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A QUALITATIVE STUDY ON THE EXPERIENCES OF EMPLOYMENT SEPARATION VIA RETRENCHMENT



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Universiti Utara Malaysia

**Thesis Submitted to
Othman Yeop Abdullah Graduate School of Business
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In Partial Fulfillment of the Requirement for the
Master of Human Resource Management**



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I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledge in this stated project paper.

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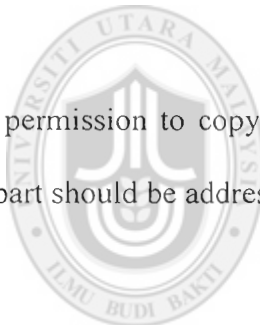


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Abstract

Employment separation is an experience that varies from an individual to another. Each one are unique as to the human nature's different background, traits and experiences. This qualitative exploratory inquiry is based on the personal and professional experiences of the researcher and downsizing managers in going through and managing separation exercises during decision making, implementation, and managing in the aftermath of downsizing. There are limited existing literatures related to managing organizational change, decision making, and downsizing that yet to address managerial experience of downsizing or the personal and professional experiences of downsizing managers. In-depth interviews were conducted on selected participants made up of downsizing managers that is in their current or prior organization during the last 10 years that would make their memories fresh and they are not in the midst of the process or related trauma. The participants are not currently residing under the same organization or department as to prevent researcher bias, avoid existing relationships, and maintain participant privacy and confidentiality. The research findings signify the researcher's assumption that downsizing managers face numerous personal and professional impacts because of the challenges and successes faced in their role as a downsizing manager during decision making, implementation, and managing in the aftermath of downsizing. Through the researcher's experience in managing and treating downsizing humanely, management teams should consider opportunities to provide insight, structure, support, and time to downsizing managers, as these elements may minimize the challenges that downsizing manager's experience as well as potential exposure. The researcher recommends that future study should explore environment or organizations that utilizes formal downsizing training for their management teams, a similar design study focusing on outsourced service provider that implement downsizings for organizations, and/or further exploration of managers' humane treatment of employees during organizational change.

Abstrak

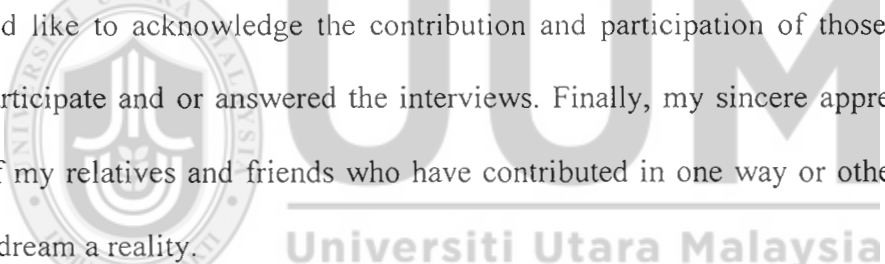
Penamatan perkhidmatan adalah satu pengalaman yang berbeza-beza bagi setiap individu. Kajian kualitatif ini adalah berdasarkan kepada pengalaman peribadi dan profesional penyelidik dan pengurus berkaitan dalam melalui dan mengurus aktiviti penamatan perkhidmatan semasa membuat keputusan, pelaksanaan, dan pengendalian proses selepas penamatan perkhidmatan. Kaji selidik sedia ada adalah terhadap berkaitan dengan pengurusan penstrukturan organisasi, membuat keputusan, dan pengecilan operasi namun belum ada yang menjelaskan tentang pengalaman yang dilalui atau pengalaman peribadi dan profesional pengurus berkaitan. Temu bual khusus telah dijalankan ke atas peserta-peserta yang terdiri daripada pengurus yang berkhidmat di organisasi mereka semasa atau sebelum tempoh 10 tahun lepas supaya ingatan mereka masih segar dan mereka tidak berada di tengah-tengah proses untuk mengelakkan trauma yang berkaitan. Para peserta semasa kajian dibuat tidak berkhidmat di bawah organisasi atau jabatan yang sama untuk mengelakkan penyelidik berat sebelah, mengelakkan hubungan yang sedia ada, dan mengekalkan privasi peserta dan kerahsiaan. Penemuan kajian memperkukuhkan andaian penyelidik bahawa pengurus terbabit menghadapi banyak kesan secara peribadi dan profesional kerana cabaran dan kejayaan yang dihadapi dalam peranan mereka sebagai pengurus berkaitan dalam pembuatan keputusan, pelaksanaan, dan menguruskan isu selepas proses penamatan perkhidmatan. Berdasarkan kepada pengalaman penyelidik dalam menguruskan dan mengendali secara cermat dalam mengambil kira aspek emosi dan kemanusiaan, pihak pengurusan perlu mengambil kira pendekatan untuk memberi pandangan, struktur, sokongan, dan masa untuk Pengurus berkaitan membuat persediaan kerana ini boleh membantu mengurangkan potensi cabaran yang perlu dihadapi oleh Pengurus terbabit. Penyelidik menyarankan kajian-kajian akan datang supaya mempelajari dan mengkaji organisasi serta persekitaran yang menerapkan penggunaan latihan khusus berkaitan penamatan dan perberhentian kerja pengecilan untuk pasukan pengurusan mereka; kajian ke atas organisasi penyedia perkhidmatan pelaksanaan penamatan dan perberhentian kerja, dan / atau penerokaan lanjut pendekatan yang lebih mampan dalam menangani isu-isu pekerja secara lebih rasa hormat dan prihatin ketika proses penstrukturan organisasi.

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LIST OF ABBREVIATION

HR	:	Human Resource
R	:	Respondent
VSS	:	Voluntary separation scheme
HR	:	Human resource
HRM	:	Human resource management



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CHAPTER ONE

INTRODUCTION

1.0 Introduction

Employee separation is one of the very important and crucial process in the Human Resource (HR) role. If not handled efficiently, it can lead to various impact including emotional distress. In normal circumstances, the separation between employer and employee can be due to both voluntary and involuntary reasons such as resignation, termination and abscondment. Separation may also occurs due to lay-offs and downsizing; in the process of mergers, acquisitions and take-over; or any other legal business rationalization or intervention.

The researcher have always believed that retrenchment should not be viewed as reactive but should be a proactive exercise. With proactive measures in managing retrenchment, the separation or cessation of the employer-employee relationship is expected to be facilitated in a better and more signified manner. A proactive approached that surface a more humane and empathetic element may better facilitate to manage down the emotional content.

Generally, an employment separation describes any event that discharge or ends the relationship of an employer and its employee(s). Separation can occur naturally or in some instances even when the employee doesn't necessarily want to leave, but for reasons other than leaving the company for a better opportunity or embarking upon a new career path which at time could be due to death or even retrenchment.

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