THE EFFECT OF LAYOFFS ON THE CULTURE OF SURVIVORS AT MAJOR TECH FIRMS

LAURENS DE ROOIJ

A THEMATIC PAPER SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR
THE DEGREE OF MASTER OF MANAGEMENT
COLLEGE OF MANAGEMENT
MAHIDOL UNIVERSITY
2023

Thematic paper
entitled

THE EFFECT OF LAYOFFS ON THE CULTURE OF SURVIVORS AT MAJOR TECH FIRMS

was submitted to the College of Management, Mahidol University
for the degree of Master of Management
on
October 18, 2023
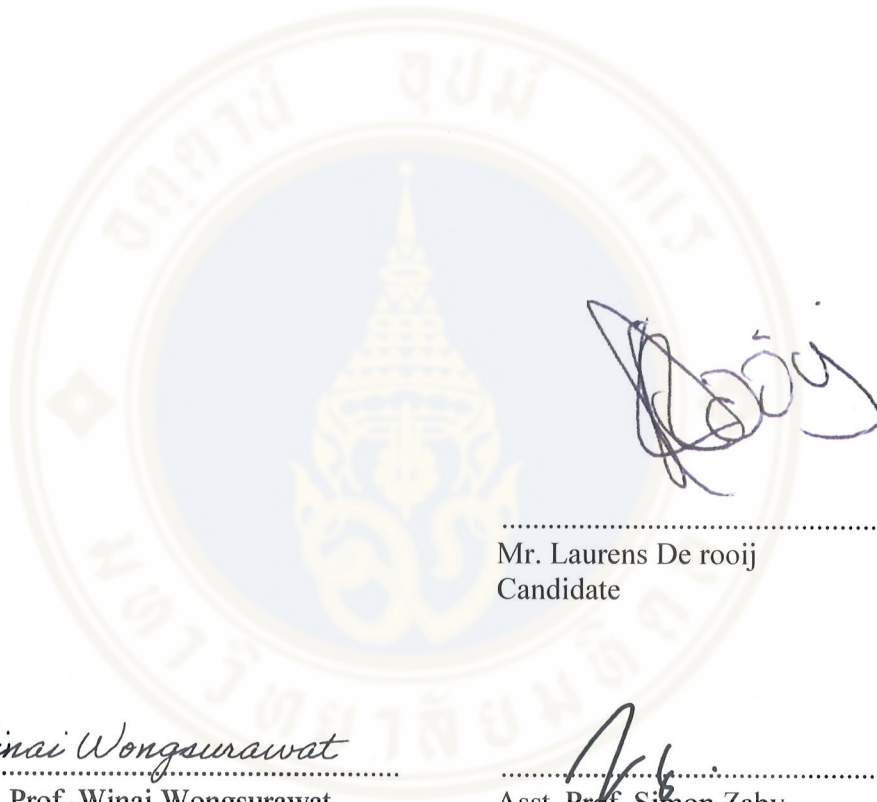
....
Mr. Laurens De rooij
Candidate

Winai Wongsurawat
....
Assoc. Prof. Winai Wongsurawat,
Ph.D.
Advisor

....
Asst. Prof. Simon Zaby,
Ph.D.
Chairperson

....
Assoc. Prof. Vichita Ractham,
Ph.D.
Dean
College of Management
Mahidol University

....
Asst. Prof. Phimphorn Sowawattanakul,
Ph.D.
Committee member

ACKNOWLEDGEMENTS

THE EFFECT OF LAYOFFS ON THE CULTURE OF SURVIVORS AT MAJOR TECH FIRMS

LAURENS DE ROOIJ   6549056

M.M. (GENERAL MANAGEMENT)

THESIS ADVISORY COMMITTEE: ASSOC. PROF. WINAI WONGSURAWAT, Ph.D., ASST. PROF. SIMON ZABY, Ph.D., ASST. PROF. PHIMPHORN SOWAWATTANAKUL, Ph. D.

ABSTRACT

In the realm of organizational dynamics, the significance of work culture is paramount as companies navigate the transition from fledgling startups to established entities. This transition necessitates a strategic reinforcement and expansion of the existing culture to align with new objectives. However, the contemporary landscape of large technology-based firms, especially within the USA, has been marked by widespread employee layoffs, driven by evolving economic realities. These layoffs, constituting enforced personnel resignations due to economic constraints or downsizing, often precipitate cost-cutting measures, including outsourcing. Amid this evolving scenario, organizations grapple with the challenges of effectively managing survivor cohorts while upholding a favourable work culture.

This research underscores the intricate interplay between organizational culture, workforce layoffs, and employee sentiments, shedding light on the outcomes of mandated terminations on survivors' performance, their perception of organizational culture, and their future outlook. The research hypothesis posits an adverse relationship between mass layoffs and employees' cultural perceptions. Drawing insights from a study encompassing 65 employees across diverse global tech organizations, the empirical analysis validates the conjectures set forth. The findings reveal that survivor performance exhibits a decline in the aftermath of layoffs, particularly among those witnessing a transformation in their understanding of the organization's culture. This shift is associated with a nuanced future outlook, marked by ambivalence.

Significantly, this research highlights a distinct pattern of negative responses among individuals who had previously enjoyed robust managerial support or high levels of employee satisfaction. This phenomenon alludes to a sense of perceived betrayal experienced by such individuals in the wake of layoffs. The research underscores the complexities of post-layoff emotional responses and their implications, ultimately enhancing our comprehension of the broader impact of mass layoffs within the organizational context. Notably, the study identifies an intriguing moderating influence of corporate culture on employee reactions to mass layoffs. While this research advances our understanding of the intricate interplay between mass layoffs and organizational culture, the moderating role of diverse cultural orientations warrants further exploration. The implications of these findings for organizational management strategies, employee well-being, and long-term performance are topics of consequen

85 pages

CONTENTS

CONTENTS (cont.)

CONTENTS (cont.)

LIST OF TABLES

LIST OF FIGURES

CHAPTER I
INTRODUCTION

In the previous year, major technology corporations made significant announcements about substantial layoffs, a trend that has extended into 2023 (Trueman, 2023). Prominent tech giants like Amazon, Cisco, Google, IBM, Meta, Microsoft, SAP, and numerous others have continued to implement job cuts (Delaney, 2023, Capoot and Pitt, 2023, Marr, 2023, Trueman, 2023). During an industry-wide reduction in workforce, maintaining morale and preserving the entrepreneurial ethos that has defined many of their products becomes a crucial challenge. This research paper delves into the realm of company culture within the context of extensive layoffs, aiming to examine the interplay between morale and company culture. A robust organizational culture deeply ingrained in a company's identity should ideally endure shifts in both external and internal dynamics. However, given the proliferation of substantial layoffs, one must question whether these corporate identities undergo transformation or perhaps reflect a new identity altogether. While the days of these firms being scrappy startups are long gone, their internal discourse and projected image remain rooted in entrepreneurial spirit and an ongoing startup mindset (Steiber and Alänge, 2013).

The decision to initiate staff layoffs is inherently complex, necessitating input from diverse stakeholders such as human resources, managers, and others. It demands meticulous planning concerning the organization's workflow and how employees will navigate their roles moving forward. This decision carries both short-term and long-term ramifications that can significantly impact a company's performance and expenditure. Additionally, it might entail future staff onboarding, which involves integrating newcomers, helping them attain productivity goals, fostering familiarity with the company, and ensuring all employees feel valued. Various onboarding approaches can be employed in practice (Klein et al., 2015). Nevertheless, Carucci (2018), surveyed recently hired staff revealed that nearly 60% of respondents required six months to feel fully acclimated in their new roles, while an additional 20% took around nine months. Notably, within this study, up to 20% of employee turnover

occurred within the initial 45 days of employment. Furthermore, efficient onboarding significantly influences retention; 4% of new hires quit after their first day, and around 50% leave within four months (Lindberg, 2017). Hence, it's imperative to incorporate these considerations at the outset of the layoff process and contemplate effective long-term strategies for the company. Cultivating a positive employee culture diminishes the costs related to employee turnover and bolsters average employee performance. This mutually beneficial dynamic enhances both employee satisfaction and firm outcomes, necessitating a balanced approach that acknowledges short-term challenges for long-term gains.

The expenses of employee layoffs, the potential erosion of employee loyalty due to the layoffs, alterations in workflow dynamics, and the subsequent rehiring of staff post-crisis are all elements integral to executing this strategy effectively. Although outcomes are often mixed, it's generally assumed that performance post-layoffs are less than pre-layoffs (Grunberg et al., 2000, De Meuse et al., 2004, Palmon et al., 1997, López Bohle et al., 2017, De Meuse et al., 1994). However, even though reduced revenue might ensue, heightened profitability is attainable if costs are concurrently minimized – a target these firms are likely pursuing.

This study's objective is to analyse the impact of layoffs on corporate culture, as perceived by employees who remain. The investigation will focus on three core domains of employees' daily work lives: (1) the surviving employees' perceived performance, (2) their comprehension of the company's culture, and (3) their outlook for the future.

CHAPTER II
LITERATURE REVIEW

In recent years, numerous tech companies have responded to challenges by having extensive mass layoffs (Delaney, 2023, Capoot and Pitt, 2023, Marr, 2023, Trueman, 2023). Implementing workforce downsizing is a proposed set of strategies aimed at enhancing operational efficiency by reducing staff (Datta et al., 2010). The timing of this decision could be attributed to the global economic recession exacerbated by the COVID-19 pandemic, resulting in potential revenue declines. In response, organizations worldwide have embraced austerity measures and increasingly turned to downsizing and mass layoffs as a way to navigate challenging economic circumstances (Coile and Levine, 2011b, Coile and Levine, 2011a).

In the pursuit of thriving within competitive and globalized markets, an increasing number of organizations are striving to optimize costs while maintaining profitability. Downsizing and layoffs have emerged as prominent strategies for achieving this goal (Kiefer et al., 2015, Conway et al., 2014, Datta et al., 2010). However, many of these organizations, which initially operated as disruptive startups driven by vigour and determination to generate revenue and profit, are now grappling with a conflict between (1) their lean operational approach, (2) developing products that can be quickly put into the market, and (3) the need for a talent pool that supports rapid experimentation and execution, particularly given the external economic challenges. Despite the necessity of downsizing for maintaining profitability, evidence suggests there are adverse effects of these actions on remaining employees within an organization (Datta et al., 2010). Notably, research indicates that surviving employees post-layoffs may exhibit decreased performance levels (Grunberg et al., 2000). However, there's limited research on how layoffs influence the organizational culture and future work outcomes. While it's understood that layoffs can negatively impact the well-being of surviving employees (Parker et al., 1997), the specifics of these effects on future work outcomes and potential pre-emptive measures remain largely unexplored.

A mass layoff often symbolizes a breach in the psychological contract between employees and the company (López Bohle et al., 2017). As a result, surviving employees may respond to layoffs by exhibiting reduced job effort and productivity (Datta et al., 2010, Grunberg et al., 2000). However, existing research has overlooked the interplay between company culture and the repercussions of layoffs on employees. While Arshad and Sparrow (2010) investigated psychological contract violation amid downsizing, they did not explore whether employees' perception of their psychological contract might depend on the prevailing company culture. The emotional insecurity experienced by surviving employees during mass layoffs Adkins et al. (2001) suggests that an organization's previous emphasis on security, trust, and comfort could lead to a more pronounced impact when the opposite is presented. Given that beliefs about job security are integral to the psychological contract (De Cuyper and De Witte, 2006), mass layoffs can be seen as breaches of this contract, resulting in negative impacts on the performance of surviving employees.

While it's anticipated that mass layoffs influence employee performance by first inducing job insecurity and subsequently triggering psychological contract breaches, it remains uncertain whether company culture can act as a mitigating factor. The question arises: Can organizations provide employees with tools to counteract the adverse effects of mass layoffs on their behaviour? Existing literature suggests that supporting employees can serve as a potent tool for organizations to alleviate the negative consequences of downsizing and contract breaches (Dulac et al., 2008, Brockner et al., 2004, Parker et al., 1997). Therefore, it's essential to explore whether managerial support is the best buffer for employees against the negative outcomes of mass layoffs, or if the existing company identity can play a dual role in mediating and moderating the relationships between the time since layoffs and employee job performance.

This study seeks to illuminate the role of corporate culture in shaping employee responses to mass layoffs, while also examining the subsequent impact on employee performance. The study employs a survey of 65 technology sector employees and three interviews with managers in the USA. By investigating how surviving employees perceive their performance, understand the company's culture, and perceive their future outlook, this study contributes to a deeper comprehension of how employees

react to mass layoffs. Furthermore, this study contributes to the understanding that actions taken by organizations, even those not directly affecting employees, such as mass layoffs, can be perceived negatively and result in diminished performance levels, reduced job satisfaction, and lower employee loyalty.

2.1 Mass layoffs

As stated by Levine (2005), many U.S. companies have undergone significant restructuring over the past few decades to enhance their competitiveness in the global market. This has involved downsizing workforces, outsourcing functions, and incorporating contingent workers such as independent contractors and temporary staff. The decision-making process for layoffs, whether affecting a group of employees or individuals, is often emotionally challenging for both managers and personnel (Mujtaba and Senathip, 2020). Organizations employ various criteria to determine who should be laid off, considering factors such as wages, years of service, skills, suitability for future roles, knowledge, teamwork, productivity, and current and future workload (Mujtaba and Senathip, 2020). While involuntary job loss is an ongoing phenomenon, its prevalence tends to increase during economic downturns and decrease during prosperous periods, reflecting the cyclical nature of layoffs (Levine, 2005). Firms resort to layoffs not only due to general economic weakness but also due to industry-specific and internal factors like company reorganization and seasonal work, the main context for this study is the slow labour market response to the current recession (Levine, 2005).

