did not always extend to the individuals who they felt had mishandled their treatment during the termination period.

The interviewees saw themselves and their new jobs as highly valued by their companies. A number of them had accepted lower levels of employment which they had seen as a short-term sacrifice. Over the long term they could already begin to envisage regaining their previous levels of seniority.

After 6–10 months, the reprieved group had settled in their new jobs and regained a sense of security, self-worth and identification with their companies. All of them felt more confident about the future. Some of the retrenched employees who had accepted lower levels of employment felt more protected from the risks of insecurity than before. They also experienced a sense of belonging to their new management teams.

2.4.3.2 The dissociated

Six of the managers interviewed by Hallier et al. (1996) had accepted demotions. All of them had done so for security reasons. They had felt that they were victimized and manipulated in having to accept lower pay status, less independence and less control over their work routines, and what they regarded as reduced career opportunities.

All of them felt deeply humiliated by their demotion to engineer status. A number of the interviewees felt a sense of being publicly disgraced, which had continued for up to six months, because they were placed with engineers who were either previous subordinates or were known to them in their previous management positions.

For several months, all of them had faced problems in trying to overcome the embarrassment of the situation and mistrust towards the other engineers. Over a period of time they felt that they gained considerably from learning to take control of their own employment.

One interviewee mentioned that:

“I’ve learnt a lot about looking after yourself over the last year. In a way you could say the company did me a big favour sending me back to development. I didn’t think I would be able to manage learning skills after so long, but I’ve done alright. In future though, my jobs are going to be for me, if you know what I mean. I won’t trust this company or any other again.”

After six months in their new positions, their reported feelings seemed to diminish. The interviewees felt relatively optimistic about their immediate future; they now pointed out more general difficulties engineering companies are facing, such as competitiveness, market share and profitability.

An important observation is that interviewees scrutinised and assessed employer decisions coming from management. These subjects all had reservations about offering their new employers the same level of trust that they had given to their previous employers. The group became more self-reliant and began to distrust their employers as dependable sources of security and fair treatment. As one mentioned,

“I don’t kid myself that my redundancy was a once in a lifetime event. The same thing could happen here. These days nobody’s safe so it’s up to me to watch what goes on and avoid it happening again, if possible.”

From the foregoing discussion, the following questions were developed for the empirical questionnaire:

Question 14

What would you suggest could be done to help a person through the unemployment period after retrenchment?

Question 15

How did your attitude towards work change before and after you had experienced retrenchment?

2.4.3.3 The converted

A number of interviewees had found new management positions. However they had difficulty reconciling their new roles with more critical employer attitudes. They were very cautious of investing substantial effort and trust in their new companies when they might be rejected by their employers at some point in the future. They were also aware that their performance was also being carefully scrutinised and that they would be expected to add value to their new employers.

Although they recognised that they would be exposed to these types of company expectations, feelings of suspicion and distrust towards their new companies' potential treatment of them still continued after their re-employment. They tried to limit some aspects of their obligations to their new employers.

For example, they were less willing to put the demands of the company above their home life since they had become re-employed. In this respect, they spoke of being less willing to take additional work home to do in the evenings and over weekends. They were now unwilling to allow their work to once again dominate their lives.

They were also much more aware of how the decisions they made would influence their subordinates and they tried to defend the interests of their workers. They saw a shift in their work values as reflecting a wider interpretation of their companies' aims. One respondent said that:

“In the past I've regarded long-term sickness amongst my staff as mainly an operational problem to be solved. I've usually been concerned to get authority to replace the person as soon as possible and leave the welfare

side to personnel. I'd feel sorry for the person but I would need to get the work out. Now I would be far more concerned about the effect of dismissing the person. I know how depressing being without work can be. I would like to think that now I would look for alternatives to dismissal. After all we would get the work done somehow."

The unemployment experience had led them to review their previous careers and company values during the time they were unemployed. It appeared to develop in them a new framework of compatible work objectives following their re-employment. These interviewees attempted to achieve a new balance and new commitment either to their non-work lives or to their subordinates' lives, in what was regarded as a reduction in their employment protection.

According to Robbins (2001), trust is made up of two elements: familiarity and risk. It is history-dependent, based on an accumulation of actions, and has five key dimensions: integrity, competence, consistency, loyalty and openness. Integrity refers to honesty and truthfulness. Competence relates to the individual's technical and interpersonal knowledge. Consistency relates to the individual's reliability, predictability, and good judgment in handling issues. Loyalty is described as the willingness to protect and save face for another person. Openness relates to the person's willingness to give the full truth.

Robbins (2001) describes three types of trust: deterrence-based trust, knowledge-based trust and identification-based trust. The re-employed managers tend to rely on deterrence-based trust, which is typical of a new manager-employee relationship. You typically would need to trust your new manager even though there is no history on which the relationship could be built. The bond of trust lies in the authority held by the boss and the punishment he/she can impose. With the passage of time, a deterrence-based trust relationship can be turned into an identification-based trust relationship. An identification-based trust relationship could be defined as a mutual understanding that has developed over time, such as that between couples who have been married for a number of years.

Realistically, however, in the current working environment most large corporations have broken the bonds of identification-based trust which they might have built with employees. Because the environment had become less predictable, bonds of trust are replaced by bureaucratic rules defining expectations and relationships – which the re-employed managers will undoubtedly find problematic. From the foregoing discussion, the following questions for the empirical questionnaire were developed.

Question 16

How did your view towards subordinates change before and after you were retrenched?

Question 17

To what extent did you punish your second employer for what went wrong at the first employer?

Question 18

Can you please speak about loyalty, commitment, expectations for your new employer?

2.5 Introduction to management style and leadership

The study will investigate different management styles and leadership approaches to determine the possible style of management and leadership before retrenchments. Management style refers to characteristic ways of making decisions and relating to subordinates and leadership refers to the longer-term view of influencing and motivating. Northouse (2007) compares management and leadership as shown in Table 2-1.

Table 2-1 Comparison of management and leadership competencies

Management Produces Order & Consistency	Leadership Produces Change & Movement
<ul style="list-style-type: none"> • Planning and Budgeting • Establishing agendas • Setting timetables • Allocating resources 	<ul style="list-style-type: none"> • Establishing Direction • Creating a vision • Clarifying the big picture • Setting strategies
<ul style="list-style-type: none"> • Organizing and Staffing • Provide structure • Making job placements • Establishing rules and procedures 	<ul style="list-style-type: none"> • Aligning People • Communicating goals • Seeking commitment • Building teams and coalitions
<ul style="list-style-type: none"> • Controlling and Problem Solving • Developing incentives • Generating creative solutions • Taking corrective action 	<ul style="list-style-type: none"> • Motivating and Inspiring • Inspiring and energize • Empowering subordinates • Satisfying unmet needs

Northouse (2007)

2.5.1 Management Styles

Management styles will be discussed under the following subheadings: autocratic; democratic; laissez-faire. Blake and Mouton’s managerial grid, cited by Gerber, Nel and van Dyk (1993), has a vertical axis representing concern for people and a horizontal axis representing concern for production. Both axes have nine possible levels: for example, an autocratic management style is expressed as (9, 1) where the nine indicates that manager has a high concern for production and a low concern for employees. In contrast a democratic management is expressed as (1, 9) where the manager has a high concern for people and a low concern for productivity.

A laissez-fair management is represented as (1,1) and organisation-man is represented as (5,5) in trying to maintain a balance between a concern for production and a concern for people.

2.5.1.1 *Autocratic*

Cherry (2011a) summarises the characteristics of autocratic management as follows: there is very limited input from team members, leaders make decisions on their own, they dictate work and processes, and team members are not freely trusted with decisions and important tasks

Cherry argues that an autocratic management style can be very beneficial when managing a project that requires strong leadership that can make decisions quickly to accomplish things. Projects get derailed because of poor organisation and a lack of decisive leadership and the inability to set deadlines, and autocratic management can have practical benefit in stressful situations such as military conflict, where members need to focus on specific tasks and do not need to make complex decisions. But Cherry also points out the downside of autocratic leadership. People may abuse their position and be seen as dictatorial and controlling, which can be problematic for the balance within the group. Because autocratic leaders tend to make decisions on their own, the decisions may not be in the best interest of all members of the group and may lack creativity.

Cherry notes that although autocratic leadership can be problematic, leaders must learn to use autocratic leadership wisely, as, for example, where the leader is the best informed member of the group.

2.5.1.2 *Democratic*

Cherry (2011b) summarises the characteristics of democratic leadership as follows: The style includes participation and greater equality between leader and followers. Group members have the freedom to share their views and opinions, but the final decision still lies with the leader. Group members feel part of the process and creativity is encouraged.

Cherry argues that the advantage of democratic leadership is that it encourages the group to share their thoughts, which in turn leads to better creative ideas for problems. Democratic leadership lets group members feel involved in decisions, which make them more sensitive to end results of projects and leads to higher productivity. Democratic leadership is best suited where members are skilled, have ample of time to contribute to

developing plans and can vote for consensus on the way forward. On the downside, Cherry argues that in unclear situations where time is an issue democratic leadership leads to miscommunication and uncompleted projects.

2.5.1.3 *Laissez-faire*

Cherry (2011c) describes laissez-faire leadership as leadership that is unengaged, allowing the group members to simply do their own thing without any control measures in place. This type of leadership can be seen as good or bad depending on whether the follower is a high performer or not. People who are good performers need more freedom to perform their best. On the other hand, this type of management is ineffective with a new employee or an underperformer.

Cherry characterises laissez-faire leadership as minimal guidance from the leader, with freedom for followers to make decisions. The leader provides resources to do the job, and team members must solve problems by themselves. Cherry comments that a laissez-faire management style can be very beneficial if the group members are highly motivated and highly skilled and have the ability to work on their own, while the laissez-faire leader remains available for consultation and feedback for the group. On the downside, Cherry (2011c) argues that laissez-faire leadership is not advisable where group members have limited knowledge, cannot complete tasks, and are reluctant to make decisions. Usually people find it extremely difficult to set and keep deadlines in managing their own projects and solving problems. In this scenario projects can easily fail when the project members do not get enough guidance.

2.5.2 Leadership styles

Smit and Cronje (1993) note that for a group to function effectively the group needs someone to perform two important functions: job-related functions, relating to problem solving, and social functions, relating to maintaining a group. These functions lead to the two basic forms of leadership: task-orientated leadership or employee-orientated leadership.

The task-orientated leader's primary concern is to ensure that subordinates are performing their duties to get the work done. The employee-orientated leader is more open to participative management and focuses more on the people.

Various leadership models were identified within this spectrum: the situational approach, Fiedler's contingency theory of leadership, the Heresy and Blanchard model, and the Vroom-Yetton-Jago model.

Smit and Cronje (1993) describe leadership as a bridge between the formulating of plans and reaching the objectives – in other words, for translating plans into reality. Leadership is an elusive concept which is difficult to define, because it involves elements such as influencing, giving orders, motivating and handling either individuals or groups, managing conflict in groups and communication to subordinates. From a management perspective there are various facets of leadership but its fundamental task is to direct the activities and performance of people productively to obtain the objectives of the enterprise. Leadership is therefore an activity that infuses energy into the enterprise, its members and resources to create momentum and to keep the motion going. Leadership will be discussed under the following main headings: Development of leadership and leadership approaches.

2.5.2.1 Development of leadership

In an investigation by van Niekerk and Wajhid (2004) into the relevance of action learning in developing leadership competencies for the knowledge society, a focus group was conducted with senior and middle managers in the hospitality industry. The study concluded that organisations need to develop and promote leaders who realise that organisational renewal and competitive readiness are totally dependent on employees being prepared for future challenges, continuous change, life-long learning and ever-increasing competition. Gilley and Maycunich (2000) describe these leaders as developmental leaders, leaders whose primary characteristic is servanthip.

Such leaders put employee needs, growth and development above their own interests, and inspire trust through their actions and beliefs and the value they place on followers.

In support, Sadler (2001) argues that in a learning organisation, a leader has three functions, as designer, steward and teacher. The essence of this kind of leadership is to design learning processes. Stewardship has to do with the long-term survival of the company, and as a teacher the leader is continually helping people to see the bigger picture.

Van Niekerk and Wajhid (2004) describes an effective leader in the 21st century as having eight key attributes which can be summarised as “the ability to think in terms of systems and knowing how to lead systems”. The definition is supported by Gilley (2000), Marquardt (2000), Scholtes (1999) and Senge (1990). Gilley (2000) and Scholtes (1999) also say that leaders must have the ability to understand the variability of work in planning and problem solving.

Bennis (1999), Marquardt (2000) and Scholtes (1999) note further that a leader need to understand how to teach, develop and improve an individual through life-long learning. Bennis (1999) and Nonaka (1995) add that leader must have the ability to create long-lasting trust between individuals. Scholtes (1999) and Senge (1990) make the point that a leader must have a good understanding of interdependent and interactive learning systems and their variations, and the way human behaviour affects others.

Bennis (1999), Marquardt (2000), Scholtes (1999) and Senge (1990) all support the idea that leaders must be able to give vision, meaning, direction and focus to the organisation. Gilley (2000) and Nonaka (1995) say that a leader must have the ability to integrate various methodologies for knowledge construction. Marquardt (2000) adds that a leader must feel comfortable and confident with technology and the way it enables organisational performance and learning.

Horibe (1999) and Sadler (2001) argue that a common feature emerging in these leadership competencies is the emphasis on both the individual and the team learning collectively.

In today's uncertain world, learning never ends. This approach needs to be revisited in relation to the way in which knowledge workers and leaders acquire knowledge and competencies.

New management challenges related to knowledge workers can be summarised as follows:

- encouraging new knowledge to come forward;
- tapping into everyone's knowledge;
- managing knowledge you do not understand;
- encouraging people to learn;
- encouraging learning by asking challenging and awkward questions, and by stimulating intellectual curiosity;
- facilitating learning of others by acting as coach or mentor.

Van Niekerk (2004) comments that "A central element in being a developmental leader is the ability to communicate effectively and one's command of language."

Communication is an essential element firstly to establish trust, which implies open, honest and direct communication. Secondly, developmental leaders must also be successful in communicating their organisation's purpose and articulating the vision to enable employee support and involvement. A third important aspect of communication is a developmental leader's ability to ask relevant and pertinent questions.

The notion of creating a knowledge-sharing culture is highlighted by Seeley (2003) as an important step in facilitating change. The leader needs to lead by example in asking specific and relevant questions. If leaders start asking relevant questions, all employees will eventually begin to ask others for their expertise and insights.

To enable such an approach, Seeley (2003) suggests the use of a knowledge leadership cue card concept, which can be used to influence the questions that managers and supervisors ask their staff, thereby heightening the importance what these employees attach to knowledge sharing.

2.5.2.2 *Approaches to leadership*

Approaches to leadership will be discussed under the following headings: servant leadership, paternalistic leadership, transitional leadership transactional leadership, situational leadership and bureaucratic leadership.

2.5.2.3 *Servant-Leadership*

According to Spears (2004), the core of servant leadership is a long-term transformational approach to life and work, where the individual is coached to live up to his or her full potential.

To explain the theory of servant leadership Spears established the following set of characteristics central to the development of servant leaders: listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to the growth of people, and building the community.

Russell (2002b) argues that if servant leadership is a completely unique leadership style the characteristics of servant leadership should be clearly observed. The literature on servant leadership is vague and confusing and ranges from books and journals to press articles. Spears (2004) lists the characteristics of servant leadership and in the general literature 20 attributes of servant leadership have been identified as its main features. Spears categorises nine characteristics as functional attributes and the remaining 11 as accompanying attributes.

As outlined by Spears (2004), servant leadership is fundamentally a long-term transformational approach to life and work in which the individual is coached to live up to his or her full potential. Spears notes that the concept was originally formulated Robert K. Greenleaf: “The idea of the servant as leader came partly out of Greenleaf’s half-century of experience in working to shape large institutions”. The event that crystallised Greenleaf’s thinking came in the 1960s when he read Hermann Hesse’s short novel *Journey to the East*, which is an account of a journey by a group of people on a spiritual quest. Spears lists the following set of characteristics as central to the development of servant leaders: listening, empathy, healing, awareness, persuasion, conceptualisation, foresight, stewardship, commitment to the growth of people and building community.

The servant leadership characteristics from general theory can be summarised as: communication, credibility, competence, stewardship, visibility, influence, persuasion, listening, encouragement, teaching and delegation.

Listening is one of the most important skills for the servant leader. The servant leader has a deep commitment to listening intently to others.

Baggett (1997) said that great listeners make great communicators. Some researchers suggested that leaders should participate more in listening actively, since you learn when you actively listen to others Kuczmariski (1995)

Greenleaf (1977) described **vision, foresight** and **conceptualisation** as the ability to foresee the unforeseeable, which is central in establishing a strategic vision for an organisation. According to Spears (2004), it enables the servant leader to understand the lessons learnt from the past, the realities of the present, and the consequence of decisions for the future. The conceptual views of the servant leader nurture the abilities of others to "dream great dreams" and encourage the best potential from the people whom he or she leads. To look at a problem or an organisation from a conceptualised perspective means the servant leader thinks beyond day-to-day solutions for problems.

Stewardship is one of the ten critical elements of servant leadership. Block (cited by Spears, 2004) defined stewardship as "Holding something in trust for another". Greenleaf (cited by Spears, 2004) emphasises in relation to the concept of stewardship that "CEO's and their staff all must play roles in holding their institutions in trust for the greater good of society". According to Nix (1997), stewardship is managing or handling the affairs of another person in a position of trust. Furthermore, stewardship goes hand-in-hand with accountability and trust.

The servant leader also has a tremendous commitment to nurturing the growth of his/her employees. Spears (2004) adds that the servant leader is committed to **building community**.

Empathy, appreciation and healing will be discussed as one idea. Healing is one of the great strengths of servant leadership.

The servant leader makes use of opportunities to help those people with whom he or she comes in contact, by giving emotional support where ever he or she can.

According to Block (1993), the servant leader strives to understand and empathise with others by displaying warmth, caring, giving, and involvement in the enrichment of

others. Kouzes (1993) comments that servant leaders inspire hope and courage by living out their convictions, facilitate a positive image, and by giving encouragement and love build appropriate relationships of unconditional love in the work place. In doing so the focus is moved away from a relationship of control and self-centeredness to the needs of followers. Spears (2004) also lists appreciation and healing as critical elements of servant leadership. The servant leader accepts and recognises people for their special and unique spirits.

Persuasion signals one of the clearest distinctions between the traditional authoritarian management models and the servant leadership model, which works towards effective consensus within groups. Burns (1978), Robbins (2001), Stoner (2001) and van Niekerk (2004) all regard persuasive communication as crucial to successful communication by an effective leader. Spears (2004) includes three contributing elements for affective leaders: coercion, manipulation and persuasion. Servant leaders take on ventures with an element of risk and go out of their way to show the way for their followers, who follow them of their own free will since they believe that is the correct way for them. Lopez (1995) stresses that the servant leader does not attempt to control his followers but shares wisdom and understanding. It is argued that servant leaders use power thoughtfully to enhance the organisation rather than themselves.

Various researchers (Block, 1987, Melrose, 1997, Robbins, 2001, Stoner et al., 2001, van Niekerk and Waghid, 2004) have argued that **communication** is the backbone of effective leadership. A effective leadership needs to develop sufficient and effective communication. Through his own visible and consistent behaviour the leader needs to be able to communicate his vision for the organisation to the followers. This can be described as personification. It is very important for the followers to buy into vision for the communication to be successful.

As the name “servant leader” implies, **service** is the main element to servant leadership (Block, 1987, Batten, 1997, Spears, 2004, Baggett, 1997, Greenleaf, 1977, Gaston, 1987). The ultimate choice for the servant leader has hitherto been service and self-interest; in today’s world it unfortunately seems that the choice for service is rarely made. The servant leader renders service by scheduling his time to make himself available to share attention, information, material and resources to add value to work.

A leader who builds his character on **honesty and integrity** has credibility. Kouzes (1993) observes that honesty is a most admirable quality in a credible leader. Honesty relates to trustworthiness and integrity refers to a more general moral behaviour. Integrity is closely related to ethics. Giampetro-Meyer (1998) comments that the servant leader has the ability to improve the ethical culture of an organisation. Clawson (1999) sees integrity as being composed of four elements: truth-telling, promise-keeping, fairness, and respect for the individual. Fundamentally, people and organisations need to have leaders with integrity even in detrimental circumstances.

Malphurs (1996) makes the point that leaders' actions (**modelling**) are more powerful than words. The set of ethical behaviour and commitment displayed by the leader creates the environment for ethical behaviour in their organisation's culture. Modelling is a form of visible personal example, which represents a critical part of servant leadership. According to Briner (1998), followers follow servant leaders into commitment, dedication, discipline and excellence by accepting the servant leader's example.

Kouzes (1993) argues that one of the fundamental elements of leadership is **credibility**, which can be described as the way leaders gain the trust and confidence of their followers. Credible leaders display habits which include credible values, credible qualities and credible competencies, through which they build a relationship of trust and commitment with the followers they lead. According to Bass (1990), credibility is not an instant process, and building credibility is time consuming. Two attributes of credibility are that the leader is seen to be trustworthy and informative.

Spears (2004) mentions that one common characteristic of servant leaders is **awareness**. Awareness helps the servant leader understand issues involving ethics and values. Awareness also helps the servant leader to view most situations from a more integrated and holistic position.

For the servant leader to instil appropriate behaviour by leading by example he needs to be **visible**. Cedar (1987) comments that for a servant leader to be effective he needs to be visible in the way he leads, supports and comforts his followers. According to Wikipedia (2011c), visibility relates to referent power, which is the leader's ability to

influence his followers in a number of ways with interpersonal relationship skills – these being faithfulness, respect, camaraderie, and a need to gain approval. Referent power is built on the same principles as servant leadership, namely influence rather than command and control.

According to Melrose (1997), company CEOs often try to be more visible in their companies. They make it part of their daily routine to illustrate to others what they want them to do.

One of the basic elements of leadership is the ability to **influence** others to do what you expect them to do. Robbins (2001), van Niekerk (2004), Stoner (2001) and Covey (1990) all say that the true measurement of leadership is the leader's ability to influence his followers effectively. Bass (1990) comments that influence implies a mutual relationship between leader and follower which is not subject to domination and control but depends on the leader determining the effect of the followers in his group. Yukl (1998) categorises the various facets of influence as tactics, encouragement, persuasion, inspiration, ingratiation, personal appeals, bargaining, association building, legitimization and pressure. Greenleaf (1977), Block (1993) and Covey (1990) all agree that the servant leader uses influence differently from the traditional way of leadership. The servant leader has a new admirable principle according to which authority earns the follower's loyalty out of free will.

According to De Pree (1997), leaders build trust over time. The leader must show **competence** in their jobs, like everyone else. Maxwell (1998) comments that to build trust a leader must display competence, which connects to character. According to Bass (1990), leaders must display a tripod of three elements: competence, drive and integrity.

Martin (1998) identifies **trust** as the foundation of great leadership. Mayer (1995) argues that trust is the willingness of one party to take vulnerable part in the actions of another, based on expectations that the other party will perform a specific action, irrespective of ability to monitor or control that other party. A number of researchers (Bennis, 1999, Covey, 1990, De Pree, 1997, Fairholm, 1998, Martin, 1998) agree that trust is an essential part of servant leadership and that trust in organisations must be well-designed. Shaw (1997) says that to build trust the leader must display integrity and

have a concern for people. Trust between a leader and follower grows when the leader's personal integrity is transferred to the organisation.

