

**“The effect of layoff on employee mental health”**

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*in partial fulfilment of the requirements for the award of the degree  
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## CERTIFICATION OF APPROVAL

This is to certify that the dissertation entitled “The effect of layoff on employee mental health” is a record of genuine work done by Shelton Raj S, a fourth semester, Master of Human Resource Management student of this college under my supervision and guidance and that is hereby approved for submission.

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I, Shelton Raj S, hereby declare that the dissertation titled “The effect of layoff on employee mental health” is based on the original work carried out by me and submitted to the University of Kerala during the year 2021-2023 towards partial fulfilment of the requirements for the Master of Human Resource Management Degree Examination. It has not been submitted for the award of any degree, diploma, fellowship, or other similar title of recognition before

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# Chapter 1



## **1.1 INTRODUCTION**

In today's rapidly changing global economy, managing a workforce has grown increasingly intricate and challenging. Among the many complexities that organizations face, one of the most significant is the difficult decision to lay off employees. Often driven by economic downturns and financial pressures, these layoffs have profound effects on employee well-being and mental health. As organizations grapple with the emotional and strategic aspects of layoffs, it's essential to delve deep into the impact of these actions on employees' psychological welfare.

This research paper shifts its focus to explore 'The Effect of Layoffs on Employee Mental Health.' While economic recessions often trigger workforce reductions, this study zeroes in on the act of laying off employees itself. The central goal of this research is to understand the psychological dimensions of layoffs, unpacking how they contribute to stress, anxiety, job satisfaction, burnout, and the coping strategies employed by employees.

During economic downturns, companies frequently find themselves in the painful position of having to reduce their workforce to cut costs. These layoffs not only reshape the organization's structure but also create an atmosphere of uncertainty for both the employees who remain and those who are let go. The anxiety, stress, and fear generated by layoffs can have far-reaching effects on the mental well-being of those affected. This investigation aims to untangle the intricate relationship between layoffs and heightened employee stress, considering the various factors that play into this complex issue

The heightened stress resulting from layoffs tends to seep into various aspects of an employee's life, affecting job performance, personal well-being, and overall job satisfaction. The survivors of layoffs often find themselves grappling with heavier workloads, increased job insecurity, and limited opportunities for growth, all of which contribute to a decline in job satisfaction. This research delves into the complex interplay between layoffs and employee job satisfaction, offering a nuanced understanding of the elements that influence job satisfaction during times of organizational upheaval.

Moreover, the emotional toll of layoffs extends to employee burnout, a widespread issue characterized by emotional exhaustion, detachment, and a sense of diminishing personal accomplishment. The environment created by layoffs tends to magnify workplace pressures, potentially worsening the symptoms of burnout. This study seeks to uncover the connection between layoffs and employee burnout, providing a comprehensive understanding of how workforce reductions can intensify the manifestation of burnout symptoms.

Considering these challenges, it's crucial to identify effective strategies to mitigate the mental health impact of layoffs on employees. Organizations play a pivotal role in promoting well-being through targeted interventions and a supportive, compassionate work environment. These strategies encompass a wide spectrum, from transparent communication and accessible support services to reevaluating work-life balance and cultivating resilience within the workforce. By exploring these strategies, organizations can work towards alleviating the negative mental health consequences that often accompany layoffs.

Through an in-depth exploration of the impact of layoffs on employee mental health, this research aims to offer valuable insights to organizations, policymakers, and practitioners alike. The ultimate aim is to foster a comprehensive understanding of the multifaceted psychological aftermath of layoffs, empowering stakeholders to implement measures that prioritize and enhance employee mental well-being. In doing so, organizations can navigate the uncertain terrain of economic challenges while creating an environment where employees not only withstand the disruptions caused by layoffs but also thrive in the face of adversity.

## **1.2 STATEMENT OF THE PROBLEM**

In today's rapidly changing global economy, economic recessions are an inescapable reality. These downturns in the economy have far-reaching effects on many aspects of the workforce, including the well-being of employees. Maintaining employee well-being is crucial for a healthy and productive workforce. Therefore, it's vital to understand how economic recessions impact the mental health of employees.

This research paper shifts its focus to investigate 'The Effect of Layoffs on Employee Mental Health.' While economic recessions serve as the backdrop, the spotlight is now on the specific act of laying off employees. The main objective of this study is to uncover the psychological implications of layoffs, including stress, anxiety, job satisfaction, burnout, and how employees cope with these challenges.

During economic downturns, companies often find themselves facing the difficult decision of reducing their workforce through layoffs. These layoffs not only reshape the structure of the organization but also create an atmosphere of uncertainty for both those who lose their jobs and those who remain. The emotional toll, stress, and worry that accompany layoffs can have a significant impact on the mental well-being of individuals. This research aims to untangle the complex relationship between layoffs and increased employee stress, considering the various factors that contribute to this phenomenon.

