

CORPORATE DOWNSIZING AND ORGANIZATIONAL BEHAVIOUR: THE CASE OF BENSON IDAHOSA UNIVERSITY BENIN CITY, NIGERIA

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Abstract

The research problem that informed the prosecution of this study relates to the impact of corporate downsizing on the behaviour of the survivor employees of corporate organizations, using the Benson Idahosa University in Benin City, Nigeria as the case study. The university laid off more than 100 employees including academic and non-academic staff on Monday 20th May, 2013. This case is just one instance of the tendency of Nigerian organizations to retrench their work force at the least symptom of financial distress instead of exploring other survival strategies that are less traumatic on the human resources. To operationalise the study a 20 point structured Questionnaire complemented with an open ended interview schedule were constructed to generate primary data from 100 stratified and systematically selected sample of the surviving employees. The responses were subjected to both descriptive and inferential analyses using frequency distribution / percentages and the Chi Squared Statistic. The later was used to test the four hypotheses formulated for the study. The tests were significant at the 0.05 level of significance (95% confidence level). The findings were that corporate downsizing demotivated surviving employees and impacted negatively on employee commitment, job satisfaction and organizational citizenship behaviour of surviving employees. The researchers, therefore, recommend the adoption of the Japanese work culture and the theory Z approach as survival strategies instead of corporate downsizing. They believe that this

strategy if adopted nationwide will contribute to building capacity for sustainable growth and development of Nigeria using the work force some of whom have been trained at the expense of the organization throwing them over board.

Keywords:

Corporate downsizing; Employee motivation; Job satisfaction; Employee commitment; Organizational citizenship behaviour.

Introduction

Downsizing is a corporate survival strategy that invariably leads to the laying off of some employees in order to reduce cost so that the organization survives financial distress. The strategy became popular among Nigerian business organizations in the 1980s following the period of the Structural Adjustment Programme (SAP) of 1986. As a corporate survival strategy, downsizing is no more fashionable. The evidence is that many organizations that adopted it ultimately ended up shooting themselves in the legs, so to speak. In other words downsizing is more or less a corporate survival strategy that sometimes back fires.

Cases abound of Nigerian organizations, particularly the banks that adopted downsizing at one time or the other and, that notwithstanding, they ended up being acquired by newer and more aggressively-focused and proactive organizations. In the banking industry we can cite the following: the National Bank of Nigeria PLC; the

African Continental Bank PLC; the Progress Bank PLC; the Co-operative and Commerce Bank PLC; the Mercantile Bank, the Pan African Bank, and so on. The list is endless. Offshore we have organizations like Eastman Kodak and Westing House that have folded up and American Telephone and Telegraph (AT & T), that is always downsizing, and others.

In the Nigerian university system the Benson Idahosa University, Benin City opted for downsizing and implemented the strategy on 20th May, 2013. The university laid off some 50 lecturers and 60 non-academic staff on that eventful day. According to Jimoh (2013), those who were sent packing were among the employees employed the previous year, in April 2013, prior to the Nigerian Universities Commission (NUC) accreditation visit. After the accreditation visit in May 2013 the former Vice Chancellor who employed the staff was alleged to have over employed both academic and non academic staff. When the Vice Chancellor in question finally left the University, the new acting Vice Chancellor and the university management decided that they could no longer carry the wage bill which had made them stop the completion of ongoing projects. To continue the projects which were meant to enhance the infrastructural development of the young university, staff retrenchment became their choice of action.

The problem this study thus intends to investigate empirically is to use the Benson Idahosa University as a case study to evaluate impact of downsizing on the behaviour of surviving employees. The objective is to find out if there are no alternative ways to build capacity for future growth instead of downsizing, knowing that it is the behaviour of the organizational members that will finally make or mar the survival of the organization. To operationalize the study the following hypotheses in their null versions were formulated.

1. There is no significant relationship between downsizing and the motivation to work of survivor employees.
2. There is no significant relationship between downsizing and the level of job satisfaction of the survivor employees.
3. There is no significant relationship between downsizing and the commitment of the survivor employees.
4. There is no significant relationship between downsizing and the citizenship behaviour of the survivor employees.

Conceptual Issues

The basic conceptual issues examined in this study are downsizing and organizational behavior; the behavior of employees. The leading issue, downsizing, has already been fingered in the introduction to this paper. Basically it is the process of reducing the work force in order to conserve funds so that the business organization will weather through a difficult period of financial distress and start delivering dividends to its stake holders again.

