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The effects of the staff separation on employees, a case study of AMREF Kenya

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ABSTRACT

This paper assesses the effects of the staff separation process on the employees of AMREF Kenya. The Survey Research Design was used to carry out this study with the aim of accurately reflecting the real figure in the wider population of AMREF Kenya employees and to find out the effects of AMREF Kenya's Separation Process towards the employees. The study population consisted of men and women who are employees of AMREF Kenya Country Office. The Systematic Random Sampling technique was used to obtain a sample size of 50 employees, 42 of whom participated in the study. Approval was sort by the Principal Investigator from the management of AMREF Kenya Country Office; a brief introduction and purpose of the study was given, and a written /oral consent to take part in the study was then obtained. This was followed by data collection using questionnaires that had both quantitative and qualitative properties. The questionnaires were collected after a month from all the 42 participants and were stored, then the data analyzed. Data entry was done during analysis where the questionnaires' serial numbers were cross checked to confirm if all questionnaires were returned. Data entry was carried out using the Microsoft Excel package. The data was then edited to correct errors and verification was done to eliminate any discrepancies in the numbers entered. The data was summarized appropriately using means and proportions, and it was analyzed using the IBM SPSS version 20.0 where the findings were presented in tables and figures for easy interpretation. The findings show that majority of the separated staff were stressed as a result of their job loss; this was followed by financial difficulties, depression, poor health and family problems. The paper further shows that the employees of AMREF Kenya experienced high levels of uncertainty after layoffs; their trust towards management reduced; they were angered by layoffs and their loyalty towards the organization slightly reduced. Employee productivity and participation, and their confidence towards the management of AMREF Kenya worsened. It was concluded that the effects of the staff separation at AMREF Kenya negatively impacted on both the separated and retained staff.

The findings show that separated employees face a plethora of challenges as a result of the layoff which affects their morale and way of life. The layoffs are also detrimental to the retained staff as they negatively affect their productivity, loyalty and confidence towards AMREF Kenya's management thus causing them to seek for employment opportunities with job security in mind. The study recommended that AMREF's management should carry out employee engagement surveys on a regular basis to find out the various implications that both the separated and retained staff experience as a result of the layoffs and ways to mitigate them.

Keywords: AMREF Kenya; Staff separation process

1. INTRODUCTION

Non-governmental Organizations (NGOs) are private organizations that carry out activities to relieve suffering, support and promote the poor, protect the environment, provide social services and undertake community development (Willetts, 2002). For decades, NGOs have been relying on funds from donors in the western nations/ governments, foundations, corporations, and NGO partners in order to carry out their activities. Funding from these donors has however been reduced and in some instances stopped due to a number of factors; the major issue that caused reduced donor funding to NGOs was the global financial crisis that occurred in the year 2007/2008.

During the financial crisis, Ho (2008) noted that NGO work would be dramatically reduced resulting in job losses and the collapse of firms that are major donors and contributors to NGOs undertakings. This was experienced in Sub Saharan Africa causing a reduction in expenditure of NGOs in the continent with an increase in job cuts (Ogutu and Mang'anyi, 2011; IRIN, 2008). Staff separation was high in Lesotho, Tanzania, Senegal, Kenya and other African countries due to the over reliance of many organizations to donor funding for project and staff sustainability (IRIN, 2009; Kapinga, 2011; Ogutu & Mang'anyi, 2011; Mwega, 2009).

The African Medical and Research Foundation (AMREF), like other NGOs, relies on donor funding in order to carry out its activities for the benefit of improved health in Kenya and other African countries. AMREF, whose vision is for lasting health change in Africa, relies on donor aid from western governments and other foreign donors namely Agire, Department of International Development (DFID), Centre for Disease Control (CDC), United States Agency for International Development (USAID), Danish International Development Agency (DANIDA) etc. (AMREF 2012 annual report).

AMREF is a project based NGO where projects run for a minimum of two years and a maximum of ten years after which funding for that particular project is terminated if the project is not completed. All staff members at AMREF Kenya are on a two year contract basis and when projects end or they get terminated due to financial constraints, the involved staff members go through the staff separation process which is a process of laying-off staff.