Ford (1991) says that leaders who want to empower followers must be **teachers**. Leaders change their followers' motives and value system through the critical role of leadership. Rinehart (1998) argues that a servant leader must equip and develop followers to empower and release them. Neuschel (1998) adds that servant leaders teach their followers about trust in leading by example.

According to Bennis (1997) **empowerment** focuses on teamwork and reflects values of love and equal opportunity. The servant leader's behaviour must have a pulling effect which induces the followers to follow, rather than a pushing action. Empowerment creates leaders on all levels of the organisations. Miller (1995) says that empowerment gives the servant leader the ability to transfer goals and vision to his followers.

Sanders (1994) comments that the degree to which the leader **delegates** work to his followers is a measurement of how successful his style management is. Leaders empower followers by giving power away, not by holding it; by delegating, leaders nurture responsibility. Yukl (1998) summarises the advantages of delegation as follows: delegation leads to improved decision making, strengthened commitment by subordinates' to decisions, work enhancement, and better time management.

2.5.2.4 *Servant leadership in an African context*

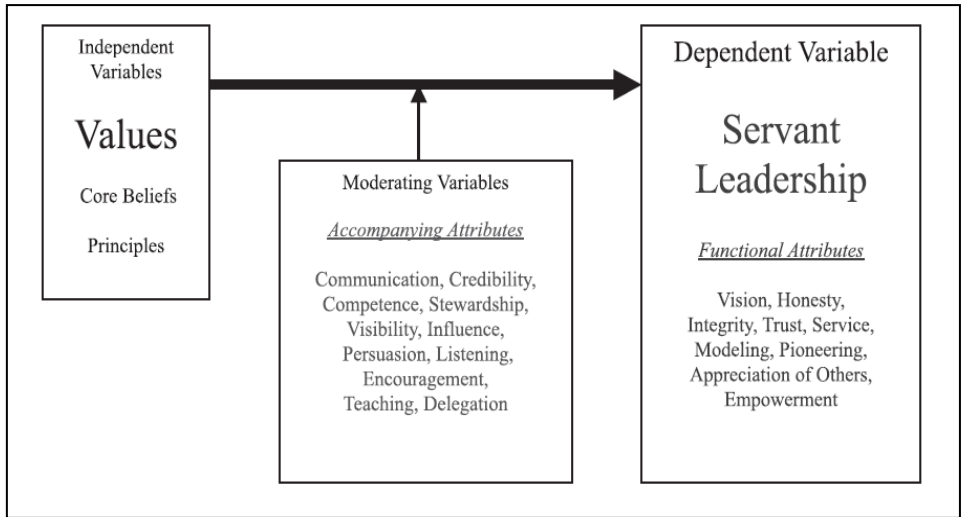
Nelson (2003) cites Patterson's (2003) characteristics for servant leadership – altruism, empowerment, humility, love, service, trust and vision – in investigating the concept among black leaders in South Africa. Among the leaders interviewed it was found that service was identified as a main element of their leadership styles and was conceived of basically as looking after the welfare of their employees. Hammon (2000) characterised 12 elements which Africans hold dear. Among these elements are respect for older people and village elders/hierarchy, and respect and loyalty to your community or country. In Africa, loyalty to the village or community is very high on the individual's priorities.

The African concept of “Ubuntu” focuses on the person not living for himself but rather for others in his community. Gakuru (1998) makes the point that in Africa there is, and has been from ancient times, a strong value system based on service and communal assistance, which predates present-day governmental and western concerns about catering for the needy. In the village, help is given whenever it is needed. Assistance in the local communities goes beyond what leaders and governments see as national interests.

Ayittey (1992) says that traditionally African leadership has always placed the interest of the community above the needs of the individual. For example, the chief does not rule his village but leads by consensus. In situations where the village council (which normally consists of the village elders) cannot reach an agreement the chief would assemble the village to reach consensus through debate. This is the cornerstone of balance and service in the village. Mamadou (1991) argues that African leaders tend to reach harmony and are normally engaged in seemingly endless discussions.

2.5.2.5 *A practical model for servant leadership*

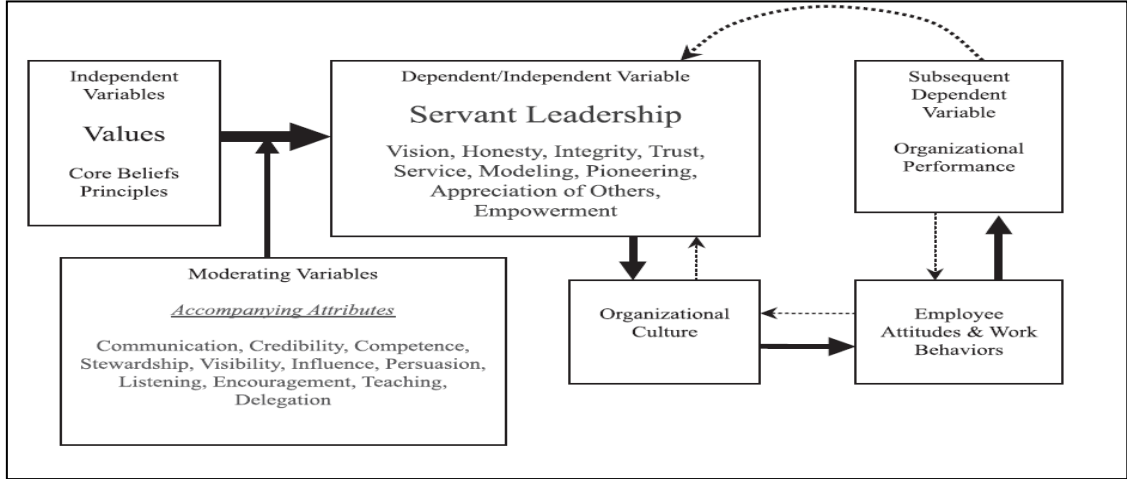
Russell and Stone (2002a) propose two models to describe servant leadership. See Figure 2-4. The first model concentrates on the relationship between leader attributes and servant leadership. In this model servant leadership is seen as a controllable variable which has an influence on the organisation. In the model the independent values (such as the core beliefs and principles of the organisation) are influenced by the moderating variables of the accompanying attributes of servant leader, which the authors list as communication, credibility, competence, stewardship, visibility, influence, persuasion, listening, encouragement, teaching and delegation. The accompanying attributes, which become the dependent variables for the organisation, are vision, honesty, integrity, trust, service, modelling, pioneering, appreciation of others, and empowerment.



(Russell and Stone, 2002a)

Figure 2-4 Servant Leadership model 1

The second model created by Russell and Stone (2002a), shown in Figure 2-5, is a more in-depth description of the workings of servant leadership which expands on the first model by adding the effects on the organisational culture, and the influence on employee behaviour, attitudes and work ethics. This in turn has an influence on organisational performance and productivity, with a loopback effect on the dependent and independent variables of the servant leader.



(Russell and Stone, 2002a)

Figure 2-5 Servant leadership model 2

2.5.2.6 *Paternalistic leadership*

According to Cheng (2004), paternalistic leadership is an approach which is based, intentionally or unintentionally, on the idea that the leader is in a better position than the

followers to know best what is good for the organisation or for the followers. In a nutshell, it is the "leader as expert father figure", where there is a long-lasting beneficial relationship in building mutual trust between the leader and his subordinates.

Cheng (2004) investigated paternalistic leadership and subordinate responses to establishing a leadership model in Chinese organisations. Paternalistic leadership is the prevalent leadership style in Chinese business organisations. A sample of 543 subordinates from local businesses in Taiwan was used to investigate paternalistic leadership. With an approach similar to patriarchy, paternalistic leadership entails an evident and powerful authority with moral leadership which shows consideration for subordinates.

Three elements were investigated:

- authoritarian, benevolent and moral leadership
- benevolent and authoritarian leadership
- authoritarian and moral leadership

Cheng (2004) found that all three elements of paternalistic leadership have positive effects on subordinates' responses, benevolent leadership had the most significant effect on subordinate gratitude and repayment to the leader, and moral leadership could be expected to have a more positive effect on subordinates than authoritarian leadership.

2.5.2.7 Transactional leadership

According to Bass (1990), a transactional leader guides followers in the direction of established goals by clarifying role and task requirements. Transactional leaders couple performance to rewards, they tend to guard and protect rules and standards, and they take corrective action to maintain the current status quo. This type of leadership is built on unspoken agreement between the manager and the employer in which the manager is "in charge," and the employer is tolerant. Transactional leaders tend to be laissez-faire and avoid making decisions.

According to Stoner (2001) a transformational leader determines what needs to be done to achieve objectives, categorise requirements and assist subordinates to become confident in achieving the set goals.

2.5.2.8 *Transformational leadership*

Transformational leaders instil a vision in their followers. Examples include Jack Welch from General Electric, Bill Gates from Microsoft and Richard Branson from the Virgin Group. According to Bass (1990), transformational leaders focus on a vision for the future. They assess their current situation against the future and make decisions on how to accomplish their vision for the future. Transformational leaders look for ways to transform their organisations beyond the status quo. They instil pride, respect and trust in their organisations. They set high expectations, make use of symbols to focus efforts, and communicate important purposes in simple ways. Transformational leaders encourage intelligent, rational and careful problem solving. Furthermore, transformational leaders recognise individuals by coaching and advising them.

According to Stoner (2001), one of the transformational leader's foremost qualities is charisma, through which the leader's personal vision and energy is transmitted to the followers. Transformational leaders motivate followers to do more than they were willing to do originally by raising them to a higher level of need for self-actualization.

2.5.2.9 *Situational leadership*

According to Fernandez (1997), the situational leadership model was first proposed by Paul Hersey and Ken Blanchard in 1974. Situational leadership had since been embraced by more than 400 of the top 500 blue chip companies in the world. It is estimated that every year more than 1 million managers are taught the basic principles of situational leadership. Hersey (1993) argues that the correct leadership style must be selected to suit the followers' level of readiness. Robbins (2001) uses a parent-child analogy to describe the leader-follower relationship.

The situational leader needs to be flexible in his approach to leadership; for example, when the follower is unable and unwilling to do a task, the leader needs to give more direction. If the task involves a follower who is willing but unable, the leader needs to give more task-orientated guidance to get the follower to buy into the leader's requests. If the follower is able but unwilling, the leader needs to be supportive and participative. If the follower is able and willing the leader need give little or no support. The situational leader needs to be able to move between the levels of leadership according to the followers and the situation.

The different styles of situational leadership can be classified as: telling or directing, selling or coaching, participating or supporting, and delegating. According to Stoner (2001), the situational leader must adapt his involvement to the situation at hand. In the initial stage the manager must engage in a high display of task behaviour, to familiarise the employee with the organisation's rules and standards, and a low level of personal relationship. In the second stage the employees begin to learn their tasks and the manager's task behaviour and personal relationship needs to be at a high level since the employees will not yet be able to perform their tasks. In the third stage the manager must have a high degree of personal relationship with the employee and a low task relationship. In the final stage the manager needs to maintain a low degree of personal relationship and low task orientation.

2.5.2.10 *Bureaucratic leadership*

Stoner (2001) states that bureaucracy theory was developed by Max Weber (1864-1920), who argued the companies need to have a strictly defined hierarchy of governance with a clear line of command, and rules and regulations. Although this theory was very beneficial to companies such as Ford in the 1930s, in recent years companies in the global market like General Electric and Xerox have become so-called "bureaucracy busters" in doing away with organisational charts and replacing them with teams, which is beneficial for creativity.

According to Robbins (2001), a bureaucratic leader has a highly structured operating routine, with formalized rules and regulations, and tasks grouped into functional departments with a centralized authority with a very limited room for individual decisions. Decision must follow a chain of command. This type of leadership can be described as "by the book". The leader feels comfortable with rules and regulations to keep things organised. The bureaucratic leader is only effective as long as he is confronted with problems he had previously encountered and if programmed decisions and rules have already been established.

From the foregoing discussion, the following questions for the empirical questionnaire were developed.

Question 19a

Can you please describe your management style before the retrenchment?

Question 19b

Can you please describe how your management style changed after the retrenchment?

2.6 Chapter conclusion

The literature review guided understanding of the variables in financial difficulties affecting retrenchees according to the Ribton-Turner model in Figure 2.1. Furthermore the literature review investigated the coping cycle, the goal or standard, and the job loss comparator which compares the retrenchee's current state to the preferred state before the retrenchment. Also discussed were the discrepancy appraisal, coping goals, coping strategies, coping resources, fundamental change, resistance to change and the perceptions of the retrenchee's inherent value system. The helper model was investigated as a possible process in dealing with the difficulties the retrenchees may experience.

The discussion of personal experience helped to generate the questions for the empirical study questionnaire. Personal experience was discussed in relation to the psychological issues which underpin the study, in particular the effects of posttraumatic stress disorder and Selye's (1976) General Adaption Syndrome. Further concerns discussed were the retrenchment process, personal failure, loss of confidence, the family experience, willingness to study, willingness to relocate, willingness to change fields and the consideration of self-employment were discussed.

The literature review then considered the new employer's view in relation to the following headings namely: commitment, resentment of employers, transferred hostility, the reprieved, the dissociated and the converted.

Management style and leadership were discussed in relation to possible change in management style subsequent to the manager's retrenchment. Variations and issues in management style considered in the discussion included autocratic, democratic and laissez-faire management; development of leadership; approaches to leadership; servant

leadership; paternalistic leadership; transitional leadership; transactional leadership; situational leadership; and bureaucratic leadership. From among these approaches servant leadership would be the preferred leadership style.

Chapter 3 Research Methodology

3.1 Introduction

This chapter explains the research approach that is used in the study. A systematic approach was used for gathering data from the respective respondents, adopting a qualitative method of data collection which puts the research study in a position to make recommendations to recruitment companies, human resource managers, managers, senior management and family councillors on interacting with people who have been retrenched.

Data collection consisted of 16 phenomenological, qualitative interviews with managers who had been retrenched and had subsequently been re-employed in a management position for a minimum of six months. The interview guide was limited to 19 questions. According to Saunders et al. (2003), qualitative research is characterised by richness and fullness that derives from being able to explore a subject in as real manner as possible. A structured interview schedule offers an objective, full and comprehensive overview of the experiences from the retrenched managers. The process allows individuals to give objective responses to their progress and to challenges which they may experience.

The research methodology is discussed under following headings: research methodology and methods, selection of interviewees, guiding questions, protocol for interview-based fieldwork, phenomenological qualitative interviews, analysing data, interpretation of data, and research ethics.

3.2 Research methodology and methods

Because the present study is built on the parameters of the Ribton-Turner (2006b) study, it was decided that same research method would be used for data collection.

In the interviews, the participants were asked to tell their story of being unemployed and to share their most critical experiences of the past months. The participants were also

asked how this experience had changed their approach to management, before and after the life-changing experience of retrenchment.

According to Creswell (1998a) a phenomenological interview process can be described as :

- The need to identify with the thoughtful perspective behind the approach, particularly the idea of how people understand a phenomenon.
- The researcher's questions need to ask the individual to describe their everyday lived experience.
- Normally the data on the phenomenon is collected through interviews.
- Data analysis are divided into statements, the units are transformed into nodes of meaning. The combined different nodes make a general account of the experience, which includes the textual description, what is experienced and how it is experienced.
- A phenomenological report ends with the core of the experience.

The Ribton-Turner (2006a) study suggested that a potential area for further research would be to investigate whether the re-employed person would resume his or her previous state or level of functioning, or whether the experience of ongoing stress had left the person with enduring scars. Selye's (1976) general adaptation syndrome theory suggested furthermore that an individual does not recover fully from a chronic psychological disintegration. Selye's (1976) general adaptation syndrome theory posed the question: can the damaged individual reorganise his or her resources?

3.3 Selection of interviewees

A number of strategically placed individuals were interviewed with a view to recording, transcribing and systematically analysing their interviews. The interview-based research objectives were achieved by using a series of one-on-one semi-structured interviews.

According to Klopper et al. (2005), the interviewer should avoid group interviews:

- because interviewees tend to talk simultaneously,
- because compliance-gaining competition among interviewees often leads to power plays between participants,
- because interviewees tend to influence one another's opinions and,

- because less dominant individuals tend to fade into the woodwork during group interviews.

One-on-one interviews instead allow each interviewee the opportunity of spontaneously supplying information on the issues of unemployment, re-employment, commitment, transferred hostility, family commitment and the change in management style.

3.4 Guiding questions

The interviewer developed a concise list of critical questions to use during each interview; these are referred to in this study as interview guides. The following considerations were taken into account in compiling the interview guides:

- The interview method should be a one-on-one, face-to-face interview, using open-ended questions (Creswell, 2003b) which take their lead from a interview guide (Schurink, 1998).
- The first questions should be used to gain the trust of the person that is been interviewed.

Walliman (2005) suggests that in the course of an interview the interviewer is in a good position to judge the quality of the interviewee's answers so as to evaluate whether the questions have been properly understood and answered in full or whether the interviewee needs some guidance.

Douglas (1985) suggests that a creative stance should be taken to encourage the flow of the interview. The present study followed a constructivist approach since the enquiry sought to eliminate extraneous data. The interview method was selected to ensure that trustworthiness of data did not become blurred, since truth is subjective and hence not available when considered from an external viewpoint.

Protocols for interview-based fieldwork

The guidelines for the interview-based fieldwork were as follows:

1. Initial contact with the subject to be made at the highest level possible.
2. Since this is a one-on-one interview, no gatekeeper is needed to schedule the interviews.

3. Interviews to be scheduled in advance by appointment.
4. All interviews to be tape-recorded.
5. Verbal information to be supported with documentary evidence if needed.
6. Attempt to secure multiple interviews per region to reduce travelling time.
7. Attempt to interview informants in their traditional environments rather than in interview rooms.

3.5 Phenomenological qualitative interviews

Walliman (2005) argues that the flexibility of interviews makes them a useful way of obtaining information and opinions from experts. Interviews also allow the research subjects to be studied from different perspectives. Interviews help in setting the parameters of the study by identifying and prioritising issues. Ghauri et al. (1995) comment that in-depth interviews have the advantage of being more accurate and giving a clearer picture of behaviour.

According to Creswell (1998b) and Creswell (2003a) a phenomenological study attempts to identify people's perceptions, perspectives and understanding of a particular circumstance. According to Waters (2012) phenomenological interviews also relate to the understanding of live experiences.

The interview schedule was structured to require more than a single-response answer, and the duration of the interviews was between 60 and 90 minutes, conducted at the interviewee's office.

Van Manen (1990) summarises the advantages of phenomenological interviews as in-depth understanding of the phenomena and rich data from the experiences of individuals. He also draws attention to disadvantages of this approach which researchers need to be aware of: Biased data can lead to unreliable and invalid data. Bracketing of data must be pure to ensure its reliability. It is difficult to present phenomenological data in an acceptably usable manner. The small sample size prevents data from being generally acceptable or typical. When transcribing the text, words could lose their special meaning. Another vital aspect which needs to be taken into consideration is whether the participants are having difficulty in expressing themselves; causes could include foreign language, age, brain damage or embarrassment.

3.5.1 Structure of the interview schedule

Fisher (2004) recommends that the first stage of the interviewing process should be to identify possible questions to ask and prioritise them in order of importance. In line with this recommendation, the interview questionnaire was drawn up so as to focus on interviewees' responses to the key issues.

The questions were produced in direct response to the literature, highlighting the problem areas with retrenchment and the understanding of the after-effects of the retrenchments. The questions were structured to allow for a logical flow of information.

During the construction of the questions, consideration was given to the following criteria:

- Responses of the interviewee must be the natural responses and views of the individual.
- The questions must be focused on the objectives of the study to achieve specific results.
- Wording of the questions must be chosen to retrieve valid data.
- Terminology must be used which is commonly known in the industry.
- The interview must also allow for general comments on the matter.

The questions were structured so that the respondent needed to respond to the three most critical challenges for a retrenched person.

3.5.2 Sample

Patten (2002) says that there are no set rules to determine the sample size of a qualitative investigation. According to Creswell (1998b) a typical sample size for a qualitative study varies between 5 and 25.

Patton (2002) advises that in planning a qualitative study the time and available resources need to be taken into consideration. The availability of possible retrenched executives and senior manager limited the present study to 16 interviews. Retrenched executives and senior managers from a wide spectrum of industries were interviewed, all of whom had occupied a key position in their respective companies. The managing

executives of the various companies identified key role players and decision makers to be interviewed. The interviewees were expected to have an overview of the current demands of retrenchment procedures and also a good understanding of the demands of their industry. The executives and managers also had to have been employed again in a management position for more than six months. This would have given them time to reflect on how their management style had changed subsequent to their retrenchment.

Saunders et al. (2003) note that sampling techniques provide a range of methods to reduce the amount of data that needs to be collected by focusing only on the relevant data from the specific subgroup rather than on all other possible cases or elements.

The sample is summarised in Table 3.1 according to management level, age, qualifications, gender, years in original company, period out of work, and time in current employment.

Table 3-1 Sample summarised

	Age	Qualification	Gender	Demographic	Years in original company	Period out of work	Current employment
Executives	5>45 yrs	M: 4 Dr: 1	M: 5	W/M: 5	5>10 yrs	4<6 mo 2>6 mo	5>6 mo
Senior Managers	5>45 yrs 6>45 yrs	Dip: 3 Bsc: 2 Hon: 2 Mst: 4	M: 8 F: 3	W/M:13 W/F: 2 A/F: 1	4<10 yrs 7>10 yrs	6<6 mo 4>6 mo	9>6 mo
Abbreviations		Qualification: Dip – Diploma; Bsc – Bachelor’s Degree; Hon – Honours Degree; Mst – Master’s Degree; D – Doctors Degree Gender: M – Male; F – Female Demographic: A – African; W – White; I – Indian; C – Coloured					

The sample of industries was guided by the unemployment figures. According to Statistics South Africa (2012) the industries which experienced the largest decrease in employment for the first quarterly of 2012 were construction, with 4.4% (71 000) of the construction labour force unemployed, and manufacturing, with 4.5 % (67 000) of the manufacturing labour force unemployed.

Interviewees were encouraged to express their own views and rather than commenting on strategic planning of their respective industries.

3.5.3 Planning the interviews

Walliman (2005) notes that while conducting an interview the interviewer is in a good position to judge the quality of the interviewee's answers, evaluating whether the questions have been properly understood and answered in full. Interviews were scheduled in advance by appointment.

E-mail was used to synchronize the appointments and the interviewees were informed well in advance in planning the interviews. The project was also explained to the interviewee in advance to reduce interview time, with a brief account of the background of the study, confidentiality, expected timeframes, the interview process, and closure and acknowledgement.

Fisher (2004) advises that research interviews should be of such a nature as to keep the interviewee interested in the interview but also not giving away too much of the interviewer's own emotions about the subject under discussion, to avoid having the interviewer leading the interviewee. This served as a guide in planning the interview and in the understanding of the interview process.

3.6 Analysing data

The personal interviews with the managers were video-taped and transcribed verbatim, and analysed according to the principles of content analysis by means of the NVivo qualitative analytical program, after which significant similarities and differences were determined by means of a correspondence analysis. The analysing and transcribing was done by the assistance of an independent party to guarantee the reliability of the findings and to eliminate the study to be bias.