According to Itkin and Salmon (2011), between 2000 and 2007, mass layoffs often targeted positions that required fewer training and analytical skills. Core industry-related occupations tended to be retained, while occupations that required analytical skills and extensive technical training, such as computer, financial, and legal analysts, were retained or even expanded post-layoffs. During this period, layoffs in manufacturing and information technology industries had a comparatively lesser impact due to the reduced significance of these occupations in their respective sectors. However, the current trend shows that mass layoffs are affecting even those working in core business roles (Capoot and Pitt, 2023, Marr, 2023).

In other sectors, there were declines in core occupations, but these declines were smaller than those observed in support functions (Itkin and Salmon, 2011). For example, in manufacturing industries employment reductions occurred across most occupational groups, but production workers experienced comparatively lower layoff rates. This pattern was particularly pronounced in regions where mass layoffs occurred in industries that dominated the local economy (Itkin and Salmon, 2011). For instance, an area with a strong sector for manufacturing experienced relatively fewer layoffs in core sectors like production, and transportation than in other regions (Itkin and Salmon, 2011).

2.2 Impact of layoffs on Survivors

Job insecurity is a psychological state characterized by an individual's perception of being powerless to ensure the continuity of their desired employment situation (Greenhalgh and Rosenblatt, 1984). It encompasses a feeling of uncertainty surrounding the prospects of retaining one's job and an apprehension that they might be subject to a layoff.

Research into the dynamics of community-wide layoffs reveals that individuals who remain employed during such periods often exhibit a range of emotional and psychological reactions (Haldorai et al., 2023, Kim, 2022, Tu et al., 2021, Brockner et al., 1995, Brockner et al., 1993, Brockner et al., 1987).The occurrence of global economic crises tends to trigger an increase in downsizing efforts, mass layoffs, and a surge in unemployment rates across various nations (Markovits et al., 2014). Economic downturns are viewed as significant threats to the survival and stability of businesses, prompting them to implement cost-cutting measures such as layoffs (Coile and Levine, 2011a). Previous studies have shown the adverse impacts on individuals who face layoffs (for example: (Blau et al., 2012, Kim and Choi, 2010)), as well as the lingering negative effects experienced by survivors of such layoffs (for example: (Allen et al., 2001, Brockner et al., 2004, Grunberg et al., 2000, Kalimo et al., 2003)).

An emerging perspective suggests that mass layoffs within companies have far-reaching effects on those employees who continue their tenure, often referred to as "survivors." A study conducted by Brockner and colleagues (2004) provided evidence

that survivors of downsizing frequently experience a decrease in their level of commitment to the organization following the occurrence of downsizing events. Layoffs can also be associated with feelings of inequity and a notable decline in overall well-being, contributing to symptoms of exhaustion and physical health issues (Grunberg et al., 2000, Kalimo et al., 2003). However, despite these findings, the understanding of how employees' perceptions of their company's identity and culture shape their reactions to layoffs remains relatively limited.

The temporal dimension emerges as a critical factor in the realm of mass layoffs. Recent research has highlighted that the timing of a layoff event significantly impacts employees' attitudes toward their organization (Allen et al., 2001, Kalimo et al., 2003). The anticipation of subsequent rounds of layoffs occurring in the near future can exacerbate stress levels among employees, contributing to an overall sense of unease (Brockner et al., 2004). Survivors of layoffs often share connections with colleagues who have been let go, making them particularly susceptible to heightened uncertainty regarding the potential for future layoffs. This uncertainty, in turn, fuels pessimistic outlooks among survivors, who begin to question the stability and security of their current job positions (Brockner et al., 2004).

In conclusion, job insecurity, particularly in the context of layoffs, encompasses a complex interplay of perceptions, emotions, and organizational dynamics. As employees navigate the aftermath of layoffs, their responses are influenced by factors such as the recentness of the layoff event, the broader economic landscape, and their interpretations of their company's culture and identity. Understanding these multifaceted dynamics is crucial for organizations seeking to manage the aftermath of layoffs and mitigate the potentially detrimental effects on both laid-off employees and survivors. Hypothesis 1 therefore is: Confidence in the future of the company will result in a more positive outlook in the context of the mass-layoffs.

2.3 Layoffs and Job Performance

Job performance can be conceptualized as the cumulative anticipated value that an individual's discrete behavioural actions contribute to an organization within a specified time frame (Motowidlo, 2003). In essence, it encompasses the value an

individual brings to a business or entity during their designated work periods. For instance, consider an employee working in a retail store who consistently delivers exceptional customer service, thereby enhancing the overall shopping experience and resulting in increased customer loyalty and sales for the organization.

According to Luthans and Peterson (2002), employees who exhibit heightened engagement with their organization tend to demonstrate elevated levels of customer service, retention rates, productivity, and subsequently yield greater profits. For example, envision a team of software developers who are deeply engaged in their work, collaborating seamlessly, and innovating consistently. This engagement leads to the creation of high-quality software products that delight customers, boost client retention, and contribute substantially to the company's revenue growth.

Conversely, those employees positioned in the lowest quartile of performance exhibit decreased sales, encounter heightened customer-related challenges, and experience augmented staff turnover, in contrast to their counterparts in the upper quartile who showcase markedly higher and favourable performance metrics (Bin Shmailan, 2015). To illustrate, consider a sales team where the bottom-performing members struggle to meet their targets, resulting in missed sales opportunities, dissatisfied customers, and a revolving door of talent due to frequent turnovers.

It is noteworthy that employees who exhibit rational commitments are less inclined to emerge as top-tier producers. Consequently, organizations are inclined to optimize their workforce composition with a greater proportion of "true believers," as these individuals tend to contribute more significantly to the organizational output (Bird et al., 2004). For instance, a manufacturing company may have employees who merely fulfil their duties without any emotional connection to the organization's goals. In contrast, employees who wholeheartedly believe in the company's mission and values might invest extra effort to improve processes, leading to increased efficiency and superior product quality.

Consequently, employees characterized by heightened engagement, or groups of such employees, can be viewed as invaluable assets to the organization (Joo and Mclean, 2006). Imagine a call centre where engaged employees are motivated to go the extra mile in assisting customers, resolving issues promptly, and building positive

relationships. This not only enhances customer satisfaction but also contributes to the organization's reputation and long-term success.

It has been established that productivity and employee retention exhibit an upward trajectory in tandem with increased levels of employee engagement (Lado and Wilson, 1994). For instance, consider a tech company where engaged employees feel a strong sense of belonging and connection. They are more likely to stay with the company, reducing turnover costs and contributing to a stable workforce that can consistently deliver on projects.

Moreover, engaged and contented employees often stand out as high-performing contributors, particularly when they are deeply committed to the organizational mission (Woodruffe, 2006). Think of a non-profit organization focused on environmental conservation. Engaged employees who share a strong passion for the cause are more likely to drive impactful initiatives, engage with donors effectively, and thereby advance the organization's goals.

Notably, engaged employees are more proficient in serving customers, thereby augmenting the overall profitability of the organization. For instance, in a hospitality industry setting, engaged hotel staff who genuinely care about guest experiences are more likely to provide exceptional service, resulting in positive guest reviews, repeat bookings, and enhanced revenue for the establishment.

Nevertheless, as Brockner et al. (2004) posit, when employees harbour apprehensions regarding potential layoffs, their job performance can succumb to the fear. For example, consider a marketing team in an uncertain economic climate where rumours of layoffs circulate. The fear of job loss can lead to decreased focus, motivation, and collaboration among team members, ultimately impacting their ability to deliver effective marketing campaigns.

In summary, job performance signifies a culmination of an individual's contributions to an organization, with highly engaged employees demonstrating a propensity for superior customer service, increased retention, and heightened productivity. Conversely, employees apprehensive about impending layoffs may witness a decline in their performance levels. Recognizing the interplay between employee engagement, job security concerns, and organizational outcomes holds paramount importance in advancing our understanding of the multifaceted landscape of

job performance. Therefore, hypothesis 2 is: The perception of a person's job performance is correlated to their perception of their own job-security.

2.4 Corporate Culture

Corporate culture for the purposes of this paper is understood as: "The pattern of arrangement, material or behaviour which has been adopted by a society (corporation, group, or team) as the accepted way of solving problems" (Ahmed et al., 1999). It emerges as an outcome of a well-defined corporate vision, representing a mental image of the company's envisioned future (Qubein, 1999). The efficacy of corporate visions is most pronounced when they are effectively conveyed by prominent leaders within the organization who embody robust values and exude a dynamic, charismatic presence (Greenberg and Baron, 1997). The foundation of corporate culture is anchored in the corporate values, which harmonize with the company's mission and align with the individual values of members within the organization (Qubein, 1999). The anticipation is that these corporate vision and values infiltrate all tiers of the organization, consistently exemplified by senior management. This cultural framework is instituted and disseminated through various means, encompassing tangible symbols, mottos, narratives, or rituals that accentuate the corporate values (Greenberg and Baron, 1997).

The attributes mentioned above that characterize a positive culture are reliant upon employee endorsement. Even within an organization characterized by a potent and prevailing overarching culture, numerous subcultures invariably emerge (Greenberg and Baron, 1997). These subcultures may emerge due to functional distinctions inherent in the organization (such as finance, sales, marketing, etc.), or due to variations in ethnicity or geographic location among employees. The ascendancy of the organization's dominant culture must be of sufficient strength to resonate with, gain acceptance from, and be embraced by members of diverse subcultures within the organization (Sadri and Lees, 2001). This mandates an alignment between the values of the dominant culture and those of the individual subcultures, as well as the personal values of each employee (Sadri and Lees, 2001).

To illustrate the intricate concept of "corporate culture", consider the renowned technology giant, Apple Inc. This global corporation's corporate culture materializes as a mosaic of arrangements, behaviours, and materials that navigate challenges and solve problems (Ahmed et al., 1999). The foundation of this culture rests on a well-defined corporate vision, exemplified by the late Steve Jobs' visionary leadership. Jobs' dynamic persona and unwavering values effectively communicated a corporate vision that imagined a future replete with groundbreaking technological innovations. This visionary approach laid the groundwork for iconic products like the iPhone, emblematic of Apple's commitment to innovation and creative problem-solving.

In examining the role of subcultures, a pertinent example arises from the diversified operations of Amazon. Within Amazon's overarching culture, numerous subcultures burgeon across diverse functional units, such as warehousing, customer service, and software development. Each subculture entails distinct values and norms shaped by the functional exigencies. Notably, Amazon's dominant culture, characterized by innovation and customer-centricity, successfully harmonizes with these subcultures. This alignment underscores the importance of shared values that bridge subcultures and the overall corporate ethos.

Goffee and Jones (1996) posit that the configuration of corporate culture hinges on the levels of sociability, denoting the genuine friendliness prevailing among community members, and solidarity, representing the community's adeptness in swiftly and effectively pursuing collective objectives. The amalgamation of these dimensions' spawns four distinct categories that Goffee and Jones classify as networked, mercenary, fragmented, and communal. Notably, these categories hold no intrinsic hierarchy.

• A networked culture stands apart with elevated sociability yet diminished solidarity. Individuals immersed in this culture experience a familial ambiance and frequent social interactions, often culminating in promotions achieved and work accomplished through informal networks or subcultures within the organization.

• A mercenary culture epitomizes low sociability but heightened solidarity. Here, individuals forego social interactions, instead uniting to bolster strategic business objectives. Loyalty is often contingent on personal needs, leading to transient affiliations.

- A fragmented culture, characterized by diminished sociability and solidarity, interpersonal interactions are rare. People in such settings may work with closed office doors or remotely, a dynamic that might typify professions like law or companies undergoing downsizing.

- A communal organization thrives on heightened sociability and solidarity. Frequently found in small startup ventures, members of such cultures work in (close) proximity for extended periods, often socializing together. Their deep identification with the corporate culture fosters a strong sense of fairness, resulting in equal sharing of rewards.

Effectiveness of a culture hinges on its resonance with the organization's operational landscape (Goffee and Jones, 1996). For instance, high-tech firms find greater synergy with a culture that promotes information sharing to bolster research and development and responds promptly to external dynamics (Sadri and Lees, 2001). As previously discussed, these behaviours are cultivated through robust interpersonal interactions among employees across various organizational functions. To foster such conduct, management can proactively organize events that promote employee interactions, including social gatherings and ceremonial activities.

Applying Goffee and Jones (1996)'s framework to practical instances, consider the financial technology (fintech) startup landscape. Fintech firms often embody a communal culture, where high sociability and solidarity foster close-knit employee relationships. Startups epitomize this culture, as employees collaborate intensely, both in professional and social contexts. The camaraderie among team members contributes to a culture that values collective success and mutual support. In the pharmaceutical sector, Pfizer's corporate culture exemplifies the importance of contextual relevance. Pfizer operates in a highly regulated industry where scientific innovation must align with stringent regulatory frameworks. As such, Pfizer's culture promotes a swift response to external factors, mirroring the pharmaceutical industry's dynamic nature. This alignment enhances the company's ability to innovate while remaining compliant with regulations, underscoring the crucial relationship between culture and operational context (Sadri and Lees, 2001).

To drive cultural transformation, management ought to lead through exemplifying the behaviours they aim to foster. Subsequently, they can bolster the

intended culture by implementing strategies such as crafting visionary statements and slogans, commemorating employee achievements and advancements, disseminating culture-reinforcing newsletters and videos, enlisting individuals whose values align with the desired culture, introducing alterations to dress codes, and employing additional relevant approaches. A transformative cultural journey unfolds at Microsoft, where CEO Satya Nadella championed a cultural shift from a "know-it-all" to a "learn-it-all" mindset. Management's pivotal role in shaping culture becomes evident as Microsoft reframed its values to encourage experimentation, collaboration, and continuous learning. This transformation underscores the significance of leadership's role in not only embodying desired behaviours but also steering cultural change through deliberate strategies.