The reduction of donor funding in projects at AMREF Kenya has resulted in the downsizing of staff in the various projects being undertaken. Majority of the staff members were not informed of the lack of funds to cater for the remuneration of the required number of staff in the affected projects. This created uncertainty as the staff members are not sure when their jobs will end or when their contracts will be terminated. A number of employees have

been laid off due to lack of funds for certain projects. Employee confidence towards AMREF Kenya is on the decline and their performance levels have decreased as a result of the continuous uncertainty of their job security. This paper assesses the implications of the staff separation on the employees of AMREF Kenya with an aim of enabling the management of the NGO and other NGOs to know the appropriateness of their staff separation processes and the satisfaction levels of their internal customers towards to their staff separation processes.

The study was carried out at AMREF Kenya Country office in Nairobi. The study population consisted of women and men who are employees at AMREF Kenya country office. AMREF Kenya has approximately 100 employees. The Study was carried out for 4 weeks from mid-May to mid-June 2014; it involved data collection at AMREF Kenya country office followed by data analysis.

2. LITERATURE REVIEW

Employee separation is the process of efficiently and fairly terminating workers. Some separations are voluntary and are initiated by the employee, such as resignation or retirement while others are involuntary and are initiated by management of the organization, such as a layoff or medical separation. Others occur as a result of death or demise of an employee which creates unique challenges to the company (University of California San Francisco (UCSF), 2014; Management Study Guide (MSG), 2013; Markiewicz, 2008).

Staff separation has a considerably negative effect on the laid-off employees as well as the employees who remain in an organization. This layoff threat affects all at the work place; the employee being laid off, the employees remaining at the organization, and the management involved in the separation process (Johnson, 2014; Silver, 2006; Gandolfi, 2008; WorkLife and Organizational Development, 2009; Cascio, 2009; Maertz, Wiley and LeRouge, 2010).

Laid-off Employees

Terminated employees are more likely to suffer from stress, depression, anxiety, divorce, poor health, and negative effects on their children's well-being. This is due to their loss of morale as a result of their job loss which affects their productivity. The trauma as a result of their job loss goes beyond the concerns mentioned; the laid off employee also experiences a loss of status and a lack of belonging to the organization (Butcher and Hallock, 2004; Cascio, 2009; MacDonald, 2014).

Some laid off employee's experience of lack of meaning in life as their work meant a lot to them; others feel like they experience a lack of respect from others due to their jobless status and would try as much as possible to distance themselves from their friends and family. Others compare themselves unfavorably to their colleagues who remain in the company and lose confidence in their skills and capabilities. They often feel hurt, angry, sad, and helpless and they are uncertain about how to behave in this new jobless status (Feldman, 2003; Butcher and Hallock, 2004; Fogarty, 2000 (48); Matthews, 2002; Duenwald, 2002; Gandolfi, 2008; Cascio, 2009; WorkLife and Organizational Development, 2009; Johnson, 2014; Maertz, Wiley and LeRouge, 2010; and MacDonald, 2014).

Job loss is ranked as the third leading cause of stress in life second only to loss of a spouse or other family member. Work provides meaning to life through social connections

with work colleagues. Employees who get laid off experience many negative emotions, as shown in the previous paragraph; thus making them uncertain of how to react to the difficult situation at hand (Duenwald, 2002; Feldman, 2003; Heibutzki, 2014; Parker, 2000; Cascio, 2009).

The lifestyle of an employee is usually constructed based on his/her regular income. This includes taking on loans for mortgages and for other personal or family projects based on their ability to make monthly payments to service the loans. Being laid off can be a financial blow to the employee and it can be particularly strenuous when the laid off person does not find alternative employment quickly. This predicament tends to force people to do jobs that are less paying than their previous jobs in order to try and make ends meet. The result is a lifestyle change in order to accommodate lower earnings and payment of debts. The Hamilton Project Study which examined the employment histories and the pay of full-time workers laid-off between October 2008 and April 2009, showed that after two years of the loss of their full-time jobs, those who got employment had a decrease in their income by 17 percent; this impacted negatively on the workers overall quality of life as they were not struggling to provide for their families (MacDonald, 2014; Heibutzki, 2014).

