

The Meaning of Lay-off in the Eyes of Survivors

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One of the common changes done by companies is downsizing, or also known as lay-off. Lay-off can have negative effects, not only to the victims but also to the survivors (those chosen to continue working in the company). This qualitative research with phenomenology approach used intensive dan deep interview to eight chosen survivors by using theoretical sampling. The verification of the research results was done by using member checks and external audits. Results of this research showed that survivors felt that the lay-off was done unfairly, with subjectivity, and non-transparent, affecting their psychological condition, performance, and loyalty to the company. The survivors also did coping to their condition like external coping to help them solve the problems that occurred because of the lay-off.

Keywords: survivors, lay-off, phenomenology, effects, coping

Salah satu bentuk perubahan yang biasa dilakukan oleh perusahaan adalah downsizing (perampingan tenaga kerja) atau yang biasa disebut dengan PHK (Pemutusan Hubungan Kerja). Ternyata PHK bisa menimbulkan terjadinya dampak negatif, tidak hanya pada mereka yang menjadi korban PHK tapi juga pada *survivors* (mereka yang terpilih untuk tetap bekerja dalam perusahaan). Penelitian kualitatif yang menggunakan pendekatan fenomenologi ini menggunakan wawancara intensif dan mendalam kepada delapan orang *survivors* yang dipilih dengan menggunakan *theoretical sampling*. Verifikasi hasil penelitian dilakukan dengan melakukan member checks dan external audits. Hasil penelitian ini menunjukkan bahwa *survivors* merasa PHK yang terjadi dilakukan secara tidak adil, ada unsur subyektivitas, dan tidak transparan, sehingga akhirnya memengaruhi kondisi psikologis, kinerja, dan loyalitas *survivors* kepada perusahaan. *Survivors* juga melakukan *coping*, seperti *coping* eksternal guna membantunya mengatasi masalah yang timbul akibat PHK.

Kata kunci: survivors, PHK, fenomenologi, dampak, coping

Change, growth, and development are phenomena often encountered in the life of a company so it's able to stay effective. Reorganization, restructuring, and technology implementation are tendencies faced by a company, and can cause someone to lose a fellow employee, income, long life employment, work safety, and many others.

One of the most common forms of change done by companies are downsizing, or also known as lay-off. Lay-off is one of the company changes done to anticipate external and internal pressure. Lay-off is done by the company's management department in order to increase efficiency, productivity, and to maintain the company's performance (Cameron, 1994; Kozlowski, Chao, Smith, & Hedlund, 1993). According to Cameron, Freeman, and Mishra (1991), lay-off has three implementation strategy, which are: (1) A workforce reduction

strategy, (2) An organization redesign strategy, and (3) The systemic change strategy. In several cases, lay-off managed to make the company control structure more effective, flexible, and faster in decision making because of the slim bureaucracy and the short chain of command. Meanwhile, the positive effects for the survivors (employees chosen to continue working for the company) are that they will work more actively (Brockner et al, 1988) and perform better (Bies, Mmaknan, & Brockner, 1993).

Even though several researchs have shown that lay-off have a positive goal, lay-off may also damage the company and its employees (Cascio, 1993). The company executives often underestimate the high price they must pay when they do the lay-off, causing the failure in reaching the intended revenue and benefits of the lay-off. This can be seen in the research done by the Wyatt Company Consultants, United States of America (Hitt, Keats, Harback, & Nixon, 1994) which shows that less than 50% of the companies research couldn't

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decrease their expenses. A lot of companies that did lay-off failed to reach their goals, only 32% of the companies were able to increase their revenue, 25% were able to increase their productivity, 9% were able to repair their product quality, and only 7% were able to increase innovation. The research done by the American Management Association explained the fact that in the year 1995, only 37% of the companies that did lay-off were able to increase productivity and less than half of them were able to increase the company revenue.

There are cases of lay-off that weren't able to produce results as expected by the company, for example the Exxon company (an American oil company) case that dismissed 15.000 of its employees in the year 1986 when the world oil price plummeted. Lay-off is indeed able to increase short term revenue but decreases employee work morale, decrease management capacity in the process. A year later, when Valdez (Exxon's huge tanker) capsized in Alaskan waters, the people from Exxon reacted 48 hours later. This slow response made Exxon had to pay USD 3 billion for the cost of cleaning the oil spill, paying the legal costs, and also the scarring of the company name (Swa, 5/8/2004).