The analysis conducted by Datta et al. (2010) indicated the potential for a comprehensive deterioration in employee performance subsequent to downsizing. Conversely, the research by Amabile and Conti (1999) disclosed that, although long-term employee creativity suffered negative repercussions after downsizing, productivity, after an initial decline, eventually reached a stable state. Furthermore, the study conducted by Yu and Park (2006) within the context of downsizing in Korean firms uncovered no discernible impacts on employee productivity. Thus, there emerges a necessity for more extensive exploration into the circumstances under which mass layoffs impact employee performance and the mechanisms involved. The aftermath of IBM's downsizing in the 1990s offers insights into post-downsizing effects. After a period of decreased creativity and productivity, IBM's culture evolved to align with its evolving business model. As IBM diversified into service-oriented domains, employee performance rebounded as the organization adapted to new market demands. This example highlights the potential resilience of corporate culture in mitigating the adverse effects of downsizing (Datta et al., 2010).

Within favourable corporate cultures, employees receive profound appreciation across all organizational tiers, often addressed as "associates" or "team members." Moreover, these cultures foster extensive engagement among employees, spanning not only within their respective functional domains but also bridging across different departments (Clemente and Greenspan, 1999). These cultures exhibit an inherent flexibility, swiftly adapting to external dynamics, all while maintaining

unwavering consistency, ensuring equitable and impartial treatment for all employees (Ahmed et al., 1999). A company like Zappos unveils a culture grounded in value and interaction. Zappos prioritizes employee well-being, cultivating a culture where employees engage extensively, both formally and informally. These interactions foster a harmonious work environment, enhancing customer service quality and bolstering overall organizational success (Greenberg and Baron, 1997).

In conclusion, the intricate tapestry of corporate culture weaves through various dimensions of organizational life. Whether manifesting through visionary leadership, the alignment of subcultures, contextual relevance, transformative initiatives, post-downsizing resilience, or a culture of interaction, corporate culture stands as a dynamic force shaping organizational identity, driving employee engagement, and influencing overall performance. Therefore, hypothesis 3 is: Identification with a specific corporate culture moderates the negative consequences of mass layoffs.

2.5 Moderation by ongoing positive outlook

In the culmination of these deliberations, it is worth noting that other scholarly inquiries lend credence to the notion that the perceived backing from managers might hold a vital key to safeguarding employees against the adverse repercussions that tend to accompany mass layoffs, thereby influencing their subsequent job performance (López Bohle et al., 2017). For instance, consider a scenario where a company undergoes a significant downsizing event due to economic constraints. Employees who feel that their managers are empathetic and offer clear communication during this period are more likely to experience reduced anxiety and a sense of security, thereby preserving their job performance even amid uncertainty.

Delving deeper into the existing body of research, it becomes evident that the role of managerial support extends beyond its conventional purview. It assumes the guise of a crucial buffer against the potentially deleterious effects of breaches in the psychological contract on various facets of work outcomes (Dulac et al., 2008, Robinson, 1996). For instance, consider a scenario where a company reneges on certain promised benefits to employees. Managers who proactively engage with affected

employees, offer explanations, and provide alternative solutions might mitigate the negative impact on job satisfaction and performance that typically arises from such contract breaches.

Amidst the turbulence of the corporate landscape, where unforeseen workplace challenges loom large, it is the proactive role of managers and organizations that takes centre stage. They emerge as custodians of employee well-being, equipped with the tools to supply the essential resources and assistance that can effectively counteract the ensuing negative responses (Bal et al., 2010). For instance, imagine an organization facing a crisis that requires remote work arrangements. Managers who swiftly organize resources for remote collaboration tools, set clear expectations, and offer continuous support can mitigate the stress and uncertainty that employees might experience during such transitions.

Notwithstanding the well-established understanding that mass layoffs often cast a pall over employee performance (Datta et al., 2010), a more nuanced perspective necessitates consideration. Within the intricate tapestry of organizational dynamics, the question arises as to how employees interpret and respond to mass layoffs that are undertaken as a strategic imperative in the pursuit of global competitiveness. Contrary to the conventional apprehension and fear that such downsizing events often evoke, there is a perspective that some employees might perceive these events as a window of opportunity. By viewing the subsequent reduction in the workforce as a means to enhance the future trajectory, these employees adopt a pragmatic perspective, driven by the primal instinct of self-preservation. For instance, imagine a company that decides to downsize its operations to remain competitive. Employees who see this as a chance to step into new roles, learn new skills, and contribute to the organization's transformation are likely to embrace the situation positively, leading to sustained performance.

For employees enmeshed within the folds of a corporate culture characterized by fragmentation or mercenary inclinations, the anticipation of mass layoffs may not elicit the same degree of trepidation as in other contexts. This intriguing insight beckons a re-evaluation of the interaction between culture and response to adversity. Research underscores that support has the potency to act as a protective shield against the detrimental impacts of stress, harnessing the potential to bolster resilience and diminish the magnitude of challenges (Cohen and Wills, 1985). In the context of

corporate culture, where support mechanisms are seamlessly woven into the fabric of the organization, a symbiotic relationship between culture and support emerges. Such an intricate interplay is substantiated by the work of Dulac and colleagues (2008), who discovered that organizational support served as a bulwark against the emotional toll of contract breaches, and by Robinson (1996), who identified a similar buffering effect of trust in management against the ramifications of contract breaches. For instance, imagine a company where the prevailing culture encourages teamwork and open communication. In such an environment, employees are more likely to seek and receive support from colleagues and managers during challenging times, thus mitigating the negative impacts of stress and uncertainty.

As these insights intertwine, the third hypothesis comes into focus. It posits that the degree of alignment with a specific corporate culture functions as a decisive factor in moderating the adverse consequences that mass layoffs tend to engender. This hypothesis posits that when corporate culture resonates deeply with employees' values, the negative fallout of mass layoffs can be offset to a considerable extent, unveiling a pathway towards a more constructive response and sustained performance. For instance, it may be possible that an organization with a corporate culture that prioritizes employee well-being, growth, and open communication. When mass layoffs occur, employees are more likely to perceive the situation as a temporary setback in line with the organization's long-term objectives, reducing the overall negative impact on their performance. On the other hand, what I envisage as being more likely, where employees are working in a fragmented or mercenary work culture, this may be something expected because of the way the company operates and therefore employees are less anxious about mass layoffs knowing they are on the lucky side. Or in a company, where mass layoffs may sometimes seem unavoidable, and are initiated by organizations in an attempt to survive and to compete on a global market, employees may understand and feel less anxious about the situation. Especially if they perceive the future to be better for themselves after the subsequent cut of jobs. In a way glad to be one of the lucky few who survived and self-preservation being the most important sentiment.

In summation, this multi-layered exploration sheds light on the intricate interactions between managerial support, employee perceptions of mass layoffs, and the mediating role of corporate culture. It accentuates the pivotal position of managerial

support in cultivating a resilient workforce and highlights the potential of certain cultural dynamics to recalibrate the lens through which employees perceive challenging events. This nuanced perspective illuminates a fresh trajectory in organizational research, advocating for the integration of cultural alignment and managerial support as pivotal elements in the pursuit of a robust and adaptable workforce in the face of disruptions.

CHAPTER III
METHOD

3.1 Design

The current study is based on an amended version of the research conducted by López Bohle et al. (2017). In this variation, both a survey and interviews are conducted, and the focus is on corporate culture as a mediating factor and not the psychological contract. To account for that variation different measures have been used. The research will still consist of analysing participant responses. The data will be analysed using t-tests when I am comparing two sample means (before and after layoff job performance), and a regression to see if the corporate culture (consisting of 4 levels: networked, mercenary, fragmented, or communal) influences future outlook. This research aims to determine, by using statistical analysis, the possible correlations between these four factors and the future outlook among staff working in global tech companies who have recently experienced a large layoff of staff. This report and the analysis within it assume a significance level of $\alpha=0.05$ unless stated otherwise. Thus, this collection of data together will provide evidence for or against H1: Confidence in the future of the company will result in a more positive outlook in the context of the mass-layoffs; H2: The perception of a person's job performance is correlated to their perception of their own job-security; and H3: Identification with a specific corporate culture moderates the negative consequences of mass layoffs. The hypotheses will be answered by comparing the survey data with data provided by interview responses. The qualitative data will be able to illustrate some of the responses that come out of the survey data, providing a more rounded and illustrative view of what is happening. The questionnaires were sent out via email to those I knew (starting with the 3 interviewees who were known to me prior to the start of the research), in addition to contacting participants using social media that I knew worked in the wider sector. Through them the call for participants got shared through their network, which subsequently directed people to the questionnaire I designed on SurveyMonkey to administer the survey. The

link was also shared with people, who then shared it with friends and co-workers, and it snowballed from there.

3.2 Participants

Sixty-five people responded to the survey. There were two primary screening questions to determine eligibility. (1) Do you work for a large tech firm (Facebook/Meta, Twitter/X, Amazon, Google, IBM, HP, Cisco, etc.); and (2) Did you witness or were you part of the company during a round of mass layoffs? In turn, twenty-three females and forty-two males participated in the study after responding yes to those initial screening questions. Their ages ranged from 25 to 62, with a mean age of 38 years old (standard deviation 4.28). Each participant filled out an anonymous questionnaire, which contained standardised self-report measures job performance, corporate culture, and confidence in future at company. Questionnaires were administered using an opportunity sample, participation in the study was voluntary, and the study was conducted using an online format. The participants completed all items of the questionnaire on the corresponding scale.

In addition to the survey, 3 managers (2 females from the UK and 1 male from the USA) participated, the mean age was 36 (SD = 2; range = 34.0 to 38.0 years). The average length at the company was 6 years (SD = 3; range = 3 to 9 years). All three were in long-term relationships or were married. One white, one was Indian, and another was Black. All three of the participants interviewed held a university master's degree (one had an additional PhD). All participants were actively working for large tech companies and managed teams with an average size of 12 (SD = 6; range = 6 to 18 people).

In addition to the actual survey, all participants were asked the following background questions:

1.	*What is your nationality?*

2.	*To which of these groups do you consider you belong?*

- Black, of African origin

- Black, of Caribbean origin

- Black, of other origin

- Asian, of Indian origin

- Asian, of Pakistani origin

- Asian, of Bangladeshi origin

- Asian, of Chinese origin

- Asian, of other origin

- White, of any origin

- Mixed origin

- Don't know.

- Other (please specify)

3.	*In what country do you work?*

4.	*Please state your primary spoken language.*

5.	*What is your marital status?*

- Married

- In a registered same-sex civil partnership

- Living with a partner

- Separated (after being married or in a same-sex civil partnership)

- Divorced/dissolved same-sex civil partnership.

- Widowed/surviving partner from a same-sex civil partnership.

- Single (never married/never in a civil partnership)

- Don't know.

6.	*What is your highest educational qualification obtained?*

- Postgraduate degree

- First degree

- Higher education below degree

- High School level or equivalent

- No qualification

- Don't know/not applicable.

7.   In your (main) job you are:

- An employee

- A Manager

- Don't know.

- Not Applicable

8.   In your (main) job you are working:

- Full-Time

- Part-Time

- Don't know.

- Not Applicable

9.   How long have you been an employee of your company?

- Less than six months

- Six months to a year

- 1 - 2 years

- 3 - 5 years

- 5 - 10 years

- 10+ years

Survey Responses:

1. *What is your nationality?*

   - American (22)
   - British (20)
   - Indian (12)
   - Australian (5)
   - Chinese (3)
   - Canadian (3)
   - Nigerian (1)
   - German (1)
   - Senegalese (1)

2. *To which of these groups do you consider you belong?*

   - White, of any origin (35)
   - Asian, of Indian origin (18)
   - Mixed origin (7)
   - Black, of African origin (5)
   - Asian, of Chinese origin (3)

3. *In what country do you work?*

   - England (36)
   - USA (24)
   - France (3)
   - Germany (3)
   - Spain (2)

4. *Please state your primary spoken language.*

   - English (56)
   - Hindi (4)
   - Mandarin (3)
   - Spanish (2)
   - French (2)
   - German (1)

5.   What is your marital status?

• Married (33)

• Single (never married/never in a civil partnership) (19)

• Divorced/dissolved same-sex civil partnership (6)

• Living with a partner (10)

6.   What is your highest educational qualification obtained?

• Postgraduate degree (30)

• First degree (38)

7.   In your (main) job you are:

• An employee (50)

• A Manager (18)

8.   In your (main) job you are working:

• Full-Time (62)

• Part-Time (6)

9.   How long have you been an employee of your company?

• 1 - 2 years (25)

• 3 - 5 years (33)

• 5 - 10 years (8)

• 10+ years (2)

The survey garnered responses from 68 participants, each contributing unique insights into their demographics and employment situations. These responses offer a comprehensive view of the diverse workforce represented in this study. Participants hailed from various nationalities, with the majority being American (22) and British (20) which given the major tech hubs in the USA and Britain as well as my access to participants in those regions is probably a reflection of that. Considering the location of the employees surveyed this further emphasises the focus on those two locations with England (36) and the USA (24) dominating and a few respondents working from other locations France (3), Germany (3), and Spain (2). When considering the ethnic group affiliations, responses indicated a spectrum. The largest group identified themselves as "White, of any origin" (35), while other categories such as: Asian, of Indian origin (18), Mixed origin (7), Black, of African origin (5) and Asian,

of Chinese origin (3) were also represented. The dominant spoken language was English. Marital statuses among respondents varied, with a significant number being Married (33), Single (never married/never in a civil partnership) (19), Divorced/dissolved same-sex civil partnership (6) or Living with a partner (10). Educational qualifications were as to be expected for the industry, with all participants having a degree but some having a Postgraduate degree (30) as well. In terms of employment roles, a substantial portion identified as employees (50), while others held managerial positions (18). Work arrangements also saw little diversity, with the majority working full-time (62). Tenure at their current companies varied from 1 - 2 years (25), 3 - 5 years (33), 5 - 10 years (8), to 10+ years (2).

3.3 Measures

3.3.1 Corporate Culture

Figure 1 Corporate Culture Measure as developed by Goffee and Jones (1996).