Layoffs have a social effect on families as they affect relationships; the spouse is often the first person to feel the impact and after some time he/she might wonder if the laid off spouse is trying hard to secure another job (MacDonald, 2014; Heibutzki, 2014).

The Remaining Employees

It is highly likely that layoffs may result in a reduction in the quality of the organization's work force. This will have a negative impact on both the employees and the organization. The employees still in the organization might experience a decrease in job satisfaction, organizational loyalty and performance which affects their productivity and in turn affects the functioning of the organization. These employees often experience increased workloads or a mis-fit resulting from re-organization that most likely fails to account for the employees talents. The employees sometimes feel angry about the layoffs and loose trust and faith in their leadership even if it does something positive for them. Anxiety among employees who remain in the organization about further layoffs often leads to reduced productivity as they are frequently worried about their job security and when they will be the next target for separation. This fear often makes employees to seek for other employment opportunities before additional layoffs occur and catch them unawares (Reh, 2005; Silver, 2006; Parker, 2000; Jennings, 2003; Grunberg, Moore, and Greenberg, 2003; Johnson, 2014; Gandolfi, 2008).

After a layoff, it is important for management to provide strong leadership by ensuring that employees understand how the overall direction of the organization may have changed and the reasons as to why the changes happened. The remaining employees in the organization will definitely have many questions to ask; regular information briefing by management is key to limit rumors and prevent information among employees from being blown out of proportion. This responsibility of carrying out the layoffs and convincing the remaining employees that all is and will be well is also emotionally distressing and very difficult professionally to the person in charge (e.g. the supervisor or manager) and might also result in guilt and reduced productivity of the individual (Reh, 2005; Parker, 2000; Boyle, 2001; Silver, 2006; British Columbia Human Resource Management Association [BC HRMA], 2012).

In summary, layoff victims experience a number of problems. Job loss begins a chain of negative feelings and events, including worry, uncertainty, and financial difficulties. Layoff victims are likely to suffer declines in mental health and psychological well-being, as well as physical health. They also experience less satisfaction with other aspects of life, such as marriage and family life thus negatively impacting on their morale and productivity (Duenwald, 2002; Feldman, 2003; Gandolfi, 2008; Cascio, 2009; Johnson, 2014).

3. RESEARCH METHODOLOGY

The Survey Research Design was used to carry out this research with the aim of accurately reflecting the real figure in the wider population of AMREF Kenya employees and to find out the effects of AMREF Kenya's Separation Process towards the employees. The study population consisted of men and women who are employees of AMREF Kenya Country Office; the Kenyan country office consists of about 100 employees. For the selection of the representative sample, a sampling interval was first determined by dividing 100 (number of employees at AMREF Kenya Country Office) by 50 (the number required for the survey). This gave a sampling fraction of 2. A random number was then selected; either 1 or 2; the number 2 was selected. What followed was the selection of every second person, i.e. 4th person, then person number 6, then number 8 and so on.

The Systematic Random Sampling technique was used to obtain a sample size of 50 employees, 42 of whom participated in the study. Approval was sort by the Principal Investigator from the management of AMREF Kenya Country Office. Data was collected using questionnaires that had both quantitative and qualitative properties. The questionnaires were issued by the principal investigator to 42 of the study participants (only 42 out of required 50 participants were available and able to fill the questionnaires). A brief introduction and purpose of the study was given, and a written /oral consent to take part in the study was obtained. To maintain confidentiality and anonymity, study participants filled the questionnaires themselves with no names written on them but codes were used instead. The questionnaires were collected after a month from all the 42 participants and were stored, then the data analyzed.

The data from the questionnaires was entered on the day of analysis. Cross checking of the questionnaires' serial numbers was done to confirm if all questionnaires were returned. The open ended questions were coded and data was entered into the computer using the Microsoft Excel package. The data was then edited to correct any errors. The data was entered twice for verification of any discrepancies in the numbers entered like illegal codes, omissions or logical inconsistencies. The data was summarized appropriately using means and proportions. Data was analyzed using IBM SPSS version 20.0 software and the findings were presented in tables and figures for easy interpretation.