A similar case happened to PT. Dirgantara Nusantara (PT DI) that's located in Bandung – used to be known as PT Industri Pesawat Terbang Nusantara (IPTN) – that had downsized the number of its employees from 9.600 people to approximately 3.000 people in the year 2003. This downsizing was done because the company's debt and the operational cost was too high, while the company income was low. The condition was worsened with the late payments of the employees' salary, causing them to become anxious and prone to have strikes on the streets of Jakarta. Employees of PT DI who were inside cars were forced out and beaten. Even outsiders were dragged to be victims. Every car that passed the area of Hussein Sastranegara Airport – in the same location as the company – was stopped and forcibly checked. Meanwhile, employees that agreed to the downsizing demanded more severance money than what's agreed according to the law (Undang-Undang Ketenagakerjaan No. 13/2003). Because of this, employee productivity decreased up to the 30% mark (Swa, 21/1/2004).

According to the cases above, it can be concluded that company change is not just reducing the employee numbers, but more than that, the change process is the development of the system with the goal of changing the company culture and behaviour, and also attempting to shift the work pattern, values, and strategies fundamentally in order to be able to cope

with the demand of increasing competition. To make sure that lay-off's successful, it must be done with good and comprehensive planning, including man power planning since the first time the lay-off's decided (Ariani, 2003), so that the company doesn't lose employees with potential and talent. The need in transformation is the representation of the fundamental change to the relationship between the company, its employees, and the general public as a whole.

If organization change is only considered as a partial change of only one side of the organization, a lot of failures are bound to be encountered. Whereas returning to the former condition requires yet another different process and struggle. This is further pressured by the loss of trust in the eyes of the employees because the organization has invested a lot (of money, time, and human resources) for the change that doesn't have any good results. By putting these into account, it's hoped that lay-off is done not only for the time being, but as a continuous and gradual process.

According to Weakland (2001), the company is better be able to convince its employees that the plan and strategy of the lay-off about to be done has considered at least six things, which are:

1. The involvement of the employees.
2. Comprehensive and transparant communication about the reason for the lay-off in order to avoid the feelings of unfairness, increase trust to the management, and dispel any false rumors.
3. Supportive program from the company by facilitating employees in preparing for the change.
4. A clear, accurate, and transparant selection process that's explained to all employees.
5. Better human resources management, compensation formation system, and work design compared to the time before the lay-off.
6. Training and development programs for all employees.

It is also possible for lay-off to increase efficiency and reduce the company operational cost (Appelbaum, Simpson, & Saphiro, 1987). Lay-off is considered to be an accurate and effective action for a company to become competitive while also being a tyrannical way to improve the condition (Fagian, 1996) because this company change may cause negative effects to the employees and affect someone's personal life.

The negative effects of lay-off can be seen in three categories, which are: victims (those stopped from their workplace), survivors (those chosen to continue working in the company), and "lame ducks" (those listen to be the next victims of the lay-off) (Brockner et al, 1994). In this research, the researcher will discuss the

psychological effects on survivors after the lay-off.

According to Farrell (cited in Mishra and Spreitzer, 1998), lay-off can cause constructive/destructive and active/passive reaction in survivors. Constructive reaction is the show of the willingness to cooperate with the management in implementing the lay-off. Opposite of it is the destructive reaction by showing reluctance in cooperating with the implementation of the lay-off. Active reaction shows an assertive role in responding to the lay-off (for example, survivors identifying the excessive number of employees in their department or submitting protest formally and informally regarding the lay-off). Opposite of it is the passive reaction showing the low level of self-initiative of the survivors (for example, survivors only waiting for their superiors to deal with the damage caused by the lay-off).

Those different reactions that happened on the survivors are caused by several factors, some of them being (Mishra and Spreitzer, 1998; Campbell, Worrall, & Cooper, 2000): (1) The presence or absence of trust towards the management, (2) Transparency, honesty, and fairness in the lay-off, (3) Employee empowerment and development (increasing the self-control), (4) The redesign of the work process that's already existed (increasing the work quality intrinsically).

Apart from the theories above, a lot of researches showed that after the lay-off, survivors tend to have a narrow mindset, be narcissistic, and prone to avoiding risks. Employees have a hard time adapting, become very dependent to the existing tradition, and have their creativity hampered. Besides that, the level of absence increases and employees tend to leave for home before their working hours are over (Cascio, 1993). Lay-off may also cause survivors to become stressed. This is caused by uncertainty and anxiety about the nonexistent work guarantee. They become cynical and bored with the lay-off that caused an increase on their workload because the company has decreased in employee numbers (Armstrongstassen, 1993; Kozlowski, Chao, Smith, & Hedlund, 1993).