The heightened stress resulting from layoffs can spill into various aspects of an employee's life, affecting job performance, personal well-being, and overall job satisfaction. Survivors of layoffs often find themselves with heavier workloads, greater job insecurity, and fewer opportunities for growth—factors that collectively erode job satisfaction. This research strives to uncover the intricate interplay between layoffs and employee job satisfaction, offering a nuanced understanding of the elements that influence job satisfaction in times of organizational upheaval

Furthermore, the impact of layoffs extends into the realm of employee burnout—a prevalent concern characterized by emotional exhaustion, detachment, and a diminished sense of accomplishment. The environment created by layoffs can amplify workplace pressures, potentially intensifying the symptoms of burnout. This study seeks to explore the connection between layoffs and employee burnout, shedding light on how workforce reductions can contribute to the development of burnout symptoms.

In response to these challenges, it becomes essential to identify effective strategies to alleviate the mental health toll of layoffs on employees. Organizations play a pivotal role in fostering well-being through targeted interventions and a supportive, empathetic work culture. These strategies encompass a wide range, from transparent communication and accessible support services to recalibrating work-life balance and cultivating resilience within the workforce. By uncovering these strategies, organizations can strive to counterbalance the negative mental health consequences often associated with layoffs.

Through an in-depth exploration of the effect of layoffs on employee mental health, this research aims to provide valuable insights to organizations, policymakers, and practitioners. The ultimate goal is to foster a comprehensive understanding of the intricate psychological aftermath of layoffs, empowering stakeholders to implement measures that prioritize and enhance employee mental well-being. By doing so, organizations can navigate the challenges posed by economic uncertainty while creating an environment where employees can not only endure the impacts of layoffs but also thrive amidst them.

### **1.3 SIGNIFICANCE OF THE STUDY**

The importance of this research paper is substantial, as it ventures into the intricate realm of how employee layoffs influence their mental health. By thoroughly examining the aftermath of layoffs on factors such as awareness, stress, job satisfaction, burnout, and strategies for improving well-being, this study holds several crucial implications that resonate across organizations and industries.

Firsthand foremost, the insights gained from this study are invaluable for organizations seeking a deep understanding of how layoffs impact employees' mental well-being. By delving into employees' awareness levels regarding layoffs and their subsequent emotional consequences, organizations can refine their communication approaches. This can foster a culture of trust and

transparency, enabling organizations to address concerns promptly and provide accurate information.

Secondly, the in-depth exploration of how layoffs contribute to increased employee stress is highly significant. Identifying the specific stress triggers that arise from layoffs empowers organizations to design customized interventions that alleviate stress and minimize its negative effects. Such interventions have the potential to create an environment that promotes improved employee well-being, leading to heightened productivity, fewer instances of absenteeism, and a decrease in turnover rates.

Furthermore, the study's examination of the relationship between layoffs and employee job satisfaction holds profound implications. By uncovering the factors that contribute to reduced job satisfaction after layoffs, organizations can take targeted actions to boost motivation and engagement during challenging times. Proactively addressing these concerns and implementing strategies to enhance job satisfaction can foster a loyal and motivated workforce, potentially enhancing overall organizational performance.

Moreover, the comprehensive investigation into how layoffs intersect with employee burnout is of utmost importance. The pervasive nature of burnout in contemporary workplaces emphasizes the urgency of understanding its connection to layoffs. Armed with this understanding, organizations can introduce preventative measures and support systems that counteract the detrimental effects of burnout. This has the potential to create a work environment characterized by improved employee well-being, heightened job satisfaction, and increased retention.

Additionally, the identification of strategies aimed at enhancing employee mental health amidst layoffs is highly practical. Organizations can draw insights from this study to create and implement interventions that foster well-being. These strategies might include additional resources, a culture that promotes resilience, initiatives to improve work-life balance, opportunities for professional growth, and better communication channels. Embracing these strategies can help organizations cultivate an environment that supports employees' mental well-being and enhances adaptability during uncertain times.

In essence, the true significance of this study extends beyond academic exploration. It has the potential to reshape how we understand layoffs and their psychological effects, guiding policies, practices, and interventions that prioritize employee mental well-being. By weaving considerations for mental health into the fabric of workforce changes, organizations can sow the seeds for a more resilient, thriving workforce. Ultimately, this can contribute to improved organizational performance and sustained success over the long term.

## **1.4 OBJECTIVES**

In today's ever-changing business environment, the practice of employee layoffs has become a powerful symbol of how organizations respond to economic shifts and uncertainties in the market. As companies navigate the fine line between financial stability and employee welfare, it's crucial to fully understand the profound effects that layoffs can have on the mental well-being and overall health of employees. This research paper is dedicated to uncovering the multifaceted and significant impacts that layoffs can bring to the mental health of employees.

The core objective of this comprehensive investigation is to thoroughly explore the intricate web of consequences that result from employee layoffs. To truly comprehend the emotional, psychological, and social dimensions of this phenomenon, the research aims to dissect and analyse different aspects of employee mental health within the broader context of workforce reductions.

### **General Objectives:**

At the heart of this research lies a fundamental aspiration: to carefully delve into the intricate aftermath that layoffs leave on the mental well-being of employees. This overarching goal underscores the commitment to deeply examine the complex interaction between organizational decisions and the mental welfare of the workforce. Through this exploration,

the study seeks to uncover the nuanced ways in which layoffs impact employees' emotional strength, cognitive state, and overall psychological balance.