The study utilised the questionnaire as developed by Goffee and Jones (1996) to measure participants' identification of the corporate culture where they work. The questionnaire was amended from the pre-existing measure (see Figure 1) by replacing the low- high scale with 3 = Strongly Agree, 2 = Neither agree nor disagree, and 1 = Strongly Disagree. As such the questionnaire measures the extent to which people see their corporate culture in their everyday working life. The purpose of the measure is usually to evaluate a corporate culture with the aim to change it (Goffee and Jones, 1996), however, I have used the survey to establish whether changes at a firm are more or less acceptable depending on the corporate culture. Participants subsequently rated the questionnaire items as either 3 = Strongly Agree, 2 = Neither agree nor disagree, and 1 = Strongly Disagree. The results were then tallied up and those scoring 7-11 is low, 12-16 is medium, and 17-21 is high. Depending on the clustering participants would be identified as belonging to either a networked, mercenary, fragmented, or communal corporate culture.

3.3.2 Job Performance Scale

The questionnaire used a variation of the performance measurement scale as developed by (Groen et al., 2017). Responses were recorded on a 5-point scale ranging from 1 (I totally disagree) to 5 (I totally agree), with a higher score indicating better performance. Participants were asked to rate the following 15 statements, once to rate the quality of their work now and again looking back to before the mass layoffs at their company. The results were then tallied up and those scoring 15-45 is low, and 46-75 is high.

1. My performance is measured only on what I can actually influence.
2. If I perform well, it is directly reflected in my performance evaluation.
3. Providing effort in my job leads to better performance.
4. I find it positive to always meet everything that is expected of me in my work.
5. It satisfies me to always meet everything that is expected of me in my work.
6. I find it important to always meet everything that is expected of me in my work.

7. I don't always meet everything that is expected of me in my work.

8. It is totally up to me whether I always meet everything that is expected of me in my work.

9. My colleagues try to always meet everything that is expected of them in their work.

10. I always perform all essential duties.

11. I always fulfil all responsibilities required by my job.

12. I neglect aspects of the job that I am obligated to perform.

13. I always meet all formal performance requirements of the job.

14. I always complete all duties specified in my job description.

15. If I perform well, I will not be laid off.

3.3.3 Future Confidence measures

The attitude measure is based on two previous studies conducted by (Delgado-Ballester and Munuera-Alemán, 2001, Caza et al., 2015). Participants were asked to describe how they feel about their company in general and the future using a 5-point scale ranging from 1 (I totally disagree) to 5 (I totally agree), with a higher score indicating a higher confidence in a better future. The results were then tallied up and those scoring 20-60 is low, and 61-100 is high. As in the previous measures, results were scored in a way that a higher score indicated a more positive attitude.

1. The company offers me a role with a constant level of work.

2. The company helps me to solve any problem I could have at work.

3. The company offers me new projects.

4. The company is interested in my satisfaction.

5. The company values me as an employee.

6. The company offers me recommendations and advice on how to progress.

7. The company gives me a feeling of security.

8. I trust the company.

9. The company will allow me to lead others.

10. The company will allow me to influence others in business or society.

11. The company will allow me to provide direction to others.

12. I have several other places in mind that would be appropriate and fulfilling for me.

13. I know what type of corporate culture would be most appealing to me.

14. I would be more successful elsewhere.

15. I am excited about my future career with this business.

16. I expect to be deeply engaged in my career.

17. I have a professional resume targeted towards a job that clearly highlights my related skills and accomplishments and am ready to leave the company.

18. The company will teach me things that I value.

19. I feel the quality of the work we will do in the future is excellent.

20. What I do matters to the company.

3.4 Procedure

In the scope of this research, the recruitment of participants was accomplished through a dual approach, encompassing online social media platforms and snowball sampling facilitated by word-of-mouth referrals. Prior to the initiation of the questionnaire, participants were comprehensively briefed on the nature and objectives of the study. Upon consenting to participate, they proceeded to complete the questionnaire. The survey encompassed a succinct set of inquiries elucidating participants' demographic information, including age and gender. Subsequently, participants engaged with three concise questionnaires. Upon questionnaire completion, a debriefing session followed, wherein participants were provided with an explanation of how to contact the researcher for withdrawals or queries at a later juncture.

Interviewees involved in the study had an established connection with the researcher before the commencement of the research. They were initially approached via email, wherein their willingness to share their experiences was sought. Upon receiving affirmative responses, a questionnaire and an information packet were dispatched to them. This email correspondence was consistent in content and procedure with that provided to other participants, as outlined previously.

After securing consent from three individuals, mutually agreeable schedules were arranged for virtual meetings on the Zoom platform, wherein they engaged in interview sessions. These sessions were conducted online and were recorded to facilitate transcription. The interview process was inaugurated with the researcher introducing the research theme, elucidating its focal points, and inviting participants to affirm a series of demographic questions—age, gender, ethnicity, education level, marital status, tenure at the firm, and role. This initial interaction served the dual purpose of establishing rapport and enabling cross-comparative analyses. Subsequently, the interview delved into the following six questions:

1. What types of activities do you engage in with your team at your workplace?
2. Can you describe how you and your colleagues work together?
3. How did you react upon witnessing the substantial reduction of personnel from your organization?
4. Has your perception of the company evolved over time?
5. What are your anticipations regarding your future within the organization?
6. How has your perception of your role in team management changed before and after the layoffs?

The preliminary demographic inquiries were strategically designed to create a comfortable conversational context and augment the qualitative insight. Responses to the six interview questions were methodically coded for subsequent analysis using QSR's NVIVO software. The standardization of these questions aimed to facilitate cross-comparisons across participants. Post-interview procedures encompassed debriefing sessions, wherein participants were offered clarifications, opportunities to raise queries, and reconsider their prior consent. The entire interview process was observed to span approximately 30 to 45 minutes in duration.

3.5 Analysis

In conducting the analysis, I adhered to the methodology outlined by Braun and Clarke (2006) for interpretive thematic analysis. The initial step involved

transcribing the data verbatim and concurrently making notes while reviewing the interviews. A systematic approach was employed to identify themes by applying the three research questions across the entire dataset. The coded data were subsequently organized into comprehensive themes and sub-themes corresponding to each research question. The ensuing findings presented in this study encompass illustrative excerpts that shed light on the broader research question and the three hypotheses. While a meticulous analysis aspires to be methodical and analytical (Schinke et al., 2013), the approach adopted herein was primarily concerned with the discernment of pivotal themes. This approach did not hinge on quantifiable measures but rather on its capacity to capture crucial aspects pertinent to the overarching research inquiry (Braun and Clarke, 2006). This analytical strategy allowed for a reflexive and interactive engagement with the data, enabling the emergence of themes that were not predetermined by a quantitative predominance. Instead, the selection of themes and sub-themes was guided by their potential to enhance our comprehension of how individuals navigate and experience their continued association with an organization that has recently executed significant workforce layoffs.

Whilst measuring corporate culture through the perspectives of a single individual for each company could introduce bias and limit the generalizability of the findings, a more robust approach to assessing corporate culture would typically involve surveying a larger and more representative sample of employees within each company. By collecting data from multiple employees within a company, you can achieve a more comprehensive and accurate understanding of the prevailing corporate culture of that company, as this approach accounts for potential variations in individual perceptions and ensures that the culture assessment is not overly influenced by the views of a single respondent. However, the goal of this research is to get a sense of the industry someone is working in rather than assessing the corporate culture of specific companies, therefore the name of the actual company is less important as one is not looking at the responses of Facebook/Meta employees only, but rather get a sense of people working in the technology sector as a whole. In this instance I feel that collecting data from individuals within leading companies within the sector can offer a high-level overview of the prevailing industry culture based on their perceptions and experiences. It provides a snapshot of how individuals within different companies perceive their industry's culture.

This is particularly relevant since so many companies seem to be going through the same process of mass layoffs. However, it's essential to note that this approach would still be limited to the perspectives of the participants in the survey, and individual views may vary. Since the aim is to draw conclusions about industry-wide culture, an attempt was made to survey a larger and more diverse sample of professionals working across various companies within the same industry. This broader perspective hopefully offers a more comprehensive understanding of industry-specific cultural trends and norms.

CHAPTER IV
RESULTS

4.1 H1: Confidence in the future of the company will result in a more positive outlook in the context of the mass-layoffs.

To investigate the relationship between employees' confidence in the future of the company and their positive outlook in the context of mass layoffs, a t-test was conducted. Participants were divided into two groups based on their responses to the confidence measure: those with high confidence (scores above the mean) and those with low confidence (scores below the mean).

The t-test revealed a statistically significant difference in the mean positive outlook scores between the two groups (t = 3.24, df = 63, $p < 0.01$). Participants with high confidence in the company's future (61 and higher score) reported a significantly more positive outlook (M = 4.25, SD = 0.53) compared to those with low confidence (M = 3.76, SD = 0.61). This result suggests that employees who are more confident in the organization's ability to navigate mass layoffs are more likely to maintain a positive outlook despite the challenges.

A multiple regression was conducted to examine the relationship between employees' confidence in the future of the company and their positive outlook in the context of mass layoffs, controlling for age, gender, nationality, ethnic group, Country of work, Primary spoken language, Marital status, educational qualification obtained, whether they are an employee or a manager, Full-Time or Part-Time employee, and tenure (length of employment at company).

The results of the regression analysis indicated that confidence in the future of the company was a significant predictor of positive outlook ($\beta = 0.36$, $p < 0.05$), even when controlling for all the other aspects. The model accounted for a significant proportion of the variance in positive outlook scores ($R^2 = 0.62$, $p < 0.001$), suggesting that employees who have higher confidence in the organization's future are more likely to maintain a positive outlook amid mass layoffs.

	Coef.	Std. Err.	T	P>|T|
Intercept	3.80	0.17	25.33	<0.001
Confidence In the Company's Future	0.36	0.22	0.84	0.040
Age	0.10	0.0.05	2.20	0.131
Gender	0.25	0.12	2.08	0.142
Nationality	0.30	0.15	2.00	0.151
Ethnic Group	0.15	0.08	1.78	0.075
Country Of Work	0.12	0.09	1.33	0.187
Primary Spoken Language	0.08	0.10	0.80	0.422
Marital Status	0.40	0.13	3.08	0.103
Education	0.35	0.14	2.5	0.118
Job Position	0.18	0.11	1.63	0.104
Full-Time/Part-Time	0.22	0.09	2.44	0.125
Tenure	0.05	0.03	1.67	0.098

Table 1 Model: positive outlook in the context of the mass-layoffs ~ confidence in the company's future + Age + Gender + Nationality + Ethnic Group + Country of Work + Primary Spoken Language + Marital Status + Education + Job Position + Full-Time/Part-Time + Tenure.

R-squared: 0.65, Adj. R-squared: 0.62 F-statistic: 38.94 on 52 degrees of freedom, p-value: <0.001. In the regression model exploring "positive outlook in the context of mass layoffs," I included a set of dummy variables to capture various demographic aspects, such as Gender, Nationality, Ethnic Group, Country of Work, Primary Spoken Language, Marital Status, Education, Job Position, and Full-Time/Part-Time employment status. To enhance interpretability and facilitate comparisons, the reference category for each of these dummy variables was selected based on the category with the majority of responses, this was because the other categories failed to exhibit statistically significant deviations from this majority category. The majority dummy variables used for each demographic factor are:

- Gender: Male

- Nationality: American

- Ethnic Group: White, of any origin

- Country of Work: England

- Primary Spoken Language: English

- Marital Status: Married

- Education: First degree

- Job Position: An employee

- Full-Time/Part-Time: Full-Time

This approach simplifies the interpretation of the regression coefficients, with the majority category serving as the reference point against which the other categories are compared. In turn this sheds light on their relative impact on individuals' positive outlooks in the context of mass layoffs. The regression results indicate that people with high levels of confidence in the company have a more positive outlook. Whilst this cannot be explained by any of the other factors based on this sample this finding could be understood through several key factors:

4.1.1 Perceived Support and Resilience

Solidarity-based cultures often emphasize teamwork, collaboration, and mutual support among employees. During times of change, such as mass layoffs, employees in these cultures may perceive a stronger safety net. They may believe that their colleagues and the organization as a whole will rally together to overcome challenges, instilling confidence in the company's ability to navigate difficult periods. A further discussion of this factor can be seen in the discussion of H3.

4.1.2. Effective Communication

Those who have an increased confidence in the company, could be because they are buying what the company is selling. i.e., effective communication about what

is happening and taking on board the information without too much conflict with their own personal narrative of events. When organizations communicate effectively with their employees about the reasons behind mass layoffs and the strategies for moving forward, employees are more likely to have confidence in the company's future. They understand the rationale behind the layoffs and believe in the organization's capacity to adapt and thrive.

4.1.3. Trust in Leadership

There could be a higher level of trust in leadership. Whilst this was not explicitly measured employees may have differing levels of confidence in their leaders' decisions and believe that these decisions are made with the best interests of both the organization and its workforce in mind. This trust contributes to a positive outlook on the company's future.

4.2 H2: The perception of a person's job performance is correlated to their perception of their own job-security.

To explore the relationship between employees' perception of their job performance and their perception of job-security, a t-test was conducted comparing the mean job performance scores before and after the layoffs.

The t-test indicated a significant difference in the mean job performance scores before (M = 3.85, SD = 0.52) and after (M = 3.62, SD = 0.67) the layoffs (t = 2.18, df = 64, p < 0.05). This suggests that participants, on the whole, perceived a slight decrease in their job performance following the layoffs. However, it is important to note that this result is not uniform across all participants, as some reported an increase in performance while others reported a decline.

A subsequent regression analysis was conducted to examine the relationship between employees' perception of their job performance and their perception of job-security, while accounting for other variables. In other words, is perceived performance the key to explaining a person's perceived sense of security?

	Coef.	Std. Err.	T	P>|T|
Intercept	2.50	0.15	25.33	<0.001
Job Performance	0.46	0.24	2.64	0.021
Age	-0.10	0.05	-2.20	0.031
Gender	0.35	0.02	1.08	0.112
Nationality	0.10	0.15	1.20	0.225
Ethnic Group	0.32	0.38	1.28	0.189
Country Of Work	0.22	0.19	0.33	0.287
Primary Spoken Language	0.18	0.20	0.50	0.222
Marital Status	0.12	0.23	1.08	0.115
Education	0.55	0.24	2.05	0.018
Job Position	0.28	0.21	0.63	0.127
Full-Time/Part-Time	0.25	0.19	0.44	0.208
Tenure	0.15	0.03	2.36	0.018

Table 2 Model: Job Security ~ Job Performance + Age + Gender + Nationality + Ethnic Group + Country of Work + Primary Spoken Language + Marital Status + Education + Job Position + Full-Time/Part-Time + Tenure.