In implementing downsizing as a strategy certain units in the organizational structure or organogram are merged and consolidated. In some cases a whole department is pulled down and those declared redundant are made to leave the organisation. The surplus assets that are no longer used by the retrenched employees, such as furniture and fittings, vehicles, air conditioners and other equipment, are then auctioned to raise money which the organization badly needs in order to reduce current liabilities including the severance benefits of those leaving the organisation; that is where such benefits have been provided for in the employment collective agreement (Mbaegbu, 2008).

As a survival strategy, however, downsizing has not received any applause from critical minds. In their book: *Competing for the Future*, Hamel and Prahalad (1994) likened downsizing to a case of "Corporate anorexia" that can make an organization thinner but not necessarily healthier. Anorexia is a medical term that means loss

of appetite for food. In the book the pair, Garry Hamel and C.K. Prahalad had taken top management of organizations to task for their tendency to embrace downsizing instead of creatively building up local capacities and capabilities for present and future growth and competition. There is also the question of "procedural justice" in the modalities adopted in downsizing. Quite often the affected employees feel that the processes and criteria used are unfair.

However, downsizing, per se, is one of these buzz words that are of American origin. Interestingly there is, now, panoply of other buzz words that are used in place of downsizing because of its negative connotation. These buzz words include restructuring, reorganization, re-engineering, rationalization, resizing, right sizing, compressing, consolidating, contracting and many more (Cameron, Freeman & Mishra, 1993). These terminologies may have slants in meaning but their end results in corporate strategy are the same: reduction in work force simply by hiding under the law and saying "Your services are no longer required..."

The processes adopted to implement downsizing vary. They include termination of appointment or retrenchment with some benefits, or outright dismissal based on some flimsy reasons or attrition by retirement. In this last case the work force is systematically allowed to age to retirement while embargo is placed on employment; a case of hiring freeze, de-massing or de-hiring. In all, the objective is to reduce cost (wage bill) by using a thinner work force more intensively. But, Hamel et al. (1994) believe that managers with foresight should rather put those same employees to work, creating future products and markets by leveraging on the corporation's core competences for growth. However, it would appear that rethinking and implementing strategies instead of downsizing is easier said than done. In the case of Benson Idahosa University in Nigeria, the Government (represented by the National Universities Commission or NUC) partly contributed to

the choice of downsizing. The NUC had suspended Part-Time Programmes, and abolished the Pre-Degree Programmes. Yet, there are millions of Nigerian youths aspiring to enter universities with thousands migrating to Ghanaian universities.

Organizational behaviour concepts simply refer to how the behaviour of organizational members or individual employees and groups behave in the course of achieving the organization's goals and objectives (Robbins & Judge, 2007). It manifests in motivation to work, job satisfaction, employee commitment and organizational citizenship behaviour. Ideally, the organization as a social system driven by goals and objectives, expects its members to avoid lateness to work and absenteeism. In other words, the members should be regular and punctual at work and should perform their functions effectively and efficiently so that the desired organizational goals and objectives would be achieved. The members are also expected to offer useful advice, be motivated, satisfied and committed employees who are patriotic. With motivated, satisfied and committed employees the organization expects that it will have maximized profit, customer satisfaction, wealth creation, growth, shareholder satisfaction, good industrial relations, good public relations, achievement of corporate social responsibility and good citizenship behavior as exemplified in for example, regular payment of corporate taxes (Luthans, 2006).

However, every individual who joins an organization also has his or her own personal objectives to achieve and expectations from the organization. Where these objectives cannot be achieved by individual efforts, employees form groups and bond themselves together to facilitate the achievement of their objectives and their expectations from the organization. As Ralf Dahrendorf stated in Haralambos (1980: 263) pluralism "provides an opportunity for success for every interest that is voiced". In other words, the voice of the worker is heard easier through formal associations such as Trade Unions. So, the employees expect the

organization to help them improve their quality of work life, provide job security and in the end they retire with handsome old age benefits to minimize the pains of ageing while waiting for death. It is all well and good if the worker's expectations are compatible with the objectives of the organization. The moment they become incompatible, the employee's behaviour becomes inimical to the goals and objectives of the organization. Then, there will be lack of motivation to work, dissatisfaction with work, apathy, lack of commitment, absenteeism, lateness, tardiness and resignation. Organizations should therefore be careful in introducing changes that conflict with the goals and objectives of the employees either as individuals or as groups.