Aside from that, whether the survivors' work safety's being threatened or not, lay-off can affect the survivors' bond with the company (Brockner, Wiesenfeld, Reed, Grover, & Martin, 1993). Survivors feel that the company where they work doesn't hold their commitment anymore, therefore reducing their will to keep on working on that company (Niehoff, Moorman, Blakely, & Fuller, 2001).

Lay-off doesn't only neglect the fate and future of the victims (as they're dismissed from their workplace), but also damage the survivors' work quality, lowering their creativity and trust toward the company (Spreitzer

and Mishra, 2002). Survivors will feel angry (towards the management and how they treat the survivors), anxious (as they may become the next victims), and guilty (because they're still allowed to continue working while the others are dismissed) (Brockner et al, 1986). Meanwhile, in the longitudinal research done by Moore, Grunberg, and Greenberg (2002), it's showed that in companies that often do lay-offs repeatedly, survivors will feel the low level of work safety, the high level of work anxiety, the urge to stop working, depression, and several health issue.

Meanwhile, up until now, companies have tendency to neglect survivors despite the fact that they need suggestion and input about how to react following a lay-off. Survivors want to get a clear information about the reason for the downsizing, the criteria of the employees dismissed and kept as employees, their work tasks and responsibilities after the lay-off, and the company plans for both short-term and long-term later. They need training, counseling, and support to cope with their personal problems as an effect of the survivor syndrome.

Even so, a lot of companies continue to reduce their employee numbers, and companies that have done downsizing tend to do it again (Fagiano, 1996). This phenomenon, as explained above, is the background of this research. The researcher also wants to discover the reason of the survivors' response differences, the psychological effects, and their effort in coping or dealing with their problem.

The goal of this research is to study the individuals' psychological dynamics in understanding the meaning of their life experience regarding the effects of facing lay-off in the company where they work. By knowing the meaning of their life experience in facing lay-off, the participants' image about their coping strategy in facing the lay-off will also be known. Based on the research's goal, the main question in this research is: what is the meaning of the life experience in facing lay-off for the survivors?

Methods

This research is a qualitative research done in order to discover a thorough understanding in the exploration of hidden issues in the life experience of survivors caused by lay-off. The research chose phenomenology analysis in describing the meaning of life experience during lay-off because this research: (1) explains the respondents' life experience using their own subjective meanings (Taylor, 1993) and (2) searches for the core of the meaning of life experience as experienced by

the individuals (Drew, 1989).

In order to be able to do qualitative interview, the researcher used three strategy based on those used by Moustakas (1994), which are: (1) informal interview, (2) open-ended questions, and (3) interview based on the topic and questions given by the researcher. Open-ended questions that were given had the goal of giving freedom to the respondents to be open and detailed about what they want to convey, without being too strictly limited by the researcher.

The analysis used in this research is inductive, done as advised by Moustakas (1994) and Creswell (1998), which are: (1) Understanding important statements conveyed by the respondents, (2) Creating the meaning of said statements, (3) Creating the core of said statements, and (4) Describing the life experience that's happened to the respondents deeply and detailedly.

Subjects was chosen by using the theoretical sampling procedure, who were individuals that were able to give information in accordance to the focus and goal of the research (Creswell, 1998). Theoretical sampling tried to discover relevant informations and have value in answering the research question. The number of respondents was determined from whether the information regarding survivors' meaning of their life experience's already revealed or not. This way, the main priority was the comprehensiveness and deepness of the information as needed in order to be able to understand the problem, not the numbers of respondents. Respondents would continue to be collected until the core of survivors' meaning of their life experience was unknown or exhausted. When respondents couldn't prove new data about the meaning of their experience, the theoretical saturation was achieved and respondent collecting was no longer necessary (Strauss & Corbin, 1990).

The respondents in this research are the survivors, those that didn't become victims of the lay-off done by their company. They have worked in the said company for more than three years, are above 27 years of age, have an educational degree of S-1 post graduate, and already have their own family.

In order to meet Lincoln and Guba's (1985) trustworthiness requirements, this research needs to be supported with credibility, transferability, dependability, and confirmability so it's considered to be a valid, reliable, and objective research. As for the operational values, persistence and long research time's needed to build trust in the respondents, learn their cultures, and check the possibility for the wrong information caused by distortion, from both the researcher's side and the respondents'.

