

THE NEXUS BETWEEN ORGANIZATIONAL DOWNSIZING AND EMPLOYEES' CONTINUANCE COMMITMENT WITHIN THE TRANSPORT AND LOGISTIC INDUSTRY IN ZIMBABWE

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Abstract

This paper aims to establish the nexus between organizational downsizing and employees’ continuance commitment in the transport and logistics industry in Zimbabwe. There has been an ongoing economic downturn in many Sub-Saharan African countries over the years, which has directly impacted on industrial growth. Faced with harsh economic realities, many organisations in Zimbabwe have resorted to frantic organisational downsizing to stay afloat. Despite the wide use of organisational downsizing across industries, its effects on employee continuous commitment remains equivocal. To successfully achieve the research objectives, this paper used an Explanatory Sequential Mixed Method, and collected data in a sequential manner starting with surveys and then following up with interviews. The study’s results demonstrated that frantic organisational downsizing in Zimbabwean transport and logistic organisations was exacerbated by the economic crisis faced by almost every sector of the economy. Interestingly, the results of the study suggested a

positive effect of downsizing on employees' continuance commitment with the downsized organisation. However, some negative psychological effects of frenzied organisational downsizing process were rampantly reported.

Keywords: *organisational downsizing, Continuance Commitment, Explanatory Sequential Mixed Method*

JEL Classification: *J62 & J81*

Introduction

Organisational downsizing has become a very popular topic recently and gained momentum. Downsizing has become one of the most favoured methods used by companies to bail out their businesses from total shut down and to stay competitive (Sikayena, 2017; Mushonga & Ukpere, 2022). Due to unfavourable political and economic climate in the Sub-Saharan region, industry commentators in Zimbabwe have called for radical organisational down trimming to save firms from total collapse (Mucheche, 2017). The Zimbabwean business community seems to have succumbed to the current rapid economic pressure and turbulent business environment. Zimbabwe as a nation is confronted by paucity of foreign direct investment, hyperinflation, liquidity crunch, unstable currency (the real-time gross settlement system, RTGS) and a rapid technological change among other issues. Faced with these harsh economic conditions coupled with a hostile political situation, frenzied organisational downsizing has increasingly become the most favoured strategy to save organisations such as transport and logistics organisations from total shutdown (Mushonga & Ukpere, 2022).

However, organisations had to deal with consequences of frenzied organisational downsizing strategies on employees' continence commitment. Organisational downsizing also influences organisation's wellbeing in several ways including its production, employee satisfaction, and employees' continuance commitment (Chen & Kao, 2012).

Organisational downsizing seems to have been boosted in Zimbabwe after the Supreme Court verdict in the case of Nyamande and Anor v Zuva Petroleum (Pvt) Ltd in 2015, which permitted firms to dismiss workers on three months' notice (Mucheche, 2017; Mushonga & Ukpere, 2022). Statistics shows that within forty days following the landmark ruling, approximately 25000 permanent employees were served dismissal notices on three months' notice, without exit packages

(2016). Given this opportunity to reengineer their workforce structures frenziedly, almost every organisation in Zimbabwe embarked on a fast-track downsizing process. Hence, employees were exposed to harsh realities and therefore dimensions of employee commitment, especially continuance commitment had to be questioned.

Research question

What is the nexus between organisational downsizing and employees' continuance commitment in the transport and logistics industry in Zimbabwe?

Research objective

The objective of the paper is to establish the nexus between organisational downsizing and employees' continuance commitment in the transport and logistics industry in Zimbabwe.