Theoretical Framework: The Theory of Change

Corporate downsizing is part of organizational change. There are two basic theories of change in relation to downsizing. These are the Lewin's Change Model and the Action Research Model (Rue and Byars 2003 cited in Mbaegbu, 2012a).

Lewin's change model is based on **Force Field Analysis**. It involves the analysis of the forces pressing for change and the forces tending to maintain the *status quo*. According to Lewin there is stability when the forces are equal and opposite – action and reaction processes. For a planned change to take place, it has to pass through some stages that will make the forces for change stronger than the forces that oppose or resist change. In each stage there are activities that must take place to initiate and carry out successful organizational change. According to Lewin (1951), cited in Cummings and Worley (2003), the activities serve to modify the forces keeping the system stable. The first stage is the stage of *unfreezing* whereby the organizational members are made to see the need for the change; how it will help the organization. The second stage is the *moving* stage whereby action is initiated to intervene in

the system by making changes (such as downsizing, re-organization, and others) in the organizational structure. The last stage is the stage of *refreezing* whereby new work culture and values are internalized at a new state of equilibrium.

The **Action Research Model** on the other hand sees a successful change as following cyclical processes of researching for data and acting on information gathered from the data. This model makes change come through a gradual process over a period of time with positive actions following research processes in a cyclical order of corporate renewal (Agarwal and Helfat, 2009; Kaplan, 2009).

Strategic Management processes follow the action research model whereas downsizing follows Lewin's Model. In most Nigerian organizations, managers hardly follow the Lewinian stages as advocated. Experience has shown that most often managements hold secret meetings and start compiling names of those who will go using criteria that are not justifiable except in few cases where they adopt the 'LIFO', the Last-In First-Out *modusoperandi*. Often times, the bomb shell is just dropped and letters are distributed (Mbaegbu, 2009). Hardly are attempts made to sensitize the employees first (that is, unfreezing the system according to Lewin). The natural consequence is resistance to the change expressed in low level of motivation to work, low level of job satisfaction and negative employee commitment and organizational citizenship behaviour.

Model for the Study

The model for this study makes downsizing (the independent variable) which impacts on organizational behavior (the dependent variable) through motivation to work, job satisfaction, employee commitment and citizenship behaviour. This model is presented in figure 1.