### **Specific Objectives:**

#### **1. To Understand Employee Awareness of Layoffs and Their Industry Impact:**

Navigating organizational changes requires a solid foundation of awareness. This objective focuses on unravelling the layers of employees' awareness about impending layoffs and their grasp of the broader consequences these workforce reductions have for their industry. Recognizing the extent to which employees are informed and comprehend the context of layoffs is pivotal. This understanding offers organizations a valuable insight into the effectiveness of their communication strategy and employees' preparedness for the forthcoming shifts.

An informed workforce is better equipped to manage the uncertainties often associated with layoffs. This awareness helps employees brace themselves mentally, adjust their expectations, and take proactive steps to adapt to the new landscape. This research aims to assess whether employees have access to accurate information, grasp the reasoning behind the layoffs, and recognize the broader implications for the industry. Furthermore, it seeks to uncover any gaps in communication, ensuring organizations can address misunderstandings or uncertainties, thereby fostering a culture of openness and trust.

#### **2. To Explore the Impact of Layoffs on Employee Stress Levels:**

The connection between layoffs and heightened stress levels among employees unveils a crucial aspect of the consequences of workforce reductions. Layoffs, often accompanied by feelings of unpredictability and job insecurity, can create an environment fraught with stress

triggers. This objective delves into the complexities of how layoffs contribute to increased stress among employees and aims to identify the specific stressors that emerge during these challenging times.

As employees grapple with the uncertainties and implications of layoffs, their stress levels can intensify. Worries about job security, heavier workloads, and shifting dynamics can all contribute to a heightened sense of pressure. By investigating the link between layoffs and stress, this research seeks to identify the factors that trigger stress. This understanding empowers organizations to tailor their strategies, offering targeted interventions to alleviate stress during periods of transition. From counselling and support services to proactive communication, the insights gleaned from this objective can guide organizations in nurturing a more resilient workforce during times of upheaval.

### **3. To Examine How Layoffs Impact Employee Job Satisfaction:**

The ripple effects of layoffs extend to a crucial dimension of employee experience: job satisfaction. Workforce reductions often bring disruptions that can compromise job satisfaction in various ways. Reduced job security, altered work dynamics, and potential shifts in responsibilities can all contribute to diminished contentment in one's role. This objective aims to untangle the intricate relationship between layoffs and employee job satisfaction.

By delving into this relationship, the research aims to uncover the specific factors that mediate the impact of layoffs on job satisfaction. It explores whether the perceived impact aligns with the actual effects and how different variables interact to shape job satisfaction. This understanding is invaluable for organizations seeking to counteract the negative effects of layoffs on job satisfaction. By identifying key drivers, organizations can design interventions that help employees regain a sense of fulfilment and commitment to their roles, ultimately sustaining morale even amid substantial change.

In summary, the specific objectives of this research endeavour to provide a comprehensive exploration of the intricate dimensions of the impact of layoffs on employee mental health. By delving deeply into employee awareness, stress impacts, and alterations in job satisfaction, this study aims to offer a robust understanding of the psychological ramifications of workforce



reductions. Armed with these insights, organizations can formulate empathetic, well-informed approaches to navigate layoffs, ensuring the well-being of their employees during periods of organizational transformation.

## **1.5 DEFINITION OF CONCEPTS**

### **Layoffs:**

#### ***Theoretical Definition:***

Layoffs refer to the termination of employment for a group of workers by an organization. Layoffs are considered an organizational retrenchment strategy involving workforce reduction to improve efficiency and reduce labour costs (Gandolfi, 2009).

Researchers define layoffs as involuntary job loss due to downsizing or restructuring decisions made by the employer, distinct from individual terminations for cause (Datta et al., 2010).

#### ***Operational Definition:***

Layoffs are defined as the employer-initiated involuntary termination of employment resulting in permanent job loss for strategic business reasons. Layoffs will be identified through company records of employment termination due to position elimination rather than individual performance. The impact of this job loss on employee wellbeing will be measured through surveys. During economic crises, companies may be forced to downsize to control costs and ensure survival.

### **Employee Mental Health:**

#### ***Theoretical Definition:***

Authors define it as the absence of mental illness or distress, as well as the presence of positive characteristics like subjective wellbeing, self-actualization, and resilience (Keyes, 2005).

From an organizational perspective, employee mental health encompasses dimensions like burnout, stress, depression, anxiety, and overall job satisfaction, which impact work performance and organizational outcomes (Zhang et al., 2018).

### ***Operational Definition:***

Employee mental health is defined as self-reported psychological and emotional wellbeing at work, measured using validated scales of stress, resilience, and job satisfaction.

Employee mental health plays a critical role in job satisfaction, productivity, and overall company success. High levels of stress, anxiety, or burnout can lead to decreased performance, absenteeism, and turnover.

### **Employee Coping Mechanisms:**

#### ***Theoretical Definition:***

Authors define coping as the constantly changing cognitive and behavioural efforts to manage demands that are appraised as taxing or exceeding one's resources (Lazarus & Folkman, 1984).