Literature Review

Organisational Downsizing from a historical context

The term organisational downsizing can be traced back to the 1980s, when organizations embarked on processes of restructuring, specifically by reducing their workforce (Johnstone, 2019). The 1980s was earmarked by massive reductions in workforces and plant closures, as illustrated in the automobile industry, with Ford, Chrysler, and General Motors attributed to poor performance and high costs of production, as well as an increase in global competition and a decline in market share (Johnstone, 2019). In Zimbabwe, organisational downsizing was more prevalent during the 1990s due to a government program known as the Economic Structural Adjustment Program (ESAP), which allowed organizations to reduce their workforce in response to acute global economic challenges (Kurebwa, 2013). Approximately 50000 workers lost their jobs in both the private and public sectors during this period (Mushonga & Ukpere, 2022). ESAP ushered in an era of organisation downsizing in Zimbabwe, hence the phenomenon can be traced back to the 1990s.

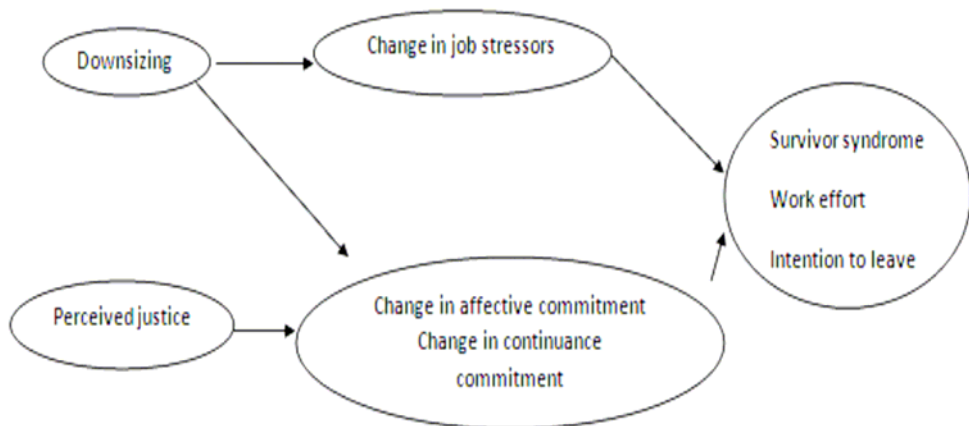
During the new millennium, the global economic recession of 2008 forced almost every organization in Zimbabwe to restructure its business in a bid to stay afloat (Mapira, 2014). With regards to Zimbabwe Matika *et al.* (2017) observed that the global recession forced organizations across all sectors in Zimbabwe to adopt to cost curtailment measures such as restructuring and reengineering.

Therefore, organisational downsizing became the most esteemed strategy by many organisations. In the same notion, inflation was on the rise with a shocking percentile of more than 1000% during 2008, rendering the local Zimbabwean dollar useless (Kurebwa, 2011). The hyperinflation period forced many organizations to downsize, while some multinationals, including Anglo-America, Metallone Gold and British America Tobacco, among others, closed their operations in Zimbabwe, leaving thousands of employees jobless (Kurebwa, 2011). The global economic recession was accompanied by a wave of political instability in Zimbabwe, following a disputed presidential election in 2008, when Robert Mugabe declared himself the winner and hence the country's president, which contributed to closure of more multinationals (Matika *et al.*, 2017).

In less than five years after organizations in Zimbabwe embarked on downsizing spree owing to the great recession of 2008, another opportunity to trim excess employees without severance packages was presented as aforementioned by the Supreme Court landmark ruling in 2015 (Markings, 2016), which permitted employers to terminate contracts of employment based on the common law rule that parties in a contract of employment can terminate a contract for no fault. This development triggered a variety of frenzied organisational downsizing strategies in Zimbabwe (Kuwanza, 2017). Hence, the Supreme Court judgement left employees at the mercy of employers, while a floodgate of job losses became the order of the day (Makings, 2017). The judgement posed an interesting avenue for employers who seek to cut down their workforces by allowing termination of contracts of employment on notice. According to Makings (2015), the legal precedent that was set following the events of 17 July was an immediate reaction by companies to trim down their workforce, with a record of more than 60,000 job losses in one week. The freight service sector was also heavily affected.