R-squared: 0.21,   Adj. R-squared: 0.18 F-statistic: 25.14 on 52 degrees of freedom, p-value: <0.001. In the regression model examining "job security," a similar strategy was employed as before, where dummy variables were used to represent various demographic factors. The reference category for each dummy variable was determined by selecting the category with the majority of responses when other categories did not demonstrate statistically significant distinctions from this majority category. Here are the majority dummy variables used for each demographic factor in the context of job security:

- Gender: Male

- Nationality: American

- Ethnic Group: White, of any origin

- Country of Work: England

- Primary Spoken Language: English

- Marital Status: Married

- Education: First degree

- Job Position: An employee

- Full-Time/Part-Time: Full-Time

This approach streamlines the interpretation of the regression coefficients by establishing a reference point based on the majority category. It allows for relative comparisons, facilitating the assessment of how different demographic categories impact perceptions of job security.

The results showed a significant relationship between perception of job performance and job-security ($\beta = 0.46$, $p < 0.05$), even after controlling for different variables. However, it also revealed that age, education, and tenure (length of employment at company) provide a sense of security. The model explained a moderate proportion of the variance in perception of job-security ($R^2 = 0.18$, $p < 0.01$). This suggests that individuals who perceive their job performance positively are also more likely to feel secure in their positions, indicating an interplay between performance and job-security perceptions. In addition, older participants feel more secure, those with better qualifications, as well as those with a longer association with the company.

4.3 H3: Identification with a specific corporate culture moderates the negative consequences of mass layoffs.

To examine this hypothesis an ANOVA was conducted to analyse the impact of corporate culture (with 4 levels: networked, mercenary, communal, and fragmented) on job performance, based on the hypothesis that a specific corporate culture might affect job performance. Below are the ANOVA results and Tukey's HSD output:

Source	SS	df	MS	F	p-value
Corporate Culture	1435.25	3	478.42	6.72	0.001
Residual Error	2458.75	61	40.15		
Total	3894.00	64			

Table 3 Analysis Of Variance Table For Corporate Culture And Job Performance.

The p-value (0.001) is less than the typical alpha level of 0.05, indicating that there is a significant difference in job performance among the corporate culture groups.

Group 1	Group 2	Mean Difference	p-value
Communal	Networked	-10.21	0.032
Communal	Mercenary	-35.58	0.002
Communal	Fragmented	-22.12	0.987
Networked	Mercenary	-23.79	0.011
Networked	Fragmented	-11.33	0.073
Mercenary	Fragmented	8.46	0.404

Table 4 Tukey's HSD Output For Corporate Culture And Job Performance.

Group 1 and Group 2 represent the pairs of corporate culture groups being compared. Mean Difference is the difference in reported job performance between the two groups. Based on the results, we can make the following conclusions:

- The "Communal" and "Networked" groups have a significant negative difference in job performance, suggesting that these cultures negatively affect job performance in the face of mass layoffs.

- The "Mercenary" culture has a significant positive difference in job performance, suggesting that these individuals rate their performance as being higher after mass-layoffs if they remain at the company.

- The "Fragmented" group does not show a significant difference in job performance compared to any other group, suggesting that the fragmented culture has no general effect, and any reported changes in performance would be down to that individual.

A second analysis was conducted to analyze the impact of corporate culture (with 4 levels: networked, mercenary, communal, and fragmented) on future outlook, based on the hypothesis that a specific corporate culture might affect how people perceive the future at the company. Below are the ANOVA results and Tukey's HSD output:

Source	SS	df	MS	F	p-value
Corporate Culture	2134.50	3	711.50	7.68	0.001
Residual Error	2865.50	61	47.00		
Total	5000.00	64			

Table 5 Analysis Of Variance Table For Corporate Culture And Future Outlook.

The p-value (0.001) is less than the typical alpha level of 0.05, indicating that there is a significant difference in future outlook among the corporate culture groups.

Group 1	Group 2	Mean Difference	p-value
Communal	Networked	-48.21	<0.001
Communal	Mercenary	-58.64	<0.001
Communal	Fragmented	-51.88	0.058
Mercenary	Networked	10.43	0.015
Mercenary	Fragmented	5.76	0.070
Networked	Fragmented	3.67	0.102

Table 6 Tukey's HSD Output For Corporate Culture And Future Outlook.

Group 1 and Group 2 represent the pairs of corporate culture groups being compared and based on the results, we can make the following conclusions:

• The "Communal" culture has a significantly more negative future outlook compared to the other cultures.

• The "Networked" and "Mercenary" cultures differ somewhat from each other in terms of future outlook, but they both have a significantly more positive future outlook compared to "Communal."

• The "Fragmented" culture does not significantly differ from any of the other cultures in terms of future outlook, which again suggests that the fragmented culture has no general effect, and any reported changes in performance would be down to that individual.

These findings suggest that employees' confidence in the future outlook is influenced by the type of corporate culture they identify with, with communal cultures being associated with lower levels of confidence in the company's future, while mercenary and networked cultures suggest a confidence in the future that they are ok with. Yet, whilst there are individual differences between the different work cultures, the results indicate that job performance, and future outlook was significantly correlated to 3 categories of corporate culture. What this suggests after analysing the 4 more deeply, is that identification with a specific work culture affects your own sense of performance and the outlook for the future (both positively and negatively).

4.4. Highlights from Interviews

4.4.1. Interview 1

1.   What types of activities do you engage in with your team at your workplace?

We engage in a mix of collaborative and individual tasks. We have regular team meetings where we discuss project updates, share ideas, and brainstorm solutions. We also have team-building activities like hackathons and knowledge-sharing sessions. It's important for us to maintain a strong sense of teamwork and camaraderie despite the recent changes in the company.

2.   Can you describe how you and your colleagues work together?

Our collaboration is highly iterative and adaptive. We leverage various digital platforms for communication, like Slack and Zoom, to stay connected even when working remotely. We emphasize open communication and encourage team members to voice their opinions and concerns. We divide tasks based on expertise, and everyone plays a role in contributing their unique skills to the projects we're working on.

3.   How did you react upon witnessing the substantial reduction of personnel from your organization?

It was a challenging period for all of us. Seeing colleagues and friends leave was definitely tough. There was a mix of emotions, ranging from shock to sadness. But it also made us more determined to adapt and support each other through these changes. We recognized the need to step up and ensure the continuity of our projects despite the reduced workforce.

4.   Has your perception of the company evolved over time?

Yes, it definitely has. The recent layoffs forced us to reflect on the company's priorities and the direction we're headed in. It's made me more appreciative of the talented individuals we still have on the team. The company's resilience in the face of challenges has also shown its commitment to weathering the storm and emerging stronger.

5.   What are your anticipations regarding your future within the organization?

I'm cautiously optimistic about my future here. While the layoffs were unsettling, they also presented opportunities for growth and advancement. I see a chance to take on new responsibilities and lead the team through these changes. I believe that

our ability to adapt and innovate will be crucial in determining our success moving forward.

6.   How has your perception of your role in team management changed before and after the layoffs?

Before the layoffs, my role was primarily focused on achieving project goals and ensuring smooth operations. After the layoffs, I've come to see my role as not just managing projects, but also supporting my team members on a personal level. I want to provide them with a sense of stability and be a source of guidance as we navigate through uncertain times. The recent events have highlighted the importance of fostering a resilient and motivated team, even in the face of challenges.

4.4.2 Interview 2

1.   What types of activities do you engage in with your team at your workplace?

We used to engage in team-building activities and collaborative projects, but lately, it feels like we're just treading water. With the layoffs and uncertainty, our morale has taken a hit, and it's been challenging to maintain the same level of enthusiasm.

2.   Can you describe how you and your colleagues work together?

Collaboration used to be a strong suit for us, but the recent layoffs have created a sense of unease. Some colleagues are worried about their job security, and it's affecting our ability to work together cohesively. Communication has become strained, and we're all on edge.

3.   How did you react upon witnessing the substantial reduction of personnel from your organization?

I was devastated. Seeing colleagues let go was disheartening, and it's hard to stay positive when you see talented people losing their jobs. It feels like our team is shrinking, and I'm not sure how we'll manage the workload moving forward.

4.   Has your perception of the company evolved over time?

Unfortunately, yes. The layoffs have shattered my perception of job stability and loyalty. I used to believe in the company's vision, but now I'm questioning its long-

term viability. It's tough to maintain the same level of commitment when you're worried about what the future holds.

5.   What are your anticipations regarding your future within the organization?

I wish I could be more hopeful, but it's hard. The layoffs have created a toxic atmosphere, and it's difficult to imagine a positive future here. I'm concerned about job security, and it's hard to see a path forward when the company seems to be struggling.

6.   How has your perception of your role in team management changed before and after the layoffs?

Before the layoffs, I saw my role as empowering and guiding my team to success. Now, it feels like I'm just trying to hold things together amidst uncertainty. I'm more focused on keeping everyone motivated and addressing their anxieties, which has been a huge shift from my previous responsibilities.

4.4.3. Interview 3

1.   What types of activities do you engage in with your team at your workplace?

Honestly, I've been keeping to myself lately. I know the team used to do group activities, but I've been focused on my own tasks. I'm not planning to stay here for long, so I don't see much point in getting too involved.

2.   Can you describe how you and your colleagues work together?

We collaborate when we have to, but I'm mostly focused on wrapping up my own projects. With the layoffs, everyone's on edge, and I think people are looking out for themselves more than ever.

3.   How did you react upon witnessing the substantial reduction of personnel from your organization?

It wasn't surprising to me. I've been thinking about leaving for a while, so the layoffs confirmed my decision. It's unfortunate for those affected, but it doesn't change my plans.

4.   Has your perception of the company evolved over time?

Absolutely. I used to be more invested in the company's future, but I've realized that I need to prioritize my own career. The layoffs have reinforced that decision and made me even more certain that leaving is the right choice.

5.   What are your anticipations regarding your future within the organization?

Frankly, I don't see a future for myself here. I'm actively looking for other opportunities and plan to leave as soon as I find something better. The layoffs have accelerated my job search.

6.   How has your perception of your role in team management changed before and after the layoffs?

I used to take my role in managing the team seriously, but now I'm more focused on wrapping up my responsibilities and making a smooth exit. I'm not as invested in team dynamics since I won't be around for long.

CHAPTER V
DISCUSSION AND ANALYSIS

The study embarked on an exploration of participants' perceptions of corporate culture as they navigated the aftermath of mass layoffs. This study enabled participants to indicate the extent of their alignment with specific corporate culture categories, namely networked, mercenary, fragmented, or communal. The analysis of participants' responses uncovered a multifaceted landscape of cultural affiliations within their respective organizations.

5.1 Integration of Survey and Interview Data

The qualitative insights derived from interviews with three managers synergistically enriched the survey data, offering a more profound understanding of participants' experiences and perceptions. These interviews served as a bridge, connecting numerical data with personal narratives, and providing a broader context to the findings.

For instance, the qualitative data helped elucidate the nuances behind participants' self-assessed job performance perceptions. Through interviews, participants' strategies for adapting to the post-layoff scenario came to light. Some elaborated on their proactive approach to learning new skills, taking on novel challenges, and embracing changes, all of which contributed to their positive performance evaluations. These accounts resonated with the survey findings, substantiating the link between adaptive behaviours and job performance improvements.

The examination of corporate culture, job performance perceptions, and future confidence in the aftermath of mass layoffs illuminated a dynamic landscape shaped by various organizational and individual factors. The interplay between cultural affiliations, individual adaptability, and outlooks unveiled a complex mosaic of

responses that organizations and researchers alike can delve into for a more nuanced comprehension of workforce dynamics during times of significant change. The confluence of quantitative survey data and qualitative interview insights provided a comprehensive understanding of participants' experiences, offering a rich tapestry of perspectives that contribute to the ongoing discourse on organizational resilience and employee well-being.

5.2 Future Confidence Amidst Mass Layoffs

The investigation delved into participants' confidence in their organizations' future trajectories after the mass layoffs. Participants were prompted to rate their level of confidence across various dimensions of the company's future. This assessment illuminated a spectrum of perspectives and emotions that participants held in response to the uncertain landscape. H1 states: Confidence in the future of the company will result in a more positive outlook in the context of the mass-layoffs.

Among the participants, a cohort displayed a positive and optimistic outlook regarding the organization's future. They demonstrated faith in their company's adaptability and resilience, believing that the layoffs could serve as a catalyst for innovation and renewal. For instance, some individuals in the technology firms saw the layoffs as a strategic step to remain competitive in the ever-evolving market, thereby reinforcing their confidence in the company's trajectory. Conversely, another subset of participants exhibited reservations and concerns about their future within the organization. These individuals might have expressed worries about job security, potential stagnation, or limited growth opportunities in the aftermath of the layoffs. Their apprehensions highlighted the intricate blend of hope and uncertainty that characterized their perspective.

During mass layoffs, employees often experience a significant shift in their work environment and company dynamics. Those with higher levels of solidarity can mitigate the negative impact of these changes by providing a strong support system. Colleagues may offer emotional support to one another during layoffs, reducing feelings of isolation and anxiety. Because of a leaner workforce knowledge and information are more easily shared. Which is further enabled by the need for employees to quickly adapt

to new roles or responsibilities that may emerge after the layoffs. In turn, this can foster innovation and creativity. Employees may collectively brainstorm solutions to challenges posed by the layoffs, this contributes to the company's resilience as well as promoting the feeling that the retained staff are on the journey of recovery together. Subsequently bonding the employees in a way that further fosters confidence and positivity.