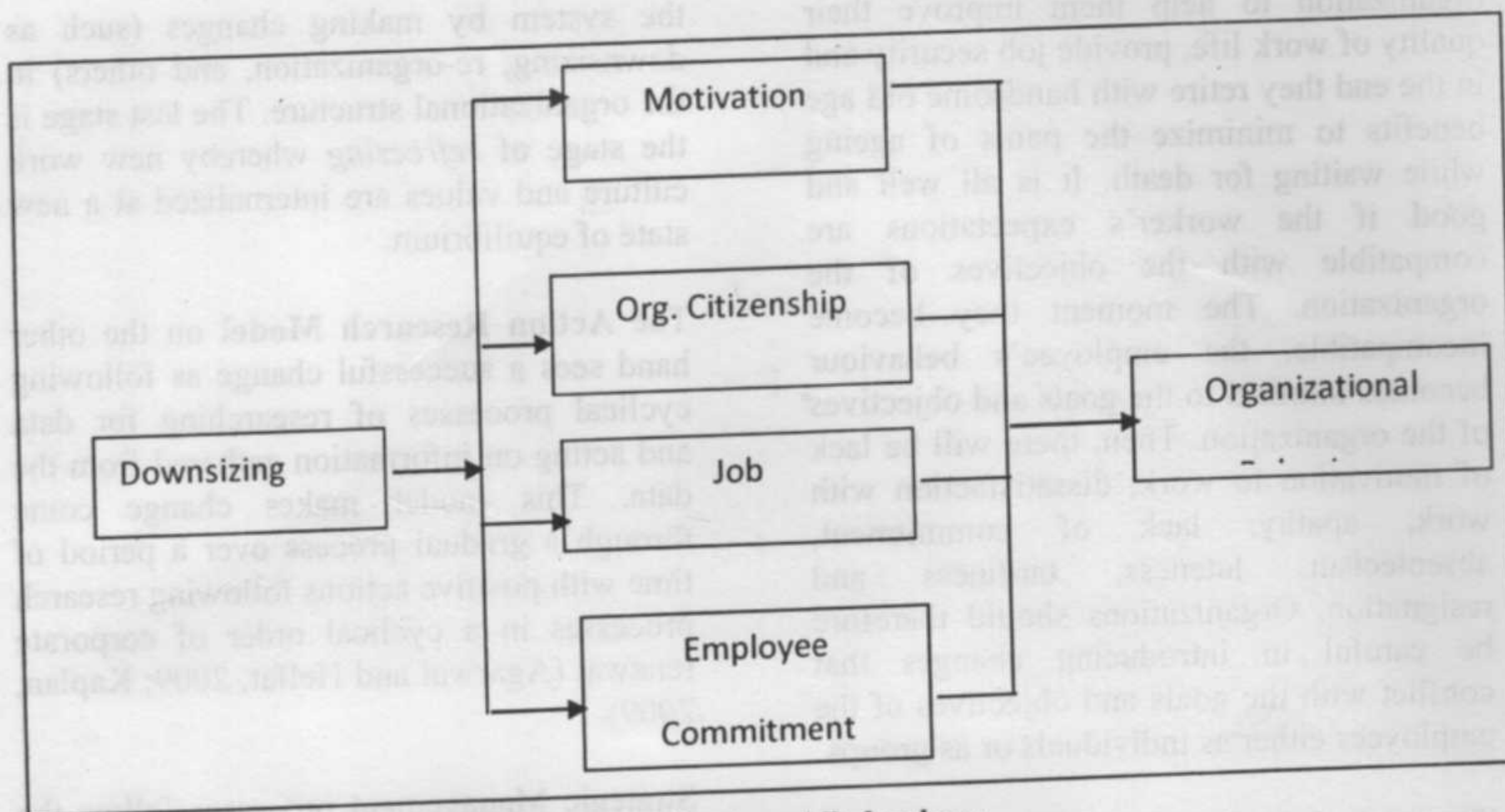


Figure 1. A Model of Downsizing and Organizational Behaviour

Source: Author's Work.

Downsizing, Motivation to Work and Job Satisfaction

The determinants of employee motivation are many and varied but the literature is unanimous in positing the following factors: Needs satisfaction, equity consideration, reinforcement of pleasurable past work experiences, as well as expected rewards and goal setting. Maslow (1943) categorized needs in a hierarchical order of prepotency with physiological needs coming first then followed by safety or security needs, love or affiliation needs, esteem needs and lastly self-actualization needs, in that order. In employment relations, the job one is holding should provide for his or her basic needs of life— food, transport, drinks, and so on. It should also provide security by way of good housing and job security. Any action that threatens job security like downsizing will therefore lead to demotivation and dysfunctional behaviour at work (Mbaegbu, 2012b). However, Herzberg, Mausner and Snyderman (1957) posit a significantly different theory from Maslow's. According to Herzberg and associates, the needs that motivate the worker and give him or her job satisfaction are different from the other factors which they called hygiene factors that do not motivate or satisfy the worker. In

their model the motivation/satisfier factors are only those needs intrinsic to the job or the job content variables namely: the task itself- how enjoyable and interesting it is; achievement made on the job, recognition of those achievements by management, selection for increased responsibility and the opportunity to grow in the job. On the other hand the hygiene factors are the needs that are extrinsic to the job; the job context variables. These include pay and other financial benefits, leadership style, co-worker relation's, company policy, working environment and job security. Empirical studies, however, have shown that these factors are also motivators and satisfiers in their own ways. The Bible says that "money answereth all things" (Ecclesiastics 10:19). In the less developed countries where many things are in short supply and governments are not people-oriented, money is a strong motivator and satisfier (Ejiogu, 1983). Any action that threatens the ability to earn wages and salaries as and when due will demotivate and dissatisfy the worker. With job security and good income other needs can be satisfied because "money answereth all things". This is without prejudice to the effect of individual value systems, personality characteristics and

leadership/management style which have also been posited as job satisfaction variables (Mbaegbu, 2012b).