According to Hsieh (2005), content analysis is widely used in qualitative research. Content analysis can be categorised into three sub-categories: the conventional approach, the direct approach, and the summative approach. All approaches use text for collecting data and for analysing. Conventional content analysis makes use of coding

categories which are taken directly from the text by counting and comparing keywords of content. Direct approach analysis starts with a theory or relevant research findings as guidance for initial codes. The summative data-analysing approach was employed in that the interviewees were asked to tell their story. Summative analysis allows comparison of keywords or content, followed by the interpretation of the underlying content. This captures the underlining similarities indicative of a trend.

Furthermore every interviewee will be allocated a code which is coupled to the specific interviewee comments. This will help in identifying emerging trends.

According to Creswell (1998a), the central issue in data analysis of a phenomenological study is to identify common themes in people's descriptions of their experiences. Creswell suggested the following steps in analysing phenomenological data: identify statements that relate to the topic; group statements into "meaning units"; seek divergent perspectives; construct a composite.

- i Identify statements that relate to the topic.* Separate relevant from irrelevant information in the interview and then break the relevant information into segments (e.g. phrases or sentences) that each reflect a single specific thought.
- ii Group statements into "meaning units":* Group the segments into categories that reflect the various aspects ("meanings") of the phenomenon experienced.
- iii Seek divergent perspectives:* Look for and consider the various ways in which different people experience the phenomenon.
- iv Construct a composite:* Use the various meanings identified to develop an overall description of the phenomenon as people typically experience it.

3.6.1 Interpretation of data

The NVivo (2009) program used for the interpretation of the data was developed specifically for qualitative studies. Sources of data can be anything from video recordings of research settings to typed memos capturing the researcher's thoughts and ideas. Sources are categorised into the following types: internal sources, external sources, memos, nodes, free nodes, tree nodes, cases, relationship nodes, and matrices. Internals are primary source materials such as field notes, audio interviews, video footage, photographs, or whatever raw data is relevant to the project. Externals are

‘proxy’ sources representing material that cannot be imported into NVivo (newspaper articles, books, web pages and so on).

In an external source, the researcher can record notes or summaries relating to the material. If the external represents a file on the computer, one can link to and open the file. Memos are records of the researcher’s thoughts and observations. If a memo is related to a particular project item, a ‘memo link’ can be created to link the two together. Nodes are ‘code’ sources to gather material by topic; for example, gathering together all the content relating to the concept of *community*. The container for references to this material is called a ‘node’. NVivo provides the following types of nodes: free nodes, tree nodes, cases, relationships and matrices. Free nodes are ‘stand-alone’ nodes that have no clear logical connection with other nodes; they do not easily fit into a hierarchical structure. Tree nodes are nodes that are catalogued in a hierarchical structure, moving from a general category at the top (the parent node) to more specific categories (child nodes). Cases are nodes used to gather material about people or sites that have attributes such as gender or age. Like tree nodes, cases can also be organised in hierarchies. Relationships are nodes that describe the connection between two project items, such as the relationship between two cases (Anne works with Bill) or between two nodes (Poverty impacts Health). Matrices are a collection of nodes resulting from a matrix coding query. The major nodes (unemployment experience, new employment commitment and management style) were developed for the current study and will be discussed with the sub-nodes in the next chapter.

3.7 Research ethics

In undertaking the research study the normal ethical clearance procedures were followed as prescribed by the University of KwaZulu-Natal. Assurance was given to the interviewee that all the necessary steps would be taken to preserve the confidentiality of the interview, and that the interview would only be used with the full knowledge of the interviewee attested by a signed authorisation form giving approval for the interview. The records of the interview will be kept at the Graduate School of Business for a minimum of five years as required by the ethics committee. Ethical clearance number: HSS/0302/011D.

3.8 Chapter conclusion

The chapter on research methodology is organised under the following headings: research methodology and methods, selection of interviewees, guiding questions, protocols for interview-based fieldwork, phenomenological qualitative interviews, structure of the interview schedule, sample, planning the interviews, analysing data, interpretation of data and research ethics. It was decided that a phenomenological interview process would followed since it relates to the lived experiences. The sample was defined and clarified. The major nodes and sub-nodes were identified.

In the next chapter the data gathered during the interviews is presented in relation to four core headings: retrenchment process, unemployment, management style before retrenchment and management style after retrenchment.

Chapter 4 Data presentation

4.1 Introduction

The study comprised 16 interviews with managers who were previously retrenched and had subsequently been re-employed as managers for longer than six months. The interviewees were selected from a wide spectrum of industries. According to Statistics South Africa (2012), the industries which experienced the largest decrease in employment for the first quarter of 2012 were construction, with 4.4% (71 000) of the construction labour force out of work, and manufacturing with 4.5 % (67 000) of the manufacturing labour force out of work. The current study was focused on but not limited to the above-mentioned industries. Twelve of the managers interviewed were from construction and manufacturing, one manager was in banking, two were in the tourism industry, one was in a government department.

At the commencement of an interview the managers were often reluctant to participate, but once the interview got under way they seemed to relax and the information started to flow. Even though some of the interviewees had been re-employed for a number of years, they commented that it still felt as if the retrenchment had happened “yesterday”, and they could recall their emotions and traumas extremely well. The questions were structured to follow a logical process from the time before the retrenchment through to the time they were re-employed.

Some of the managers reported that this was the first time that they had ever been given an opportunity to speak freely on their retrenchment experience. Some also commented that the interviews helped them get a clearer perspective on the retrenchment they had experienced and that they found this very beneficial.

The responses to the different questions were collated to ascertain whether there were feelings or emotions that were manifested consistently for all interviewees and to form an understanding of what the majority of interviewees felt.

In summary, the data was reduced and reformatted and moved from the field (interview) to the text. The data was categorised into three main nodes namely: unemployment experience, commitment to new employer, and management style. The major nodes and sub-nodes are shown in Table 4-1. The included pie charts give a further overview of the results and illustrate changes in management style before and after retrenchment.

Table 4-1 Developed nodes

Major nodes	Sub-nodes
1. Unemployment experience	<ol style="list-style-type: none"> 1. Retrenchment period 2. Personal failure 3. Loss of Confidence 4. Family Experience 5. Willingness to study for re-employment 6. Willingness to relocate for re-employment 7. Changes fields for re-employment 8. Self- employment 9. Feeling towards surveying colleagues 10. Feeling towards manager contributing to retrenchment 11. Feeling towards company that retrenched you 12. Feeling towards subordinates after retrenchment 13. Your view on family Life 14. Suggestion to help retrenchee
2. New employer commitment	<ol style="list-style-type: none"> 1. Commitment to new employer 2. Did you punish your second employer for what went wrong at your first company 3. How did your attitude towards work change 4. Expectations, and loyalty to new employer
3. Management style	<ol style="list-style-type: none"> 1. Management style before retrenchment 2. Management style after retrenchment

4.2 Unemployment experience

The unemployment experience will be discussed in relation to the headings of the empirical questionnaire which correspond to the identified sub-nodes: retrenchment period, personal failure, loss of confidence, family experience, willingness to study for re-employment, willingness to relocate for re-employment, changes fields for re-employment, self-employment, feeling towards surveying colleagues; feeling towards

manager contributing to retrenchment; feeling towards company that retrenched you; feeling towards subordinates after retrenchment; your view on family life; suggestions to help retrenchee.

4.2.4 Treatment during retrenchment period?

Even though some interviewees had been employed for as long as 13 years in their new companies, they still had a very clear recollection of their emotions at the time of the retrenchment.

Of the 16 managers interviewed, 10 (62.5%) felt that they were extremely badly treated during the retrenchment process and the remaining six (37.5%) felt that they had been treated fairly. See Figure 4.1. These results are in line with a study by Hallier et al. (1996) which found that managers' perceptions of how they had been treated in the period of disengaging from the previous employer can substantially affect their work values, attachments, and expectations for the future, and that managers who were treated badly during their retrenchment were the ones most affected in the way that they saw their new role as managers after re-employment.

Interview comment 1: Code 002

How was I treated? Well that is a good question. I had three months left before I had to leave the company for good, and during those three months I felt as if I had been fired rather than been retrenched. You were generally avoided by other staff, especially by the senior staff. The more senior, the more you were avoided. Nobody in the company phoned you anymore, or had any communication with you, except to maybe discuss the "retrenchment details", or to e-mail you documents in this regard. I always got the idea that someone somewhere had almost issued a "secret order" to those who were not being retrenched to avoid all contact with the people being retrenched just in case they might say something wrong that could have legal consequences for the company. Maybe I was wrong, who knows. O, yes a letter was sent to me that the company apparently would pay for "a retrenchment psychologist" to "assist" those who are

being retrenched. Nobody that I knew made use of that. We all felt it was just being done to protect the company legally.

I was however made to sign a legal document whereby I was prohibited to ever say anything bad about the company after I had left. It was also “never said directly to you” but was filtered down “via rumours” to all those being retrenched “that they had better not try to fight this in court “ as the company had endless supplies of money and lawyers and would ruin you financially should you even dare to try. Those who belonged to labour unions (I did not) turned to their unions. All a fruitless gesture in the end. Although the unions talked and talked and released a lot of hot air I think nothing was really achieved for those union members. In the end the company still had people go on their (the company’s) terms.

It was an utterly degrading experience having to clear your office, give back company assets like your company car, laptop, other computer equipment, cameras, etc. All this while you could feel how unseen eyes of other employees were looking on. A lot of them far more junior in position and experience to me. Maybe they did not get retrenched because their salaries were much lower than mine, who knows. There was definitely not a “last in, first out” policy with the company I had worked for. It was further noticeable that of all of those being retrenched, I would say roughly 95% were white workers as opposed to black staff.

After 20 years of loyal and committed service to them I had not even been given some tea with sandwiches to say thank you for that, never mind a thank you card. No it truly felt as if one had been fired from your job. Those three months probably were the worst of my entire life.

Interview comment 2: Code 005

I had never experienced so much hatred towards me in my life. I was accused of stuff that was not true and the company had gone out of their way to justify their decision of retrenchment. I could not believe that

somebody could hate me so much. This was a very bad experience. It was an ugly affair to say the least.

Interview comment 3: Code 010

Once I was informed about the retrenchment I was treated like I was the common thief in the building. My access was revoked and the only way for me to still go around was to be escorted by the contracting security company.

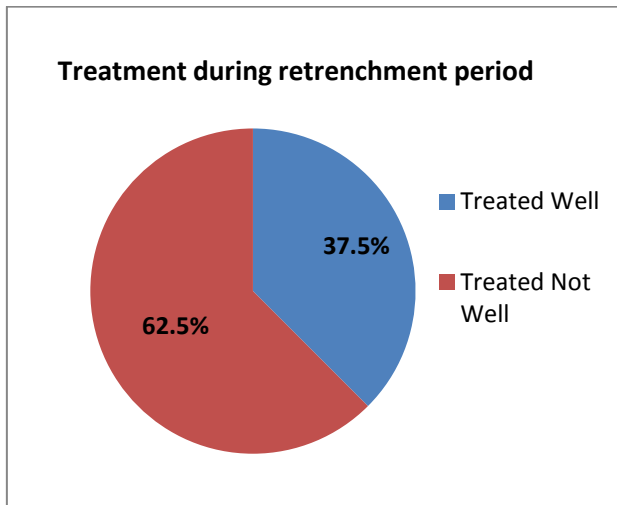


Figure 4-1 Treatment during retrenchment period?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Negative feelings: The responses from the interviewees were overwhelming negative about the way that they were treated during their retrenchment period. Indicative comments included: *treated like a common thief / access revoked / utterly degrading / hatred / like an outcast / management refused to answer any questions / unsympathetic / not well treated / employer rushed all paperwork to get them out / suspicion / people avoid me: my last month's salary cheque bounced.*

Positive feelings: Some respondents reported that they were treated well during their retrenchment period. Indicative comments included: *Respectfully and with soft hands / treated OK, fairly and with empathy.*

Interpretation: The significance of the phenomenon experienced can be categorised under compassionate companies, relating to the positive feelings, and non-compassionate companies, relating to negative feelings.

Compassionate companies: Retrenchees who were treated with compassion by their companies had a more positive view on the retrenchment experience and it also helped with the coping process in unemployment.

Non-compassionate companies: Retrenchees from the non-compassionate companies regarded the retrenchment in a very negative light and experienced difficulty in coping with unemployment.

Constructing a composite: The various meanings identified were merged to develop an overall description of the phenomenon as people typically experience it. The retrenchment experience was received extremely negatively by the majority of the interviewees. The treatment received during the retrenchment period is vital to the recovery process. The interviewees who were treated with dignity and respect were coping better with the unemployment experience.

4.2.5 Retrenchment experienced as personal failure?

The interviewed managers showed a 50/50 split on whether or not they had experienced their retrenchment as personal failure. The managers who did not experience the retrenchment as personal failure and who understood it was not a consequence of their own actions recovered faster from the negative effects of retrenchment. At the other end of the scale the managers who did experience it as personal failure found it extremely stressful and had severe emotional reactions such as depression. See Figure 4.2.

Interview comment 4: Code 001

Well, I think that was probably the worst. Here I had been working my loyal butt off for the last 20 years trying to build a career and planning for the future when one day out of the blue you just get a short and crisp impersonal phone call “sorry you had been retrenched”. To me it felt as if my whole little world had come crashing down. At first there is disbelief, then anger and indignation, then frustration, and lastly when you fully realise what is happening, a fear that you cannot describe to anyone who has never been in the same position. I do not think I had ever been so angry or embittered, or scared in my life. If you had deserved it (maybe because you were a slack worker, or misused company assets, or were always off sick or whatever) you could have understood.

But no, here you were for the last 20 years a loyal extremely hardworking, and honest worker, who rarely went off sick, and at times had even worked during your holiday period!, and you are being retrenched by someone in a faraway office. Some board, of whom the members had never even known you, had just put your name on a list of employee numbers who had to be gotten rid of to make the company’s books look even better. And what better time to do this than in 2008! Hey we have the excuse of the recession. How handy this is not! No, I was angry, that was for sure. My life was in pieces. Worst thing was I had married late in my life, had two children and my youngest was just 3 years old at that stage. Nobody gave a hoot about that! All I had worked for in my life was gone in an instant. I had to start my life all over again. Further I am an Afrikaans-speaking, white person of age 45 (then). Everyone knows a person with that stature will rarely get another job in the post-1994 South Africa of today. It is just a fact of life. One of my also retrenched colleagues I had learnt has since sent out more than 134 CV applications to find a new job. He did not even get one reply to that!

At a later stage definite depression sets in. You start questioning the purpose of life, and what it is all about really. I had always considered

myself a devout Christian, but after a while you start questioning even that. "Why did this happen to me? I surely did not deserve it!" you ask yourself. You look at yourself in the mirror every day, and all you feel and see is failure and more failure. There was a stage where I even fleetingly contemplated putting a gun to my head, as shocking as this might sound. I think my youngest daughter and Jesus were the only one's preventing me from doing that. A lot of people in this position also start drinking a lot of alcohol during this time. Strangely it is something I had never done when having troubles in my life. (And I do like drinking and the odd party for sure). Yes there was a deep feeling of personal failure. It is something you cannot describe to anyone. All this while, trying to smile a keep your head up and act as if nothing in the world is wrong.

Interview comment 5: Code 007

I kept thinking of what I did wrong to be in this position, and what I should have done differently at work to prevent the outcome. The fact that our management refused to discuss anything with us, made the experience more personal, you felt like a failure. We were treated without any respect or dignity. That made us feel guilty, as if we did something wrong.

Interview comment 6:Code 016

The inner soul searching starts here. You scrutinise absolutely everything you might have done and wonder whether things might have been different if you have done things differently? The question always remains... Why me? Why not the other person....

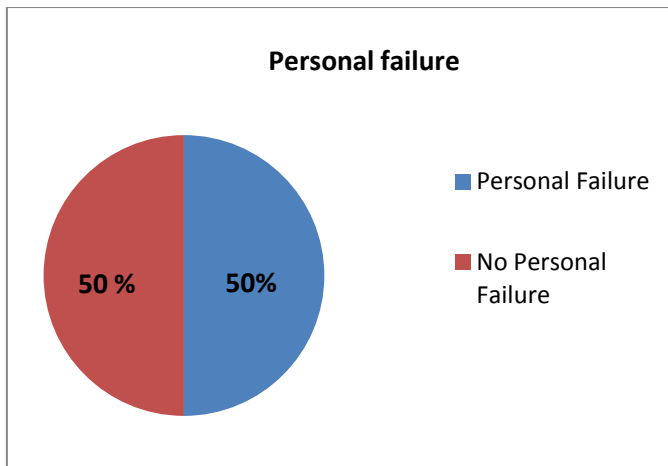


Figure 4-2 Personal failure?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Personal Failure: The responses from the interviewees who experienced a sense of personal failure can be summarised as: Struggling with feelings of not being good enough to be saved; disbelief; anger; indignation; frustration; indescribable fear; embitterment; being scared; belligerence. An indicative comment was: *I kept thinking of what I did wrong to be in this position, you scrutinise absolutely everything you might have done and wonder whether things might have been different if you have done things differently.*

No Personal Failure: In the responses from the interviewees who did not experience personal failure an indicative comment was: *No personal failure or resistance, I did not really experience personal failure, as it was not my fault. Initially, I could not handle it but when thinking back and realise that sometime your goals are higher than what you could achieve you accept that you cannot always get what you want.*

Interpretation:

Personal Failure: Retrenchees who experienced a sense of personal failure felt their emotions as very intense and had difficulty in dealing with them. They saw the retrenchment as an attack on them as a person. They did not see the retrenchment in

relation to difficulties that the company might have been experiencing, or to global financial difficulties or slow-down in local or international markets.

No Personal Failure: Retrenchees who experienced no personal failure were more capable of dealing with their emotions. They related their retrenchment to the performance of the company. They understood that the retrenchment was not personal and that it was a business decision. They saw the retrenchment in relation to difficulties that the company might be experiencing, or to global financial difficulties or slow-down in local or international markets. They saw the retrenchment as something beyond their control.

Constructed composite:

Experience of personal failure relates directly to interpretation of the retrenchment. If the retrenchment is perceived as a personal attack, the emotions experienced are very intense. If the retrenchment is related to the performance of the company it is interpreted as something beyond the subject's control and the emotions experienced are less intense. The interviewees had a 50/50 split on whether or not they experienced feelings of personal failure.

4.2.3 To what extent did you experience loss of confidence?

The interviewed managers also showed a 50/50 split on whether they had experienced a loss of confidence. Notably, the same managers who experienced a sense of personal failure also experienced a severe loss of confidence and had difficulty recovering from the traumatic effects of retrenchment. This also had a significant effect on their current management style. See Figure 4.3.

Interview comment 7: Code 003

My self-confidence was already very low because after six years in an army base you are told that the private sector is tough and jobs are scarce. I was willing to start over and work hard, but needed someone to give me a break. I started to work at _____ which later changed management to _____. At my retrenchment from _____ I knew I was a

good design draughtsman, but wanted to stay with the CAD software I knew.

I had to do sub-contract design and draughting and later worked for three months at _____ until I ended up at _____. I had to settle for a lower income and had to move back to inferior design software.

Interview comment 8: Code 005

I did experience a loss of confidence in my ability of knowledge of the labour system. Since I did believe that the labour system was there to protect the employer but this was such a one sided affair that I did not even have a proper change to defend myself. I felt very defenceless and that I could not do anything to stop the allegations.

Interview comment 9: Code 007

You have a complete loss of confidence in yourself, your manager, the directors and the company. Going for new interviews is extremely difficult as you talk without confidence. How can you state that you are good in your work if your current employer does not agree and let you go?

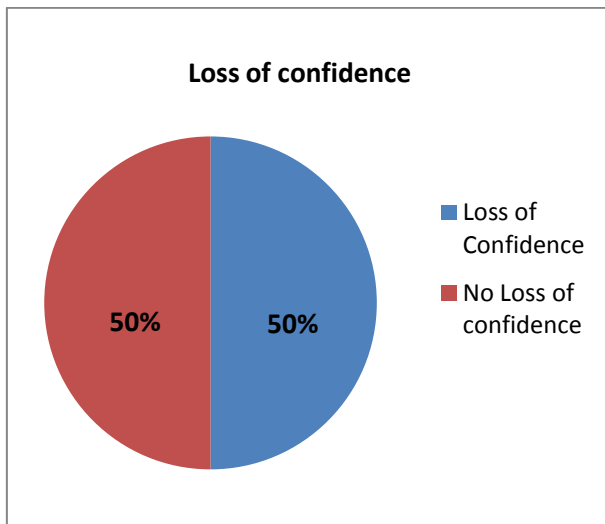


Figure 4-3 Loss of confidence?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Loss of confidence: Indicative comments from interviewees conveying loss of confidence included the following: *I did experience a loss of confidence in my ability off knowledge of the labour system / I doubted myself continuously / I lost confidence in our management, and realised that they were incompetent when it came to handling the situation / My confidence was only lost after about a year and I still could not get a job / I definitely experienced some loss of confidence as a result of the retrenchment, but recovered quite rapidly when I was offered an outside contract / I have a complete loss of confidence in myself, my manager, the directors & the company / Going for new interviews is extremely difficult as you talk without confidence / I did experience a certain amount of loss of confidence / I was on my way to become a director of the company, and then suddenly everything was taken away from me and I felt no loss of confidence because I felt that we were “sold out” by our employer” and I felt rejected.*

No loss of confidence: Indicative comments from interviewees conveying no loss of confidence included the following: *No loss of confidence / I still believed in myself / My self-confidence was already at a very low because after six years in an army base you are told that the private sector is tough and jobs are scarce / None / Again no immediate loss of confidence / No loss of confidence as no skills were lost and Initially you lose all the confidence you had but once you realise that you did not succeed due to factors you have no control of you start gaining your confidence again.*

Interpretation:

Loss of confidence: Loss of confidence was related to the way that directors or managers in the given organisation handled the retrenchment process, and to the labour regulations that are supposed to protect employees. The general interpretation was that the loss of confidence was temporary and confidence was rapidly regained after re-employment.

No Loss of confidence: Again, the interviewees that understood that the retrenchment was due to circumstances beyond their control and that the company was experiencing financial difficulties did not lose confidence in their own abilities. They knew that the retrenchment did not imply lack of skills or inability to do their work.

Constructed composite:

The general feeling among interviewees was that any loss of personal confidence they experienced was related to the way that their superiors and their companies handled the retrenchment process, and also to the inability of the government-controlled labour system to protect them. In each case, the interviewee reported that loss of confidence was temporary and rapidly disappeared with re-employment. Interviewees who did not lose confidence understood that the retrenchment was due to circumstances beyond their control and was not a reflection of their own abilities.

4.2.6 Family's response to the retrenchment?

Nine (56.25%) of the managers interviewed said that although the retrenchments had been an initial shock to their respective families, family support helped them to cope with the trauma of retrenchment. The other seven (43.75%) said that the effects of the retrenchment continued to be felt long after they were re-employed. See Figure 4.4.

Although the relief of finding a job was extremely positive for the families it was not necessarily the end of the ordeal, since some managers had to accept a drop in salary in their new employment, and family structures had to adapt to these new financial challenges.

Interview comment 10: Code 005

My family took it remarkably well. My children were too small to really understand what was happening. My wife (thank the Lord) also has a fairly good job, so that gave us a little bit of a break although her salary is not near good enough to provide for the household completely. But at least it was something to be thankful for. My wife was also very supportive of me during this time, and still is, something I truly appreciate. I also got a lot of support from both of my parents (my mom has sadly died since), and

also my only sister. I do not think I could have made it without these family members' support.