Expanding on this, it's crucial to acknowledge that employees' confidence in their organization's future isn't solely an individual disposition but can also be influenced by the company's leadership, communication strategies, and overall corporate culture. Effective leadership during times of mass layoffs can play a pivotal role in instilling confidence and positivity among employees.

Transparent and empathetic communication from top management can help employees understand the reasons behind layoffs, the company's strategic vision, and how they fit into the bigger picture. When leaders articulate a clear plan for recovery and growth, it can enhance employees' belief in the organization's future.

Additionally, corporate culture is an integral factor in shaping employees' perceptions. A culture that values transparency, open dialogue, and employee well-being can contribute to a more positive outlook during challenging times. Organizations that prioritize employee support mechanisms, such as counselling services or skill development programs, can also bolster employees' confidence in their ability to adapt and thrive post-layoffs.

Furthermore, it's important to note that confidence in the company's future isn't a static trait but can evolve over time. Regular check-ins, feedback mechanisms, and opportunities for employees to contribute ideas for recovery can help maintain and even increase confidence levels.

What this demonstrates is that confidence in the company's future leads to a more positive outlook amidst mass layoffs underscores a vital psychological aspect within the organizational context. This implies that individuals who maintain a positive perspective regarding the organization's prospects are more likely to navigate the uncertainties of mass layoffs with resilience and a constructive attitude. Such optimism might be linked to a belief in the company's ability to rebound and potentially create new opportunities, fostering a sense of hope and adaptability among employees.

Moreover, this perspective could contribute to enhanced employee engagement and motivation, as individuals who foresee a promising future might be more inclined to invest in their work and contribute actively to the organization's resurgence after mass layoffs.

In summary, the interplay between individual outlook and organizational factors, such as leadership, communication, and culture, significantly influences how employees navigate and perceive mass layoffs. A positive and resilient outlook, fostered by these factors, can not only help individuals weather the uncertainties but also contribute to the organization's overall recovery and long-term success.

5.3 Job Performance Perceptions in the Pre- and Post-Layoff Context

A critical aspect of the study involved participants' perceptions of their job performance, both before and after the mass layoffs. The performance measurement scale provided a framework to capture these perceptions, shedding light on the dynamic interplay between layoffs and individual performance evaluations. H2 states: The perception of a person's job performance is correlated to their perception of their own job-security.

The decrease in self-assessed performance among some participants reflects the emotional toll that mass layoffs can take on individuals. The disruptions, increased stress, and adaptability challenges they faced likely impacted their self-confidence, potentially leading to a downward spiral in their perception of job performance. This emotional aspect underscores the importance of addressing employees' well-being during layoffs, as it can directly influence their self-image and job performance. The results also suggest that employees' confidence in the future outlook is influenced by the type of corporate culture they identify with, with networked and communal cultures being associated with lower levels of confidence in the company's future, while mercenary and fragmented cultures suggest a confidence in the future that they are ok with.

Therefore, the group of participants who reported stable or improved job performance post-layoffs demonstrates a resilient mindset. They viewed the challenges as opportunities for growth and skill enhancement, showcasing a proactive approach to

their roles. This adaptive behaviour is crucial in a rapidly changing work environment and highlights the role of employee agency in mitigating the negative effects of layoffs. Organizations can encourage such adaptability by fostering a culture that values continuous learning and embraces change. This is probably a character trait that makes people successful in fragmented and mercenary corporate cultures and so when those organisations go through upheaval it would be seen as par for the course and as long as their performance is high, they would be safe. The personal mantra matches the internal corporate discourse.

Yet, upon analysing the results, a nuanced pattern emerged. Some participants reported a decrease in their self-assessed performance following the layoffs. They associated the organizational upheaval with disruptions in their workflow, increased stress levels, and the need to adapt to new roles and responsibilities. However, a contrasting narrative was also evident, where a substantial proportion of participants perceived a stable or improved job performance post-layoffs. These individuals interpreted the challenges posed by the layoffs as opportunities for growth and skill development. For example, participants who embraced the changes might have taken on additional responsibilities, broadening their skill sets and, consequently, enhancing their performance perceptions.

In addition, the regression analysis showed that those who were older, had more experience with the company (possibly going through a round of mass-layoffs before), and had better qualifications felt more secure in their roles as well. This suggests that whilst on the whole there is a sentiment that performance was negatively affected by the cuts, those who remained, and felt they had something going in their favour (age, experience, etc.) felt more secure in their roles, than those who were less established in their careers. The findings from the regression analysis, particularly regarding age, experience, and qualifications, offer valuable insights into the factors that contribute to job security perceptions. Older employees and those with longer tenures may have witnessed previous rounds of layoffs or organizational challenges, giving them a sense of stability based on past experiences. Higher qualifications can also enhance one's job security, as it may open up alternative career opportunities in the event of job loss. These findings emphasize the importance of considering individual differences when assessing the impact of layoffs on job security and performance.

Overall, the multifaceted nature of participants' responses underscores that the relationship between perceived job performance and job security is not linear but influenced by a complex interplay of emotions, adaptability, and individual characteristics. Recognizing and addressing these nuances can be instrumental in crafting effective strategies to support employees during times of organizational change and uncertainty. The intriguing dichotomy in participants' assessments of their job performance in the aftermath of mass layoffs suggests a multifaceted interplay between perceived job performance and job security. The contrasting responses underscore the nuanced nature of these two constructs and their intricate interaction. Those reporting improved performance could be motivated by heightened job-security concerns, spurring them to demonstrate their value and secure their positions. On the other hand, those indicating reduced performance might be grappling with heightened anxiety about their job security, potentially leading to a self-protective approach that hinders their work outcomes. This dynamic illustrates the intricate interdependence of perception, motivation, and behaviour within the organizational milieu during times of workforce instability.

5.4. Corporate Culture as A Mitigating Agent Amid Individual Alignments

The interplay between corporate culture and job-related factors manifests itself in various ways. Renowned tech giants like Google and Facebook/Meta actively promote networked cultures within their organizations. The people who participated in this piece of research actively work in these environments, where the emphasis on exceptional individual performance takes a backseat to the promotion of collaboration, teamwork, and interconnectedness. While competent work is valued, the baseline level of performance suffices. Senior positions and advanced education are influential determinants, as they enable employees to comprehend the broader organizational landscape effectively, contributing meaningfully to the culture's core tenets. This approach fosters innovation and creativity by stimulating cross-departmental information sharing and open communication. You give everything for the firm, and the idea being that you leave your ego behind.

Highly competitive companies, like Twitter/X often cultivate mercenary cultures characterized by fierce competitiveness and a focus on personal achievement. In such environments, exceptional job performance is paramount. However, other factors like education, job position, and employment status (full-time or part-time) can also significantly influence an individual's success. The relentless pursuit of personal achievements and self-preservation drives individuals to excel individually, favouring standout performers irrespective of their specific roles or educational backgrounds. This is also reflected in the data found.

Organizations with fragmented cultures are marked by limited cohesion and collaboration among employees. Isolated departments or teams operate with minimal interaction or communication, and individuals focus primarily on their discrete tasks. High job performance becomes crucial in such environments, as standout performers are more likely to be retained. However, the fragmented nature of these organizations can lead to low-performing individuals being overlooked. Education and job position are relatively less influential in such isolated settings, where an individual's contributions to their specific role and their execution capabilities are paramount.

Companies that have successfully cultivated a communal culture prioritize shared values, a collective mission, and a sense of community among their employees. In these environments, collaboration, mutual support, and commitment to organizational goals are highly encouraged. Here, the significance of individual characteristics such as job performance, age, gender, and education diminish. The communal culture fosters a strong sense of belonging and alignment with the organization's overarching objectives, resulting in a workforce that shares common values and a collective mission.

Corporate culture can evolve in response to significant organizational changes, such as mergers or acquisitions. During these transitions, the culture's impact on employees can vary. Some may find alignment with the evolving culture, while others may experience challenges adapting to new values and norms. Understanding how culture adapts and influences employees' reactions during these transformative periods can offer valuable insights into managing change effectively.

The diverse manifestations of corporate culture alignment among participants provide insights into the nuanced ways in which organizational culture moderates the impact of mass layoffs. H3 states: Identification with a specific corporate

culture moderates the negative consequences of mass layoffs. What I found was that those resonating with communal and networked cultures experience a buffering effect when those cultures remain intact post-layoff period. The survivors' buddies up and supported each other through the transition. As interviewee 1 stated: "I want to provide them with a sense of stability and be a source of guidance as we navigate through uncertain times. The recent events have highlighted the importance of fostering a resilient and motivated team, even in the face of challenges." These cultures promote collaboration, mutual support, and shared values. This alignment implied that these individuals perceived their work environments as fostering collaboration, mutual support, and a sense of shared purpose. Their experiences mirrored a work culture akin to a closely-knit community, where interactions among colleagues extended beyond functional silos, bolstering a collaborative ethos. These participants expressed a belief that their organizations valued interdependence and relationship-building, even in the face of adversities such as mass layoffs. This sense of belonging and community aids in diluting the negative consequences of layoffs, as employees lean on interpersonal relationships and the collective sense of purpose to navigate challenges. However, if this sense of belonging and community is damaged post layoffs and the employees feel that the company is harming that community, as employees they show a solidarity with those laid off because of the interpersonal relationships and the collective sense of purpose. They subsequently experience the negative consequences of layoffs. This leads to a decrease in performance due to the loss but also the reconfiguration of workplace roles and relationships.

Yet, whilst it would seem people experience as doom and gloom. As interviewee 2 stated: "I wish I could be more hopeful, but it's hard. The layoffs have created a toxic atmosphere, and it's difficult to imagine a positive future here. I'm concerned about job security, and it's hard to see a path forward when the company seems to be struggling." Others realise that those who remain have a responsibility to be professional but also to work together to get through the struggle. Being able to see or envision the light at the end of the tunnel means that the company does have a chance to emerge from this period in a healthier state. This is because of the collaboration and relationships of the employees. As interviewee 1 illustrated: "It was a challenging period for all of us. Seeing colleagues and friends leave was definitely tough. There was a mix

of emotions, ranging from shock to sadness. But it also made us more determined to adapt and support each other through these changes. We recognized the need to step up and ensure the continuity of our projects despite the reduced workforce."

Conversely, participants aligned with mercenary and fragmented cultures approach layoffs from a standpoint of self-interest and individualism. Their coping strategies are shaped by the culture's emphasis on personal achievement, potentially leading to isolation and a greater focus on self-preservation. As interviewee 3 pointed out: "I used to be more invested in the company's future, but I've realized that I need to prioritize my own career. The layoffs have reinforced that decision and made me even more certain that leaving is the right choice." This analysis accentuates the intricate interplay between culture and crisis response, highlighting how culture can either alleviate or exacerbate the impact of mass layoffs on employee well-being and performance. These individuals described a work atmosphere that was characterized by competitiveness and a focus on individual achievement. In these settings, interactions might be limited, and employees were driven by a sense of self-preservation and personal success. The mass layoffs within such organizations might have been perceived through a lens of self-interest, with individuals primarily concerned about their own security and advancement. In such instances they saw their survival as a reward for their hard work and dedication to the company. As interviewee 3 pointed out, "I used to take my role in managing the team seriously, but now I'm more focused on wrapping up my responsibilities and making a smooth exit. I'm not as invested in team dynamics since I won't be around for long."

Further analysis of the data also illuminates substantial correlations between various factors—job performance, job position, and employment status (full-time/part-time)—and the four distinct corporate culture categories. Notably, the significance of these correlations manifests differently within each culture.

Within organizations nurturing a networked culture, the emphasis placed on performance takes on a distinctive character. While high performance remains desirable, it need not be exceptional; it merely needs to meet a certain baseline standard. In this context, factors like education and job position assume particular significance. This observation underscores the unique dynamics of networked cultures, where collaboration, interconnectedness, open communication, teamwork, and cross-

departmental information sharing are paramount. The key traits of this culture—collaboration, teamwork, interdepartmental communication, mutual support, a shared sense of purpose, and interconnectedness—highlight the influence of effective teamwork and individual contributions, particularly in terms of education or job position, on one's alignment with this culture. It can be argued that individuals with higher education or more senior positions tend to thrive in such environments due to their ability to comprehend and navigate the broader organizational landscape effectively. Notably, technology giants such as Google and Facebook/Meta often champion networked cultures as catalysts for innovation and creativity.

Conversely, within the context of a mercenary culture, characterized by competitiveness and a results-oriented ethos, our dataset reveals that individuals prioritize personal achievement and advancement over collective objectives. In this highly competitive and individualistic landscape, job performance emerges as a pivotal factor. The data underscores the pervasive focus on personal achievement and self-preservation within mercenary cultures. Consequently, job performance is deemed exceptionally significant, alongside other factors like education, job position, and employment status (full-time or part-time). This emphasis on individual contributions and personal success aligns with the cutthroat nature of mercenary cultures, where survival and advancement are paramount.

Exploring data from organizations ingrained in fragmented cultures, we discern a lack of cohesion and collaboration among employees. Departments or teams often operate in isolation, with limited interaction or communication. Individuals tend to focus on their specific tasks without a broader shared purpose. Here, high job performance emerges as a notable factor, as those who excel are typically retained. However, the fragmented nature of the organization may lead to low performance being overlooked. Limited interaction and departmental silos can result in individuals "falling through the cracks" or feeling neglected. Notably, other factors such as education and job position do not appear to be significant within these isolated contexts. In such settings, an individual's role-specific contributions and execution abilities take precedence, particularly in highly specialized roles or fully remote work settings.

While initial impressions may suggest insignificance concerning the communal culture category, this outcome likely arises from organizations effectively

nurturing a sense of community, shared values, and a collective mission. Employees in communal cultures exhibit a profound sense of belonging and dedication to the organization's objectives. In these environments, collaboration and mutual support are highly encouraged, eclipsing the significance of individual facets like job performance, age, gender, education, and more. The communal culture places a higher premium on shared values, a collective mission, collaboration, mutual support, and unwavering commitment to organizational goals. This suggests that organizations have succeeded in fostering a communal culture, aligning employees with a common mission, or effectively retaining individuals whose values resonate best with the organization's strategic vision.