4. RESULTS

The questionnaire contained questions on the implications of the staff separation process. The results are as follows. Scales were used during analysis of the results. The numbers used in the scales e.g. 1 to 9 and 1 to 5 were coded during analysis, using

alphabetical letters a to i representing 1 to 9 respectively, to represent the strengths of the feelings the respondents had to the implications given.

76.2% of respondents had the strongest feelings that their laid-off colleagues were stressed as a result of the layoff (table 1). 28.6% of the respondents had strong feelings that their laid off colleagues had anxiety as a result of the layoff (table 2). 33.3% of the respondents had strong feelings that their laid off colleagues experienced depression after the layoff (table 3). On family problems as an implication of layoff, 28.6% of the respondents strongly felt that the laid-off colleagues experienced family problems after separation (table 4, graph 1). 33.3% of the respondents felt the laid off employees had poor health after being separated from AMREF Kenya while 28.6% and 23.8% disagreed (table 5). 42.9% of the respondents strongly felt that their laid off colleagues experienced family problems after being separated from AMREF Kenya (table 6, graph 2). 52.4% of the respondents felt that the separated employees experienced lower levels of anger (table 7) while 88.1% of the respondents felt that the separated employees experienced lower levels of sadness (table 8). 83.3% of the respondents felt that the separated employees did not experience any other implications from the ones mentioned in the questionnaire (table 9). 90.5% of the respondents strongly felt that they experienced high levels of uncertainty after a layoff (table 10). 40.5% of the respondents felt that the retained employees feel angry about the layoffs (table 11). 42.9% of the respondents however felt that there is a low level of reduced loyalty by the retained employees towards AMREF Kenya (table 12). 52.4% of the respondents strongly felt that retained employees have reduced trust in the leadership of AMREF Kenya (supervisors, managers etc.) (Table 13). According to the respondents, other implications experienced by the retained employees are apathy, confusion and reduced motivation (table 14).

42.9% of the respondents are somewhat satisfied with their jobs at AMREF Kenya before a layoff. 35.7% of the respondents are very satisfied with their jobs before a layoff occurs while 16.7% of the respondents are not satisfied with their job positions even before a layoff (table 15). On the extent that layoffs have caused staff to consider change of jobs, 33.3% of respondents have to a large extent considered changing jobs as a result of a layoff at AMREF Kenya. 26.2% of the respondents have to a moderate extent considered changing jobs as a result of a layoff while 19% of the respondents have to a limited extent considered changing jobs due to a layoff (table 16). 76.2% felt employee morale worsened after a layoff at AMREF Kenya. Only 14.3% of the respondents felt employee morale remained the same while 2.4% of the respondents felt employee morale increased after a layoff (table 17). 66.7% of the respondents felt that employee productivity and participation at AMREF Kenya worsened after a layoff. 19% of the respondents felt employee productivity and participation remained unchanged while 11.9% of the respondents felt that employee productivity and participation improved after a layoff (table 18). 85.7% of the respondents felt employee confidence towards AMREF Kenya's management worsened; 7.1% of the respondents felt it remained unchanged while 4.8% of the respondents felt that employee confidence towards AMREF's management improved. One respondent felt the question was not applicable and thus did not answer (table 19).

52.4% of the respondents were somewhat committed to AMREF Kenya after a layoff. This is followed by 40.2% of the respondents who felt AMREF Kenya employees are not very committed to the organization after a layoff. 4.8% of the respondents felt employees are very committed after a layoff while 2.4% of the respondents felt that the question is not applicable to them (table 20). 49.2% of the respondents felt there is a small extent to which

employees of AMREF Kenya feel they have job security. 38.1% of the respondents felt that there is some extent to which the AMREF Kenya employees feel they have job security; 4.8% of the respondents felt that there is a great extent to which the AMREF Kenya employees feel they have job security while 14.3% of the respondents felt there is no extent to which AMREF Kenya employees feel they have job security (table 21). 35.7% of the respondents felt that the effects of staff separation process are to a small extent considered by the management of AMREF Kenya during layoffs. 28.6% of the respondents felt that the staff separation effects are to some extent considered while another 28.6% of the respondents felt that the staff separation effects are to no extent considered by AMREF Kenya's management during layoffs (table 22).