In the same vein with Creswell's (1998) who stated that in order for a research to be free of bias and be

trustworthy, this research needs verification, done by asking respondents to do member checks and checking the accuracy of research results that have been collected. Besides that, the researcher also asks for Evaluation from those outside of the research (external audits), from several other groups that's regarded as being able to help complete the existing data, for example the victims, the organization's higher-ups, and those with deep understanding of the phenomenology research model to check the process and results collected to ensure the accuracy of the research. This is important to anticipate bias and assumptions that can affect the research result (Merriam, 1988).

Results and Discussion

The chronology of the lay-off started from the thought about the employee number ratio that's unbalanced. Employee numbers were considered to be excessive by the higher-ups, needing downsizing in order to reach efficiency. The higher-ups then conducted a meeting with all employees in order to socialize the lay-off, stating that there will be a change in the workplace in the form of maintenance, repositioning work units to other departments for employees that weren't competent enough to be in their former departments, while in reality there would be downsizing.

Before the meeting, survivors had received information regarding the lay-off from their fellow employees. But because of the unclear and obscure source of information, rumors sprouted regarding the trust of said news. When rumors about the downsizing's spreaded, employees generally tend to be busy chatting about the said rumors, having questions like "Who's going to be dismissed?", "How many people will be dismissed?", and "When will they announce the lay-off?". These questions became common and familiar in their work environments. Employees tend to trust such issues that were being talked about with fellow employees, and this phenomenon's believed to lower the employees' trust level towards the company's higher-ups.

In order to discover the meaning of life experiments regarding lay-off to the survivors, the researcher feels the need to first of all know what and how they react to lay-off, the psychological effects, and their evaluation of it.

The Dynamics of the Experience

The researcher found that there's a certain prominent dynamic and characteristic in the respondents' experience after the interview was done and during data analysis.

The first reaction when receiving information about the lay-off. Before the lay-off was done, the company did an assessment which included an academic potential test and psychological test in order to determine which employee were suitable to continue working and which were going to be dismissed. Even though the test schedule was inform to them before hand and it was done in a structurized manner, not all respondents felt that they're ready for the tests.

Respondents never expected that the company where they work in would do a lay-off because there's never been any signs of an restructurization going to be done. Employees thought that everything's going well and they're safe with their work. Even the employees that had bad performance in work never felt anxious about the possibility that their work's going to be evaluated. Up until the moment the lay-off happened, there were respondents who were surprised, even anxious. Even so, there were survivors who addressed the matter calmly and wisely, thinking that change is a normal and common thing to happen in a company.

The effects of lay-off. There are several different effects experienced by the survivors. The researcher divided these effects into two parts, which are: (1) psychological effects and (2) performance effects.

Psychological effects. Respondents feel uncomfortable at work because of the lack of work safety, not knowing when will they still be able to work in the company. The lay-off phenomenon has also made the respondents anxious, worried if they will be dismissed from their workplace. According to research, the anxiety and worry that's happening on the survivors (Brockner et al, 1986; Noer, 1993) can be eliminated if the higher-ups try to convince their employees from the start that the downsizing will be done fairly, carefully, and planned properly. Open and transparant communication also needs to be done to give psychological composure and also give the sense of fairness to the employees so they can accept the fact that the company needs to do the downsizing. The correct communication can lower the level of suspicion, from both the employees towards the higher-ups and vice versa, and also on fellow employees. Based on the survivors' response, it can be seen that communication hasn't been considered as an integral part from the company management strategy process. Whereas the success of the lay-off needs proactive information communication (Cameron, 1994). Employees informed about what's happening in the company will have an easier time finding the coping mechanism that they can use to reduce their stress level (Kinicki, 1985). Even so, there are those that try to act normally and feel no anxiety or fear if they

lose their job.

Performance effects. Several respondents feel that the lay-off has a positive effect on the employees work pattern. They feel accelerated and pushed to work better, increase their commitment in working, be more enthusiastic and challenging in increasing their performance, searching for the best working form. This result is the same as that from Bies, Mmaknan, & Brockner's (1993), Brockner et al's (1988), and Noer's (1993) researches. From this result, it can be seen that survivors show a constructive response. Survivors consider the lay-off as something positive, common, and not as a threat to their career (Carver, Scheier, & Weintraub, 1989). They think of themselves as partners in helping to increase the company's performance, willing to do innovations in order to maintain the company.