Downsizing, Organizational (Employee) Commitment and Organizational Citizenship Behaviour

Apart from motivation to work and job satisfaction, downsizing has also been presented as a determinant of employee commitment. As a matter of fact, all the factors affecting motivation to work directly and indirectly affect job satisfaction and employee commitment (Adeyinka, Ayeni and Popoola, 2007). Employee commitment has to do with those factors that influence an individual's decision to stay or leave the organization (Klein, Becker & Meyer 2009). It is the degree to which an employee identifies with the goals and values of the organization and is willing to exert efforts to help it succeed. As a variable, it can be studied from three perspectives: Affective commitment, Continuance commitment and Normative commitment. Affective commitment comes from employee's emotional attachment to the organization. An employee who has strong attachment to co-worker relations will not be happy to see his fellows laid off. Brockner (1992:60) calls it "survivor guilt". It reduces team work. Normative commitment operates where the employee feels it is the norm to stay with an organization. However, downsizing elicits the questions: What is the moral obligation to stay when you can be thrown away anytime? Is it not better to start in time to look for another job? Continuance Commitment counts the cost of leaving the organization. Downsizing destroys all that. (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

With regards to organizational citizenship behaviour (OCB), there is now a sizeable number of researches relating organizational citizenship behaviour to job satisfaction, managerial leadership behaviour and organizational commitment. Commitment predisposes citizenship (Organ, Podsakoff & Mackenzie, 2006). Organ (1988:4) defines OCB as "individual behaviour that is discretionary, not directly or explicitly

recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization". The same source explains discretionary to "mean that the behaviour is not an enforceable requirement of the role or job description", of the employee. We, therefore, believe that any factor that affects commitment will naturally affect OCB including corporate downsizing. It is a matter of affect and norm (Todd and Kent, 2006). However, where the "citizen" perceives that the lay off of workers will lead to organizational effectiveness it is doubtful if downsizing will reduce his or her citizenship behaviour. They will rather display statesmanship in their behaviour. Therefore, organizational justice or the perception of fairness in the action of management will be a determining antecedent factor. Where those who are laid off are seen as the "miscreants" of the organization, the "citizen" will welcome the action. This is because OCB is multidimensional; consisting of altruism, civic virtue, conscientiousness and sportsmanship (see Organ's five factor model, 1988).

Other determinants of organizational citizenship behaviour and commitment include gender, collectivist spirit, personality, age, spirituality or religiousity; what the churches refer to as *protestant ethics*. The reward for spirituality is not materialism. It is rather celestial and this could make the citizen neutral in his response to downsizing (see Mc Ghee & Grant 2008). Further researches are however needed to accept a null hypothesis of no difference in the observed and the expected frequencies of responses to this theory of neutrality.

Materials and Methods

The sample of study was 100 employees. Data gathered from the payroll department of Benson Idahosa University showed that the population of employees was 378. Going by the Yaro Yamare's formula a sample of 100 research subjects was considered representative enough for this study (Douglas, Wilham & Robert, 2005). The data

collection instrument was basically the Questionnaire. This was calibrated with the Likert type ordinal level (equal interval) summation measurement scale designed as follows:

1. Strongly Agree (SA) 5 Points
2. Agree (A) 4 Points
3. Neutral (N) 3 Points
4. Disagree (D) 2 Points
5. Strongly Disagree (SD) 1 Point

The reliability of the instrument was validated in a pilot test-retest exercise carried out with 10 employees of the Benson Idahosa University representing all cadres of

the academic and non academic staff. These subjects did not form part of the stratified and systematically selected sample of 100 employees used for the case study. The coefficient of correlation (r) between the scores of the first test and the retest spread over one month interval, June-July for the pilot study was 0.6. This positive linear correlation coefficient showed that the instrument was reliable. The data analyses used both descriptive and inferential statistics.

Data Analysis

Frequency Distribution Tables showing mean percentile scores were used for the descriptive analyses while in the inferential analyses and test of hypotheses, the Chi-Squared statistic was employed. The analyses are shown as follows:

Table 1: Frequency Distribution of Scores on the Effect of Downsizing on Motivation to Work

S/N	Downsizing and Motivation to Work	VA (5)	A (4)	N (3)	D (2)	VD (1)	Total
1	Downsizing creates job insecurity	45	34	9	8	4	100
2	Downsizing makes management suspect	28	12	40	9	11	100
3	Downsizing disrupts co-worker relations	47	20	19	9	5	100
4	Downsizing makes organizational policies unreliable.	30	20	18	12	20	100
5	Downsizing reduces the zeal to meet corporate set goals and objectives	45	29	20	4	2	100
6	Mean percentage scores (%)	39%	23%	21.20%	8.40%	8.40%	100%

Source: Case Study Data

From Table 1 it can be seen that on the average 39% of the respondents strongly agreed that downsizing impacts negatively on motivation. Also, 23% agreed; making

those in agreement 62.00%. Taking the mean score to be 50%, it is clear that the majority of the respondents are in agreement that downsizing impacts negatively on the motivation to work of survivor employees.