Coping mechanisms represent ways in which employees consciously regulate their emotions, thoughts, and actions in the face of workplace stressors (Riulli & Savicki, 2003).

#### ***Operational Definition:***

Employee coping mechanisms are defined as the strategies and techniques individuals use to manage stress and challenges at work, assessed through self-reported surveys.

Coping mechanisms can be adaptive, such as seeking social support from colleagues and friends, practicing mindfulness or relaxation techniques, or engaging in activities that bring joy and relief.

### **Supportive Work Environment:**

#### ***Theoretical Definition:***

Authors theoretically define it as the extent to which an organization demonstrates concern, flexibility, protections, provisions, and support for its workforce (Shanock & Eisenberger, 2006).

Key aspects include supportive leadership, growth opportunities, role clarity, participation in decision making, social support, work-life balance, and health and safety protections (Bailey et al., 2015).

***Operational Definition:***

A supportive work environment is defined as organizational policies, practices, and leadership behaviours that demonstrate care and concern for employee wellbeing. It will be measured through surveys of perceived organizational support.

A supportive work environment is built on several pillars, including open communication, empathetic leadership, flexible work arrangements, and a commitment to addressing employee's concerns.

## Chapter 2

## **2.1 LITERATURE REVIEW**

### **Introduction:**

Economic downturns, like the global financial crisis of 2008 and subsequent recessions, have far-reaching impacts on people, businesses, and societies. One crucial area that gets significantly affected during these tough times is the mental well-being of employees. The act of laying off employees, often a consequence of economic hardships, sets off a chain reaction of emotional, psychological, and social consequences that deserve close examination. Understanding how layoffs impact employee mental health is crucial for organizations, policymakers, and researchers who aim to alleviate the negative fallout and design effective interventions.

Layoffs are emblematic of the economic challenges that companies face during recessions. As job security becomes uncertain, the emotional toll on employees can be immense. Previous research emphasizes how layoffs can dramatically impact employees' mental well-being. Feelings of anxiety, stress, and even fear can permeate workplaces, leading to an environment riddled with tension. The dread of losing one's job, coupled with the financial instability that follows, can lead to heightened levels of stress and anxiety among employees. Additionally, the emotional blow of witnessing colleagues losing their jobs can evoke feelings of guilt, a phenomenon known as survivor's guilt, and even isolation, creating a complex web of emotional reactions.

The repercussions of layoffs extend beyond temporary stress and anxiety. Research shows that various dimensions of mental health are adversely affected. These encompass depression, an increased risk of burnout, and even symptoms akin to post-traumatic stress. The looming spectre of job loss or the actual experience of being laid off can spiral individuals into a cycle of negative emotions and thoughts, potentially triggering more serious mental health conditions. This deterioration in mental health can have a profound impact not only on employees' overall well-being but also on their interactions at home and in the workplace.

The relationship between layoffs and mental health is intricate, influenced by a range of individual and organizational factors. Personal traits, such as self-esteem, one's sense of control, and resilience, act as mediating forces that either soften or intensify the psychological blow of layoffs. Similarly, the practices within an organization, like transparent

communication, support mechanisms, and assistance with finding new employment, can mediate how employees perceive and respond to layoffs. A thorough understanding of these mediating factors can guide the development of interventions that enhance employees' psychological resilience.

In the face of adversity, humans exhibit an incredible capacity to adapt. As employees navigate the aftermath of layoffs, they often employ a variety of coping mechanisms to manage their emotions and maintain a sense of equilibrium. Some might seek solace in the support of colleagues, friends, or family, while others might immerse themselves in personal interests or self-care practices. However, it is important to note that these coping strategies don't always work universally; some individuals might resort to unhealthy methods that worsen their mental health challenges.

Organizations play a pivotal role in shaping the mental health outcomes of employees during and after layoffs. Offering psychological support services, access to counselling, and opportunities for open conversations can significantly alleviate the negative impact of layoffs on employees' mental well-being. Research underscores that employees who perceive their organizations as compassionate and proactive in addressing their emotional needs tend to experience lower levels of distress and higher levels of resilience.

**Ogbonnaya, C., Gahan, P., & Eib, C. (2019)** in the study, *Recessionary changes at work and employee well-being: The protective roles of national and workplace institutions* explicate the impact of recessionary changes at work on employee well-being and investigated the potential protective roles of national and workplace institutions. By analysing data from 21 European countries, the researchers found that recessionary changes were associated with reduced psychological well-being and increased work-nonwork interference among employees. These changes, such as perceived organizational distress and job deterioration, resulted in higher levels of stress and decreased job satisfaction. However, the study also highlighted the importance of national and workplace institutions in mitigating the negative effects of the recession. Stronger employment protection legislation and collective bargaining coverage at the national level, as well as factors such as permanent employment contracts and

union membership at the workplace level, acted as buffers against the adverse impact of recessionary changes on employee well-being.