This is different from some of the other respondents because there are survivors that didn't feel that there's any apparent increase or decrease in work performance, from both before and after the lay-off. The decrease in numbers of employees gives the survivors more workload, making the respondents feel that their work quality has decreased compared to before the lay-off was done, tiring them physically. This is caused by the decrease in numbers of employees, causing work-load to become excessive on the survivors. This increase causes the survivors to become unable to enjoy their work and feel tired everyday after work because of the increase in work quantity and longer working hours, also causing them to feel that they're losing time, role, and function for their family.

In reality, the physical fatigue on the survivors because of increasing workload can be anticipated if before they signed a consent to continue working in the company, survivors carefully and thoroughly examined it, knowing what their rights and responsibilities would be after the lay-off. Survivors should have been aware that the lay-off would increase their workload and responsibilities at work because of the decreasing number of employees (Amstrongstassen, 1993; Kozlowski Chao, Smith, & Hedlund, 1993). This fatigue can be lowered if they're aware of it and prepared themselves beforehand, both physically and psychologically, so their role and function in their family could stay optimal as well.

Because of the lay-off, respondents feel that they're not given the chance and time to be creative at work, limiting their creativity. This is further supported by the fact that there's a tendency to imitate the existing tradition at work, without any effort to do any innovation or development. This phemonemon also makes the respondents' loyalty to be up in the clouds because of the

lack of work safety. This also gives an urge to the respondents to change job if they see a better work opportunity in another workplace.

The responses above show that some of the survivors had done destructive-passive behaviour (Farrel, 1983), by showing anxiety psychologically. They're worried and feeling unsafe with their position, that's why survivors give destructive criticism, even though they haven't done anything that's over the limit such as anarchy or sabotage.

Lay-off coping. Based on the interview with the respondents, it's shown that the coping behaviour has helped them in dealing with their problems and also caused them to be able to stay working in the company. Respondents felt the importance of support from those close to them (husband/wife, parents, fellow employees) in coping with the psychological problem that they're currently having. Some of the respondents also keep themselves busy with the workload given to them, making themselves comfortable with the workload so they can reduce the feeling of anxiety caused by the lay-off. The attempt to give the lay-off a positive meaning, to control oneself, and to accept the reality is one of the manifestations of the internal coping strategy done by the survivors (Carner et al, 1989).

Respondents feel the importance of support from family and fellow employees in coping with the psychological problems that they're experiencing. Advice and support from their close ones show that they're not facing the full weight of the problem alone. In this case, survivors has done external coping, by doing socio-emotional coping such as looking for support from others (Carver et al, 1989). Support from their close ones has helped them to last and continue working in the company.

The spiritual approach that the survivors have done has the goal of solving their personal problems caused by the survivor syndrome. This spiritual approach is considered to be an external coping strategy (socio-emotional coping) (Carver et al, 1989). However, there seems to be no external coping done by the company intervention side because the company doesn't give training, counseling, debriefing about the awareness, knowledge, motivation, and ability to adapt to change, stress management, financial planning, proper decision making, et cetera (Weakland, 2001).

All respondents in this research consider it to be important to be closer to God when facing difficult moments in life such as the lay-off. They're sure that by leaving it all to God, they'll be given the strength to life and blessings as long as they're willing to make efforts in searching for it.

Lay-off Valuation

While survivors think of the lay-off as something positive because it's aiming to increase employees' performance and welfare, they are also unable to accept the downsizing because they consider the implementation to have bad fairness, honesty, and subjectivity factors. Most of the respondents assume that the lay-off assessment didn't give clear information about the rating of the employees, the effects on the employees and the company, the reason of doing the lay-off, the direction it's going, what'll happen next, and the benefits that're supposed to be accomplished. Respondents also value the technical implementation of the lay-off to be less than precise because the criteria and benchmarks of the appraisal or assessment are considered to be unclear by most respondents.

This result fits the concept by Mishra and Spreitzer (1998) that the appearance of different reactions on the survivors are caused by, among many others: (1) whether there's trust towards the management and (2) openness, honesty, and fairness in the lay-off. Also according to Mishra and Spreitzer (1998), the trust and fairness factor will affect the constructive factor while also having an effect on the perception that lay-off is a career threat.

Misperception and suspicion that happens on the survivors are caused by the unclear information (Noer, 1993). Survivors feel that there's something hidden or kept in the dark from them, causing the survivors to distort the existing information (A.K. Mishra & G. M. Mishra, 1994). In reality survivors are willing to understand and accept the lay-off if the information is clear.