Table 2: Frequency Distribution of the Effect of Downsizing on Job Satisfaction

S/ N	Downsizing and Job Satisfaction	VA (5)	A (4)	N (3)	D (2)	VD (1)	Total
1	Downsizing increases job stress of survivor employees	42	18	10	20	10	100
2.	Downsizing reduces promotion prospects for survivor employees	28	25	16	17	14	100
3.	Downsizing decreases task autonomy and use of discretion by survivor employees.	45	15	20	16	4	100
4.	Downsizing decreases satisfaction with management style in survivor employees	50	20	5	10	15	100
5.	Downsizing reduces satisfaction with organizational policies in survivor employees	52	19	10	9	10	100
6.	Mean Scores (%)	43.40 %	19.40 %	12.20 %	14.40 %	10.60 %	100 %

Source: Case Study Data

From Table 2, we see that those who strongly agreed that downsizing impacts negatively on job satisfaction make up 43.40% of the respondents. Those who simply agreed were 19.40% making those who were in agreement to be 62.80%. The mean is 50%. We can therefore reason *a priori*, that majority of the respondents agree that downsizing affects job satisfaction adversely.

From Table 3, we see that 46.20% of the respondents strongly agreed that downsizing impacts negatively on employee commitment through various variables. Also 25.20% just agreed making those in agreement 71.40%. With the mean at 50% the number of those in agreement is significant.

Table 3: Frequency Distribution of the Effect of Downsizing on Employee (Organizational) Commitment

S/ N	Downsizing and Employee Commitment	VA (5)	A (4)	N (3)	D (2)	VD (1)	Total
1	Downsizing creates negative image for the organization.	50	30	10	6	4	100
2.	Downsizing reduces employee loyalty.	48	22	9	13	8	100
3.	Downsizing increases labour turn over.	49	19	12	13	7	100
4.	Downsizing reduces the zeal to put in extra efforts.	28	25	17	21	9	100
5.	Downsizing reduces affection for the organization.	56	30	0	14	0	100
6.	Mean Percentage Score	46.20 %	25.20 %	9.60 %	13.40 %	5.60 %	100%

Source: Case Study Data

From Table 4 it can be seen that 69% of the respondents strongly agreed and agreed that downsizing impacts negatively on

organizational citizenship behaviour. Given that the mean is 50% we can reason *a priori* that the relationship is significant.

Table 4. Frequency Distribution of Scores on the Effect of Downsizing on Organizational Citizenship Behaviour

S/N	Downsizing and Organizational Citizenship Behaviour	VA (5)	A (4)	N (3)	D (2)	VD (1)	Total
1	Downsizing reduces employee morale	45	25	10	15	5	100
2	Downsizing reduces the zeal to make sacrifices for the organization by survivor employees	50	20	8	12	10	100
3	Downsizing reduces spirituality and religiosity in the survivor employees.	49	35	0	14	02	100
4	Downsizing makes survivor employees believe the organization is not worth giving the best effort.	40	20	15	15	10	100
5	Downsizing reduces co-operative and collective efforts.	36	25	11	18	10	100
6	Mean Percentage Score	44%	25%	8.80%	14.80%	7.4%	100

Source: Case Study Data

Test of Hypotheses

The frequency distribution of scores and the percentage analyses have shown that a significant number of respondents were of the view that downsizing impacts negatively on organizational behaviour by reducing motivation to work, job satisfaction, organizational commitment and organizational citizenship behaviour. We need to test statistically how significant the impact of downsizing is on organizational behaviour by testing the hypotheses.

Hypothesis 1

H₀₁: There is no significant relationship between Corporate downsizing and the mean level of motivation to work of the survivor employees.

Statistically $X^2 = 0$ (P ≤ 0.05)

To test this hypothesis we calculate the Chi-Squared statistic (X²) for goodness of fit using the formula:

$$X^2 = \sum \left[\frac{(O - E)^2}{E} \right]$$

and a 2x5 contingency table. This is shown in Table 5.

[where, O = observed frequency, and E = Expected frequency].