5. DISCUSSION, CONCLUSION AND RECOMMENDATION

The results of the study on the implications that an employee has witnessed a colleague face as a result of being laid off from AMREF Kenya obtained findings which showed that majority of separated employees got stressed as a result of them being laid off from AMREF Kenya; this was followed by financial problems, depression, poor health then family problems. According to the findings, other implications experienced by the separated staff are apathy, confusion and reduced motivation to do anything. These findings concur with the sentiments of Butcher and Hallock (2004), Cascio (2009), and MacDonald (2014) that separated employees are more likely to suffer from stress, depression, anxiety, and poor health among other issues.

With regards to the implications that a retained employee has experienced as a result of a layoff at AMREF Kenya, the findings showed that the feeling of uncertainty was highest among the retained employees. Their trust towards AMREF Kenya's management reduced; they felt angered about layoffs and their loyalty towards AMREF Kenya as an organization slightly reduced. This finding concurs with the findings of Gandolfi (2008) and Silver (2006) who show that layoffs result in the increased feeling of uncertainty among retained employees in an organization who are afraid and uncertain as to whether they have job security or not.

Determination of job satisfaction among the employees of AMREF Kenya and the extent that layoffs have caused employees to seek employment in other organizations was also determined. The findings of the study revealed that the employees at AMREF Kenya are somewhat satisfied with their jobs before a layoff is carried out, and when layoffs are implemented, the findings revealed that majority of the employees consider changing jobs as a result of the uncertainty in job security at the organization. These findings concur with the findings of Parker (2000), Reh (2005) and Silver (2006) who showed that a variety of challenges that employees face in an organization cause them to seek employment opportunities elsewhere in order for them to feel secure in employment and avoid uncertainty.

Employee morale and productivity are interrelated in any organization. With regards to the description of employee morale and participation after a layoff, the findings showed that there was reduced employee morale and productivity and participation at AMREF Kenya after the layoffs. This finding is also in line with the research findings of Parker (2000), Grunberg, Moore, and Greenberg (2003), Reh (2005), Gandolfi, (2008), and Silver (2006) who broadly explained that after a layoff, the retained employees face a variety of challenges that hinders their productivity and performance and makes them to think and look for

employment opportunities elsewhere as a result of uncertainty as to whether they have job security or not.

A description of employee commitment to AMREF Kenya after a layoff was determined where the findings indicated that there is slight commitment by employees towards AMREF Kenya after a layoff and the feeling by employees is that they have job security to a small extent at the organization. The findings contradict with the sentiments of Butcher and Hallock (2004) and Cascio (2009) which show that it is very important to note that employee commitment to an organization is fundamental for successful running and performance of the organization.

With regards to the consideration of the implications of staff separation by AMREF Kenya management during a layoff, the findings show that majority of the employees feel AMREF Kenya does not fully consider the implications of staff separation process while carrying out the layoffs. This thus negatively affects productivity and performance for both the laid off and remaining employees (Butcher and Hallock, 2004) (Cascio, 2009) (Johnson, 2014) (Silver, 2006) due to a plethora of factors that are similar to the findings of this research.

The findings show that separated employees face a plethora of challenges as a result of the layoff which affects their morale and way of life; this layoffs are also detrimental to the retained staff as they negatively affect their productivity, loyalty and confidence towards AMREF Kenya's management thus causing them to seek for better employment opportunities with job security in mind.

With regards to the findings which shows that AMREF Kenya does not fully consider the implications of staff separation process while carrying out the layoffs, the management should change and start finding out, in a regular manner, the various implications that both the separated and retained staff experience as a result of the layoffs. There are many effects that one can experience as a result of being laid off; majority of the implications are similar for many but a few are different for all laid off people due their different lifestyles, stages in life and also their varying responsibilities. These effects should be shared amongst the employees and management of AMREF Kenya for them to be aware and also to also give their own opinions or suggestions with regards to the effects observed. This initiative will bring about discussions and proposals on the effective strategies that should be employed to mitigate the various staff separation implications at AMREF Kenya.