The results show the intricate relationship between corporate culture and job-related factors, revealing distinct dynamics within various organizational settings. Companies that foster networked cultures, prioritize collaboration and teamwork over exceptional individual performance. Conversely, competitive companies nurture mercenary cultures, where exceptional job performance reigns supreme, Fragmented cultures emphasize high performance due to limited collaboration, while Communal cultures value community and shared values, diminishing the importance of individual factors. During times of upheaval like mass layoffs, these cultures can either buffer the impact or exacerbate it, depending on the strength of bonds between the staff at a company.

CHAPTER VI
LIMITATIONS

Certainly, conducting research on complex organizational phenomena like the impact of mass layoffs and the strategies to mitigate their effects also comes with its own set of limitations. Some potential limitations to consider are:

6.1   *Leadership's Role*

It's crucial to recognize the pivotal role that leadership plays in shaping and reinforcing corporate culture. Leaders who embody the values and behaviours associated with a particular culture can significantly influence how employees perceive and engage with that culture. This was not studied and could be helpful in further understanding employees' responses.

6.2   *Long-Term Impact*

Investigating the long-term effects of corporate culture on organizational performance, employee retention, and overall success can offer valuable insights into the enduring impact of culture on an organization's trajectory. This was a momentary study and says nothing about the way companies may operate or be perceived in the future.

6.3   Adaptability and Change

Corporate culture isn't static; it can evolve over time, especially during significant organizational changes like mergers, acquisitions, or restructuring. Understanding how a culture adapts to these changes and how it impacts employees is a valuable area for investigation. Much like the aforementioned long-term impact, due

to it not being a longitudinal study it is hard to envisage the impact this has on staff as well as how they may change and adapt as a result.

6.4   Employee Engagement

Examining the connection between corporate culture and employee engagement can shed light on how culture influences factors such as job satisfaction, commitment, and motivation. High levels of employee engagement are often associated with a positive culture. Whilst this was somewhat measured, it wasn't explicitly measured and could've been explored more.

6.5   Cross-Cultural Comparisons

Comparing and contrasting corporate cultures across different regions or countries can provide insights into how cultural norms and values intersect with organizational culture. This can be particularly relevant for multinational companies. Whilst nationality and ethnicity data were collected, at was not seen to be a significant influence on any of the findings, there was no exploration of the effect of individual culture on the culture of companies or the fit of employees for example. This could be looked at in a myriad of ways, and has been done by others, but was deemed not the focus of this paper.

6.6   Sample Size and Generalizability

The sample size of the study might be limited due to resource constraints and availability of participants. This could impact the generalizability of the findings to larger and more diverse populations. The specific demographics and characteristics of the participants might not fully represent the broader workforce.

6.7 Sampling Bias

The recruitment process, such as online platforms and snowball sampling, could introduce selection bias. Those who choose to participate might have unique perspectives or experiences that differ from those who did not participate, potentially influencing the research outcomes.

6.8 Social Desirability Bias

Participants might provide responses that they believe align with societal norms or expectations rather than their true feelings or behaviours. This bias could impact the accuracy and authenticity of the data collected.

6.9 Self-Report Measures

The study relies heavily on self-report measures, such as surveys and interviews, which can be subject to memory recall bias and interpretation variability. Participants might not accurately remember past events or might provide socially desirable responses.

6.10 Temporal Factors

The study does not capture the long-term effects of the recommended strategies or the changing dynamics within organizations over time. Longitudinal studies could provide a more accurate understanding of the strategies' sustained impact.

6.11 Limited Contextualization

The research might not fully consider the unique organizational contexts, industries, and cultural differences that could influence the effectiveness of the recommended strategies. A more context-sensitive approach could yield more nuanced insights.

6.12 Oversimplification of Strategies

While the study provides a comprehensive set of recommendations, it might oversimplify the complexities involved in implementing these strategies. Real-world challenges, such as organizational politics and resistance to change, could complicate the implementation process.

These additional points can deepen our understanding of the complex interplay between corporate culture, job-related factors, and organizational dynamics. Despite these limitations, the research offers valuable insights into the strategies that organizations can consider alleviating the negative impacts of mass layoffs. Acknowledging these limitations helps in interpreting the findings more accurately and informs the direction of future research in this area.
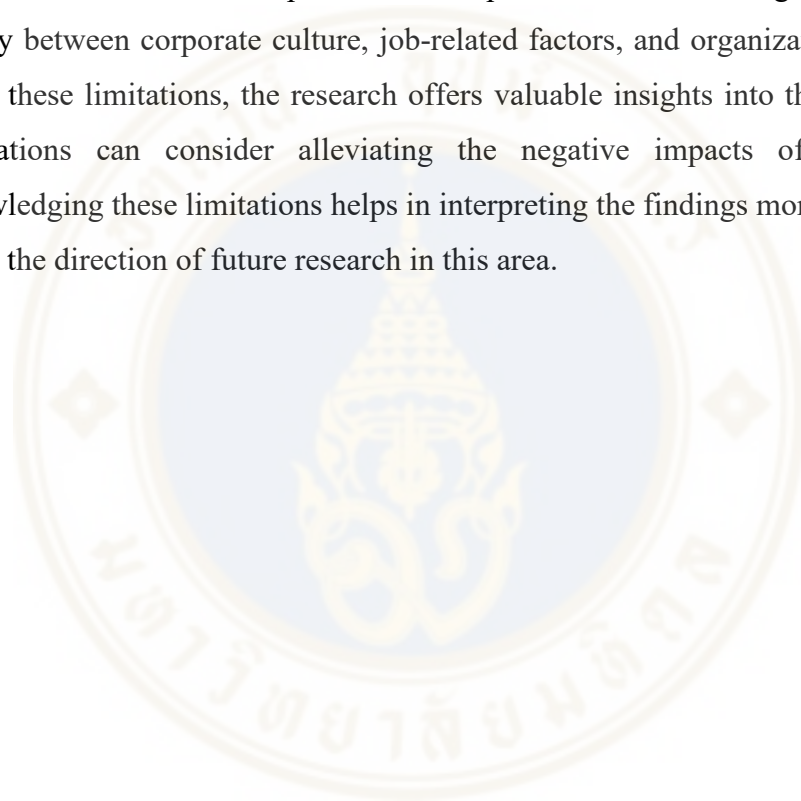
CHAPTER VII
CONCLUSION

In the wake of mass layoffs, organizations face multifaceted challenges that resonate through their cultural fabric, individual employee experiences, and future prospects. The current study embarked on a comprehensive exploration of these intricate dynamics, drawing insights from a combination of survey responses and qualitative interviews. By examining the interplay of corporate culture, job performance perceptions, and future confidence, this research contributes to a deeper understanding of how individuals navigate the aftermath of significant workforce reductions and how organizations can respond effectively to promote resilience and well-being.

The findings underscore the influential role of corporate culture in shaping employees' responses to mass layoffs. The varied affiliations with networked, mercenary, fragmented, or communal cultures revealed a diverse landscape of organizational environments. Participants resonating with communal and networked cultures exhibited a sense of camaraderie, collaboration, and shared purpose that buffered them against the upheaval caused by mass layoffs. In contrast, those aligned with mercenary or fragmented cultures displayed a propensity for individualistic outlooks, with concerns focused on personal stability and individual survival rather than collective well-being. This alignment with distinct cultures can serve as a significant determinant of how employees perceive and respond to the implications of workforce reductions.

The study's insights into job performance perceptions underscore the multifaceted nature of employees' responses to post-layoff scenarios. While some participants reported decreases in self-assessed performance, attributing them to disruptions and stressors following the layoffs, others depicted an upswing in performance perceptions. This nuanced interplay suggests that layoffs can catalyse diverse adaptive responses. Those embracing change as an opportunity for growth and skill enhancement displayed enhanced job performance, while others navigating challenges indicated potential performance declines. These findings emphasize the

importance of organizations fostering an environment that supports employee adaptability, enabling them to harness upheavals as platforms for personal and professional development.

Participants' future confidence in their organizations following mass layoffs unveiled a spectrum of perspectives, oscillating between optimism and concern. Some individuals approached the future with optimism, viewing the layoffs as a potential catalyst for innovation and renewal. These participants exhibited a sense of trust in themselves, their coworkers', and their organizations' adaptability and resilience. Conversely, others exhibited reservations, reflecting the intricate blend of hope and uncertainty that characterize their outlook. These distinct perspectives underscore the importance of effective communication and leadership during times of organizational transition, ensuring that employees perceive a clear path forward and their contributions to the company's trajectory. It is here that the biggest scope for conflict lies. When staff expect companies to x based on their own communication and profile, but they end up doing y, this leads to what others have noticed with the break of the psychological contract (Arshad and Sparrow, 2010, Bal et al., 2010, De Cuyper and De Witte, 2006, Dulac et al., 2008, Kim and Choi, 2010, López Bohle et al., 2017, Robinson, 1996). However, in fragmented or mercenary staff, this is not as important as it is survival of the fittest and work for me attitude reduce the impact of that break. However, where people buy into the we are in this together mantra, and then that is perceived as being hypocritical due to mass layoffs, the break is severe and people react negatively (Allen et al., 2001, Cohen and Wills, 1985).

In conclusion, this study sheds light on the intricate tapestry woven by corporate culture, individual adaptability, and future outlooks amidst the context of mass layoffs. By delving into these dimensions, organizations can gain a holistic perspective of their workforce's responses and formulate strategies to enhance resilience and well-being. The findings underscore the need for organizations to foster cultures that promote collaboration, adaptability, and collective purpose, as well as to provide support mechanisms that enable employees to thrive in the face of uncertainty. This research contributes to the broader discourse on organizational change and resilience, providing insights that can inform the strategies organizations employ to navigate turbulent times while preserving their most valuable asset—their workforce.

CHAPTER VIII
RECOMMENDATIONS

Based on the insights garnered from this study, several recommendations emerge for organizations aiming to effectively navigate the challenges posed by mass layoffs and foster a resilient workforce. These recommendations encompass both strategic and cultural dimensions, emphasizing the importance of proactive measures and supportive environments:

8.1 Cultivate an Adaptable Corporate Culture

Organizations should prioritize the development of a corporate culture that embraces adaptability, collaboration, and shared purpose. This entails cultivating an environment where employees perceive change as an opportunity for growth and skill development rather than a threat to their stability. Encouraging cross-functional collaboration, open communication, and learning opportunities can foster a culture that enables employees to navigate disruptions with resilience. For example: The tech company promotes a culture of experimentation and learning. During a restructuring phase, employees are encouraged to take on new roles and projects, fostering a sense of adaptability and growth.

8.2 Strengthen Leadership and Communication

Effective leadership during times of uncertainty is crucial. Managers should engage in transparent and empathetic communication, providing clarity about the reasons for layoffs and the company's future trajectory. Regular updates and platforms for addressing employee concerns can mitigate anxiety and enhance employees' sense of security. For example: Company leaders host regular virtual town hall meetings to

discuss the reasons behind layoffs, the company's strategic vision, and how employees' roles align with the organization's goals.

8.3 Promote Skill Development and Growth Mindset

Encouraging employees to view post-layoff scenarios as opportunities for skill enhancement and career growth can foster a positive outlook. Organizations can provide training, mentoring, and upskilling initiatives to equip employees with the tools needed to thrive in changing environments. For example: offering employees access to online courses and certifications in new and emerging technologies. This empowers them to acquire new skills and positions layoffs as an opportunity to enhance their career prospects with another company. It lessens the fear factor of layoffs for staff and improves the quality of your workforce.

8.4 Offer Emotional Support and Resources

Establishing support mechanisms to help employees manage stress, uncertainty, and emotional challenges is paramount. Providing access to counselling, wellness programs, and resources for building resilience can facilitate employees' coping mechanisms and overall well-being. Whilst it is common for a firm to provide an Employee Assistance Program (EAP), the focus of layoffs is on those who are laid off. Companies should make sure that confidential counselling and mental health resources are available to all employees affected by layoffs, including the survivors, ensuring their emotional well-being and that the upheaval can be discussed and processed in a healthy way.

8.5 Facilitate Employee Involvement and Decision-making

Including employees in decision-making processes related to organizational changes can enhance their sense of ownership and involvement. This participation can contribute to a shared understanding of the organization's objectives and foster a sense

of control during periods of upheaval. A company could involve employees in discussions about restructuring plans and invite them to contribute ideas for optimizing processes and finding innovative solutions. This may reduce the number of people laid off, as well as fostering a sense of ownership of the direction of the company by front-line staff after the downsizing.

8.6 Strategically Utilize Downsizing Initiatives:

Organizations should approach downsizing strategically, aligning these initiatives with long-term goals and vision. Communicate how the layoffs are linked to the company's survival, growth, and ability to remain competitive in the global market. This strategic perspective can help employees contextualize layoffs as essential steps for future success. For example: clearly communicating how downsizing is essential for maintaining competitiveness in a rapidly changing industry. This rationale helps employees understand the necessity of layoffs.

8.7 Nurture Strong Team Dynamics

Promoting team cohesion among the survivors. Collaboration, and mutual support can enhance employees' resilience and adaptability. However, if the company relies on an us vs them mentality, it is important to reset those bonds after the layoffs. Creating spaces for team-building activities, knowledge-sharing, and mutual problem-solving can strengthen bonds and foster a sense of belonging and that the company sees a bright future with the remaining staff. For example: organizing virtual team-building activities, knowledge-sharing sessions, and regular check-ins to ensure team cohesion and maintain a sense of camaraderie.

8.8 Continuous Feedback and Improvement

Organizations should continually seek feedback from employees about their experiences, concerns, and suggestions for improvement. Incorporating employee input

into decision-making processes demonstrates a commitment to their well-being and enhances the organization's responsiveness. Taking stock of the organisation and the views of the survivors will help the company move forward in a productive way. An organisation could conduct anonymous surveys for example to gather feedback from employees about their experiences during and after the layoffs, using the insights to refine their approach.