Interview comment 11: Code 0013

I was never totally without employment, but it was a testing time for my family. We had to check all cash flow and were not guaranteed of income. We had to plan and secure medical aid contributions. I never missed a payment on a bond, did not have enough to eat or could not get to work. We stopped all excess money waists like take-out meals and going to movies. We did not buy magazines or sweets. We looked for travel partners to get to work. Our electricity bill was paid in advance and we used this to our advantage.

Interview comment 12: Code 005

The only person that was aware of the situation was my wife. She had experienced a lot of stress during the period. She was very supportive and a person that can carry you through bad times. She had never judged me but she was always there to support me. We decide that we will keep this experience to ourselves and kept it away from anybody else.

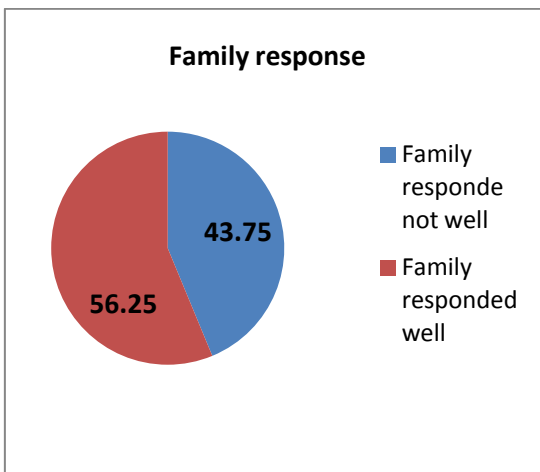


Figure 4-4 Family's response?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Family responds well: The following comments reflect experiences of interviewees whose families responded well to the retrenchment: *My family took it remarkably well / We had to check all cash flow and were not guaranteed of income / Very happy, could have family time over weekends again / With resentment towards my employer / My husband was very supportive since day one. He went through a retrenchment process 10 years ago and understood how I felt / Although, it was also a great shock to all of them, they support me during and after the retrenchment contributed largely to, me regaining self-confidence and self-respect / They were my anchor, my strength and my support / Sympathetic / Family accepted this and they gave me full support.*

Family does not respond well: The following comments reflect experiences of interviewees whose families did not respond well to the retrenchment : *Uncertainty about the future and some resistance to change of a familiar to uncertainty / We were all shattered, but there was hope, as there was a job offer / We had to move away and some of my relatives did not take this well / Ensuring re-employment was a stressful situation with a lot of conflict / It was very traumatic as their welfare depends on it / It was a testing time for my family / My family was supportive as possible as they can but it has demoralized them at a personal level because they can't do more than they have / They never held it against me for one moment / The real period of not being employed was only 1 or 2 months so no issue from financial side but it took about two years to finally get position where stability from family perspective was back to normal.*

Interpretation:

Family responds well: Positive family response to the retrenchment is related to positive interviewee response to question 1 about the way the individual was treated during retrenchment, and also to questions 2 and 3 about personal failure and loss of confidence. When interviewees reacted positively to the personal failure and loss of confidence their families also reacted positively to the retrenchment process.

Family does not respond well: Negative family response to the retrenchment is directly related to financial difficulties caused by the retrenchment. Uncertainty plays a major part in the negative feelings associated with retrenchment. The destabilising effects of the retrenchment can continue long after re-employment.

Constructed composite:

Family response is directly related to the way that the retrenched person perceived the retrenchment and his or her response to the retrenchment. When interviewees reacted positively in terms of personal failure or loss of confidence their families also reacted positively to the retrenchment process. Negative family reaction to the retrenchment relates directly to financial difficulties, uncertainty and the lack of stability. The destabilising effects of retrenchment can continue long after re-employment.

4.2.7 Willingness to study in seeking re-employment?

Of the 16 managers interviewed, 11 (68.75%) said they had been willing to study and the remaining five (37.25%) said they had not been willing to study. See Figure 4.5.

Among the managers who had been willing to study there was also a distinction between those who were prepared to study new procedures at their respective new companies and those who said they had studied a new field in their search for employment, with fewer managers falling into the latter category. A factor which came into play here was whether it was financially viable to study; managers commented that it would have been very difficult to use their remaining funds to study if it could not guarantee a job in the future.

Interview comment 16: Code 002

This is a difficult question. I had only known one type of employment (for which I had also studied long ago) for the past 20 years and all my senses had always been geared towards this line of work. I had never contemplated doing anything else. At my, age to go and study something else. What, where, with what money? What is the guarantee that if I did go

study again, it would all be worth it and that I would find a suitable job in that line again at say age 51?

And then start again as a so-called “greenie” at a place of employment. I think it is for the reasons above unlikely that I will go study again at this stage in my life.

Interview comment 17: Code 003

If paid for by someone else, I would have considered it. Taking the last money from a sinking budget to self-improve for better employment did not seem fair. I did a Solid Works (CAD) course with my retrenchment package to get a job at ____ and bought a laptop to do sub-contract work after I was retrenched from _____. Both the decisions were necessary and paid off in the end.

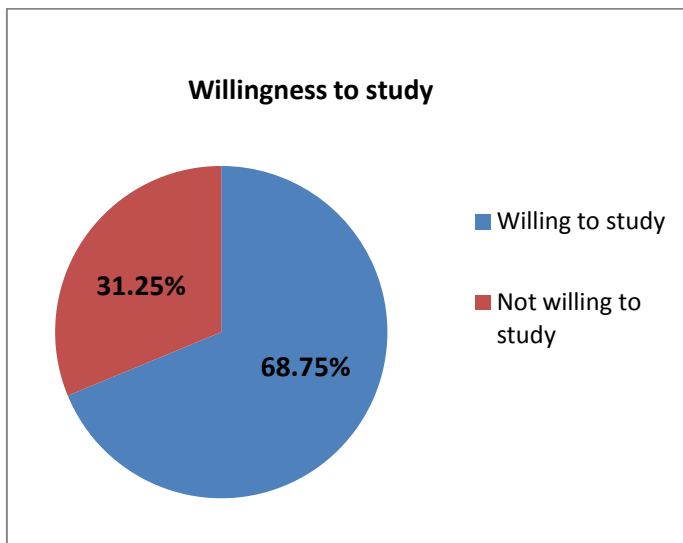


Figure 4-5 Willingness to study?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Willing to study for re-employment:

The following comments reflect the responses of retrenchedees who were willing to study for re-employment: *Total commitment, had to learn new work and procedures / I did two courses / I was very eager to study the new systems and new procedures / 100% committed to study, but what? I was still continuously doubting myself whether I can succeed? / I did training courses on events management / Although I was 55 years old at the time, I was willing to take special courses, if required / I was quite willing – even went to university part time / Yes anything to improve myself / I done, a few courses to enable me to become a provincial tour guide / I did a career change from development environment to a production line / and Always willing to learn as I made a total career change at the age of 50.*

Not willing to study for re-employment: The following comments reflect the responses of retrenchedees who were not willing to study for re-employment: *I had only known one type of employment (for which I had also studied long ago) for the past 20 years and all my senses had always been geared towards this line of work. I had never contemplated doing anything else / What, where, with what money? What is the guarantee that if I did go study again, it would all be worth it and that I would find a suitable job in that line again at say age 51? / If paid for by someone else, I would have considered it. Taking the last money from a sinking budget to self-improve for better employment did not seem fair / To continue studying after you have being retrenched is one of the most difficult things possible to do, as you can't get your mind focused on the studies on hand. You can't study if you can't eat / I did not consider studying as being so specialised I decided to stay in the same field.*

Interpretation:

Willing to study for re-employment: Willingness to study can be interpreted from two perspectives: firstly willingness to study new procedures and courses at the new company of employment, and secondly full time studying. The retrenchedees were more

willing to learn new procedures and enrol for product-related courses at their new companies than they were to undertake full-time study.

Not willing to study for re-employment: There were respondents who were not willing to study on the grounds that studying would not necessarily guarantee employment. Some of the retrenched were too specialised in their careers and did not want to start their careers over from scratch. Available finances were also seen to be a determining factor in the willingness to study for re-employment, as they were reluctant to draw on their remaining funds to invest in studying.

Constructed composite:

Willingness to study for re-employment is determined by a number of factors. There is a significant difference between willingness to undertake full-time studies for re-employment and willingness to study new procedures and product-related courses at new companies. Available finances for studying are a major concern for those not willing to study for re-employment. Specialisation in a specific field where skills have been acquired over a period of years is also very difficult to abandon.

4.2.8 Willing to relocate for re-employment?

There was a significant difference between single managers and managers who were married with a family to support. Managers with families were significantly more reluctant to relocate for employment since they need to take into consideration whether their spouses had employment. Eleven managers (68.75%) reported that they were not willing to relocate. See Figure 4.6.

Interview comment 20: Code 002

Again a difficult question. I had never foreseen being retrenched and had invested all I had in the area where I am residing. My house, the school my children go to, my wife's employment, etc., etc. It is not just a question of packing up and starting over again somewhere else. Again it leaves one with a list of counter questions. What about the house market? Can I sell my house (that I had just paid off) to the value to break even when buying another? What about my wife. Would she be able to relocate to wherever

this new job would be? Would she get a job there? Would my salary be enough to support us all if she does not manage to find one. But... I guess, if, say, someone made me an incredible offer, I would probably relocate yes. But, I think this is highly unlikely in my circumstance.

Interview comment 21: Code 014

I was not willing to change everything in my life simultaneously. New location meant, new job for me, new job for my wife, new schools for two children, new church, new house and a new area to live.

Interview comment 22: Code 005

I was not required to relocate for my new position, but it would have been very difficult since my wife is already having a secure job and my children are settled in their schools. I do not believe that I would have relocated.

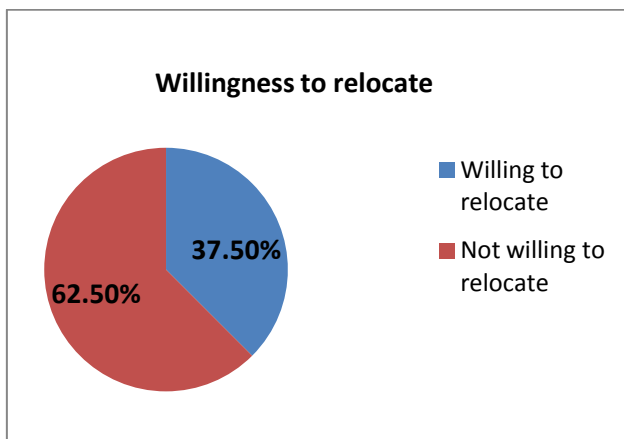


Figure 4-6 Willingness to relocate?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Willing to study for re-employment:

The following comments reflect the responses of retrenchees who were willing to relocate for employment: *I had to, for me personally it was a challenge, for the family it*

was very difficult leaving schools and friends / 100% committed to relocating and starting of new, but scared and unsure if it was the right thing to do? / I was willing to do whatever it takes to get back on my feet / Personally I was ready but I underestimated effect on the family. For them it was very traumatic / I was quite willing / Very willing I worked in the Sudan for 3 years.

Not willing to study for re-employment: The following comments reflect the responses of retrenchees who were not willing to relocate for employment: *I had my house, the school my children go to, my wife's employment, etc etc.... It is not just a question of packing up and starting over again somewhere else / I was not willing to change everything in my life simultaneously / It would have been very difficult since my wife is already having a secure job and my children are settled in their schools / I could not relocate as my husband has a stable job and we could not risk it / Not too willing, unless that was the only way out / Although I was willing I also need to keep in mind that I still do have a partner that is still employed. Decisions need to be calculated around that as well / Not at all as this would have worsened our financial situation as house prices increased rapidly from the time we purchased ours.*

Interpretation:

Willingness to relocate for employment: Managers who were single were significantly more willing to relocate for employment. Single male managers were the most willing to relocate, followed by single female managers. Although the managers were willing to move the relocation was experienced as very traumatic for their family lives.

Not willing to relocate for employment: The retrenchees who were not willing relocate for employment based their decision on responsibility towards their families. The managers with spouses who were employed and with children in school were less willing to relocate. The financial implications of relocation (for example buying a new house and new school clothes) was also a consideration.

Constructed composite:

Various factors determine willingness to relocate for employment, such as marital status, children in school, financial implications, whether the spouse is employed or not.

Single managers were more willing to relocate than married managers since their responsibilities are different.

4.2.9 Willingness to change fields for re-employment?

Twelve (75%) of the managers said that they would change their field of employment if it would get them a job. Some said they would be prepared to do anything to create income for the families. Only four managers (25%) were not prepared to change field of employment since they did not want to start again from scratch . (See Figure 4.7).

Interview comment 25: Code 002

Well, once again, if the money was right and I could see a foreseeable future to wherever this new job might be, I most probably would be willing to change fields in order to survive.

Interview comment 26: Code 005

I had change fields, back to my original trade. I was familiar with this field although the technology had moved on the basic principles had stayed the same. It was easy to pick up old knowledge again.

Interview comment 28: Code 010

I was willing to do whatever it takes to get back on my feet. My previous post was heading security, transport and facilities for a company that employed over 500 staff. The only employment I could get was stevedoring for a labour hire company for a very small salary. I am still applying for posts.

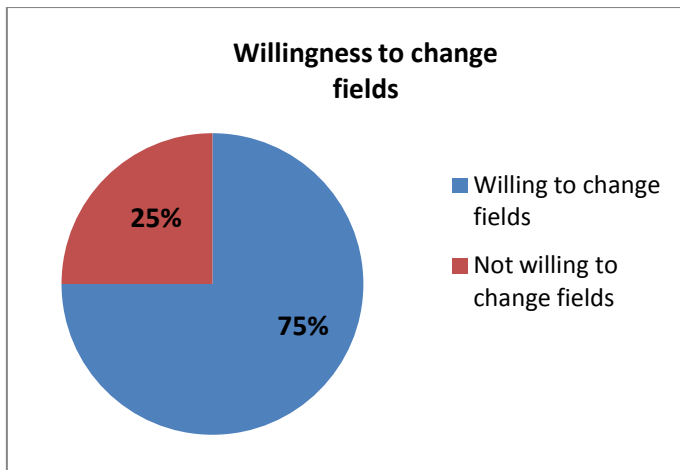


Figure 4-7 Willingness to change fields?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Willingness to change fields:

The following comments reflect the responses of retrenchees who were willing to change fields for employment: *I got transferred and had to change position, it was a big disappointment I wanted to go forward and not sideways in my career / I most probably would be willing to change fields in order to survive / 100% committed to changing fields to be employed! I just wanted to work and not have to beg or depend on family and friends / I changed the field when I looked for re-employment, as I would prefer not to work for a bank again / I was willing to do whatever it takes to get back on my feet / I was quite willing. It was a totally new scope of work / Yes I would / I was willing to change into any field available / I was totally open to all possibilities / I find it challenging after 20 years in the financial industry I moved to construction of cell phone towers as a Project Manager and I loved it.*

Not willing to changes fields: The following comments reflect the responses of retrenchees who were not willing to change fields for employment: *I was not willing to look for a different job. Changing your career means that you stop doing what you love and do what you have to, to survive. This is a short term help, but long term disaster / Not really, As after 32 years in a specialised field, it would have been very difficult to*

change fields and still be competitive / I was not willing to start from scratch. As it was I was down grading in my working environment just in order to get work. That was humiliating enough / No, I did not consider it at all /

Interpretation:

Willingness to change fields for employment: The managers who had been willing to change fields were desperate to get back on their feet. Anything would have been good enough as long as they could survive to put food on the table and provide for their families. —Managers who had been in a specific industry for decades found the change to be challenging but also rewarding. Some managers said that they were also disappointed in their respective industries and would not want to work in the same industry again.

Not willing to change fields for employment: The managers who were not willing to change fields for employment argued that the experience of retrenchment is humiliating enough and that they do not want to go through another humiliation by having to start over again from scratch and no longer be in a competitive position. It was also argued that changing fields would only be a short term solution but problematic in the long run.

Constructed composite: Various perspectives emerged on willingness to change fields for employment. The first was where the overriding concern was survival, where a retrenched manager was willing to do anything to get back on his or her feet. The second was where a manager perceived that changes in field brought new challenges and rewards. The third was coupled to disappointment with their current industries. Unwillingness to change fields was also linked to the humiliation of the retrenchment and unwillingness to start one's career all over again from scratch and surrender one's competitive advantage. Changing fields was also seen as a short-term solution.

4.2.10 Was self-employment considered?

Twelve (75%) of the managers interviewed said that directly after their retrenchment they were considering self-employment until such time as they could find stable employment. It was a matter of trying everything possible to survive. The remaining four (25%) said that they had only tried to find re-employment to secure stability for their families. See Figure 4.8.

Interview comment 31: Code 001

No, I wanted security for my family above all else.

Interview comment 32: Code 002

Yes, I started my own small business as a professional photographer and run it as a sole proprietor. I have used the little bit of money I got from my old company after the retrenchment to do this, to buy equipment etc. It is easier said than done and I had been going through some very trying times indeed. I have survived and I believe things can (must!) only go better. I had been able to provide to my family. It is however not easy to get used to not having a comfortable salary at the end of the month. It all depends on economic circumstances and a lot of other factors to try to stay afloat. What I did was not easy and I had to compete against a whole throng of other already established photographers and every other person who calls himself a "professional photographer". All of this in an economic climate that is not yet favourable after the recent recession. This is where self-confidence comes in. Some months when little or no business comes in one tends to question oneself, and there is also a deep seated fear that things might not work out. I tend to get very depressed during these times. I realise however that this is a new venture and that things take time to develop. My religion and things like prayer and reading the Bible helps me to keep my sanity during these times. I had re-invested all the pension money I got from my old employer and have no access to it at this time. I just had to make this new venture work. This was extremely stressful to me. But, in a way I have never felt more freedom in my life. I loved working for myself but it was a lot of stress.

Interview comment 33: Code 003

I did consider starting my own business, but after reading "Rich Dad Poor Dad" I realised that I did not have enough to start a business and sustain through the first five years until the business is doing well and making money.

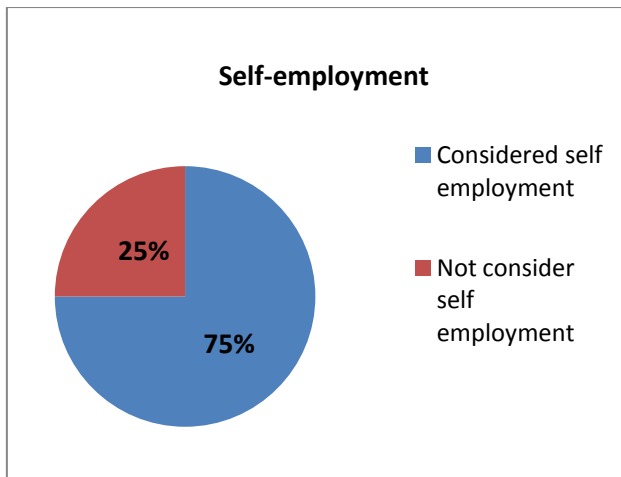


Figure 4-8 Self-employment?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Considering self-employment:

The following comments reflect the responses of retrenchees who were considering self-employment: *Yes, this is what I have been doing for the 24 months and more but it was extremely stressful to me / Yes, but only for a short while / I did start my own business, I believe that you must rattle every cage possible to make some money to survive during the period / Yes, but the mind set and anger consumed me / Yes, I did events management, but realised it will only be part time, until I find a permanent job / We started a shop to make ends meet but it is not enough / Yes, definitely - under such circumstances one tends to consider all possibilities / Yes / Yes and I did for a short while / Yes, until I had new employment.*

Not willing to changes fields: The following comments reflect the responses of retrenchees who did not consider self-employment: *No, I wanted security for my family above all else / No / No, not at that stage, only much later / No, as I had no capital and/or support if something went wrong to start something / Yes, but I could not get finance as I needed to give insurance for the loan / I did consider starting my own business, but after reading "Rich Dad Poor Dad" I realised that I did not have enough*

to start a business and sustain through the first five years until the business is doing well and making money.

Interpretation:

Willingness to change fields for employment: Managers who were considering self-employment can be interpreted as trying to do so for the short term to create an income to support their families until they found full-time employment again. It was also reported that it was extremely stressful and strenuous.

Not willing to change fields for employment: For managers who did not consider self-employment, financing to start up a business and security for the family were the major disincentives. Some also reported that they had already experienced enormous stress during the retrenchment and self-employment would only add extra stress.

Constructed composite: The majority of the managers considered self-employment in the short term as a means of survival until they once again secured permanent employment. On the other hand security for the family, financing to start a business, and the added stress of running your own business were the major factors for not considering self-employment.

4.2.11 Feelings towards colleagues escaped retrenchment?

Ten (62.5%) of the managers interviewed said that they had a new perspective towards subordinates that had worked for them. For example, now that they have personally been through the experience, they feel closer to colleagues who could also face the prospect of retrenchment and lay-offs. Six managers (32.5%) said that their feeling was one of jealousy since some subordinates survived the retrenchments. See Figure 4.9.

Interview comment 47: Code 009

Glad for them and their families.

Interview comment 48: Code 011

I felt sorry for them, but believed they made the best decision for their age and circumstance. I did not try to keep in contact with them but did enquire about their well-being after some time passed.

Interview comment 49: Code 005

I believe that in time this will also happen to them, it is just matter of time. I hope that they do not need to go through the same experience. I do believe as soon as they fell out of favour with management they are a “goner”. Management will do anything in their power to get rid of the person.

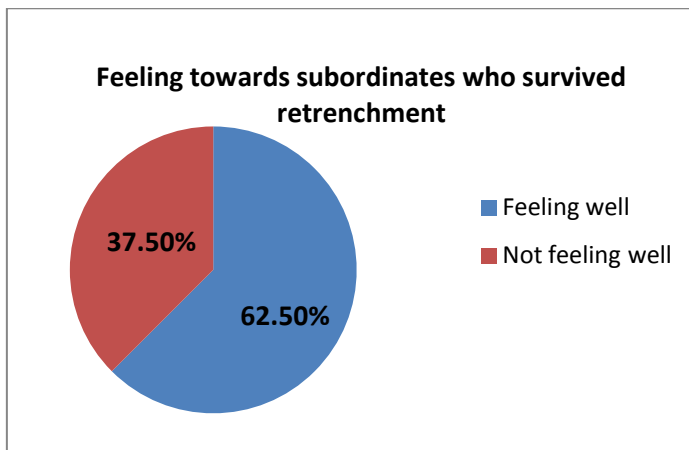


Figure 4-9 Feelings towards subordinates who survived retrenchment?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Positive towards colleagues: Comments from retrenched managers with positive feelings towards their colleagues who survived the retrenchment include the following: *Glad for them and their families / They are still my friends. I am glad for them that they survived / I am happy that they did not have to go through the same hell I did / I did not hate them and wished them well and prayed that the same thing would never*

come their way / I have no issue with them / Thank full for their re-employment / Still good friends!