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APPENDIX

Table 1. Stress as an implication of layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
a	32	76.2	76.2	76.2
b	7	16.7	16.7	92.9
c	2	4.8	4.8	97.6
d	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 2. Anxiety as an implication of layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
a	2	4.8	4.8	4.8
b	12	28.6	28.6	33.3
c	4	9.5	9.5	42.9
d	11	26.2	26.2	69.0
e	3	7.1	7.1	76.2
f	6	14.3	14.3	90.5
g	3	7.1	7.1	97.6
h	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 3. Depression as an implication of layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
a	2	4.8	4.8	4.8
b	4	9.5	9.5	14.3
c	14	33.3	33.3	47.6
d	6	14.3	14.3	61.9
e	8	19.0	19.0	81.0
f	5	11.9	11.9	92.9
g	3	7.1	7.1	100.0
Total	42	100.0	100.0	

Table 4. Family problems as an implication of layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
b	1	2.4	2.4	2.4
c	12	28.6	28.6	31.0
d	12	28.6	28.6	59.5
e	9	21.4	21.4	81.0
f	4	9.5	9.5	90.5
g	3	7.1	7.1	97.6
h	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Graph 1. Family problems as an implication of layoff.

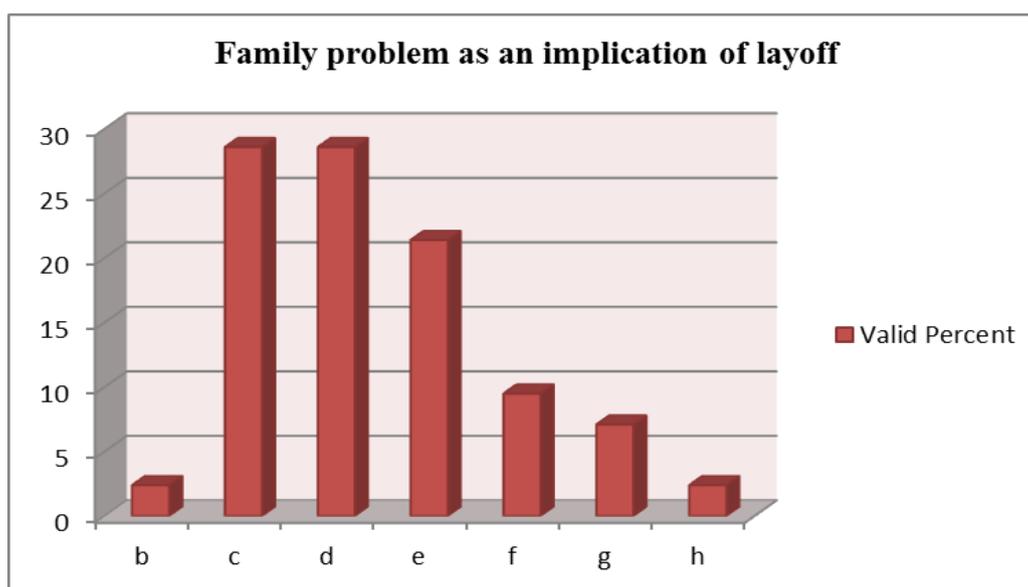


Table 5. Poor health as an implication of layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
c	2	4.8	4.8	4.8
d	4	9.5	9.5	14.3
e	14	33.3	33.3	47.6
f	12	28.6	28.6	76.2
g	10	23.8	23.8	100.0
Total	42	100.0	100.0	

Table 6. Financial problems as an implication of layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
a	5	11.9	11.9	11.9
b	18	42.9	42.9	54.8
c	4	9.5	9.5	64.3
d	2	4.8	4.8	69.0
e	3	7.1	7.1	76.2
f	8	19.0	19.0	95.2
g	1	2.4	2.4	97.6
h	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Graph 2. Financial problems as an implication of layoff.