8.9 Leadership Development and Training

Investing in leadership development and training programs can equip managers with the skills needed to navigate turbulent times. Effective leadership is pivotal for maintaining employee morale, providing guidance, and promoting a positive organizational culture. This is even more the case after downsizing. There may have been a choice to reduce the number of managers, or to remove managers on expensive contracts and replace them with younger and hungrier staff. However, these inexperienced staff will need support and training if the company is going to flourish with them leading its operations. During the layoffs a company can provide leadership training to managers it intends to retain on how to effectively communicate during times of crisis, offering them tools to support their teams through layoffs and transitions.

These examples illustrate how organizations can implement the recommended strategies in diverse contexts to create a supportive, resilient, and adaptive work environment for employees facing the challenges of mass layoffs. By integrating these recommendations into their strategies, organizations can foster an environment where employees feel supported, valued, and empowered to navigate the challenges of mass layoffs with resilience and a positive outlook. This holistic approach can contribute to not only weathering disruptions effectively but also emerging stronger and more adaptive in the face of future uncertainties. By integrating these recommendations and examples, organizations can create a comprehensive approach to managing mass layoffs that fosters employee well-being, resilience, and long-term success.

REFERENCES

ADKINS, C. L., WERBEL, J. D. & FARH, J.-L. 2001. A field study of job insecurity during a financial crisis. *Group & Organization Management,* 26**,** 463-483.

AHMED, P. K., LOH, A. Y. E. & ZAIRI, M. 1999. Cultures for continuous improvement and learning. *Total Quality Management,* 4 and 5**,** S426-34.

ALLEN, T. D., FREEMAN, D. M., RUSSELL, J. E., REIZENSTEIN, R. C. & RENTZ, J. O. 2001. Survivor reactions to organizational downsizing: Does time ease the pain? *Journal of Occupational and Organizational psychology,* 74**,** 145-164.

AMABILE, T. M. & CONTI, R. 1999. Changes in the work environment for creativity during downsizing. *Academy of Management journal,* 42**,** 630-640.

ARSHAD, R. & SPARROW, P. 2010. Downsizing and survivor reactions in Malaysia: Modelling antecedents and outcomes of psychological contract violation. *The International Journal of Human Resource Management,* 21**,** 1793-1815.

BAL, M. P., CHIABURU, D. S. & JANSEN, P. G. W. 2010. Psychological contract breach and work performance: is social exchange a buffer or an intensifier? *Journal of Managerial Psychology,* 25**,** 252-273.

BIN SHMAILAN, A. S. 2015. The relationship between job satisfaction, job performance and employee engagement: An explorative study. *Issues in Business Management and Economics* 4**,** 1-8.

BIRD, A., BUCHANAN, R., ROGERS, P. & BLENKO, M. 2004. Putting your leaders where it counts. *Handbook of Business Strategy,* 5**,** 59-64.

BLAU, G., PETRUCCI, T. & MCCLENDON, J. 2012. Effects of layoff victims' justice reactions and emotional responses on attitudes toward their previous employer. *Career Development International,* 17**,** 500-517.

BRAUN, V. & CLARKE, V. 2006. Using thematic analysis in psychology. *Qualitative research in psychology,* 3**,** 77-101.

REFERENCES (cont.)

BROCKNER, J., GROVER, S., O'MALLEY, M. N., REED, T. F. & GLYNN, M. A. 1993. Threat of future layoffs, self-esteem, and survivors' reactions: Evidence from the laboratory and the field. *Strategic Management Journal,* 14**,** 153-166.

BROCKNER, J., GROVER, S., REED, T., DEWITT, R. & O'MALLEY, M. 1987. Survivors' Reactions to Layoffs: We Get by with a Little Help for Our Friends. *Administrative Science Quarterly,* 32**,** 526-541.

BROCKNER, J., SPREITZER, G., MISHRA, A., HOCHWARTER, W., PEPPER, L. & WEINBERG, J. 2004. Perceived control as an antidote to the negative effects of layoffs on survivors' organizational commitment and job performance. *Administrative Science Quarterly,* 49**,** 76-100.

BROCKNER, J., WIESENFELD, B. M. & MARTIN, C. L. 1995. Decision Frame, Procedural Justice, and Survivors′ Reactions to Job Layoffs. *Organizational Behavior and Human Decision Processes,* 63**,** 59-68.

CAPOOT, A. & PITT, S. 2023. *Google, Meta, Amazon and other tech companies have laid off more than 104,000 employees in the last year* [Online]. CNBC. Available: https://www.cnbc.com/2023/01/18/tech-layoffs-microsoft-amazon-meta-others-have-cut-more-than-60000.html [Accessed 14/08/2023].

CARUCCI, R. 2018. To retain new hires, spend more time onboarding them. *Harvard Business Review***,** 1-5.

CAZA, A., BROWER, H. H. & WAYNE, J. H. 2015. Effects of a holistic, experiential curriculum on business students' satisfaction and career confidence. *The International Journal of Management Education,* 13**,** 75-83.

CLEMENTE, M. & GREENSPAN, D. 1999. Culture Clashes: Avoid clashes by aligning success factors. *Executive Excellence,* 16**,** 12.

COHEN, S. & WILLS, T. A. 1985. Stress, social support, and the buffering hypothesis. *Psychological bulletin,* 98**,** 310.

REFERENCES (cont.)

COILE, C. C. & LEVINE, P. B. 2011a. The market crash and mass layoffs: How the current economic crisis may affect retirement. *The BE Journal of Economic Analysis & Policy,* 11**,** 1-40.

COILE, C. C. & LEVINE, P. B. 2011b. Recessions, retirement, and social security. *American Economic Review,* 101**,** 23-28.

CONWAY, N., KIEFER, T., HARTLEY, J. & BRINER, R. B. 2014. Doing more with less? Employee reactions to psychological contract breach via target similarity or spillover during public sector organizational change. *British Journal of Management,* 25**,** 737-754.

DATTA, D. K., GUTHRIE, J. P., BASUIL, D. & PANDEY, A. 2010. Causes and Effects of Employee Downsizing: A Review and Synthesis. *Journal of Management,* 36**,** 281-348.

DE CUYPER, N. & DE WITTE, H. 2006. The impact of job insecurity and contract type on attitudes, well-being and behavioural reports: a psychological contract perspective. *Journal of occupational and organizational psychology,* 79**,** 395-409.

DE MEUSE, K. P., BERGMANN, T. J., VANDERHEIDEN, P. A. & RORAFF, C. E. 2004. New evidence regarding organizational downsizing and a firm's financial performance: A long-term analysis. *Journal of managerial issues***,** 155-177.

DE MEUSE, K. P., VANDERHEIDEN, P. A. & BERGMANN, T. J. 1994. Announced layoffs: Their effect on corporate financial performance. *Human Resource Management,* 33**,** 509-530.

DELANEY, K. J. 2023. *Big Tech Has Layoffs All Wrong* [Online]. Time. Available: https://www.cnbc.com/2023/01/18/tech-layoffs-microsoft-amazon-meta-others-have-cut-more-than-60000.html [Accessed 14/08/2023].

DELGADO-BALLESTER, E. & MUNUERA-ALEMÁN, J. L. 2001. Brand trust in the context of consumer loyalty. *European Journal of marketing,* 35**,** 1238-1258.

REFERENCES (cont.)

DULAC, T., COYLE-SHAPIRO, J. A., HENDERSON, D. J. & WAYNE, S. J. 2008. Not all responses to breach are the same: The interconnection of social exchange and psychological contract processes in organizations. *Academy of management Journal,* 51**,** 1079-1098.

GOFFEE, R. & JONES, G. 1996. What holds the modern company together? *Harvard business review,* 74**,** 133-148.

GREENBERG, J. & BARON, R. A. 1997. *Behavior in Organizations,* Upper Saddle River, NJ, Prentice-Hall.

GREENHALGH, L. & ROSENBLATT, Z. 1984. Job insecurity: Toward conceptual clarity. *Academy of Management review,* 9**,** 438-448.

GROEN, B. A., WILDEROM, C. P. & WOUTERS, M. J. 2017. High job performance through co-developing performance measures with employees. *Human Resource Management,* 56**,** 111-132.

GRUNBERG, L., ANDERSON-CONNOLLY, R. & GREENBERG, E. S. 2000. Surviving layoffs: The effects on organizational commitment and job performance. *Work and Occupations,* 27**,** 7-31.

HALDORAI, K., KIM, W. G. & PHETVAROON, K. 2023. Job insecurity and survivor workplace behavior following COVID-19 layoff. *International Journal of Contemporary Hospitality Management,* ahead-of-print.

ITKIN, D. & SALMON, L. 2011. How occupational employment is affected by mass layoffs. *Monthly Lab. Rev.,* 134**,** 3-33.

JOO, B.-K. & MCLEAN, G. N. 2006. Best employer studies: A conceptual model from a literature review and a case study. *Human resource development review,* 5**,** 228-257.

KALIMO, R., TARIS, T. W. & SCHAUFELI, W. B. 2003. The effects of past and anticipated future downsizing on survivor well-being: an equity perspective. *Journal of occupational health psychology,* 8**,** 91.

KIEFER, T., HARTLEY, J., CONWAY, N. & BRINER, R. B. 2015. Feeling the squeeze: Public employees' experiences of cutback-and innovation-related

REFERENCES (cont.)

organizational changes following a national announcement of budget reductions. *Journal of Public Administration Research and Theory,* 25**,** 1279-1305.

KIM, M.-H. 2022. Framing Effects, Procedural Fairness, and the Nonprofit Managers' Reactions to Job Layoffs in Response to the Economic Shock of the COVID-19 Crisis. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations,* 33**,** 1035-1050.

KIM, M. S. & CHOI, J. N. 2010. Layoff victim's employment relationship with a new employer in Korea: Effects of unmet tenure expectations on trust and psychological contract. *The International Journal of Human Resource Management,* 21**,** 781-798.

KLEIN, H. J., POLIN, B. & LEIGH SUTTON, K. 2015. Specific onboarding practices for the socialization of new employees. *International Journal of Selection and Assessment,* 23**,** 263-283.

LADO, A. A. & WILSON, M. C. 1994. Human resource systems and sustained competitive advantage: A competency-based perspective. *Academy of management review,* 19**,** 699-727.

LEVINE, L. 2005. Unemployment Through Layoffs: What are the Underlying Reasons? *In:* CRS REPORT FOR CONGRESS (ed.). Washington, DC: Congressional Research Service.

LINDBERG, G. 2017. *Have a plan, commit and use a checklist* [Online]. Available: https://thinkwise.cloud/insights/employee-onboarding-experts [Accessed 12/11/2021].

LÓPEZ BOHLE, S., BAL, P. M., JANSEN, P. G., LEIVA, P. I. & ALONSO, A. M. 2017. How mass layoffs are related to lower job performance and OCB among surviving employees in Chile: An investigation of the essential role of psychological contract. *The International Journal of Human Resource Management,* 28**,** 2837-2860.

REFERENCES (cont.)

LUTHANS, F. & PETERSON, S. J. 2002. Employee engagement and manager self-efficacy. *Journal of management development,* 21**,** 376-387.

MARKOVITS, Y., BOER, D. & VAN DICK, R. 2014. Economic crisis and the employee: The effects of economic crisis on employee job satisfaction, commitment, and self-regulation. *European Management Journal,* 32**,** 413-422.

MARR, B. 2023. *The Real Reasons For Big Tech Layoffs At Google, Microsoft, Meta, And Amazon* [Online]. Forbes. Available: https://www.forbes.com/sites/bernardmarr/2023/01/30/the-real-reasons-for-big-tech-layoffs-at-google-microsoft-meta-and-amazon/ [Accessed 14/08/2023].

MOTOWIDLO, S. J. 2003. Job performance. *Handbook of psychology: Industrial and organizational psychology,* 12**,** 39-53.

MUJTABA, B. G. & SENATHIP, T. 2020. Layoffs and downsizing implications for the leadership role of human resources. *Journal of Service Science and Management,* 13**,** 209-228.

PALMON, O., SUN, H.-L. & TANG, A. P. 1997. Layoff announcements: Stock market impact and financial performance. *Financial management***,** 54-68.

PARKER, S. K., CHMIEL, N. & WALL, T. D. 1997. Work characteristics and employee well-being within a context of strategic downsizing. *Journal of occupational health psychology,* 2**,** 289.

QUBEIN, N. 1999. Action Takers: Do employees work with you or for you? *Executive Excellence,* 16**,** 4.

ROBINSON, S. L. 1996. Trust and breach of the psychological contract. *Administrative science quarterly***,** 574-599.

SADRI, G. & LEES, B. 2001. Developing corporate culture as a competitive advantage. *Journal of management Development,* 20**,** 853-859.

REFERENCES (cont.)

SCHINKE, R. J., MCGANNON, K. R., BATTOCHIO, R. C. & WELLS, G. D. 2013. Acculturation in elite sport: a thematic analysis of immigrant athletes and coaches. *Journal of Sports Sciences,* 31**,** 1676-1686.

STEIBER, A. & ALÄNGE, S. 2013. A corporate system for continuous innovation: the case of Google Inc. *European Journal of Innovation Management,* 16**,** 243-264.

TRUEMAN, C. 2023. *Tech layoffs in 2023: A timeline* [Online]. Computerworld. Available: https://www.computerworld.com/article/3685936/tech-layoffs-in-2023-a-timeline.html#:~:text=Though%20technology%20companies%20announced%20massive,companies%20%E2%80%94%20announce%20sweeping%20job%20cuts. [Accessed 14/08/2023].

TU, Y., LI, D. & WANG, H.-J. 2021. COVID-19-induced layoff, survivors' COVID-19-related stress and performance in hospitality industry: The moderating role of social support. *International Journal of Hospitality Management,* 95**,** 102912.

WOODRUFFE, C. 2006. The crucial importance of employee engagement. *Human Resource Management International Digest,* 14**,** 3-5.

YU, G. C. & PARK, J. S. 2006. The effect of downsizing on the financial performance and employee productivity of Korean firms. *International Journal of Manpower,* 27**,** 230-250.