The findings of this study contribute to the existing literature on the effect of economic recessions on employee well-being. They align with previous research that has shown the detrimental consequences of economic downturns on employees' mental health and job satisfaction. However, the study adds value by emphasizing the significance of national and workplace institutions in protecting employees during challenging times. The study highlights the need for organizations and policymakers to consider these institutional factors as potential avenues for supporting employee well-being in the face of recessionary changes. Further research is warranted to explore these relationships in diverse contexts and develop evidence-based strategies to enhance employee well-being during economic recessions.

**Giorgi, G., et al. (2015)** in the study, *Economic Stress in the Workplace: The Impact of Fear of the Crisis on Mental Health*, focuses on the potential negative health effects resulting from the collective fear and panic associated with the global financial crisis that started in 2008. The researchers aimed to examine the impact of the fear of the crisis on mental health and employed structural equation modelling to explore its indirect relationship with employees' well-being, specifically in terms of social support and work-related stress. Furthermore, the study sought to determine whether a full or partial mediation model provided the best fit for the collected data.

Data for the study was collected from various private organizations between 2010 and 2011, involving a sample of 1,236 employees. By utilizing structural equation modelling, the researchers analysed the relationship between the fear of the crisis and mental health outcomes. The study investigated the role of social support and job stress as mediators in this relationship, examining whether these factors explained the mechanism through which the fear of the crisis influenced mental health.

The findings of the study revealed that both social support and job stress fully mediated the relationship between the fear of the crisis and employees' mental health. The structural equation model demonstrated good fit indices, suggesting that the proposed mediation model adequately represented the data. Moreover, the path coefficients were statistically significant, indicating the importance of social support and job stress in mediating the impact of the fear of the crisis

on mental health. These results highlight the need for organizations to recognize and address the concerns stemming from the fear of the crisis, providing appropriate support systems and addressing work-related stress to promote employees' well-being during times of economic uncertainty.

**Burgard, S. A., & Kalousova, L. (2015)** through their research, *Effects of the Great Recession: Health and Well-Being* examines the effects of the Great Recession on health and well-being. The research highlights the intriguing puzzle presented by existing evidence: some studies indicate that individuals facing recession-related labour market, housing, and asset shocks experience adverse health outcomes, while other studies show a decrease in mortality rates during economic downturns. This review aims to reconcile these contradictory findings by analysing data from the Great Recession of 2007–2009.

The researchers emphasize the importance of understanding the mechanisms through which macroeconomic changes impact health outcomes, referred to as how these changes "get under the skin." This review suggests that the consequences of recessions on both the aggregate and individual levels can be complex and paradoxical. To enhance the study of the longer-term health effects of recessions, the authors advocate for the integration of theoretical and analytical perspectives from sociology.

Specifically, the study proposes incorporating a multilevel perspective that considers how individuals navigate recessions within the context of their families, communities, and different policy environments. It also highlights the significance of examining the interplay between various recessionary shocks and the coping strategies individuals employ, all of which intersect with health trajectories.

In summary, this research underscores the need for a comprehensive understanding of the effects of recessions on health, emphasizing the importance of integrating sociological approaches to disentangle the intricate relationships between economic downturns, individual experiences, and broader health outcomes.



**Fløvik, L., Knardahl, S., & Christensen, J. O. (2019)** in the study titled *Organizational change and employee mental health: A prospective multilevel study of the associations between organizational changes and clinically relevant mental distress* explores the intricate connection between exposure to distinct, multiple, or repeated organizational changes at both individual and work-unit levels, and the subsequent emergence of clinically significant mental distress among employees. The research employed a comprehensive panel design, utilizing a forward-looking approach to collect data over two intervals separated by two years, facilitated through self-administered online surveys.

Varieties of organizational changes were assessed using six items tailored to capture various dimensions of change. Mental distress was gauged using the HSCL-10 scale, with a predetermined threshold established to identify cases of clinically noteworthy distress. The initial participant pool consisted of respondents, and a subset of these individuals participated in the follow-up phase. Recognizing the hierarchical arrangement of the data within work-units, a multilevel analytical technique was adopted to estimate the effects of exposure to organizational change at individual and work-unit levels.

The findings revealed distinct patterns of correlation between different forms of organizational changes and subsequent mental distress. At the individual level, organizational changes like company reorganization, downsizing, and layoffs were identified as predictive of future mental distress. Similarly, at the work-unit level, company reorganization displayed a statistically significant link with mental distress. However, this link became less pronounced when considering influential work-related factors such as job control, job demands, and support, implying the potential mediating role of these factors.

The study also explored the impact of exposure to multiple organizational changes. At the individual level, those who encountered multiple changes at the outset were found to be at an elevated risk of subsequent mental distress. Furthermore, the research examined the effects of

repeated organizational changes, revealing a heightened likelihood of experiencing mental distress at follow-up among individuals exposed to such changes.

In conclusion, the study underscores the connection between exposure to organizational changes at the individual level and an increased likelihood of subsequent clinically significant mental distress. This connection is not only evident following distinct changes but also in cases involving multiple or repeated changes. While similar connections were observed at the work-unit level, the influence of specific work-related factors emerged as potential mediators, highlighting the significance of considering these factors in comprehending the intricate interplay between organizational change and the mental well-being of employees.