The Meaning of Lay-off For Survivors

According to the research data, it can be seen that survivors' life experience is personal and different between each respondents. The difference in outlook and value of the survivors regarding the lay-off will affect their response to it (Mishra & Spreitzer, 1998).

Even so, the researcher sees the importance of inner factor in dealing with this matter, which is the maturity factor. Lay-off isn't a problem and isn't affecting the respondent's work passion. The respondent doesn't feel anxious or fearful if the respondent gets dismissed because working's supposed to be not for the company but to search for God's blessings. Even if the assessment results showed that the respondent must be dismissed, the respondent believes that it's unavoidable, maybe even as a better chance to get another way of life, both economically or spiritually.

From the work performance side, some of the survivors aren't affected by the lay-off assessment results. On the contrary, their working passion increased and they're trying to work better and more seriously. This is further supported by the fact that the superiors started to control their work. Some of the respondents are able to accept the lay-off calmly and willingly, accepting the goal of the lay-off and even having more commitment and being more cooperative with the company (Farrel, 1983).

Some of the respondents decide to continue to continue working in the company and want to keep their work as it is now, even though some of them have had job offers from other companies but the respondents aren't interested because they feel that they're getting spiritual satisfaction from working, and also because they've been working in the company for a long time. Most respondents state that they're still loyal to the company, even though some of them admit that their loyalty's starting to waver because of the lack of safe feeling with their work. The lack of safety makes the respondent have the urge to change jobs if there's one with better work opportunities, especially regarding work safety. The respondent also wants to be given the opportunity to be creative and develop so that the monotonous and routine work atmosphere doesn't trap the respondent.

In reality, it's not only the economical aspect that survivors hope for in a job, but also the stability and certainty aspects. Basically, survivors aren't worried with change, but they're worried with uncertainty (Noer, 1993) because it's related to their future and family. Even so, because they're already working in their company and they're the financial backbone of their family, survivors have no other option but to be loyal to their job.

The results of verification to those in the external audits, especially to the victims, shows that lay-off have a negative effect psychologically and socially. Victims feel sad, alone, and socially isolated. Further more, the company doesn't give any support post-lay-off, making the victims pessimistic and hopeless. Victims feel that they've been treated unfairly because the assessment and evaluation process's unclear and seemingly subjective.

Verification on the higher-ups of the company shows that according to them, lay-off has increased the employees' performance – though insignificantly – because the superiors started to implement control to the employees. By doing so the survivors are demanded to always have their best performance because they may be the next victims of the lay-off (after gradual warnings) if their performance decrease.

According to the superiors, the assessment results were hidden in order to ensure everyone's wellbeing in the company, because there's no need for all employees to know the assessment results. Parts of the results don't need to be informed because it's related to the company ethics and the employees involved in it. The company hasn't hold training for the survivors because of the lack of time and inappropriate condition, even though the company knows about the importance of training to restore the employees's psychological condition and to increase their work motivation.

Conclusion and Recommendation

Based on the experience of eight respondents, it was discovered that despite the survivors regarding lay-off as something positive because of the goal of increasing employee performance and welfare, they can't accept the downsizing because of the bad factor of fairness, openness, honesty, and the existing subjectivity in the implementation. Misperception and suspicion that happens on the survivors is caused by misinformation. Survivors feel that there's something hidden from them, causing them to distort the existing information. Survivors are willing to understand and accept the results of the lay-off as long as the information's clear to them. Because of this, their psychological condition, performance, and loyalty to the company has been affected.

From the performance side, several survivors aren't affected by the results of the lay-off assessment. Their work passion increased and they try to work better and more seriously.

The anxiety and worry that's happening to the survivors could have been lowered if the higher-ups had convinced their employees since the start of the socialization of the lay-off information, that the downsizing would be done fairly, carefully, and planned thoroughly.

In reality, it is not just the economical aspect that the survivors are hoping for from a job but also the aspect of stability and work certainty. Basically the survivors aren't worried about change, they're more reluctant to uncertainty.

There are two recommendations that can be given to this research, which are (1) survivors should be able to view the lay-off implementation from an objective and proportional standpoint. Even though from the case there seems that the survivors are experiencing disappointment and anxiety caused by the lay-off, it's hoped that the survivors are willing to continue work-

ing full with commitment and sincerity in order to maintain the company, (2) survivors should try to have dialogues with the company so that the company are willing to explain the technical side regarding the implementation of the lay-off. This is done so that the survivors don't feel that they're in uncertainty when facing fellow employees in facing changes in the company.

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