Organisational Downsizing and Commitment Model

Building this study on extant literatures, this paper is theoretically guided by Alicia and Ludwig's (1999) model on downsizing and employee commitment. Their model gives an insightful understanding on the psychological effects of organisational downsizing at an individual level. The model focuses on forms of employee commitment, variations in job stressors, and perceptions of job security. Figure 1 below illustrates Alicia and Ludwig's (1999) model on downsizing and employee commitment.



Source: Alicia and Ludwig (1999)

In the above model, commitment, as a variable, is linked to perceived justice, which correlates to work effort, survivor syndrome, and intention to leave. Alicia and Ludwig (1999) further states that organisational downsizing has undesirable effects on employee commitment, which will be shown through an employee's intentions to leave. Alicia and Ludwig's (1999) model centred on two dimensions of commitment, namely affective commitment, and continuance commitment. This study focused on examining the effects of downsizing on remaining employees' continuance commitment.

Continuance commitment

Continuance commitment is one of the most important dimensions of organizational commitment. It is defined by the cost and benefit analysis of an employee in losing personal investments such as pension insurance and other benefits invested in an organization (Allen and Meyer, 1997; Alicia and Ludwig, 1999). Continuance commitment can be seen as a cost-based commitment. According to Allen and Meyer (1997) employees of a downsizing organisation can opt to continue with a downsizing organization because they are afraid of losing part of their investment with the organization and this results in continuance commitment. In the same vein, Alicia, and Ludwig (1999) posit that continuance commitment usually exists among employees of a downsizing organisation because they *need* to continue working with relatively few or no options to leave.

In their analysis, Alicia, and Ludwig (1999) opine that, survivors with less skills are usually the ones who exhibit continuance commitment since they fear to leave the downsized organisations knowing full well that they have slim chances of finding alternative employment elsewhere. Simply put, continuance commitment is directly influenced by the perceived costs of leaving an organisation after downsizing (Mushonga & Ukpere, 2022). According to Ugboro (2006) some of the examples of perceived cost involve loss of retirement investments, personal relationships with colleagues, and fear of loss of employment and income.

There is a general agreement among scholars that there is a correlation between organisational downsizing and commitment (Allen and Meyer, 1997; Alicia and Ludwig, 1999; Ugboro, 2006). However, of the three types of commitment, continuous commitment is regarded to have little significance in relation to staff turnover (Allen and Meyer, 1997). Similarly, research conducted by Kontoghioreghes and Frangou (2009) found a very high correlation between affective commitment and staff turnover intention and no correlation between continuance commitment and employees' intentions to leave. Hence, downsizing has effects on both individuals and an organization.

Rationale for Organisational Downsizing

As alluded to earlier, many organisations adopt organisational downsizing as a cost cutting strategy when they experience economic challenges. According to Cascio (2010), organizations reduce workforce mainly for reasons related to cost containment. Mapira (2014) contends that when organizations face difficult economic situations, coupled with an ever-changing business environment and stiff global competition, they tend to cut their workforce to enhance their competitive advantage.

In Zimbabwe, however, the case was different in 2015 when most organizations terminated their employees' contracts, conforming to the judicial precedent created by the aforementioned Supreme Court's judgement in *Don Nyamande and Anr vs Zuva Petroleum (Pvt) Ltd* case number SC 43/155. This judgement opened a floodgate of layoffs across all sectors in Zimbabwe (Matika *et al.*, 2017; Makings, 2016; Kuwanza, 2017). In support of the above reasons, McKinley, Zhao and Rust (2000) mentioned three key social factors that may lead to organisational downsizing, namely cloning, constraining, and learning.

McKinley, Zhao and Rust (2000) define *constraining* as an exertion of pressure on organizations to conform to institutional rules legitimised by management and

policy makers. According to these authors, institutional rules can recommend or encourage organizations to reengineer to enhance efficiency and productivity. This is evident with the Zimbabwean scenario during 2015 when organizations cut their staff sizes, conforming to a precedent set by the country's Supreme Court Judgement of 17 July 2015 (Mucheche, 2017). Therefore, organizations simply lay off employees to conform to institutionalized rules (McKinley, Zhao & Rust, 2000).