Negative towards colleagues: Comments from retrenched managers with negative feelings towards their colleagues who survived the retrenchment include the following: *I do not see or hear from them and have mostly terminated all contact / I did not try to keep in contact with them but did enquire about their well-being after some time passed / Feel sorry for them, as the company is heading for a fall / I believe that in time this will also happen to them, it is just matter of time / Covetous!!” / Initially I did not have a good feeling towards them / Resent them / Some of the employees did not deserve to survive.*

Interpretation:

Positive towards colleagues: There is a significant relationship among retrenched managers between those who responded positively to the first question of the interview which dealt with their treatment during the retrenchment period and those who had positive feelings towards their colleagues who survived the retrenchment. It was clear that compassionate company policy during retrenchment had a significant positive impact. The general feeling amongst the retrenched managers was that nobody deserves to go through the trauma of losing employment.

Negative towards colleagues: Managers who responded negatively towards the first question on their treatment during the retrenchment period also reported extremely negative feelings towards colleagues who survived the retrenchment. They wanted to terminate all contact with them and they did not consider that these colleagues deserved to escape retrenchment.

Constructed composite: The impact of the treatment during the retrenchment period is fundamental to the way that the surviving colleagues are perceived. Managers who were retrenched from compassionate companies were far more positive than their counterparts.

4.2.12 Feelings towards superiors who contributed to the retrenchment?

Twelve of the managers interviewed (75%) felt extremely negative emotions towards the direct managers who had been responsible for their retrenchment. They expressed feelings of betrayal and complained of having been treated without dignity. The four remaining managers (25%) were reserved on this subject and reluctant to express their views freely. See Figure 4.10.

Interview comment 53: Code 15

I would lie if I said I have not been bitter, hateful, or resentful towards them. Some of them I have never met personally, and I hope with all my heart I never do. If I did meet one of them I would most probably avoid the man and ignore him. As a Christian I have forgiven them though. Life goes on, and I see what has happened as water underneath the bridge.

Interview comment 57: Code 008

We settled out of court and we separated ways. I think they are dumb and undeserving of managing positions because the process was not thought through properly and there were other alternatives to the restructuring. The reality is when you retrench a breadwinner you retrench a family and managers should understand the consequences.

Interview comment 58: Code 010

If I would ever walk in the street next to them I will probably push them in front of a passing bus. This is where the biggest betrayal was done. A whole department was closed in order for him to bring his own contractual friend's security company into existence.

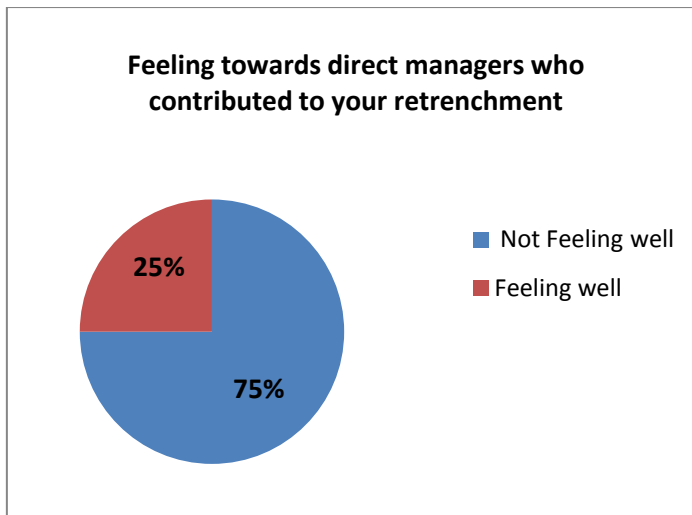


Figure 4-10 Feelings towards superiors contributing to your retrenchment?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Positive towards former direct managers: Comments from retrenched managers with positive feelings towards their direct managers who contributed to their retrenchment include the following: *I have no hard feeling, they trained me well, but I will not work for them again, willingly / Initially I did not have a good feeling towards them, but 'time heals everything / Great full for the time working for them / No Grudges / / I have no hard feeling, they trained me well, but I will not work for them again, willingly.*

Negative towards former direct managers: Comments from retrenched managers with negative feelings towards their direct managers who contributed to their retrenchment include the following: *I don't trust my senior managers anymore / I would lie if I said I have not been bitter, hateful, or resentful towards them. Some of them I have never met personally, and I hope with all my heart I never do. If I did meet one of them I would most probably avoid the man and ignore him / I could not work in their stagnated school teacher views / My feeling is that they are persons with a very low value system and no integrity / Antipathy !!” / Disappointed / I think they are dumb and*

undeserving of managing positions if retrench a breadwinner you retrench a family and managers should understand the consequences / If, I would ever walk in the street next to them I will probably push them in front of a passing bus. This is where the biggest betrayal was done / I was angry / Backstabbers / Shocked but you have to be able to put it behind you and continue with your life, you don't need them in your life any longer.

Interpretation:

Positive towards former direct managers: The managers who had positive feelings about the managers who contributed directly to their retrenchment were also the ones who had not experienced any sense of personal failure and did not perceived the retrenchment as a personal attack on them.

Negative towards former direct managers: Retrenched managers who were not well disposed towards the managers who contributed directly to their retrenchment had extremely negative feelings. They experienced the retrenchment as a personal attack and the negative emotions was personalised and directed towards the messenger. The negative feelings also related to having felt betrayed and disappointed.

Constructed composite: Significantly more retrenched managers felt negative emotions towards the managers who directly contributed to their retrenchment than those who had positive feelings in this regard. The negative emotions were directed towards the manager who was involved in the decision to nominate them for the retrenchment. Although predictable, the intensity of the emotions was surprising.

4.2.11 Feelings towards the retrenching?

Of 16 managers interviewed, 11 (68.75%) expressed negative feelings towards the company that retrenched them. Some of the managers reported that they now worked as competitors in the labour market and that they treat their previous employers strictly on a professional basis. Some managers tender for work against their previous employers. The remaining five managers (31.25%) commented that they do not have any negative feeling towards their previous employers. See Figure 4.11.

Interview comment 62: Code 006

These days I see them as a sometimes client of mine. Apart from that I do not want to have anything to do with them.

Interview comment 63: Code 004

No ill feelings, as I am in competition with them on installations contracts.

Interview comment 64: Code 005

My feeling is that the company is exploiting its personnel and that the company is having extremely bad values.

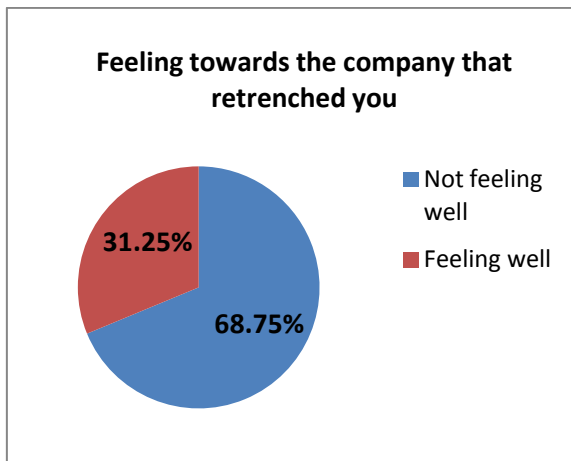


Figure 4-11 Feelings towards company that retrenched you?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Positive towards former company: The following responses are indicative of retrenched managers who felt positive towards the companies which retrenched them: *No problems / I do not have any grudge or commitment to them other than a work relationship / No ill feelings, as I am in completion with them on Installations contracts / I did not lose confidence in the Bank as an institution / I understand that the retrenchments were necessary at the time, due to the cession / I am feeling OK / Sympathetic / I think they are a good company with no future for any White employees.*

Negative towards former company: The following responses are indicative of retrenched managers who had negative feelings towards the companies which retrenched them: *These days I see them as a sometimes client of mine. Apart from that I do not want to have anything to do with them / My feeling is that the company is exploiting its personal and that the company is having extremely bad values / With the same antipathy I felt towards the managers of the company / Not good to work for / Rather negative, even today after 13 years / I felt betrayed. I gave my, everything for Angry, they throw you away like an empty toothpaste tube / I will never work there again.*

Interpretation:

Positive towards former company: The retrenched managers see their previous employees only on a professional level and that they compete against them for contracts. Although some managers were retrenched from a specific company their confidence in the industry was not lost. One manager reported to be sympathetic towards the company since there were relatives who were also affected by the retrenchment.

Negative towards former company: The negative feeling towards the company responsible for the retrenchment continued long after re-employment, in one case as long as 13 years. Emotions of anger, betrayal, antipathy and being used by the company were commonly reported.

Constructed composite: Feelings towards the retrenchment company fell into two categories. One was continued interaction confined strictly to a professional level in competing for contracts. The other was prolonged resentment and aversion towards the previous company. None of the managers reported that they would like to work for the same company again.

4.2.12 Change in attitude to subordinates after retrenchment?

There was a significant difference in managers' attitude towards subordinates after the retrenchment experience. Eleven managers (68.75%) said that they had become more sensitive towards their subordinates' individual issues. Three (18.75%) reported that

their feelings towards their subordinates had stayed the same and two (12.50%) reported that they had become less sympathetic towards their subordinates. See Figure 4.12.

Interview comment 70: Code 006

I feel sorry for all lower income groups. They have difficulty to travel and less access to resources to find new jobs. It seems as if they are a dime a dozen and can get jobs on production floors easily, as long as they are willing to work for peanuts and are willing to learn new business. I did not keep in contact with any of them.

Interview comment 71: Code 005

I try will try to build a personal relationship with them. And do not just see them as an employer. Try to deal in their anxieties and pleasure.

Interview comment 72: Code 013

I know how stressful and humiliating it is to go through something like this, I will always try to be there for my peers, and I will never be or act the way our management acted. It is inhumane and heartless.

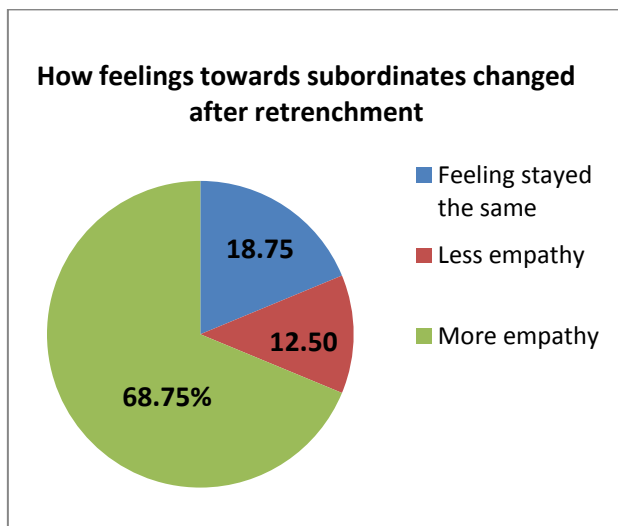


Figure 4-12 Changed feelings towards subordinates after retrenchment?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Feeling towards subordinates unchanged: The following responses are indicative of feelings on the part of retrenched managers that remained unchanged towards their subordinates: *My feelings stayed the same / Still in contact with them, getting calls and being praised as the best manager to work for / It did not change. I had a good relationship with them and still have contact with them / Stayed the same as they did not make the decisions.*

More empathy: The following responses are indicative of feelings on the part of retrenched managers that who now had greater empathy towards their subordinates: *I feel sorry for all lower income groups. They have difficulty to travel and less access to resources to find new jobs / I try will try to build a personal relationship with them. And do not just see them as an employer. Try to deal in their anxieties and pleasure / I know how stressful and humiliating it is to go through something like this, I will always try to be there for my peers, and I will never be or act the way our management acted. It is inhumane and heartless / I learnt to appreciate them more, and have more empathy with them / I felt sorry for them.*

Less empathy: The following responses are indicative of feelings on the part of retrenched managers that who now had less empathy towards their subordinates: *I see them as pathetic / Honestly! After I was retrenched I didn't think about anybody but myself and my family.*

Interpretation:

More empathy: The majority of managers reported that they were far more sympathetic towards their subordinates than before the retrenchment experience. The stress and humiliation of the retrenchment had the effect that they had become much more aware of the needs of their subordinates and appreciated them more. The managers felt that they would try to avoid treating their subordinates in the same way that they had been treated. It was also reported that managers had come to realise how their subordinates depend on them for their welfare.

Less empathy: Three managers reported that they were consumed by their own grief and traumas and did not think of their subordinates. They were wholly preoccupied with their own survival. They did not keep in contact with previous subordinates.

Constructed composite: The majority of managers reported that they had shown more empathy towards their subordinates; their emotion can be summarised as more open, caring, sympathetic, appreciative, and compassionate. The managers also took more interest in dealing with subordinates' anxieties and pleasures.

A minority of managers reported that they were consumed by their own retrenchment anger and traumas, and that they were less open to their subordinates.

4.2.13 Changed view of family life after retrenchment?

Twelve (75%) of the managers interviewed reported that they appreciate family life far more than before their retrenchment, three (18.75%) reported that their view on family life had stayed the same and only one (6.25%) said that because of financial problems his family life was dramatically affected with considerable conflict over finances. See Figure 4.13.

Interview comment 76: Code 004

I realised how important it is to keep the family happy, not just being a provider but a keeper of love.

Interview comment 77: Code 009

To be honest there have been times where I wished with my whole heart I had never married. Not because I am unhappy, but because of the responsibility (financially) that goes with it. When I was still employed one could "plan" for the future, everything was worked out. You were supposed to retire at this or that age, your policies (which I have lost now) would pay out at this or that date, and that would pay for your children's varsity fees etc. Now all that is gone. One lives day by day, and month by month.

You cannot really plan for the future all that effectively anymore. It is just impossible without a steady income. It is a question of who knows where I

will be in ten years' time. Maybe dead, maybe as a beggar on a street corner, maybe rich and successful, or still struggling, who knows indeed? Only God knows really.

Interview comment 78: Code 005

I try to be involved with my family in every way. My wife is the most important person in my life and I love and respect her dearly. I love my children and I always want them to do their best to their capabilities. I never heard anyone said on their death bed that I wished I had spent more time at work, but a lot of people that said I wished I had spent more time with my family.

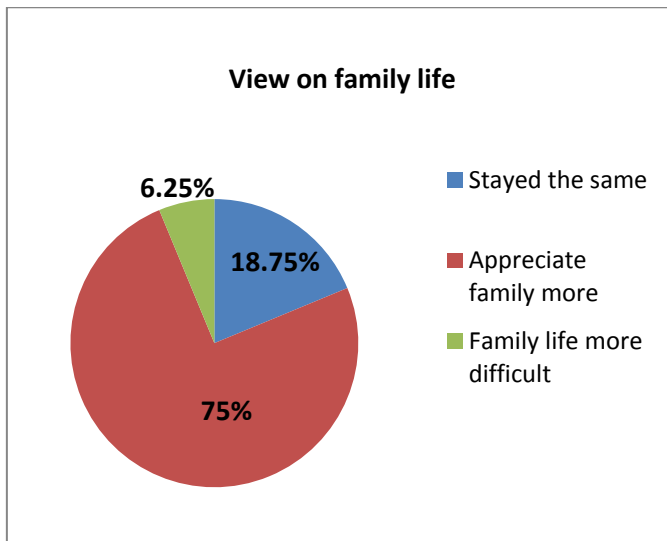


Figure 4-13 View on family life?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Perception of family life stayed the same: Retrenched managers whose perception of family life remained unchanged expressed their views in comments such as: *It did not change / Family life was always great and still is.*

More appreciative perception of family life: Retrenched managers whose now had a more appreciative understanding of family life expressed their views in comments such as: *I realised how important it is to keep the family happy, not just being a provider but a keeper of love / I only leaned harder on my faith and my wife's support / More relaxed / I try to be involved with my family in every way / Families love a winner and my family definitely wasn't prepared for a retrenched person / I realised how lucky woman are that can afford to stay at home and be there for their children / I realised that they are my, everything and appreciate them with all my heart / I have come to realise, even more than before, how important your family support system is / I think I became short tempered for a period of time I but tried to keep from bringing my work problems home / I appreciate them much more / It did bring a stronger bond in our family, and family life was more precious to me / The family is what really matters.*

Family life more difficult: The retrenched managers who now found family life more difficult expressed their views in comments such as: *To be honest there have been times where I wished with my whole heart I had never married. Not because I am unhappy, but because of the responsibility (financially) that goes with it / We just got poorer.*

Interpretation:

More appreciative: Although it had been extremely difficult for the family during the unemployment period, retrenched managers who had been re-employed for more than six at the time of the interview and were now reflecting back on the experience felt able to talk about after-effects of the retrenchment experience. The majority reported that they had a renewed appreciation of family life. They reported furthermore that failure to provide for their families had created added stress, and family values had had to adjust to the new financial limitations. The retrenchment had led to stronger bonding in the family.

Family life more difficult: A minority of managers reported that the retrenchment experience left lasting negative effects on their families. The limited finances, unemployment stress, the humiliation of retrenchment and the inability to provide for their families were the major causes.

Constructed composite:

The general feeling was that retrenchment had led the managers to a new appreciation of family life and had strengthened family bonds. One manager reported that the family had suffered severely from the retrenchment. The general feeling was that if the family could deal with the initial shock of the retrenchment they would look back at the experience as a bonding factor.

4.2.14 Ways to help someone in the aftermath of retrenchment?

The managers offered a number of suggestions on how to help individuals after retrenchment, with several coming up with more than one suggestion. There was general support for counselling and for professional assistance with preparing a CV in the search for new employment. Several managers also said it was important for someone who had been retrenched to be kept busy.

Interview comment 87: Code 003

The person must keep himself as busy as possible. Clean your house, wash your car, do the washing and ironing. This will keep your mind busy. Do not sit around and wait for something to happen, go make something happen. The biggest negative effect is the one of own pride. You need to swallow you pride. And apply for any position that comes around. Any income is better than none.

Interview comment 88: Code 001

Educate people that "retrenchment" is not the end of the line, but a mere setback. Being unemployed are not a death sentence, but an opportunity to find something you always wanted to do or achieve.

Discuss & educate people about the unemployment phase - Where to go? What to do? What documents are required? How long to draw unemployment? Etc.

Interview comment 90: Code 007

There is a better life out there! Accept changes as they come and see every obstacle as a challenge. Communicate with your family and together decide what to do. Do NOT sit idle at home, do anything to keep busy, you have to make your future happen, and do not feel sorry for yourself because then you will fall into a state of depression.

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

A number of suggestions were made by the retrenched managers on what could be done to help someone through the unemployment period after retrenchment, including the following:

*Keep him as busy **as possible**. Do not worry about the problem, and worry how to overcome the problem.*

Supporting community: *You need support from friends and family to find new employment. Most church groups give canned food for the needy / Help with school fees / Encouragement.*

Help him find work *to enlist on all available job lists or search programs. Should he not find employment within 3 months, depending on expertise, he should do consulting work abroad especially developing countries.*

Counselling *to deal with the feelings of anger and uselessness / Make such a person feel wanted / Nothing else will work. Being unemployed are not a death sentence, but an opportunity to find something you always wanted to do or achieve / There is a better life out there! Do not feel sorry for yourself because then you will fall into a state of depression / is not the end of the line, but a mere setback.*

Don't let pride get in your way. *Don't be too proud to start from the bottom again, be willing to stand behind a cash register at the Spar for some time.*

Educate people about retrenchment processes. *What to expect and what not. Educate people on the legal processes and what they entitled too.*

Constructed composite:

The retrenched managers made various suggestions on how to help a retrenched person to deal with the retrenchment. The suggestions can be summarised as follows: Keep the retrenchee busy; make use of available community supporting programs; help the retrenchee to find work by assisting with listing on him on job databases and writing a professional CV; provide counselling on budgeting and education about the retrenchment process and the legal aspects of the retrenchment; advise against letting pride stand in the way of earning an income.

4.2.15 Summary of unemployment experience

The various meanings identified were merged to develop an overall description of the phenomenon as people typically experience it. The retrenchment experience was received extremely negatively by the majority of the interviewees. The treatment received during the retrenchment period is vital to the recovery process. The interviewees who were treated with dignity and respect coped better with the unemployment experience. Furthermore, the treatment received during the retrenchment period is fundamental in the way that the surviving colleagues are perceived. The managers who were retrenched from compassionate companies were far more positive than their counterparts. A significant majority of retrenchees had negative feelings towards the managers who had directly contributed to their retrenchment. Although negative feelings could have been predicted the intensity of the emotions expressed was surprising.

Whether or not retrenchment was accompanied by a sense of personal failure related directly to the way the retrenchment was interpreted. If the retrenchment was perceived as a personal attack then very intense emotions were experienced. If the retrenchment experience was seen in relation to the performance of the company it was interpreted as a set of circumstances beyond the person's control and the emotions experienced were less intense. The interviewees split 50/50 on whether or not they experienced a sense of personal failure. The general feeling among interviewees was that although they did feel

a loss of personal confidence, this was bound up with loss of confidence in their superiors and in their companies in their handling of the retrenchment process. The interviewees all reported that the loss of confidence was temporarily and that their confidence rapidly returned with re-employment. There was also disillusionment with the labour system and government structures which might have protected them. The retrenchees who understood that the retrenchment was due to circumstances beyond their control did not lose confidence in their own abilities.

The families' responses were closely tied to the way that the individual who had been retrenched perceived the retrenchment and responded to it. Where the retrenchee had reacted positively, with no sense of personal failure or loss of confidence, the reaction of the family to the retrenchment was also more positive. Negative family response tended to relate directly to financial difficulties, and to feelings of uncertainty and destabilisation which could persist long after the family member had found new employment. The general feeling was that the retrenchment had given the managers a new and more enduring appreciation of family life with had a strengthening effect on family bonds. Only one manager reported that the family had suffered severely from the retrenchment. The general feeling was that if the family could deal with the initial shock of the retrenchment they would look back at the experience as a bonding factor.

There were various factors which determined willingness to study in seeking re-employment. There was a significant distinction between willingness to undertake full-time study and willingness to learn new procedures and enrol for product-related courses at new companies. Available finances for studying were a major consideration affecting willingness to study. Specialisation in a specific field where skills had been acquired over a period of years is also very difficult to abandon.

Various factors likewise determined willingness to relocate for new employment, including marital status, children in school, financial implications, and whether or not the spouse was employed. Single managers were more willing to relocate than married managers.

Differing perspectives emerged on willingness to change fields for new employment. Firstly there was the overriding need simply to survive, where the interviewee had been willing to do anything to get back on his or her feet. A second perspective was that changing field had brought new challenges and rewards. A third perspective was coupled with disappointment in their previous industries. Unwillingness to change fields was linked to the humiliation of the retrenchment and reluctance to start a career all over again from scratch again, abandoning what could be a competitive edge. Changing fields was also seen as a short-term solution.

The majority of the managers considered self-employment in the short term in order to survive until they found new permanent employment. The principal counter-arguments against self-employment were doubts about security for the family, the problem of funding to start a business and the added stress of running one's own business.

Feelings towards the former retrenching company tended to fall into two categories. One was willingness to continue interaction but limited strictly to a professional level in competing for contracts. The second was long-lasting resentment towards the previous company. None of the managers reported that they would like to work for the same company again.

The majority of managers reported that they now felt more empathy towards their subordinates, more open, caring, sympathetic, appreciative or compassionate. They were also took more interest in anxieties or pleasures affecting their subordinates. A minority of managers reported that they were consumed by their own retrenchment anger and trauma and were now less open to their subordinates.

The retrenched managers offered various suggestions on what would help someone deal with retrenchment: keep busy; make use of available community supporting programs; help the work-seeker with listing on job databases and drawing up a professional CV; provide counselling on how to budget; provide education about the retrenchment process and the legal aspects of retrenchment; don't let pride stand in the way of earning an income.