**Catalano and Goldman-Mellor, et al (2011)** in their research paper *The Health Effects of Economic Decline* critically examines the health and behavioural effects of economic decline, addressing both empirical findings and outlining future research directions. The authors categorize existing studies based on the questions asked, mechanisms considered, and outcomes analysed. Their analysis highlights that while there is substantial evidence linking unfavourable job and financial experiences to increased risk of psychological and behavioural disorders, many other anticipated associations lack sufficient research support. The commonly held belief that mortality rises during economic downturns is found to be incorrect. Importantly, the research identifies key risk factors, such as job loss, that become more prevalent during economic decline, thus offering valuable insights for public health programming.

However, the study notes that the original promise of the research, which was to elucidate the health costs and benefits of economic policy decisions, remains unfulfilled. This limitation is attributed to the need for stronger theoretical frameworks and greater methodological consensus in the field. In essence, the research underscores the importance of continued investigation into the complex interplay between economic conditions, health outcomes, and behavioral patterns, emphasizing the significance of clear theoretical foundations and methodological rigor in advancing our understanding of these crucial issues.

**Rinesi, F and Spizzichino, D, et al(2016)** in the research paper *Employment insecurity and mental health during the economic recession: An analysis of the young adult labour force in Italy* explores the relationship between employment insecurity and mental health among the young adult labour force in Italy, with a focus on the impact of the economic downturn. The study aims to enhance understanding by examining various employment characteristics and their association with mental health outcomes, as well as the role of respondents' economic situation and educational level. The researchers utilize data from a large-scale, nationally representative health survey and employ multiple linear regressions to analyse the relationship between employment insecurity and the Mental Health Inventory (MHI).

The findings of the study indicate that employment insecurity is associated with poorer mental health among the young adult labour force in Italy. The analysis reveals that temporary workers and unemployed individuals are not homogeneous groups, and previous job experience plays a role in differentiating the mental health risks of unemployed individuals. The study also highlights that the effects of employment insecurity on mental health vary according to occupational status and the duration of insecurity. Additionally, the experience of financial difficulties partly explains the relationship between employment insecurity and mental health, and different mental health outcomes are observed based on respondents' educational level. The study further notes that the risks of reporting poorer mental health were higher during the economic recession in 2013 compared to 2005.

This research contributes to the existing literature on the negative consequences of employment insecurity on individuals' mental health. It expands the understanding of the relationship between employment insecurity and mental health by focusing specifically on the young adult labour force in Italy and considering multiple employment characteristics and socio-economic factors. The study highlights the need for policies that address employment insecurity and its impact on mental health, emphasizing the importance of supporting individuals during periods of economic downturn and promoting stable employment opportunities. Future research should continue to explore the mechanisms and factors underlying the relationship between employment insecurity and mental health to inform effective interventions and policies that promote well-being in the workforce.

**Martínez and Benavides, et al. (2015)** through the research paper titled *Effect of economic recession on psychosocial working conditions by workers' nationality* investigates the impact of the 2008 economic crisis on the prevalence of adverse psychosocial working conditions among Spanish and foreign national workers. While previous studies have explored the health consequences of economic recessions, there is limited knowledge regarding how recessions influence working conditions, particularly among vulnerable workers.

The objective of this study is to shed light on the effects of the economic crisis on various psychosocial factors in the workplace. The researchers utilized data from the 2007 and 2011 Spanish Working Conditions Surveys, with survey year, sociodemographic factors, and occupational information as independent variables, and psychosocial factors as dependent variables. The analysis was stratified by nationality (Spanish versus foreign), allowing for a comparison of the impact on different worker groups.

The findings reveal that the Spanish population experienced a higher risk of psychological and physical job demands in 2011 compared to 2007. This suggests that the economic crisis was associated with increased workload and stress levels for Spanish workers. Additionally, both Spanish and foreign national workers faced greater job insecurity in 2011 compared to 2007, with a significantly higher risk of job loss. These results highlight the widespread impact of the economic crisis on workers' perceptions of job security, regardless of nationality.

This research contributes to the understanding of how economic recessions affect psychosocial working conditions, emphasizing the importance of considering workers' nationality in assessing the impact. The study underscores the need for policies and interventions that address the adverse working conditions arising from economic crises, particularly for vulnerable workers who may face additional challenges. By identifying the specific psychosocial factors affected by recessions, this study provides valuable insights for organizations, policymakers, and researchers aiming to improve working conditions and mitigate the negative consequences of economic downturns.

**Sparks and Faragher, et al (2010)** through their article *Well-being and occupational health in the 21st century* explores the impact of changes in the workplace on employee well-being. Over the past four decades, the nature of work has undergone significant transformations due

to factors such as technological advancements, globalization, organizational restructuring, and changes in work contracts and scheduling. The paper focuses on four key issues: job insecurity, work hours, control at work, and managerial style, and discusses their implications for employee well-being.

Regarding job insecurity, the article highlights the negative effects of perceived job instability on employees' well-being. It emphasizes the need for organizations to address this issue by implementing strategies that foster a sense of stability and security among employees. The second topic discussed is work hours, where excessive work hours, irregular schedules, and shift work are linked to various health problems and work-life imbalance. The article suggests that organizations should prioritize work-life balance and offer flexible work arrangements to improve employee well-being.