McKinley, Zhao and Rust (2000) define *cloning* as an exertion of pressure on organizations to imitate, follow or copycat the activities of firms that are industry leaders as they usually set a yardstick on operational standards and prestige. For instance, companies like UNI Freight, SWIFT, Biddulphs, and BAK logistics are industry leaders in the transport and logistics industry in Zimbabwe. Interestingly, unlike constraining, whether the actual benefits of layoffs will be realized or not, it is of no value to organizations involved in cloning. Rather, what is important is that organisational downsizing took place (McKinley, Zhao & Rust 2000). Contrarily, Johnstone (2019) argues that many organizations justify downsizing based on the business environment of a particular era; for instance, recently 4IR has been cited as a reason for downsizing in many organizations.

According to McKinley, Zhao and Rust (2000), *learning experiences* involve academic development and continuous research outputs on a particular topic or discipline. Mapira (2014) claims that more discussions and teachings about organisational downsizing theories, approaches and the role of organisational downsizing has legitimized employee reduction activities and made the subject more acceptable and practiced than before.

Johnstone (2019) states that companies facing financial hardships are more likely to reengineer in a bid to stay afloat. However, findings by Cascio (2010) confirm that there is little or no relationship between organisational downsizing and overall organizational performance. Cameron's research (1994) also found that companies, which had never downsized employees were more likely to outperform those with a history of downsizing. Several researchers concur that recessions, technological changes, global competition, changes in market trends, and artificial intelligence, amongst others, should be held accountable for ongoing organisational downsizing trends (Cascio, 2010; Johnstone, 2019; Matika *et al.*, 2017; Alicia and Ludwig, 1999; Akiyemi, 2018). Given the above explanation, it is evident that the more a subject is discussed, the more it becomes an acceptable practice. Hence, organisational downsizing is now rampant among organizations because there is

more knowledge about the subject; for instance, strategies for downsizing (Cascio, 2010), rationale for downsizing (McKinley, Zhao & Rust, 2000), and reasons for organisational downsizing (Johnstone, 2019). Now that the rationale for organisational downsizing has been discussed, the research methodology used in this study is presented below.

Research Methodology

This study adopted a Mixed Method research design. To fully address the research problem, an explanatory sequential mixed method design was employed. Plano Clark and Ivankova (2016) defines an explanatory sequential mixed method design as an application of both quantitative and qualitative research methods in sequence. The research was conducted in two distinct and interactive phases, that is, the 1st phase comprised of quantitative methods of enquiry and analysis, followed by robust qualitative methods of enquiry and analysis in the 2nd phase.

In this regard, quantitative research was conducted first, with the analyses of results integrated or combined with the qualitative data. Results from the 1st phase informed questions posed in the 2nd phase, hence the qualitative inquiry followed up the quantitative data (Creswell, 2014). The first phase of this study utilized quantitative (close-ended) data collection and data was analysed by means of descriptive and inferential statistics using SPSS, followed by qualitative (open-ended) data collection and data was analysed using thematic and content analysis.

A sample size of 200 respondents was used for the quantitative phase, while the qualitative phase was comprised of 12 respondents that were purposively selected from the participants in phase 1. All the research participants were from the transport and logistics organisations in Harare, Zimbabwe. The researcher employed a mixed method sampling technique called nested sampling. Nested sampling is defined by DeCuir-Gunby and Schutz (2017) as a mixed method sampling technique that involves using a subset of the same participants who participated in the 1st phase (quantitative) to also participate in the 2nd phase (qualitative) of the same study. This technique allowed the researcher to further explore individual experiences of organisational downsizing. The researcher adhered to the University of Johannesburg's research ethics and procedures throughout the research process.