4.3 Commitment

Discussion of commitment follows the headings of the empirical questionnaire: commitment to the new employer; ‘punishing’ a second employer for what went wrong with the first; how attitude towards work changed; expectations, loyalty and commitment to new employer.

4.3.1 Measure of commitment to new employer?

Thirteen (81.25%) of the managers interviewed said that they were highly committed to their new employer, even “110%” committed. The general feeling was that they did not want to face another retrenchment and would do anything in their power to avoid it. The remaining three (18.75%) commented that their trust in upper management was lost and that it would take some time before their total commitment would be earned. See Figure 4.9.

Interview comment 39: Code 008

To be honest, at this time I do not think that if I could put my trust in that company again. I think having been kicked in the teeth for no reason once before has made me wary of all big corporations. I do not trust them. But once again, if I my trust was earned in my current position again, I most probably would give my utter best. It is in my nature to be like that.

Interview comment 40: Code 009

I am committed to design the best parts and products that are possible. I give everything, because I am proud of my job. I work hard and save the company money by designing the best I can.

I am very committed to my company and proud of the business we do. We have good products and personnel that are helpful and capable of doing excellent work.

Interview comment 41: Code 011

I am 110% committed to do my job.

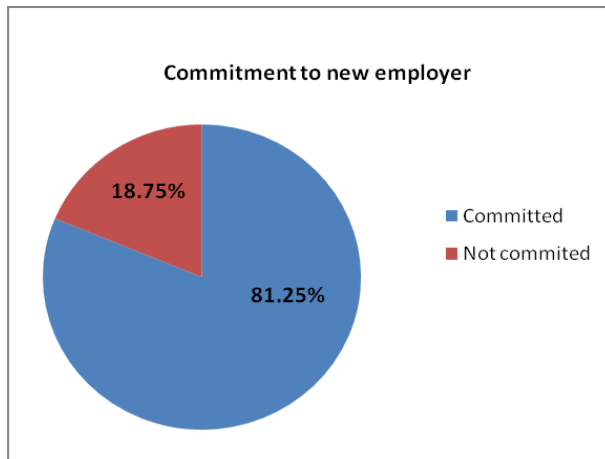


Figure 4-14 Commitment to new employer?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Statements identified

Committed: Responses indicative of commitment to the new companies include the following: *Total commitment 110% / Much more, job satisfaction at higher level / I am 110% committed to do my job / I always give 110% / hence I took my retrenchment so hard / I am 100% committed / I work for a small but stable company, where you are more than just a number / Very high / I am totally committed / Positive / I will always be 100% committed to any new employment or any project I work on.*

Not Committed: Responses indicative of not being committed to the new companies include the following: *To be honest at this time I do not think that if I ever had to work for someone else I could put my trust in that company again / My commitment and respect will in future always be earned / I was still feeling insecure in my working environment and knew that retrenchment could happen again at any time or day. Although I was partially committed to this new employer I did not give my, everything / I am now committed to the same extent I perceive my employer's commitment. I have lost a lot of trust in management as a whole.*

Interpretation:

Committed: Most managers reported firm commitment to the new company. These tended to be managers who had taken their retrenchment very hard and did not want to go through the same process again. This was also linked in some cases with negative reactions in the form of over-commitment in the new job, potentially creating stress for the individuals and for their families and the possibility of health risks through physical strain and fatigue.

Not committed: A number of managers reported that they did not trust their upper management and were not totally committed to their new employers. They felt that their trust could be gained over time but not in the immediate future.

Constructed composite: There were two very different ways which commitment to the new employer was expressed. The first expressed very high commitment indicating that the manager did not want to go through the retrenchment experience again and would give everything to retain their employment. Over-commitment has its own negative consequences with potential health risks and extra stress on the family. The second kind of response was related to loss of trust. These managers felt that their trust in senior management had been lost and that it would take time for their trust to be regained. The loss of trust also meant that they were not able to give their best to the new company.

4.3.2 Did you punish your second employer for what went wrong at the first employer?

Twelve managers (75%) said that they did not 'punish' the new employer, since they were only too happy to have employment again. Four (25%) said that their trust had been shattered and that they found it very difficult to give full support to their new companies. They said that over time their full trust could be regained but not in the first six months after re-employment. See Figure 4.15.

Interview comment 92: Code 003

I did not retain any adverse feelings to my prior or current jobs. I treat any employer as they treat me. My new boss was great and gave me lots of

personal encouragement and that kept me hard at work in my new job. My job environment was more controlled and protected me and my boss stood 100% behind me on my capability to design. It is good to work for a superior that creates a stable, clean, healthy and overall good environment to work in. Just remember that working for a sympathetic boss that also struggles under a company that does not have funds to pay you is not a good environment.

Interview comment 93: Code 004

None - But I am always nervous that the relationship can go bad. I do not want to go through my previous experience again. It is always in the back of your mind that a retrenchment can also happened at the new company. And you never feel secure in your current position.

Interview comment 96: Code 010

No, this never even came to my mind. I was just too appreciative for the fact that I got an engagement, even for a limited period.

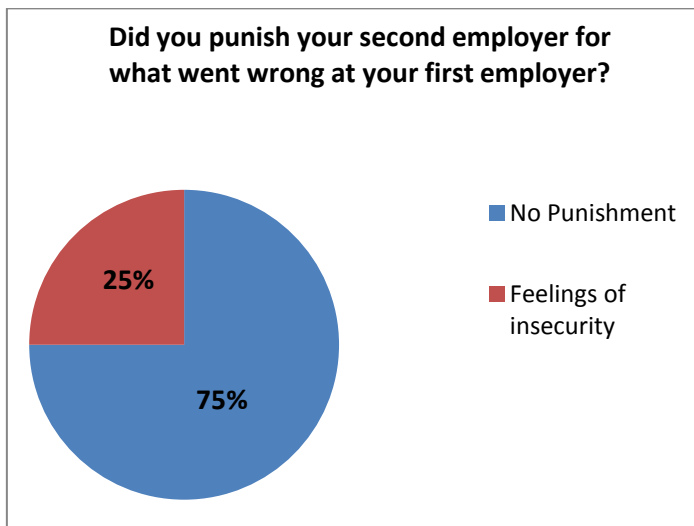


Figure 4-15 'Punished' second employer for previous bad experience?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

No ‘punishment’ of new employer: Responses from retrenched managers who did not transfer any hostile feelings to their new employers were expressed on comments such as these : *None / I did not retain any adverse feelings to my prior or current jobs. I treat any employer as they treat me / None / I never punished my second employer I was too ecstatic to be employed and be part of something / Not at all, I appreciate my job and will give 110% at work / No, this never even came to me mind. I was just too appreciative for the fact that I got an engagement, even for a limited period / No punishment except the fact that I needed to leave them after 8 months / I did not punish my second employer / I did not feel the need too / Not done it would be stupid / Not at all, as it had nothing to do with him, and you should be grateful that he hired you for what you have to offer and not for your so-called failures.*

Mistrust of new employer: Responses from retrenched managers who did transfer hostile feelings to the new employer were expressed on comments such as these: *None - But I am always nervous that the relationship can go bad. I do not want to go through my previous experience again. It is always in the back of your mind that a retrenchment can also happened at the new company. And you never feel secure in your current position / I did not give him as much as I could have as I knew he will probably also retrench me one day and will also not flinch in doing so / I do not trust management at all.*

Interpretation:

No ‘punishment’: The majority of managers said that they were just too glad to have new employment, and that it would be stupid to ‘punish’ the new employer since it would be to their own disadvantage.

Feelings of insecurity: Several managers indicated that they did not trust senior management at all, and for this reason did not always give of their best in the new position. They were always nervous that the relationship could go bad and that the new company could also “retrench you in a blink of an eye” if need be.

Constructed composite: There are two different perspectives on transfer of resentment to the new employer. Either the retrenchee was simply just too delighted to have found

new employment or there was continued damage to any capacity to trust senior management, which would take time to heal.

4.3.3 Change of attitude towards work after retrenchment?

Ten (62.50 %) of the managers interviewed said that their attitude to work had changed positively; some commented that this was because they had taken their retrenchment so hard. Four (25 %) managers reported that their views towards their new employer were influenced in a negative way, and two (12.50%) said that there was no difference in their attitude towards work. See Figure 4.16.

Interview comment 99: Code 001

Being retrenched is a terrible thing, protect your work as good as possible, and add value to yourself. Previously I would share working knowledge with subordinates, but since my retrenchment I would protect my job and keep working knowledge to myself. It is like protecting your job. You want them to miss you when are not at work.

Interview comment 101: Code 003

I still believe that to be able to eat, own possessions or live, you need to generate an income. As you age you learn that life is not fair or easy.

How you live your life and getting small rewards from minor relationships and personal achievements in all your life aspects gives you fuel to propel and be happy doing so. Good friends are there to lean on, but cannot make you a happy person.

You need to be thankful, fair, hardworking, easy to work with / sympathetic, friendly, helpful and all other positive life attitudes that you can strive to achieve to plough back happiness in to your life.

Interview comment 102: Code 005

More committed but I am always scared that for some obscure reason this work relationship can go bad. I try to do the best I can.

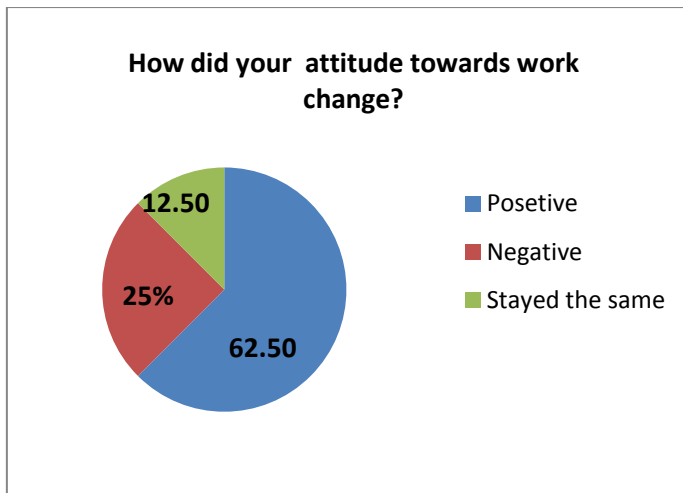


Figure 4-16 Change of attitude towards work?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite..

Positive change: Retrenched managers whose attitude towards work changed positively indicated this in comments such as the following: *I still believe that to be able to eat, own possessions or live you need to generate an income. As you age you learn that life is not fair or easy / I am actually better off / More committed but I am always scared that for some obscure reason this work relationship can go bad. I try to do the best I can / Thought 110% wasn't good enough! / I realise that unemployment is a huge problem in South Africa, and that you can never take your job for granted, even in a big institution / I work harder with less complaints but my loyalty has to be earned / I came to realise that nobody has a guarantee that they will not be retrenched. One should also not be totally dependent on perks like car allowance, group medical scheme, group life cover, etc. – all which I lost when I got retrenched / After my retrenchment I changed work and started feeling “wanted” I changed and am now once again giving my all to my current employer here at / At the end it was good experience to work for different organisation and still in the same field / I took work for granted. After this experience I appreciated the opportunity to work much more / I believe that you can do anything, and you would be able to.*

Negative change: Retrenched managers whose attitude towards work changed positively indicated this in comments such as the following: *Being retrenched is a terrible thing, protect your work as good as possible, and add value to yourself. Previously I would share working knowledge with subordinates, but since my retrenchment I would protect my job and keep working knowledge to myself. It is like protecting your job. You want them to miss you when are not at work / I think it changed a lot. All of a sudden you start questioning yourself why you worked so hard for someone else, and why you were so loyal to the last drop for all those years / Work is only there to provide for the family. I am no longer career orientated.*

No change: Only two managers said that the retrenchment had no effect on their attitude towards work, indicating this in comments such as: *It did not change / You do a self-assessment and carry on with your life.*

Interpretation

Positive change: The general feeling of the retrenched managers who had positive feelings towards their work was that previously they had taken their employment for granted and that they were now far more aware that it was possible to lose one's job. They do not want to get too dependent on company perks such as a car allowance, medical aid, etc, since these could be lost in an instant. They also began to work much harder, regarding employment as a privilege that allowed them to provide for their families.

Negative change: The negative attitude towards work expressed by some managers could be described as a shift from career orientation to job orientation. These managers were anxious to protect their jobs and they kept work expertise to themselves because they wanted to be missed if they were not at work. They questioned whether they had an obligation to work hard for an employer only to be retrenched as soon as the employer ran into financial difficulties.

Constructed composite: The majority of managers underwent a positive change in their attitudes towards work and were now more appreciative of their jobs. They indicated that were much less likely to take their employment for granted, and having gone through the hardship of retrenchment were prepared to work very hard so as not to be in the same position again.

The minority of managers whose attitudes towards work changed negatively related this to a desire to protect their position and indicated that were continually aware that the new company too could retrench them at any time if it ran into financial difficulties. They were also reluctant to share work expertise that might strengthen their hold on the job and be an added security.

4.3.4 Loyalty and expectations in relation to new employer?

Three of the interviewed managers (18.75%) said they were unable to comment on commitment to their new employer because they felt that they had not yet built a trust relationship with the employer and that the company would also not hesitate to retrench them if need be. Four (25%) said there was no change in their commitment and loyalty to the new employer and that it was not on the same level as it had been with their previous companies. The remaining nine (56.25%) said they felt their commitment and loyalty had increased with their new employer and that they tried to work as hard as possible since they had taken their retrenchment so hard. See Figure 4.17.

Interview comment 108: Code 004

If you want loyalty you buy a dog. I do my work to the best of my abilities to protect my family. In the country we are, Black Empowerment is real.

Interview comment 109: Code 005

Well I have never been so committed, loyal, or least expectant of my new employer, because it is me, myself and I. If it was for someone else though, I do not think there would have been any loyalty left in me at all. I would have done no less or no more than that what was asked of me, and to be honest f!@# loyalty! What is that? Someone once said “loyalty is someone who cannot get another job”. It is probably true.

Interview comment 114: Code 012

I would never be loyal to the company directly after my retrenchment as he did not make me felt “wanted” the way I needed to feel. I was never happy there and was always looking for something else. Once I started feeling “wanted” again I started to like to work again and am once again

enjoying my work. As silly as it might sound I would have loved to be still working for _____.

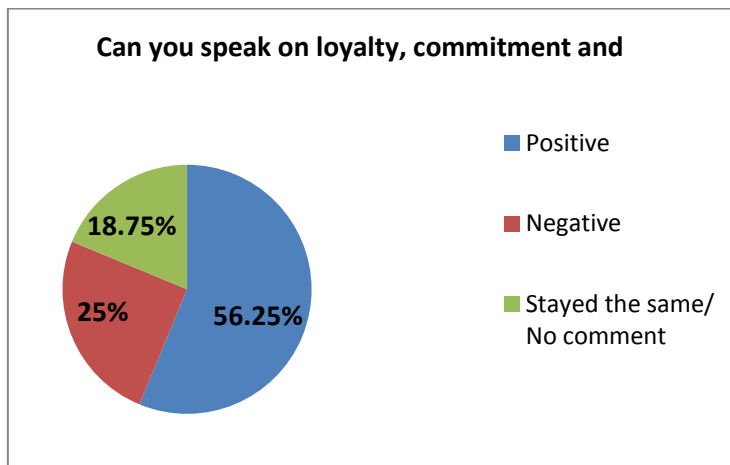


Figure 4-17 Loyalty and expectations with new employer?

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Positive: Positive attitudes regarding loyalty and expectations in relation to the new employer were indicated in comments such as these: *I am very committed to the company that I am working for now / I committed to my new employer the day of my induction / I've remained loyal and committed / The new employer had surpassed my expectations within the first two years of employment / I am 100% loyal to my new employer / I trust the company I work for, and I am 100% committed to them / I would never be loyal to the company directly after my retrenchment as he did not make me felt "wanted" the way I needed to feel. I was never happy there and was always looking for something else / Once I started feeling "wanted" again I started to like to work again and am once again enjoying my work / I was totally loyal and committed to my new employer, as she gave me the opportunity to once again face the world / Better communication / During the recruitment stage you managed to sell your expertise to the new employer and he employed you with lots of expectations, now it's time to deliver and should you do what is expected of you and be committed to the promises you made to the new employer the loyalty will come by itself.*

Negative: Negative attitudes regarding loyalty and expectations in relation to the new employer were indicated in comments such as these: *If you want loyalty you buy a dog. I do my work to the best of my abilities to protect my family / In the country we are in, Black Empowerment is real / Well I have never been so committed, loyal, or least expectant of my new employer, because it is me, myself and I / A company is loyal to the contract that is in place between yourself and them. You can always recon that the company will do what is best for them to make money. No company can be a charity and survive for long. The company will commit to what law abides from them and will expect you to achieve and stay within their rules / In today's world labour is a commodity to trade with, loyalty is a Rottweiler's name, don't feed him for a month and see what happen to you when you enter his cage / My trust has been damaged and I will never again be as loyal to another company because of that.*

Unchanged / No comment: The following comment was expressive of an unchanged attitude in regard to loyalty and expectations in relation to the new employer: *No / I did not experience any difference from that perspective.*

Interpretation

Positive: The attitudes of the retrenched managers who were positively disposed towards their new employers can be interpreted as indicating a degree of stress from the new job itself and added stress in that they do not want to mess up the opportunity to work. The majority of managers reported that directly after the retrenchment distrust of management was a major concern but as time went on and the managers settled into their positions trust was regained. A minority reported that they trusted their new employers from day one.

Negative: A minority of managers reported that their capacity to trust was damaged to such an extent that it would be very difficult for them to trust management again. Their focus was now job-orientated, not career-orientated, and any mutual loyalty between the employer and themselves was limited to the terms of the employment contract. The comment was made that companies are not charity organisations and will do whatever necessary to protect themselves, and also that labour in today's world is a trading commodity.

Constructed composite: The majority of managers said that they are loyal in their new companies. They also experience extra stress not just from the job environment but also from fear of a second retrenchment. The damaged trust relationship towards management was evident both with managers who were positive towards their new employers and with the managers who were negative towards their new employers. A small number of managers reported that fractured trust with their previous employer irreversibly affected any future trust relationship with a new employer.

4.3.5 Summary: commitment

There was a direct relationship between trust and commitment towards the new employer. There were two very different ways in which commitment to the new employer was expressed. With one group a very high level of commitment was related to deep unwillingness to undergo a second retrenchment and determination to give the new job everything they had to keep the job; over-commitment for this group presented a further set of risks relating to health and extra stress on the family. The second view was concerned with general loss of trust in senior management that would take time to overcome before the re-employed manager could give his or her best to the new company.

A definite relationship exists between trust and transferred resentment to the new employer. In the first case, retrenchees were only too delighted at having found a new position. In the second case the damaged trust relationship with senior management would take time to heal for the retrenchees.

There was also a definite relationship between trust and attitude towards work. For the majority of managers, attitudes towards work had become more positive and they were more appreciative of their job. Employment was no longer to be taken for granted and managers were willing to work extremely hard so as not to be in the same position again. The minority of managers whose attitudes towards work were negatively affected cited determination above all to protect their position in the knowledge that the new company too could retrench them at any time if it suffered a downturn. These managers were particularly reluctant to share work expertise that could enhance their job security. Three managers said that their work attitudes were unchanged during and after the retrenchment.

Trust, loyalty and expectations from the new employer were closely related. A majority of managers said that they were loyal to their new companies. They also experienced added work stress with the fear of having to go through a second retrenchment. Damage to the relationship of trust with new management was evident both with the managers who were positive disposed towards their new employers and with those who were negative dispose towards the new employers. A small number of managers reported the negative effects of the damaged trust relationship with their previous employees as irreversible for any future trust relationship with their employees. There was evidence overall that the trust relationship was of major importance to commitment, loyalty, transferred punishment, expectations and attitude towards work

4.4 Management style

Management style will be discussed according to the identified sub-nodes of the empirical questionnaire: management style before retrenchment and management style after retrenchment.

4.4.1 Management style before retrenchment

Nine (56.25%) of the managers interviewed said that before their retrenchment they were focused primarily on the needs of the company. They concentrated on internal company processes and saw the relationship with personnel merely as a professional and working relationship. Five (31.25%) reported that they had held the relationship with personnel in high regard and two (12.5%) reported that they had tried to maintain a balance between the needs of the company and building a relationship with their personnel. See Figure 4.18.

Interview comment 118: Code 011

The company comes first at all cost.

Interview comment 119: Code 012

Nothing has changed / I still put certain values very high. Respect, the courage to lead change, Win-win relationship and integrity.

Analysing the data: Code 008

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

Company first: Representative comments on management style before the retrenchment from retrenched managers who put the company first were as follows: *The company comes first at all cost / I was fortunate to have a revolving management position at to run the drawing office before my retrenchment and I worked at for three months a junior management to be groomed as a R&D manager and oversee the design team. I was focused to manage the process / I was totally focused on the company's needs / Process orientated / I had to get the work out!!!! / Before my retrenchment I was a total autocrat / Money-wise, I did not care about wastage in any form – there was enough money to pay for anything, until the fountain dried up..... / Before the retrenchment I was totally focused on the needs of the company /*

People-orientated: Representative comments on management style before the retrenchment from retrenched managers who sought to maintain a balance between work and company were as follows: *Still the same, you earn respect, you do not get it for free / Good / Still the same, you earn respect, you do not get it for free.*

No comment: There were also retrenched managers for whom change in management style was not a concern: *Nothing has changed / No comment.*

Interpretation

Company first: In the majority of cases management style before retrenchment was company-orientated and could also be seen as process-orientated, with the needs of the company given high priority; the possibility of retrenchment had not entered into their thinking or their emotions. Their responsibility as managers, as they had seen it, was to maintain company rules and regulations.

People-orientated: A minority of managers said that in their management style they tried to maintain a balance between the needs of the company and the needs of their subordinates. They sought to instil values of mutual respect, which were earned and not demanded.

Constructed composite:

A majority of the retrenched managers said their management style before retrenchment was company-orientated, and it could also be interpreted as process-orientated in maintaining company rules and regulations. Retrenchment had not been part of their thinking and was emotionally distant as a possibility. A minority had sought to balance the needs of the company and the needs of their subordinates, and to instil values of mutual respect, which were earned and not demanded. Only two managers said their management style had been unchanged.

4.4.2 Management style after retrenchment?

Fourteen (87.5%) of the managers said that their management style was significantly affected by the retrenchment and that they were more sensitive to the needs of their subordinates. Only two (12.5%) said that their management style stayed the same. No managers reported that the needs of the company were their highest priority. See Figure 4.19.

One manager summed up the comparison of management style before and after retrenchment in the following remark:

Interview comment 126: Code 001

I had never heard of a man who said on his death bed, I wish that I had spent more time at work, but I had heard a lot of people said that I only wish I could have spent some more time with my family.

Interview comment 129: Code 002

I believe that my management style had changed to become more of a servant leader.

Please take this definition from the web: Servants devote themselves to serving the needs of organisation members, focus on meeting the needs of those they lead, develop employees to bring out the best in them, coach others and encourage their self-expression, facilitate personal growth in all who work with them and listen well to build a sense of community and joint ownership.

The definition which the manager refers to is from McCrimmon (2011). Servant leaders are felt to be effective because the needs of followers are so looked after that they reach their full potential, hence performing at their best. The strength of this conception of leadership is that it forces us away from self-serving, domineering leadership and makes those in charge think harder about how to respect, value and motivate people reporting to them.