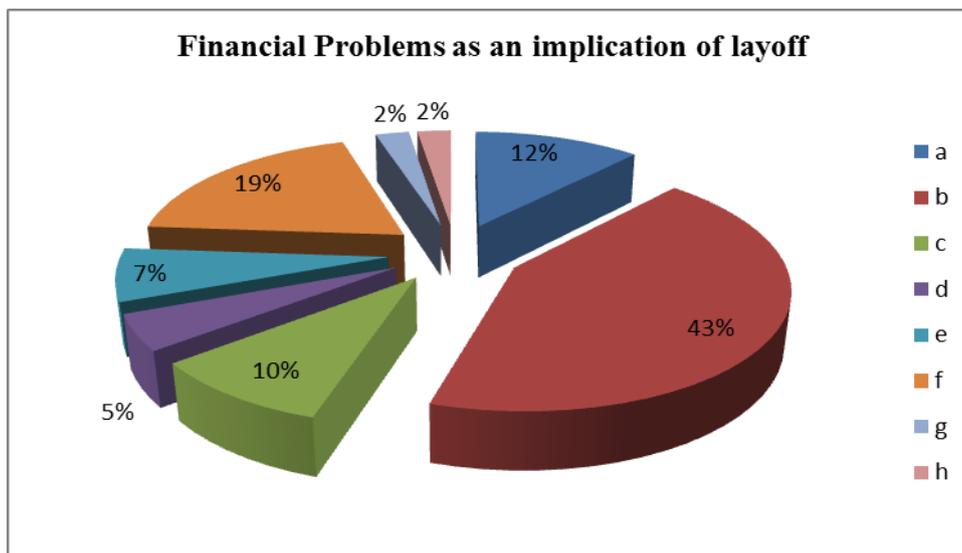


Table 7. Anger as an implication of layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
a	1	2.4	2.4	2.4
c	5	11.9	11.9	14.3
d	5	11.9	11.9	26.2
e	3	7.1	7.1	33.3
f	4	9.5	9.5	42.9

g	22	52.4	52.4	95.2
h	2	4.8	4.8	100.0
Total	42	100.0	100.0	

Table 8. Sadness as an implication of layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
e	2	4.8	4.8	4.8
f	2	4.8	4.8	9.5
g	1	2.4	2.4	11.9
h	37	88.1	88.1	100.0
Total	42	100.0	100.0	

Table 9. Others as an implication of layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
Bad image created	1	2.4	2.4	2.4
Embarrassment	1	2.4	2.4	4.8
Family brake-ups	1	2.4	2.4	7.1
Idleness	1	2.4	2.4	9.5
N/A	35	83.3	83.3	92.9
Not applicable	1	2.4	2.4	95.2
Social discrimination	1	2.4	2.4	97.6
withdrawal from friends	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 10. Uncertainty experienced by retained AMREF Kenya employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
a	38	90.5	90.5	90.5
b	2	4.8	4.8	95.2
c	1	2.4	2.4	97.6

d	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 11. Anger experienced by retained employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
b	12	28.6	28.6	28.6
c	17	40.5	40.5	69.0
d	13	31.0	31.0	100.0
Total	42	100.0	100.0	

Table 12. Reduced loyalty experienced by retained employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
a	1	2.4	2.4	2.4
b	6	14.3	14.3	16.7
c	16	38.1	38.1	54.8
d	18	42.9	42.9	97.6
5	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 13. Reduced trust in leadership of AMREF Kenya.

	Frequency	Percent	Valid Percent	Cumulative Percent
a	2	4.8	4.8	4.8
b	22	52.4	52.4	57.1
c	7	16.7	16.7	73.8
d	11	26.2	26.2	100.0
Total	42	100.0	100.0	

Table 14. Other implications experienced by retained employees.