Data integration techniques were used to successfully combine both quantitative and qualitative results. To effectively demonstrate how data was integrated, the researcher adopted a *narrative approach* and a *joint display approach* to report the

Table 1: Correlation matrix for downsizing and employees’ commitment (including continuance commitment)

Correlations				
		Monetary causes of downsizing	Downsizing as a change agent	Employee commitment
Monetary causes of downsizing	Pearson correlation	1	-.074	.381**
	Sig. (2-tailed)		.361	.000
	N	156	156	156
Downsizing as a change agent	Pearson correlation	-.074	1	.007
	Sig. (2-tailed)	.361		.929
	N	156	156	156
Employees’ Commitment (Including Continuance commitment).	Pearson correlation	.381**	.007	1
	Sig. (2-tailed)	.000	.929	
	N	156	156	156

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

Source: Mushonga and Ukpere (2022)

As Table 1 above reflected a positive nexus exists between monetary causes of downsizing and employees’ commitment, continuance commitment ($r = .381$. $p < 0.01$). Therefore, the researchers’ supposition that there exists a significant relationship between monetary causes of downsizing and employees’ commitment, generally was supported (Mushonga and Ukpere, 2022). Contrarywise, there was no significant relationship found between downsizing as a change agent and employees’ commitment, which include continuance commitment as the analysis suggests ($r=.007$. $p>0.01$).

Downsizing Effects on Continuance Commitment

This section sought to establish whether organisational downsizing has any significance effects on employee’s continuance commitment. Table 2 below illustrates the perceptions of transport and logistics employees on continuance commitment following organisational downsizing exercise.

Table 2: Downsizing Effects on Continuance Commitment

Continuance Commitment (CC) scale	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD	Rank
1 Since downsizing, staying at this organisation has become a matter of necessity and not my desire.	2.6%	12.8%	25.6%	50.6%	8.3%	3.49	.912	2
2 Even though I want to leave this organisation after downsizing, it is not easy to do so.	0.0%	9.6%	28.8%	44.2%	17.3%	3.69	.870	1
3 Following the downsizing event, I felt like I had a few options to consider leaving this organisation.	6.4%	16.0%	48.1%	26.9%	2.6%	3.03	.890	4
4 I have invested much effort in this organisation; I cannot consider working elsewhere even after downsizing.	1.9%	16.7%	19.2%	55.8%	6.4%	3.48	.912	3

Continuance Commitment (CC) scale	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	SD	Rank
5 Following downsizing in this organisation, I believe that one of the negative consequences of leaving this organisation would be the scarcity of available alternatives.	4.5%	19.9%	55.1%	18.6%	1.9%	2.94	.801	5
Overall mean & SD score						3.3269	.46006	

The overall mean score for continuance commitment was 3.326 (SD = 0.460). This indicates that there was a positive perception towards continuance commitment. The first item on the continuance commitment scale, item CC1, stated: *'Since downsizing, staying at this organisation is a matter of necessity and not my desire'*. In this respect, 50.6% of employees participated in the survey agreed, whilst 8.3% strongly agreed. However, 12.8% disagreed, whereas 2.6% strongly disagreed. A total of 58.9% of the participants agreed with the statement, while 38.8% disagreed, and 25.6% maintained a neutral position.

Item CC2 was the second item on the continuance commitment scale. For this statement, which read: *'Even though I want to leave this organisation after downsizing, it is not easy to do so'*, 44.2% of the participants agreed, and 17.3% strongly agreed. Conversely, 9.6% disagreed. A total of 61.5%, which is most of the participants, agreed with the statement, whereas only 9.6% disagreed, and 28.8% remained neutral.

In terms of item CC3: *'After the downsizing event I felt like I had a few options to consider leaving this organisation'*, 26.9% agreed, and 2.6% strongly agreed with the statement. Nevertheless, 16% of participants disagreed, while 6.4%

strongly disagreed. In total, 29.5% of the participants agreed, while 22.4% disagreed, and 48.1% maintained a neutral position.