The paper also emphasizes the importance of control at work and how employees having autonomy and decision-making authority positively impact their well-being. It suggests that organizations should empower employees by involving them in decision-making processes and providing opportunities for skill development and job enrichment. Lastly, the article examines managerial style and highlights the significance of supportive and transformational leadership in creating positive work environments. It suggests that organizations should invest in leadership development programs and promote positive managerial practices to enhance employee well-being.

**Godinić, D., & Obrenovic, B. (2020)** in the article *Effects of Economic Uncertainty on Mental Health in the COVID-19 Pandemic Context: Social Identity Disturbance, Job Uncertainty and Psychological Well-Being Model.* focuses on the impact of economic uncertainty on individuals' mental health, particularly in the context of natural disasters, epidemics, and financial crises. The study recognizes the increased scholarly attention given to psychological well-being following the 2008 Great Recession, and highlights its heightened relevance in the COVID-19 outbreak. The authors investigate the relationship between economic uncertainty, job uncertainty, social identity disturbance, and psychological well-being.

The article acknowledges that as the unemployment rate rises, individuals are faced with both health and economic concerns. However, the impact is not uniform across society, as

marginalized groups, such as individuals with chronic mental illnesses or low-income families, often bear a disproportionate burden due to downsizing, mass lay-offs, and limited access to public health services. The study draws on the concept of intolerance of uncertainty (IU), which is known in the psychiatric profession, and examines its association with job uncertainty and social identity disturbance. While previous research has explored the effects of IU, this study integrates the psychological well-being, job uncertainty, and identity disturbance caused by economic breakdown.

The literature review highlights that major social disasters have been associated with numerous cases of post-traumatic stress disorder (PTSD), anxiety, depression, and suicidal tendencies. However, the article aims to fill a methodological gap by analysing the subjective experiences underlying self-harming behaviours. Drawing insights from psychological, sociological, and economic theories, the study finds a positive relationship between economic uncertainty and job uncertainty and identity disturbance, while observing a negative relationship with psychological well-being. The authors argue that psychological well-being depends not only on monetary advantages but also on a coherent alignment between abstract subjective and concrete objective identity. When there is inconsistency between these perceptions, cognitive dissonance arises, leading to identity disturbance.

**Katsela, K. (2014)** in the research paper *The impact of economic crisis on human behaviour and labour market – a minor field study*, focuses on observing the impact of the European Sovereign Debt Crisis on job satisfaction in four countries: Sweden, Denmark, Greece, and Spain. The study utilizes data from the European Social Survey (ESS) spanning from 2002 to 2012 and employs an ordered probit model with fixed effects to analyse the relationship between economic crisis and job satisfaction. The authors investigate the effects of GDP growth, changes in unemployment, and inflation rate on job satisfaction, using happiness and life satisfaction as dependent variables.

The literature review highlights that the ongoing economic crisis in Greece and Spain has significant impacts on the job satisfaction of their populations, while Sweden and Denmark appear to be less affected. The paper argues that countries that are more inclined to protect the

unemployed population experience less pronounced decreases in reported job satisfaction during the crisis. The findings indicate that immediately following the onset of the crisis, GDP and changes in unemployment rate have a negative effect on job satisfaction. However, the change in the inflation rate does not appear to have a significant impact on job satisfaction.

The research paper concludes that the impact of the ongoing economic crisis on job satisfaction is not uniform across the examined countries, as evidenced by the different patterns of outcomes for job satisfaction. The study emphasizes the importance of social protection measures in mitigating the negative effects of the crisis on job satisfaction. The findings suggest that policies aimed at supporting the unemployed can help preserve job satisfaction levels during economic downturns. By understanding the differential impacts of economic crises on job satisfaction, policymakers can design targeted interventions to alleviate the negative consequences and promote well-being in affected populations.

**Rohde and Tang, et al (2016)** in the research paper titled *The effect of economic insecurity on mental health: Recent evidence from Australian panel data* investigates the impact of economic insecurity on the mental health of Australian adults. By utilizing microdata from the 2001-2011 HILDA panel survey and employing fixed effects models, the study aims to provide more comprehensive estimates that account for endogeneity. The paper examines various measures of economic insecurity, including job insecurity, financial dissatisfaction, income reductions and volatility, inability to meet standard expenditures, and lack of access to emergency funds, and explores their relationships with the SF-36 mental health index.

The literature review highlights the increasing interest in economic insecurity since the 2008 financial crisis, with financial worries being a significant concern for households. Previous research has shown associations between economic insecurity and negative outcomes such as familial breakup, depression, and suicide. The paper emphasizes the importance of economic security as a part of economic performance and social progress, as well as a universal human

right. Furthermore, it notes the intensification of economic insecurity over recent years, with declining consumer confidence and increasing household-level economic risk.