Interview comment 130: Code 003

My management style after retrenchment has definitely changed to be forward thinking... I address everybody, whether it's the CEO, subordinate, managers, supervisors, cleaner, tea lady, site builder, with the same respect, loyalty, commitment, diligence, passion, attention, communication, assertiveness, diplomacy, mentoring, flexibility and ability to achieve as I address my million dollar clients.

Analysing the data:

The available data were analysed by identifying the statements relating to the topic, followed by interpretation, and then construction of a composite.

People first: The following comments indicate management style after the retrenchment which no longer put the company first: *I am now more focused on the needs of the employees with regards to training and ensuring their job security. My training views also go further to a point where I will ensure that they are employable even if I am forced to retrench them / I believe that my management style had changed to become more of a servant leader please take the definition from the book : Servant devote themselves to serving the needs of organisation members, focus on meeting the needs of those they lead, develop employees to bring out the best in them, coach others and encourage their self-expression, facilitate personal growth in all who work with them and listen well to build a sense of community and joint ownership / My management style after retrenchment is definitely forward thinking..... I address everybody whether it's the CEO, subordinate, managers, supervisors, cleaner, tea lady, site builder with the same respect, loyalty, commitment, diligence, passion, attention, communication, assertive, diplomacy, mentoring, flexibility and ability to achieve I address my million*

dollar clients / I am more empathetic towards people, but I don't allow them to take their jobs for granted. I try to teach them to appreciate the fact that they are employed, and give their best to the company. I do value people, people's feeling and family much more.

Interpretation

Company first: The result was extremely significant since none of the managers reported that after the retrenchment they had put the needs of the company first.

People orientated: The managers were significantly more people-orientated and more empathetic towards their subordinates. Their value system had changed dramatically with a new outlook on: family life; the needs of subordinates in regard to training and job security; collaboration in teamwork at all levels; servant leadership; forward thinking; respect; loyalty; commitment; diligence; passion; attention; communication; assertiveness; diplomacy; mentoring; flexibility and ability to achieve; valuing people and their feelings to create a healthy working environment; appreciating and encouraging participation. Each employee was seen as an asset to be treated with dignity and more democratically, and a priority was put on building a trust relationship with all in which each individual was managed according to his/her own personality, and also a personal relationship with each employee with a more open-door policy for employees' personal problems.

Constructed composite: Very significantly, the retrenchees reported that after their retrenchment experience not one had put the needs of the company above the needs of their employees. The effects of the retrenchment experience on management style can be summarised as more openness to individual values and needs coupled with a new emphasis on collaborative teamwork based on mutual trust and recognition.

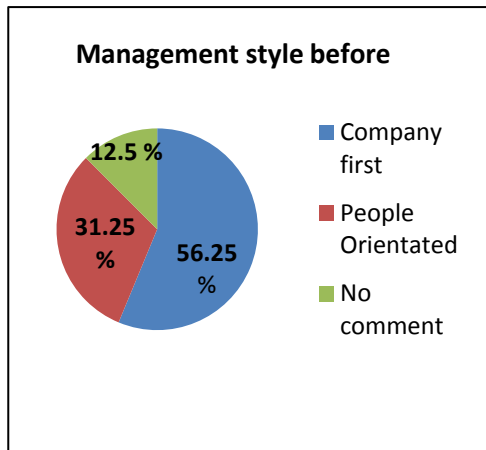


Figure 4-18 Management style before retrenchment?

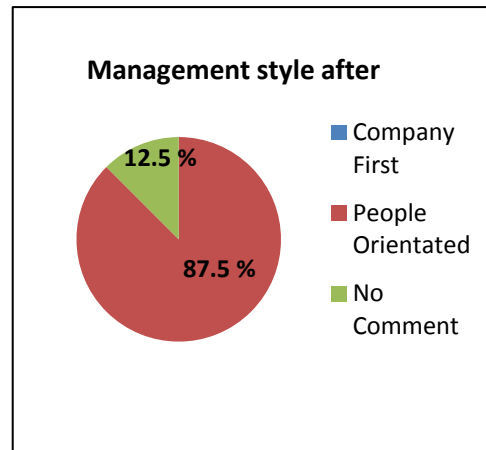


Figure 4-19 Management style after retrenchment?

4.4.3 Summary: management style

A majority of the retrenched managers said their management style before retrenchment had been company-orientated (which could be interpreted as process-orientated) with priority given to maintaining company rules and regulations. Retrenchment was not part of their thinking. A minority of retrenched managers had sought to maintain a balance between the needs of the company and the needs of their employees, seeking to instil values of mutual respect, which are earned and not demanded. Two managers said their management style was unchanged, or declined to comment.

Very significantly, retrenchees reported that after their retrenchment experience not one now set the needs of the company above the needs of the employees. The effects of the retrenchment experience on management style overall can be summarised as more openness to individual values and needs coupled with a new emphasis on collaborative teamwork based on mutual trust and recognition.

4.5 Chapter conclusion

The chapter has given an overview of the unemployment experience and its effects. The treatment the manager had experienced during the retrenchment period and the subsequent loss of confidence and sense of personal failure was closely linked to the family's experience of the retrenchment and their response. The retrenchment variables of willingness to study, willingness to relocate and willingness to change fields for re-employment were also considered. Attention was given to the issue of commitment to the new employer, loyalty and expectations in the new position, attitude to work, and the fundamental role of the trust relationship between the retrenchee and the new employer. Management styles before and after retrenchment were investigated and the retrenchees responses were interpreted.

5. Discussion

5.2 Introduction

This chapter presents a discussion of the data, correlating it with the research objectives and the critical questions to be answered. Challenges are highlighted and related to the research objectives. The contribution to knowledge made by this study is described, explaining how the contribution builds on existing knowledge.

5.3 Answers to critical questions and objectives

Answers to critical questions are correlated here with the objectives of the study and the data. The critical questions can be matched to the objectives as shown in Table 5-1:

Table 5-1 Correlation between critical questions and objectives

Critical Questions	Objectives
<ul style="list-style-type: none">• How did the individual's management styles change following the retrenchment experience?• How did the individual's commitment to the employer change following the retrenchment experience?• Was hostility transferred from one employer to the next?	<ul style="list-style-type: none">• Measuring the impact of the experience of retrenchment and dismissal on changes in the individual manager's style following the retrenchment.• Creating guidelines for HR managers on how to manage the retrenchment of employees and what to expect from a manager if re-employed.• Understanding how people who lost their employment deal with this trauma.

5.3.4 How did the individual's management styles change following the retrenchment experience?

In their responses to this question the managers consistently said that their management style had become more considerate. The management style of these re-employed managers can appropriately be described as *servant leadership* management style. A comparison of the characteristics of management style after retrenchment and servant leadership is shown in table 5-2. There is a significant similarity between the management style after retrenchment and servant leadership.

Table 5-2 Servant leadership / post-retrenchment management style

Servant leadership characteristics	Management style after retrenchment
Communication	Communication, Diplomacy, More democratic, Family life, Build a trust relationship with all
Listening	Respect, Loyalty, A more open door policy for employees' personal problems,
Empathy	Compassion, Employee emotions
Healing	Participation, The needs of the employees
Awareness	Manage each individual according to his own personality and try to build a personal relationship with each employees
Persuasion	Mentoring
Conceptualisation	Teamwork, Capability, Functionality, Collaboration, Diligence
Foresight	Forward thinking, Flexibility
Stewardship	Appreciate and Encourage
Commitment to the growth of people	Training, Commitment, Value people, The ability to achieve, The employees is seen to be an asset and to be treated with dignity
Building the community	Creating a healthy working environment, Feeling responsible for job security

5.3.5 How did the individual's commitment to the employer change following the retrenchment experience?

The interviewed managers were highly committed to their new employers; some said that because they the retrenchment had been such a hard blow they were now 110% committed.

There is a direct relationship between trust and commitment towards the new employer. Two very different sets of attitude emerged on commitment to the new employer. In one, the very high level of commitment can be interpreted as over-commitment fueled by anxiety to avoid future retrenchments. This created risks in itself, risk to the individual's health and risk of imposing extra stress on the family. Holtari (2004) points out that commitment should be balanced and mindful. Excessively committed

employees are at risk of developing health problems and are liable to be out of touch with their life as a whole.

The second set of attitudes related to the underlying psychological effects of retrenchment and centred on damage to the relationship of trust. The managers felt that their capacity to trust senior management had been destroyed and would take time to recover. The loss in trust prevented them from giving of their best to the new company. A further negative reaction was attempting to protect their jobs by not sharing working expertise.

According to O'Neill (1995), loss of employment through retrenchment brings with it an element of stigma, which Burns (1982) suggests can seriously distort internal judgment and self-projection of perceived thoughts by others. Ransome (1995) has noted that the stigma of retrenchment can in some cases drive people to suicide.

Stogner (1995) indicates that loss of identity, financial difficulties, and insecurity can create a sense of exclusion from the organisation – of being seen as an outsider. Low self-esteem in such circumstances has been documented by Doherty (1993), Konovsky (1993), Ransome (1995), King (1996), Parker et al., (1997) and Ryan (1998). Lezy (1992) suggests that the emotional injuries to pride and self-esteem are more traumatic than the physical accidents in a vehicle accident. Feather (1990) and Gribble (2009) both make a related point that loss of employment produces a distortion of self-concept, where self-concept is defined as a long-term feature of personality in which there is a stable set of references to situational roles.

The damaged trust relationship also relates to the psychological contract between employer and employee, regarding which Holtari (2004) notes that the normal juridical employment contract between employer and employee is based on measurable compensation and benefits, whereas the psychological contract between employer and employee deepens the relationship to one of commitment. The psychological contract captures the way that employees really feel about their work and their relationship with the company.

A very important question which Holtari (2004) poses is that “One should ask how truly the company commits itself to its people by the psychological contract.” When retrenchment comes into the picture there is a danger of merely surface commitment and mock effectiveness, where employees are professionally competent but fall into a vacuum of uncertainty when confronted with change. Holtari suggests, indeed, that retrenched people should be coached to make the transition from old jobs to new ones - a transition which he refers to as *bridge commitment*, which would help them cope by keeping faith in themselves instead of collapsing mentally, turning bitter, feeling guilty, or accusing others, and which would teach them to recognise their strengths and weaknesses and define their personal goals. He goes on to say that if the retrenchment is managed skilfully it will generate good results both for the affected employee transferring to his new employment and for the remaining employees in the company.

5.3.6 Was hostility transferred from one employer to the next?

Transferred hostility relates to the punishment of new employer, loyalty and expectations of the new employer, and attitude towards work. Twelve managers (75%) said that they did not punish their second employers, and that they were only too happy to have employment again. The remaining four (25%) said that their trust had been shattered and that they found it very difficult to give their full support to their new companies. They said that over time their full trust could be regained but not in the first six months after re-employment.

A significant relationship emerged between trust and transferred hostility to the new employer. On possibility is the sheer relief of securing a new position will override any residual resentment. Another is that damage to the trust relationship with senior management will persist and take some time to heal.

In regard to trust, loyalty and expectations in the new position, the majority of managers said that they were loyal to their new companies, although extra stress could be experienced over and above the usual pressure of work because of ongoing fear another retrenchment. Damage to the relationship of trust relationship with the new management was evident both with managers who were positive disposed towards the new employer and with those whose reactions had been more negative. A small number of managers

said that the negative effects of the damaged trust relationship would be irreversible for any future trust relationship with an employer.

There was also a significant relationship between trust and attitude towards work. For the majority of managers, attitudes towards work underwent a positive change; they appreciated their job more and did not take their employment for granted. Because the retrenchment had been so traumatic they wanted to work extremely hard to avoid being in the same position again.

5.4 Contribution to existing knowledge

Ribton-Turner and De Bruin (2006a), who interviewed six individuals who had lost their employment, suggested that a potential area for further research would be to investigate whether the re-employed person returns to his or her previous state of functioning, and whether the experience of ongoing stress scars the affected individual.

Following up on their research, the current study investigated the effects of retrenchment on the individual's management style. The way company has treated the retrenched manager in the course of the retrenchment process can crucially affect the subsequent recovery process for that manager. There is a significant relationship between the way someone is treated in the retrenchment process and subsequent loss of confidence and sense of personal failure. This study investigated variables which retrenchees are confronted with, such as willingness to relocate for new employment, willingness to study for a different position, willingness to embark on self-employment, effect of retrenchment on the retrenchee's view of family life, and family response to the unemployment experience.

There was a significant relationship between way that the retrenchee had been treated during the retrenchment process and trust relationships with management. Trust also emerged as a major factor in commitment to the new employer, attitude towards work, and loyalty and expectations under the new employer.

The experience of retrenchment and unemployment had a significant influence on the manager's ongoing management style. Before the retrenchment management style tended to concentrate on process; after the retrenchment management style took on many of the characteristics of servant leadership. Before the retrenchment the individual

was simply a manager; after the retrenchment experience he/she was more likely to become a leader.

5.5 Chapter conclusion

This chapter presents a discussion of the data, correlating it with the research objectives and the critical questions to be answered. The chapter answers the critical questions posed by the study. The contribution to knowledge builds on existing knowledge. The critical questions of management style before and after retrenchment relate to issues of commitment and transferred hostility and these were discussed in detail. The contribution to the existing body of knowledge was described. Significant relationships between management style after retrenchment and servant leadership were set out in Table 5-2.

There was a direct relationship between trust and commitment towards the new employer. Two significantly different aspects emerged in the issue of commitment to the new employer, one being what could be described as over-commitment and the other being damaged capacity to trust on the part of the re-employed manager.

The issue of trust was significantly linked to transferred hostility to the new employer, loyalty, expectations from the new employer and attitude towards work. A small number of managers reported that the negative effects of the damaged trust relationship would be irreversible for any future trust relationship with their current employers.

Contributions to the existing body of knowledge were explained in relation to existing knowledge, and built on the limitation posed by the study by Ribton-Turner and De Bruin (2006a) which investigated the stressors and support in mid-life retrenchment.

6. Conclusions

6.2 Introduction

This concluding chapter provides a brief summary of the research methodology and the results of the study, followed by discussion of the study limitations, suggestions for future studies, and an overall conclusion.

6.3 Summary

The Ribton-Turner/De Bruin (2006b) study on mid-career adult stressors and support in relation to the unemployed noted that very little literature is available on what to expect from a re-employed manager, or on how an individual's management style may change following the retrenchment.

In the present study, 16 phenomenological, qualitative interviews were conducted with managers who had been retrenched and then subsequently re-employed in a new management position for at least six months. The interview guide was limited to 19 questions.

The conclusion to be drawn from their responses is that the effect of retrenchment on individual management style is substantial. The managers consistently reported that before their retrenchment experience their respective management styles had been very much orientated towards system and company. The range of original management styles tended to have an element of autocracy, with strong orientation towards process, productivity and company needs have a high priority, and were characterised by long hours and low to medium concern for personnel issues. The retrenchment experience subjected the managers to a new kind of learning school – what one could call a “school of life” – in relation to the values and assumptions that they lived by. This produced a definite change in management styles, leading the manager to become more of a servant leader. After the retrenchment the individual's management priorities became more considerate and empathetic, with strong commitment to the new employer and a new appreciation of family life. The managers became more forward-thinking, seeking ways to solve problems in advance. They sought to work effective hours rather than long

hours. They also described their trust relationship with their (new) employers as having suffered impairment, which would take some time to heal. A comparison of management style before and after retrenchment is shown in Figure 6-1.

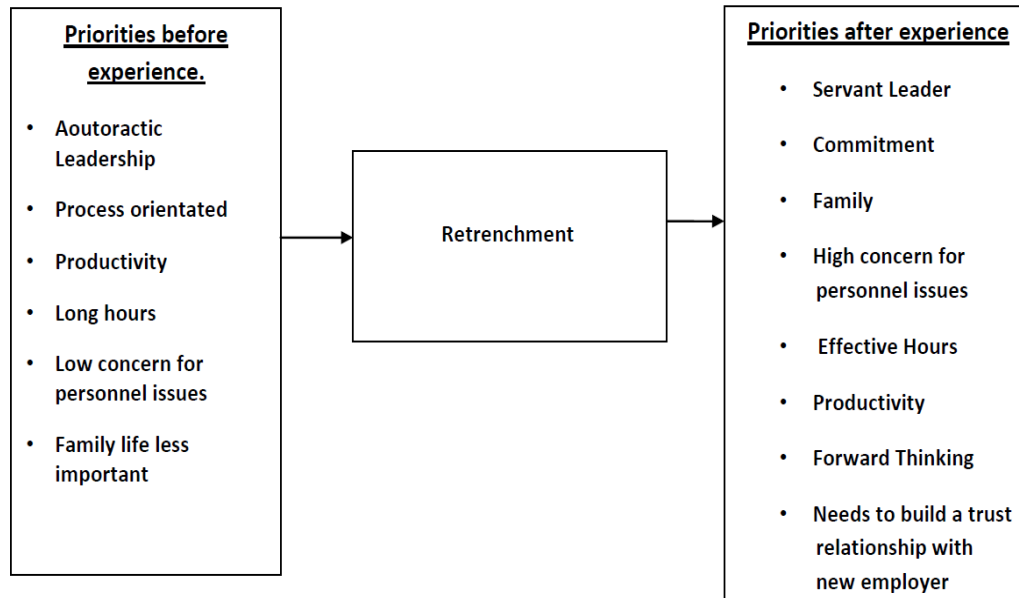


Figure 6-1 Management priorities before and after retrenchment

6.4 Limitations

The study afforded an opportunity to engage with various managers from different industries.

The qualitative study created rich data on the experience of the retrenchment of managers and how they had recovered from the experience. The study provided a unique look at how the managers' style of management changed subsequent to their retrenchment, but the limitations of this study also need to be kept in mind when assessing the findings. The most obvious deficiency in a study conducted in South Africa was the low representation of African, Indian and Coloured participants, and in particular, of women. The study interviewed only a single African woman. Even 15 years after political change there is under-representation of Africans, Indians and Coloureds in management and very little attention to women who have been retrenched. To find retrenched women managers of colour was extremely difficult.

Although the variables of race, gender and occupational group could have been more fully addressed the sample is nonetheless representative of the major group among South African industry managers experiencing retrenchment and job loss. In relation to gender, the single African woman participant was the only woman included in the sample.

6.5 Suggestions for future studies

The study focused on the management level only. A potential area for further investigation would be to extend the study to a wider range of individuals to investigate how their working values had changed after retrenchment. Among managers themselves, a further question which could be investigated is how long it takes, if ever, for a manager to regain a longer-term sense of career orientation rather than more immediate job orientation (constrained by the urgency of caring for his or her family). Furthermore, how differently do individuals perceive retrenchment from compassionate and non-compassionate companies?

6.6 Chapter conclusion

The study provided a unique perspective on the experience of retrenchment by retrenched managers. A strong indication exists that the impact of retrenchment was exacerbated by organisation treatment. Treatment during the retrenchment period crucially affects the individual's level of confidence, the way families experience and respond to the retrenchment of a breadwinner, the trust relationship with a future employer, attitude towards work, loyalty to a new employer, and the individual's expectations of the new employer. Trust is also a significant factor in transferred hostility to the new employer, since the damage to the previous trust relationship will take time to recover.

The retrenchment experience can also be said to shift the management style of an individual in the direction of servant leadership. Before retrenchment the managers tended to concentrate on processes. After retrenchment experience they were more likely to focus on the need of their fellow employees.

Reference List

2009. NVivo 8. 8.0.335.0 ed.: QSR International.
- AFRICA, S. S. 2012. Quarterly Labour Force Survey. *In: AFRICA, S. S. (ed.)*. Pretoria: Statistics South Africa.
- AGBOOLA, A. & SALAWU, R. 2011. Managing Deviant Behavior and Resistance to Change. *International Journal of Business and Management*, 6, 8.
- AYITTEY, G. B. N. 1992. *Africa Betrayed*, New York, A Cato Institute Book.
- BAGGETT, B. 1997. *Power Serve: 236 Inspiring Ideas on Servant Leadership*, Germantown, Saltillo Press.
- BANDURA, A. 1988. Self-conception of anxiety. *Anxiety Research*, 1, 21.
- BASS, B. M. 1990. *From Transactional to Transformational Leadership: Learning to Share the Vision*, New York, American Management Association.
- BATTEN, J. 1997. Servant-leadership: a passion to serve. *In: SPEARS, L. (ed.) Insights on Leadership: Service, Stewardship, Spirit and Servant-leadership*. New York: John Wiley and Sons.
- BENNIS, W. 1999. Five competencies of new leaders. *Executive Excellence*, 16, 4-6.
- BENNIS, W. & NANUS, B. 1997. *Leaders: Strategies for Taking Care*, New York, NY, Harper Collins.
- BLOCK, P. 1987. *The Empowered Manager: Positive Political Skills at Work* Jossey-Bass, San Francisco.
- BLOCK, P. 1993. *Stewardship: Choosing Service over Self-Interest*, San Francisco, Berrett-Koehler.
- BREWINGTON, J. & NASSER-MCMILLIAN, S. 2000. Older adults: Work related issues and implications for counselling. *Career Development Quarterly*, 49, 12.
- BRINER, B. & PRITCHARD, R. 1998. *More Leadership Lessons of Jesus: A Timeless Model for Today's Leaders*, Nashville TN, Broadman and Holman.
- BURNS, J. M. 1978. *Leadership*, New York, Harper and Row.
- BURNS, R. 1982. *Self-concept development and education*, New York, Holt, Rinehart and Winston.
- CAPLAN, R., VINOKUR, A., PRICE, R. & VAN RYN, M. 1989. Job seeking, re-employment, and mental health: A randomized field experiment in coping with job loss. *Journal of Applied Psychology*, 74, 10.
- CEDAR, P. A. 1987. *Strength in Servant Leadership*, Waco, TX, Word Books.

- CHENG, B. C. L., WU, T. H. M. & FARH, J. 2004. Paternalistic leadership and subordinates' responses: Establishing a leadership model in Chinese organizations. *Asian Journal of Social Psychology*, 7, 89–117.
- CHERRY, K. 2011a. *What Is Autocratic Leadership?* [Online]. About.com Guide Psychology. Available: <http://psychology.about.com/od/leadership/f/autocratic-leadership.htm> [Accessed 15 Nov 2011 2011].
- CHERRY, K. 2011b. *What Is Democratic Leadership?* [Online]. About.com Guide Psychology. Available: <http://psychology.about.com/od/leadership/f/democratic-leadership.htm> [Accessed 11 Nov 2011 2011].
- CHERRY, K. 2011c. *What Is Laissez-faire Leadership?* [Online]. About.com Guide Psychology. Available: <http://psychology.about.com/sitesearch.htm?q=Laissez-faire&SUName=psychology> [Accessed 15 Nov 2011 2011].
- CLARK, A. & OSWALD, A. 1994. Unhappiness and unemployment. *The Economic Journal*, 104, 9.
- CLAWSON, J. G. 1999. *Level Three Leadership: Getting Below the Surface*, Upper Saddle River, NJ, Perntice-Hall.
- CORDUFF, D. 2009. Retrenchment and job loss. *Journal of Consumers Health Forum of Australia*.
- COVEY, S. R. 1990. *Principle-Centered Leadership*, New York, NY, Fireside Books-Simon and Schuster.
- CRANSTON, S. 2010. Mired in Managers. *Finacial Mail* [Online]. Available: <http://www.fm.co.za/Article.aspx?id=125749> [Accessed 03 March 2011].
- CRESWELL, J. 2003a. *Research design : Qualitative, quantitative and mixed method approaches* London, Sage.
- CRESWELL, J. W. 1998a. *Qualitative inquiry and research desgin: Choosing among five tradditions.*, Thousand Oaks, CA: Sage.
- CRESWELL, J. W. 1998b. *Qualitative inquiry and research design: Choosing among five traditions*, Thousand Oaks, Sage Publications, Inc.
- CRESWELL, J. W. 2003b. *Research design : Qualitative, quantitative and mixed method approaches* London, Sage.
- DARITY, W. J. & GOLDSMITH, A. 1996. Social psychology, unemployment, and macro economics. *Journal of Economic Perspective*, 10, 19.
- DE KLERK, F. W. Year. Managing change. *In: The world Presidents Organisation*, 2007 Chicago.
- DE PREE, M. 1997. *Leading without Power: Finding Hope in Serving Community*, San Francisco, CA, Jossey-Bass.
- DOHERTY, N. & TYSON, S. 1993. *Executive redundancy and outplacement*, London, Kogan Page Ltd.