	Frequency	Percent	Valid Percent	Cumulative Percent
Apathy	1	2.4	2.4	2.4
Confusion	1	2.4	2.4	4.8
N/A	39	92.9	92.9	97.6
Reduced motivation	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 15. Job satisfaction before a layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
Not very satisfied	7	16.7	16.7	16.7
Somewhat satisfied	18	42.9	42.9	59.5
Very satisfied	15	35.7	35.7	95.2
N/A	2	4.8	4.8	100.0
Total	42	100.0	100.0	

Table 16. Extent that layoffs have caused staff to consider change of jobs.

	Frequency	Percent	Valid Percent	Cumulative Percent
None	5	11.9	11.9	11.9
Limited	8	19.0	19.0	31.0
Moderate	11	26.2	26.2	57.1
Large	14	33.3	33.3	90.5
Not applicable	4	9.5	9.5	100.0
Total	42	100.0	100.0	

Table 17. Description of employee morale after a layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
Worsened	32	76.2	76.2	76.2
Remained unchanged	6	14.3	14.3	90.5

Improved	1	2.4	2.4	92.9
N/A	1	2.4	2.4	95.2
Not applicable	2	4.8	4.8	100.0
Total	42	100.0	100.0	

Table 18. Description of employee productivity and participation after a layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
Worsened	28	66.7	66.7	66.7
Remained unchanged	8	19.0	19.0	85.7
Improved	5	11.9	11.9	97.6
Not applicable	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 19. Description of employee confidence towards management of AMREF Kenya.

	Frequency	Percent	Valid Percent	Cumulative Percent
Worsened	36	85.7	85.7	85.7
Remained unchanged	3	7.1	7.1	92.9
Improved	2	4.8	4.8	97.6
Not applicable	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 20. Description of employee commitment to AMREF Kenya after a layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
Not very committed	17	40.5	40.5	40.5
Somewhat committed	22	52.4	52.4	92.9
Very committed	2	4.8	4.8	97.6
Not applicable	1	2.4	2.4	100.0
Total	42	100.0	100.0	

Table 21. Extent to which employees feel they have job security.

	Frequency	Percent	Valid Percent	Cumulative Percent
A great extent	2	4.8	4.8	4.8
To some extent	16	38.1	38.1	42.9
To a small extent	18	42.9	42.9	85.7
To no extent	6	14.3	14.3	100.0
Total	42	100.0	100.0	

Graph 3. Extent to which employees feel they have job security.

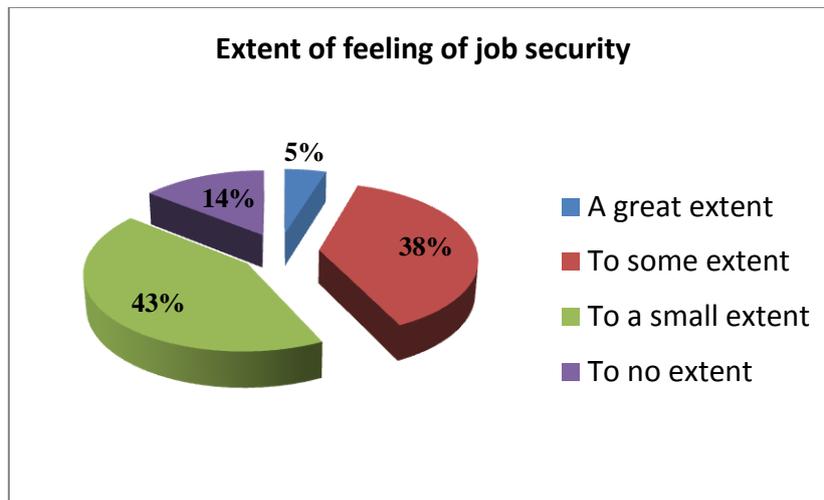


Table 22. Extent of consideration of staff separation effects by AMREF Kenya management during layoff.

	Frequency	Percent	Valid Percent	Cumulative Percent
To some extent	12	28.6	28.6	28.6
To a small extent	15	35.7	35.7	64.3
To no extent	12	28.6	28.6	92.9
N/A	3	7.1	7.1	100.0
Total	42	100.0	100.0	

Graph 4. Extent of consideration of staff separation effects by AMREF Kenya management during layoff.