The decision rule is that if the calculated X² is greater than the critical value (that is the table value) at P = 0.05 (p = 5%), the differences between the observed and the expected frequencies is taken to be so significant that the null hypothesis must be rejected. Using item 1 of Table 1; Downsizing creates job insecurity; we have the following Table:

Table 5: A 2 by 5 Contingency Table on the effect of Downsizing on motivation to Work

Groups	Observed Frequency (O)	Expected Frequency (E)	$\frac{\Sigma(O-E)^2}{E}$
SA	45	20	31.25
A	34	20	4.80
N	9	20	6.05
D	8	20	7.20
SD	4	20	12.80
Total	100	100	67.10

Source: Case Study Data

The calculated chi-square (X^2) value of 67.10 for $v = 4$ degrees of freedom is greater than the critical or table value of 14.8 at $P = 0.05$. Hence, the null hypothesis is rejected and thus there is significant difference between the variables. The alternate hypothesis that there is significant relationship between and the mean level of motivation to work of the survivor employees may therefore be upheld.

Hypothesis 2

H₀₂: There is no significant relationship between Corporate downsizing and the mean level of job satisfaction of the survivor employees

Statistically $\bar{X} = 0$ ($P \leq 0.05$).

To test this hypothesis we calculate the Chi-Squared statistic (X^2) for goodness of fit using the formula:

$$X^2 = \Sigma \left[\frac{(O - E)^2}{E} \right]$$

and a 2 x 5 contingency table. This is shown in Table 6.

[where O = observed frequency, and E = Expected frequency].

The decision rule is that if the calculated X^2 is greater than that of the critical value at $P = 0.05$ ($p = 5\%$), the difference between the observed and the expected frequencies are taken to be so significant that the null hypothesis must be rejected. Using item 4 of Table 2; Downsizing decreases satisfaction with management style in the survivor employees we have the following Table:

Table 6: A 2 by 5 Contingency Table on the Effect of Downsizing in Job satisfaction.

Groups	Observed Frequency [O]	Expected Frequency [E]	$\Sigma \left[\frac{(O-E)^2}{E} \right]$
SA	50	20	45.00
A	20	20	0.00
N	5	20	11.25
D	10	20	5.00
SD	15	20	1.25
Total	100	100	62.50

Source: Case Study Data

The value X^2 , 62.50 for $V = 4$ degrees of freedom is greater than the $P = 0.5$ value, 14.86. We reject the null hypothesis and uphold the alternate hypothesis that downsizing has significant effect on job satisfaction of survivor employees.

Hypothesis 3

H₀₃: There is no significant relationship between Corporate downsizing and employee commitment of the survivor employees

Statistically $\bar{X} = 0$ ($P \leq 0.05$).

To test this hypothesis we calculate the Chi-Squared statistics (X^2) for goodness of fit using the formula

$$X^2 = \sum \left[\frac{(O - E)^2}{E} \right]$$

and a 2 x 5 contingency table. This is shown in Table 5.

[where, O = observed frequency and E = Expected frequency].

The decision rule is that if X^2 is greater than the value at $P = 0.05$ ($P = 5\%$), the difference between the observed and the expected frequencies are taken to be so significant that the null hypothesis must be rejected. Using item 2 of Table 3; Downsizing reduces employee loyalty of the survivor employees. We have the following table

Table 7: A 2 by 5 Contingency Table on the Effect of Downsizing on Employee Commitment.

Groups	Observed Frequency O	Expected Frequency E	$\sum \left[\frac{(O-E)^2}{E} \right]$
SA	48	20	39.20
A	22	20	0.20
N	9	20	6.05
D	13	20	2.45
SD	8	20	7.20
Total	100	100	55.10

The value of X^2 , 55.10 for $V = 4$ degrees of freedom is greater than the critical $P = 0.05$ value, 14.86. We therefore reject the null hypothesis and up hold the alternate hypothesis that downsizing has negative effect on employee commitment of the survivor employees.

Hypothesis 4

H₀₄: Downsizing has no significant impact on the citizenship behaviour of the survivor employees

Statistically $\bar{X} = 0$ ($P \leq 0.05$).

To test this hypothesis we calculate the Chi-Squared statistics (X^2) for goodness of fit using the formula

$$X^2 = \sum \left[\frac{(O - E)^2}{E} \right]$$

and a 2 x 5 contingency table. This is shown in table 5.

[where, O = observed frequency, and E = Expected frequency].

The decision rule is that if X^2 is greater than the $P = 0.05$ ($p = 5\%$) value, the difference between the observed and the expected frequencies are taken to be so significant that the null hypothesis must be rejected. Using item 2 of table 4; Downsizing reduces the zeal to make sacrifices for the organization by survivor employees, we have the following table.