The fourth item on the continuance commitment scale, item CC4, stated: *'I have invested much effort in this organisation; I cannot consider working elsewhere even after downsizing'*. With regards to this statement, 55.8% agreed, and 6.4% strongly agreed, while 16.7% disagreed, and 1.9% strongly disagreed. A total of 62.2%, which forms most of the majority of the participants, agreed with the statement, whereas 18.6% disagreed.

The last item on the continuance commitment scale, CC5, read: *'Following downsizing in this organisation, I felt like one of the negative consequences of leaving this organisation would be a scarcity of available alternatives'*. In this respect, 18.6% of the participants agreed while 1.9% strongly agreed. However, 19.9% disagreed, while 4.9% strongly disagreed, while 55.1% remained neutral. Hence, 20.5% agreed with the statement, and 24.8% disagreed.

Qualitative Data Analysis

In the semi-structured interviews participants were requested to comment on their insights towards downsizing effects on employees' continuance commitment. The common opinion amongst participants was that organisational downsizing has not affected their continuance commitment.

To explore more on the dimensions of continuance commitment, participants were asked if they still had any inclination to continue working for their respective organisations following downsizing. Most of the participants stated that they were no longer attached to their organisations, however, had no choices but to continue working for the same organisation. Interestingly, respondents cited that they were only there to earn an income and to sustain their families. One participant ZorinOS lamented that she had lost affection for the organisation after downsizing. However, she has no choice but to hang in there.

In most cases, the type of commitment mentioned by participants can be ascribed to continuance commitment as indicated by the responses. Most of the participants revealed that they had no choice but to remain with their respective organisations after downsizing to earn a living. This is evident in the statement by Fedora (pseudonym) who indicated that she does not have an alternative but to continue working with her organisation after downsizing due to the tight labour market. In this regard, most of the participants expressed that they did not remain with their downsized organisations by choice. Rather, a popular opinion amongst

the participants was that alternative employment opportunities were scarce, and it was not easy to change organisations owing to a tight labour market.

Almost every participant reported that after downsizing they suffered physical and psychological breakdowns owing to increased work pressure. Work-related stress and depression were reported to be rampant among employees. One Macintosh expressed that after layoffs employees had to work long hours and, in some instances, work on shifts, which interfered with their work-life balance, causing physical and psychological effects.

Discussion of Findings

The research paper integrated quantitative and qualitative findings of the study in a juxtapose. Meta-inferences of the combined findings were discussed in line with the study objectives. Interestingly both qualitative and quantitative strands corroborated on the findings, and an existence of continuance commitment was evident throughout the enquiry.

Table 2 above presented the results of the continuance commitment scale, which recorded an overall mean value of 3.326. The respondents' perceptions of continuous commitment indicate that 61.5% of the employees remained committed to organisations after downsizing because they had no other option than to stay, while about 58.9% of the participants indicated that it was a matter of necessity for them to remain committed to the downsized organisation. The results indicate that continuance commitment was prevalent, as most of the participants, namely 62.2%, reported that they remained devoted to downsized organisations since they had invested a lot in the organisations, hence leaving was not an option.

The quantitative strand of the results suggested that downsizing did not affect employees' continuance commitment with a greater margin. The overall quantitative results of this study indicate a positive effect of downsizing across the dimension of employees' continuance commitment. This is inconsistent with existing literature on organisational reengineering and downsizing. Several scholars suggest that downsizing affects employee commitment negatively (Allen and Meyer, 1997; Alicia and Ludwig, 1999; Ugboro, 2006; Gandolf, 2007; Matika *et al.*, 2017).