- DOUGLAS, J. D. 1985. *Creative interviewing* Beverly Hills, CA: Sage.
- DOWNS, A. 1995. *Corporate executions, The ugly truth about layoffs - How corporate greed is shattering lives, companies, and communities*, New York, AMACON.
- DUPUIS, L., BOUCHER, S. & CLAVEL, L. 1996. *Downsizing. Its effects on survivors* [Online]. Available: <http://www.pscfpc.gc.ca> [Accessed 16 August 2012].
- EGAN, G. 1990. *The skilled helper. A systematic approach to effective helping*, Monterey, Brooks/Cole.
- EGODIGWE, L. 2003. Tough times, tough choices, Black Enterprise. *ABI/Inform global*, 33.
- FAGIN, L. 1979. The Experience of Unemployment. *New University Quarterly*, 34, 48-65.
- FAIRHOLM, G. W. 1998. *Perspective on Leadership: From the Science of Management to its Spiritual Heart*, Westport, CT, Quorum Books.
- FEATHER, N. 1990. *The psychological impact of unemployment*, New York, Springer - Verlag.
- FERNANDEZ, C. F. & VECCHIO, R. P. 1997. Situational Leadership Theory Revisited: A Test of an Across-Jobs Perspective. *Leadership Quarterly*, 8, 1.
- FISHER, C. 2004. *Researching and writing a dissertation*, Harlow, Pearson Education Limited.
- FLORMAN, S. C. 1991. Engineering and the concept of elite. *The Bridge*, 21, 7.
- FLORMAN, S. C. 1994. Hard Times, Silver Linings. *Technology Review*, 97, 69.
- FORD, L. 1991. *Transforming Leadership: Jesus Way of Creating Vision, Shaping Values and Empowering Change*, Downers Grove, IL, Inter Varsity Press.
- GAKURU, O. 1998. *Lean on Me* [Online]. Orbit. Available: <http://www.oneworld.org/vso/pubs/orbit/68/volunt.htm> [Accessed 20 Nov 2011 2011].
- GALBRAITH, J. K. 1979. *The nature of mass poverty*, Cambridge Harvard University Press.
- GASTON, G. H. 1987. A model for leadership: servant stewardship ministry. *Southwestern Journal of Theology*, 29, 8.
- GERBER, P. D., NEL, P. S. & VAN DYK, P. S. 1993. *Human resources management*, Pretoria - Kagiso, Southern Book Publishers.
- GHAURI, P., GRONHAUG, K. & KRITIANSLUND, I. 1995. *Research Methods in Business Studies*, Hemel Hempstead, Prentice Hall.
- GIAMPETRO-MEYER, A., BROWN, T., BROWNE, M. N. & KUBASEK, N. 1998. Do we really want more leaders in business? *Journal of Business Ethics*, 17, 9.

- GILLEY, J. W. & MAYCUNICH, A. 2000. *Beyond the learning organization: creating a culture of continuous growth and development through state-of-the-art human resource practices*, Cambridge, MA: Perseus Books.
- GIST, M. & MITCHELL, T. 1992. Self-efficacy: A Theoretical analysis of its determinants and malleability. *Academy of Management Review*, 17, 28.
- GOUWS, E. 1997. Entrepreneurship education: an educational perspective. *South African Journal of Education*, 17, 143-149.
- GREENLEAF, R. K. 1977. *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*, New York, Paulist Press.
- GRIBBLE, L. & MILLER, P. 2009. Identifying the psychological constructs underpinning the effects of retrenchment. *Australasian Journal of Business and Social Inquiry*, 7, 16.
- HALLIER, J. & LYON, P. 1996. Job Insecurity and employee commitment: Manager's reactions to the threat and outcomes of redundancy selection. *British Journal of Management*, 7, 107-123.
- HALVORSEN, K. 1998. Impact of re-employment on psychological distress among long-term unemployed. *Acta Sociologica*, 41 227-242
- HAMMON, P. 2000. *Cross cultural communication, Great Commission Manual Christian Life*, Sinoville, Pretoria, Christian Manuals.
- HERSEY, P. & BLANCHARD, K. H. 1993. *Management of Organizational Behavior: Utilizing Human Resources*, Englewood Cliffs, Prentice Hall.
- HOLTARI, T. 2004. Blind, Cynical or True. In: PARTNERS, H. (ed.) *Finnish periodical Fakta*. .
- HORIBE, F. D. E. 1999. *Managing knowledge workers: new skills and attitudes to unlock the intellectual capital in your organization*, Toronto, John Wiley.
- HSIEH, H. & SHANNON, S. E. 2005. Three approaches to qualitative content analysis. *Sage*, 11.
- KASLOW, F. & SCHWARTZ, L. 1987. *The dynamics of divorce - A life cycle perspective*, New York, Brunner/Mazel.
- KESSLER, R. C., TURNER, J. B. & HOUSE, J. S. 1989. Unemployment, reemployment and emotional functioning in a community sample. *American Sociological Review*, 54, 648-657.
- KING, D. 1996. Seeking the cure for ailing corporations. *Organizational Development Journal*, 14, 15.
- KLOPPER, R., RUGBEER, Y. & RUGBEER, H. 2005. *Introduction to Communication in eEducation*, Durban, Dolphin Coast Publishers.
- KONOVOSKY, M. & BROCKNER, J. 1993. Managing victim and survivor layoff reactions: a procedural justice perspective. In: CROOPANZANO, R. (ed.) *Justice in the workplace: approaching fairness in human resource management*. New Jersey: Lawrence Erlbaum.

- KOUZES, J. M. & POSNER, B. Z. 1993. *Credibility: How Leaders Gain and Lose it, Why People Demand It*, San Francisco, Jossey-Bass.
- KUBLER-ROSS, E. & KESSLER, D. 2005. *On Grief and Grieving*, London, Simon & Schuster.
- KUCZMARSKI, S. S. & KUCZMARSKI, T. D. 1995. *Values-based Leadership*, Paramus, Prentice-Hall.
- LAHELMA, E. 1989. Unemployment, Reemployment and Mental Well-being. *Scandinavian Journal of Social Medicine*, 43.
- LATAACK, J. C., KINICKI, A. J. & PRUSSIA, G. E. 1995. An integrative process model of coping with job loss. *Journal of the Academy of Management Review*, 20, 311-342.
- LEVY, P. 1992. Downsizing, one manager's personal story. In: MOSS KANTER, R., STEIN, B. & DICK, T. (eds.) *The challenge of organizational change*. New York: The Free Press - Macmillan.
- LIEM, R. 1987. The psychological costs of unemployment: a comparison of findings and definitions. *Social Research*, 54, 319-353.
- LOPEZ, I. O. 1995. Becoming a servant-leader: the personal development path In: SPEARS, L. (ed.) *Reflections on leadership: how Robert K. Greenleaf's theory of servant-leadership influenced today's top management thinkers*. New York: John Wiley and Sons.
- MALPHURS, A. 1996. *Values-Driven Leadership: Discovering and Developing your Core Values for Ministry*, Grand Rapids, Baker Books.
- MAMADOU, D. 1991. Development and Culture Values in Sub-Saharan Africa. *Finance and Development*, 28, 10.
- MARQUARDT, M. J. & BERGER, N. O. 2000. *Global leaders for the twenty-first century*, New York, State University of New York Press.
- MARTIN, M. M. 1998. Trust leadership. *Journal of Leadership Studies*, 5, 8.
- MAXWELL, J. C. 1998. *The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You*, Nashville, TN, Thomas Nelson Publishers.
- MAYER, R. C., DAVIS, J. H. & SCHOORMAN, F. D. 1995. An integrative model of organizational trust. *Academy of Management Review*, 20, 25.
- MCCRIMMON, M. 2011. *Servant Leadership* [Online]. Available: <http://www.leadersdirect.com/servant-leadership> [Accessed 15 Aug 2011 2011].
- MELROSE, K. 1997. Putting servant-leadership into practice. In: SPEARS, L. (ed.) *Insights on Leadership: Service, Stewardship, Spirit and Servant - Leadership*. New York: John Wiley and Sons.
- MILLER, C. 1995. *The Empowered Leader: 10 keys to Servant Leadership*, Nashville, TN, Broadman and Holman Publishers.
- NAMKEE, A., DE LA RICA, S. & UGIDOS, A. 1999. Willingness to move for work and unemployment duration in Spain. *Economica*, 66, 335-357.

- NELSON, L. 2003. An exploratory study of the application and acceptance of servant-leadership theory among black leaders in South Africa. Regent University: Digital Dissertations.
- NEUSCHEL, R. P. 1998. *The Servant Leader: Unleashing the Power of Your People*, East Lansing, MI, Vision Sports Management.
- NEYLAN, T. C. 1998. Hans Selye and the field of stress research. *Journal of Neuropsychiatry and Clinical Neurosciences*, 10.
- NIEDERLAND, W. 1968. Clinical observations on the 'survivor syndrome'. *International Journal of Psychoanalysis*, 49, 2.
- NIX, W. 1997. *Transforming Your Workplace Christ*, Nashville, Broadman Holman.
- NOER, D. 1993. *Healing the Wounds: Overcoming the Trauma of Layoff and Revitalising Downsized Organisations*, San Francisco, Jossey Bass Publishers.
- NONAKA, I. & TAKEUCHI, H. 1995. *The knowledge-creating company: how Japanese companies create the dynamics of innovation*, New York, Oxford University Press.
- O'NEILL, H. & LENN, D. 1995. Voices of survivors: Words that downsizing CEOs should hear. *Academy of management executive*, 9, 11.
- PARKER, S., CHMIEL, N. & WALL, T. 1997. Work characteristics and employee well-being within a context of strategic downsizing. *Journal of Occupational Health Psychology*, 2, 14.
- PARSONS, B. 1996. *Joys on the flipside of losing your job*, Melbourne, The Age.
- PATTERSON, K. 2003. *Servant leadership: A theoretical model*. Doctoral dissertation, Regent University.
- PATTON 2002. *Qualitative Research & Evaluation Methods*, Thousand Oaks, Sage Publications, Inc.
- RANSOME, P. 1995. *Job security and social stability*, England, Ashgate Publishing Limited.
- RAVLIN, E. & MEGLINO, B. 1987. Effect of values on perception and decision making: A study of alternative work values measures. *Journal of Applied Psychology*, 72, 7.
- RIBTON-TURNER, L. & DE BRUIN, G. 2006a. The unemployed mid-career adult: stressors and support. *SA Journal of Industrial Psychology*, 32, 31-32.
- RIBTON-TURNER, L. & DE BRUIN, G. P. 2006b. The unemployed mid-career adult: stressors and support. *SA Journal of Industrial Psychology*, 32, 31-32.
- RINEHART, S. T. 1998. *Upside Down: The Paradox of Servant Leadership* Colorado Springs, CO, NavPress Publishing Group.

- ROBBINS, S. P. 2001. *Organizational Behavior*, Upper Saddle River, Prentice Hall. International Inc.
- RUSSELL, F. & STONE, A. 2002a. A review of servant leadership attributes: developing a practical model. *Leadership and Organization Development*, 23, 12.
- RUSSELL, R. F. & STONE, A. G. 2002b. A review of servant leadership attributes: developing a practical model. *Leadership and Organization Development*, 23, 12.
- RYAN, L. & MACKY, K. 1998. Downsizing organisations: uses, outcomes and strategies. *Asia Pacific Journal of Human Resources*, 36, 16.
- SADLER, P. 2001. *Handbook of organizational learning and knowledge*, Oxford, Oxford University Press.
- SANDERS, J. O. 1994. *Spiritual Leadership*, Chicago, IL, Moody Press.
- SAUNDERS, M., LEWIS, P. & THORNHILL, A. 2003. *Research methods for business students*, Harlow, Prentice Hall.
- SCHOLTES, P. R. 1999. The new competencies of leadership. *Total Quality Management*, 10, 704-711.
- SCHURINK, E. M. 1998. *The methodology of unstructured face to face interviewing*, Pretoria, Van Schaik.
- SEELEY, C. P. 2003. *Subject matter expert: asking smart questions to shape your knowledge culture* [Online]. KMReview. Available: <http://www.melcrum.com/> [Accessed 07 Feb 2008].
- SELYE, H. 1976. *The stress of life*, New York, McGraw- Hill.
- SENGE, P. 1990. *The fifth discipline: the art and practice of the learning organization*, Random House, Random House.
- SHAMIR, B. 1985. *The psychological consequences of re-employment*. Thesis, Hebrew University of Jerusalem.
- SHAW, R. B. 1997. *Trust in the Balance: Building Successful Organizations on Results, Integrity and Concern*, San Francisco, CA, Jossey-Bass.
- SMIT, P. J. & CRONJÉ, G. J. 1993. *Management Principles*, Kenwyn, Juta & Co Ltd.
- SPEARS, L. 2004. Practicing Servant-Leadership. *Leader to Leader*, 1.
- STATISTICS SOUTH AFRICA 2009. *Quarterly Labour Force Survey Quarter 4*, Pretoria, Statistics South Africa.
- STOGNER, C. 1995. *Corporate executions, The ugly truth about layoffs - How corporate greed is shattering lives, companies, and communities.*, New York, AMACOM.
- STONER, J. A. F., FREEMAN, R. E. & GILBERT JR., D. R. 2001. *Management*, Upper Saddle River, Prentice-Hall, Inc.

- VAN MANEN, M. 1990. *Researching Lived Experience: Human science for an action sensitive pedagogy*, London, Ontario: Althouse.
- VAN NIEKERK, H. J. & WAGHID, Y. 2004. *Developing leadership competencies for the knowledge society: the relevance of action learning*, Stellenbosch, Suritec; Dept of Education Policy Studies UNISA.
- VODOPIVEC, M. 1998. Turning the unemployed into entrepreneurs: An evaluation of a self-employment program in a transitional economy. *Journal of Development Entrepreneurship*, 3.
- WALLERSTEIN, J. & BLAKESLEE, S. 1989. *Second Chances*, New York, Ticknor & Fields.
- WALLIMANN, N. 2005. *Your research project: a step-by-step guide for the first-time researcher*, London, Sage.
- WARR, P. B. & JACKSON, P. R. 1985. Factors influencing the psychological impact of prolonged unemployment and of re-employment. *Psychological Medicine*, 15, 795-807.
- WATERS, J. 2012. *Phenomenological Research* [Online]. Capilano University. Available: <http://www2.capilanou.ca/programs/psychology.html> [Accessed 25 August 2012].
- WEBER, B. A. 2002. The link between unemployment and returns to education: evidence from 14 European countries. *Emerald*, 44, 171-178.
- WESTERMANN-WINTER, B. 2007. *A phenomenological study into the experiences of retrenchment implementers*. Master, University of Stellenbosch.
- WHYTE, W. 1972. *The organization man*, New York, Simon and Schuster.
- YUKL, G. 1998. *Leadership in Organizations*, Upper Saddle River, NJ, Prentice-Hall.

Appendix A: Research approval



FACULTY OF MANAGEMENT STUDIES



**Faculty of Management Studies
Higher Degrees Research Proposal Review Committee
Proposal Approval**

22 March 2011

Student Name: WA Bester
Student No: 200200776
Name of School: Graduate School of Business
Proposed Qualification: DBA
Title: A Strategic View of Managing Change and Transitions before and after a Life Changing Experience in the Telecoms Industry (a Management Perspective)

Dear Mr. Bester

This letter confirms that your proposal was approved by the Faculty Higher Degrees Research Proposal Review Committee on the 3rd March 2010. The decision was noted by the Higher Degrees & Research Committee held on the 14th March 2011. This will also be recorded at the Faculty Board meeting to be held on 3rd May 2010.

The Committee made the following comments

- The title must be re-worked with the supervisor. The supervisor should then forward the new title to the Chair.
- Editing and technical presentation must be managed and each chapter must be edited before submitting to the supervisor.
- You are to investigate and be completely familiar with phenomenology as the research methodology.
- Prof G Harris has been appointed as co-supervisor since he is a specialist in qualitative research.
- The literature review should be updated.
- Timelines should be reworked to be more realistic.

A copy of this letter and the minutes will be placed in your file.
Congratulations and good luck with your research.

Yours sincerely

Prof KK Govender
Chair: Higher Degrees Research Proposal Committee
CC: Prof A Singh, HoS:GSB

Faculty of Management Studies, Pietermaritzburg Campus

Telephone: +27 (0) 33 260 6486/6487 E-mail: singhiu@ukzn.ac.za Fax: 086 561 3412

Founding Campuses: Edgewood Howard College Medical School Pietermaritzburg Westville

Appendix B: Ethical clearance



UNIVERSITY OF
KWAZULU-NATAL
INYUVESI
YAKWAZULU-NATALI

Research Office, Govan Mbeki Centre
Westville Campus
Private Bag x54001
DURBAN, 4000
Tel No: +27 31 260 3587
Fax No: +27 31 260 4609
ximbap@ukzn.ac.za

10 June 2011

Mr. WA Bester (200200776)
Graduate School of Business

Dear Mr. Bester

PROTOCOL REFERENCE NUMBER: HSS/0302/011D
PROJECT TITLE: A comparison of management style before and after retrenchment.

In response to your application dated 7 June 2011, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment /modification prior to its implementation. In case you have further queries, please quote the above reference number.
PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

A handwritten signature in black ink, appearing to read 'S. Collings', written over a dotted line.

Professor Steven Collings (Chair)
HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE

cc. Supervisor – Dr. Abdulla
cc. DR. AM Singh
cc. Mrs. C Haddon

1910 - 2010
100 YEARS OF ACADEMIC EXCELLENCE

Founding Campuses: ■ Edgewood ■ Howard College ■ Medical School ■ Pietermaritzburg ■ Westville

Appendix C: Questionnaire

A comparison of management style before and after retrenchment.

Reference number:

Name:

Position before retrenchment:

Position after retrenchment:

Months unemployed:

Months re-employed:

Question 1

How were you treated during you retrenchment period ?

Question 2

How did you experience personal failure?

Question 3

To what extend did you experience loss of confidence?

Question 4

How did your family experience your unemployment?

Question 5

How did view on family life changed before and after you were retrenched?

Question 6

How willing were you to study to improve your changes on re-employment?

Question 7

How willing were you to relocate for re-employment ?

Question 8

How willing were you to change fields to be re-employed?

Question 9

Did you consider self-employment ?

Question 10

If measured, how is your commitment to your new employer?

Question 11

How do you feel towards your direct colleagues that survived the retrenchment?

Question 12

How do you feel towards your direct managers that contribute to your retrenchment?

Question 13

How do you feel towards your company that have retrenched you?

Question 14

What would you suggest could be done to help a person through the unemployment period after retrenchment?

Question 15

How did your attitude towards work change before and after you had experienced retrenchment?

Question 16

How did your view towards subordinates change before and after you were retrenched?

Question 17

To what extent did you punish your second employer for what went wrong at the first employer?

Question 18

Can you please speak about loyalty, commitment, expectations for your new employer?

Question 19

19a Can you please describe your management style before the retrenchment?

19b Can you please describe how your management style changed after the retrenchment?

Appendix D: Letter of consent

University Of KwaZulu-Natal

Graduate School of Business

Academic Research Project

Researcher: Mr. Willem Bester (083 407 3291)

Research Office: Mrs Christel Haddon (031 260 3587)

Dear Respondent,

I, Willem Bester, am an academic at the Graduate School of Business at the University of KwaZulu-Natal. Please may I invite you to participate in a research project entitled:

A Comparison of Management Style Before and After Retrenchment

The aim of this study is to understand how people who lost their employment deal with this trauma, to measure what impact the experience of retrenchment and dismissal has on the individual's management style after the experience, to create guidelines for HR managers on how to manage the retrenchment of employees and what to expect from a person if re-employed. Through your participation I hope to understand how an individual's management style changes after the life-changing retrenchment experience, and also whether there might be an alteration in his or her commitment to the new employer – for example, might there be remaining feelings of hostility which are transferred from the former employer to the new employer?

The results of this survey are intended to contribute to the creation of material which could be used in setting theoretical guidelines for companies on the retrenchment process and what to expect from a employee if he or she is re-employed, and also to make recommendations to recruitment companies, human resource managers, managers, senior management and family counsellors on interaction with people making a forced change of career. This is an individual-based research project, not a company-based research project. Please note that your name will not be made public. The interview will be audio recorded to be transcribed in text, so that it can be used for analytical purposes.

If you have any queries, please contact the Head of the Graduate School of Business at the University of KwaZulu-Natal, Prof Anesh Singh, on (031 260 7564).

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business, UKZN. If you have any questions or concerns about participating in this study, please contact me at the number listed above. The interview should not take more than 30 minutes/s to complete.

Sincerely

Investigator's signature _____

Date _____

This page is to be retained by participant

**UNIVERSITY OF KWAZULU-NATAL
Graduate School of Business**

Academic Research Project

Researcher: Willem Bester (083 407 3291)

Research Office: Mrs Christel Haddon (031 260 3587)

CONSENT

I _____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

Signature of Participant

Date

This page is to be retained by researcher

Appendix E: TurnItIn report

DBA 8

ORIGINALITY REPORT

7%

SIMILARITY INDEX

3%

INTERNET SOURCES

3%

PUBLICATIONS

1%

STUDENT PAPERS

PRIMARY SOURCES

1	Jerry Hallier. "Job Insecurity and Employee Commitment: Managers' Reactio... <i>Publication</i>	3%
2	www.sajip.co.za <i>Internet Source</i>	1%
3	www.sajim.co.za <i>Internet Source</i>	1%
4	www.qsrinternational.com <i>Internet Source</i>	1%
5	Submitted to Rutgers University, New Brunswick <i>Student Paper</i>	1%

EXCLUDE QUOTES AN
EXCLUDE BIBLIOGRAPHYAN

EXCLUDE MATCHES < 1%

Appendix F: Letter from the Editor



30 January 2012

This is to confirm that I have provided editorial assistance to Mr Willem Bester in the preparation of his thesis "A Comparison of Management Style Before and After Retrenchment".

The editorial assistance covered proofreading and corrections to errors of language and style.

I will be happy to provide further details if requested.

A handwritten signature in blue ink that reads 'David Newmarch'.

David Newmarch

David Newmarch
197 Queen Elizabeth Ave, Durban 4001
082 554 9090 (c) • 031 261 2197 (h) • dnewmarch@gmail.com