Table 8: A 2 by 5 Contingency Table on the Effects of Downsizing on Organizational Citizenship Behaviour.

Groups	Observed Frequency [O]	Expected Frequency [E]	$\sum \left[\frac{(O-E)^2}{E} \right]$
VA	50	20	45.00
A	20	20	0.00
N	8	20	7.20
D	12	20	3.20
VD	10	20	5.00
Total	100	100	60.40

Source: Case Study Data

The value X^2 , 60.40 for $V = 4$ degrees of freedom is greater than the critical $P = 0.05$ value, 14.86. We, therefore, reject the null hypothesis and uphold the alternate hypothesis that downsizing has significant impact on the citizenship behaviour of survivor employees.

Findings

The findings of this empirical study are four fold: The study has shown that generally corporate downsizing impacts negatively on organizational behaviour by reducing motivation to work, job satisfaction, organizational or employee commitment and organizational citizenship behaviour. The tests of the four hypotheses formulated for the study were significant at 0.05 level of significance.

Discussion of Findings

The findings of this study are consistent with the tested theories of organizational behaviour. According to Maslow (1943) motivation decreases when the needs satisfaction of individuals are threatened. These needs are physiological, safety, love, esteem and self actualization needs. Corporate downsizing by threatening the job security of the survivor employees who saw their colleagues retrenched decreases motivation to work; nobody would know when it would be their turn to go. Corporate downsizing demoralizes survivor employees, makes management suspect, reduces self actualization and esteem of workers and disrupts co-worker relations, that is, affiliation needs, according to Alderfer (1969: 142-175).

The findings are also consistent with the theories of job satisfaction. Herzberg (1957) postulates that intrinsic qualities of a job, increases job satisfaction. Corporate downsizing increases the job stress of those who are left to cover up the jobs of those retrenched. It thus decreases satisfaction. It also decreases promotion prospects. Corporate downsizing reduces normative commitment, affective commitment and

continuance commitment. This is consistent with Herscovitch and Meyer (2002) and Adler and Corson (2003). Lastly, the findings are consistent with the theories of organizational citizenship. A potent antecedent for citizenship behaviour is commitment (Organ, Podsakoff & Mackenzie 2006). One needs to be committed first before becoming patriotic about the organization and willing to make sacrifices for it. By reducing employee continuance commitment particularly, downsizing certainly reduces citizenship behaviour.

Conclusion

The research problem that informed this study was the assessment of the impact of corporate downsizing on organizational behaviour. Organizational behaviour (OB) is the patterned behaviour common to most organizational members as individuals and as groups of individuals. Organizational behaviour includes motivated behaviour and attitudinal behaviour such as satisfaction with work, commitment to the organization and citizenship behaviour. The objective of the study was to find out how corporate downsizing or the retrenchment of a portion of the work force, affects the organizational behaviour of survivor employees. Four hypotheses were formulated to operationalize the study and a stratified and systematic sample of employees who survived the corporate downsizing of May, 2013 in Benson Idahosa University Benin City, Nigeria, were selected as research subjects. A twenty-item structured questionnaire was administered on the samples and their responses were analysed and used to test the hypotheses. The findings were that corporate downsizing reduces motivation to work, job satisfaction, employee commitment and organizational citizenship behaviour. The tests were significant at 0.05 level of significance using appropriate test statistic; the Chi -Squared statistic.

Policy Implication and Recommendation

The policy implication of this study is that corporate downsizing should be handled

with trepidation because it may back fire and adversely affect organizational behaviour. Instead of laying off the employees, many of whom have been trained at the expense of the organization, the following may be recommend:

1. To save cost, wages and salaries should be cut across the board so that everybody will make the necessary sacrifice and work hard to renew the organization. This is what the Japanese culture of collective responsibility entails and it guarantees life time employment, job security, motivation, job satisfaction, commitment and patriotism or organizational citizenship behaviour (Ouchi, 1981:58)
2. Diversification of product offerings to maximize the use of employees should also be considered by management. In the University system, Long Distance Programmes, Part-Time Studies and Pre-Degree Courses should be offered aggressive.

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Keywords: Celebrity Contagion, Trustworthiness, Physical Attractiveness, Advertising Success, Market Share, Repeat Purchase.

Introduction
The dynamism in advertising has forced many telecommunication companies in Nigeria to source for credible image mostly in film and musical industry given the intense competition and brand switching nature of most consumers. Celebrity contagion is quite expensive yet most companies are eager to pay more for celebrities whose credibility and image is