However, an in-depth analysis through the qualitative strand suggested a positive effect of downsizing on employees' continuance commitment. To demystify these shocking results, qualitative interview follow-ups indicated that most employees from downsized organisations remained devoted to their organisations due to lack of alternative employment opportunities. Alicia and

Ludwig (1999) postulates that downsizing in recessions ultimately contributes to a positive increase in continuance commitment. In support of the above, Mushonga and Ukpere (2022) puts forward that continuance commitment increases in a downsized organisation simply because survivors lack alternative employment. Hence, the fear financial loss makes them to continue with the organisation after surviving downsizing. Simply put, survivors had no choice but to remain with reengineered organisations because they were not employable in other organisations either due to absolute skills or job scarcity.

At this point it is important to reiterate that commitment is manifested in three forms, namely affective commitment, normative commitment, and continuous commitment (Allen and Meyer, 1997; Meyer and Allen, 1990; Meyer and Herscovitch, 2001). Therefore, as the results suggest, there is an undeniable evidence of continuance commitment in the transport and logistics organisations following a downsizing exercise. In essence, the results indicate that employees remained with their organisations physically to earn a living, though their minds could be elsewhere. This is consistent with Cangemi's (2000) assertion that when employees do not trust their organisations, they '*quit and stay*'. This implies that even though employees of transport and logistics organisations in Zimbabwe exhibited continuous commitment, they had divorced themselves from their organisations, but stayed for financial gains only and continued by doing the bare minimum.

Limitations of the Study

The results of this study are subject to limitations. The findings cannot be generalised without taking these limitations into consideration. Some of the limitations include inadequate responses, use of basic data analysis techniques, time constrains and researcher bias. The research scope was limited to a particular industry, that is, transport and logistics organisations in Harare, Zimbabwe. Therefore, when generalising the research findings these factors should be thought out and put into consideration. In addition, the research was conducted during Covid 19 era and there was limited access to organisations as well as other related restrictions like travel bans. Therefore, the number of participants were reduced, and relatively huge amount of time was lost during data collection. Notwithstanding the above-mentioned limitations, this research managed to demystify the hidden truths behind the existence of employees' continuance commitment in organisations that embarked on downsizing in Zimbabwe.

Recommendations

The research findings suggests that apart from the existence of continuance commitment, surviving employees undergo untold psychological effects. It is therefore, recommended that downsized organisation considers using counselling support services to ameliorate the psychological effects of downsizing on employees. The study findings also suggested that survivors suffer from survivor's syndrome, which is mainly exhibited through absenteeism, late coming and anger related issues among other effect. Therefore, it is recommended that organisations should involve their employees in decision making with regards to downsizing and include employees in the process to avoid survivor's syndrome.

Conclusion

This study significantly concludes that despite the use of frenzied downsizing strategies by transport and logistics organisations in Zimbabwe, there is an overwhelming evidence of continuance commitment. The existence of continuance commitment in organisations in Zimbabwe was deduced to be mainly attributed to lack of alternative employment and fear of losing a living wage, hence survivors chose to stay and continue with downsized organisations. These findings are understood to be rampant in most struggling economies and failed states. As the results of this study suggests, many organisations in Zimbabwe embarked on downsizing activities as a reactive measure to address domestic economic pressures as opposed to technological adoption and global economic trends. Despite the main reasons behind organisational downsizing in transport and logistics organisations in Zimbabwe, this study has further established that survivors suffered untold mental breakdowns in silence since they feared to leave the organisations after downsizing. They chose to stay than to end up unemployed and lose their source of income. In a nutshell, the existence of continuance commitment depicted by the findings of this study tells a mystery on why employees would continue to work for downsized organisations although without any form of affectional attachment. It is, therefore, important to note that frenzied downsizing exercises subjected employees to psychological breakdowns and in extreme cases depression. Nevertheless, this study has used the advantages of mixed methods to demystify the reasons behind the existence of continuance commitment in organisations after downsizing. Therefore, there is no doubt that this study has contributed to the literature on the effects of downsizing on continuance commitment. Therefore, the

current study can be relied upon by academics and policymakers as a point of reference in organisational downsizing discourse.

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