The research paper makes three primary contributions. First, it expands upon the existing literature by demonstrating that negative mental health effects are not limited to specific forms of risk but extend to a wide range of economic hazards. This suggests that the underlying prospect of monetary loss is a significant contributing factor. Second, the study addresses methodological limitations by employing fixed-effects panel data models to control for unobservable individual-specific factors, leading to more accurate estimates of the relationships between economic insecurity and mental health. Finally, the paper quantifies the potential effects of changes in economic insecurity on the morbidity rates of psychological disorders in the Australian population.

**Fiori, and Rinesi, et al (2016)** in the research paper *Employment insecurity and mental health during the economic recession: An analysis of the young adult labour force in Italy* examines the relationship between employment insecurity and mental health among young adults in Italy, particularly during a period of economic downturn. Existing research has shown that insecure employment, such as unemployment or temporary employment, is associated with negative mental health outcomes. However, limited research has focused specifically on the young adult labour force in Italy and the impact of prolonged economic recession on their mental health.

The study contributes to the literature by highlighting the association between employment insecurity and poorer mental health among young adults in Italy. The findings suggest that both temporary workers and unemployed individuals are not a homogeneous group, and factors such as previous job experience, occupational status, and duration of insecurity play a role in differentiating the mental health risks within these groups. The study also emphasizes the influence of respondents' economic situation and educational level on the relationship between employment insecurity and mental health outcomes.

Furthermore, the research reveals that the risks of reporting poorer mental health were higher during the economic recession in 2013 compared to 2005. This indicates that the economic downturn has exacerbated the negative impact of employment insecurity on mental health. The study underscores the importance of considering the heterogeneity within the temporary workforce, as well as the subjective and objective dimensions of employment insecurity, in



understanding the mental health consequences. It calls for attention to the financial and societal costs associated with employment insecurity and highlights the need for comprehensive social, labour, and public health policies to address these issues.

**Burgard and Kalousova, L. (2015)** in the article *Effects of the Great Recession: Health and Well-Being* focuses on the impact of the Great Recession on health and well-being, aiming to address the paradoxical findings that exist in the literature linking recessions to individual and population health. The study acknowledges that while some research highlights the negative health consequences experienced by individuals facing labour market, housing, and asset shocks during economic downturns, other studies suggest that mortality rates may actually decrease during such periods of economic decline.

The researchers delve into this intriguing puzzle by synthesizing evidence from distinct research traditions, particularly focusing on the Great Recession of 2007–2009. The study explores how macroeconomic changes can have complex and contradictory effects on both aggregate-level outcomes and individual well-being. It emphasizes the importance of integrating theoretical and analytical approaches from sociology to enhance our understanding of the longer-term health effects of recessions. The research advocates for a multilevel perspective that considers the ways in which individuals navigate recessions within the contexts of their families, communities, and various policy environments. Additionally, the study highlights the significance of examining the cascading impact of recessionary shocks and the coping strategies individuals employ, while also exploring the intersections of these factors with health trajectories.

In summary, the research contributes to the broader understanding of the nuanced relationship between economic recessions, health outcomes, and individual coping strategies. It underscores the need for a comprehensive approach that combines insights from sociology to comprehensively address the complex and sometimes paradoxical consequences of economic downturns on health and well-being.

## Chapter 3

## **RESEARCH METHODOLOGY:**

### **3.1 INTRODUCTION TO METHODOLOGY**

Research is the process of gathering, organising, and analysing data to provide information and deepen our understanding of a subject or problem. Research often follows three steps: 1. Start with a query. 2. Gather information to address the query. 3. Provide a response to the query. Because different research methodologies can be used in a variety of contexts, it is crucial to understand which technique is most appropriate for usage with a certain hypothesis or topic. In fact, using the wrong study methodology could make the findings meaningless. Different research methodologies have various goals and degrees of validity. This is one metric that shows how accurate a research method's findings are. This chapter tries to demonstrate the research's validity in terms of methodological choice and application to demonstrate whether the study captures the intended outcomes.

### **3.2 TITLE OF THE STUDY**

The Effect of Layoff on Employee Mental Health

### **3.3 RESEARCH DESIGN**

Research design refers to the framework in which the researcher opted to conduct research study. The study follows Quantitative research where the numerical data are collected from a particular population based on the study and is analysed. Mostly used to find patterns, average, forecast, finding correlation and generalise results to wider population. The study analyses the effect on performance feedback on employee self-realization. Within quantitative research, the researcher opted to analyse data using descriptive research design, it is a type of analysis design that focuses on outlining the features of the population or issue under study. This descriptive methodology emphasises the "what" of the research issue more so than the "why". Without concentrating on "why" a certain occurrence happens, the descriptive research method primarily focuses on characterising the nature of a demographic segment. In other words, it "describes" the research's subject without explaining "why" it occur. The study follows a quantitative research methodology. Quantitative approaches place an emphasis on objective

measurements and statistical, mathematical, or numerical analysis of data gathered by questionnaires and surveys. Quantitative analysis is concerned with collecting numerical data and generalising it across groups of people or explaining a specific phenomenon. This study focuses on the analyses “The effect of layoff on employee mental health.” The research design followed here is,

### **3.4 UNIVERSE AND UNIT**

#### 3.4.1 Universe of the study

Employees from IT industries who have experienced or are currently experiencing a Layoff.

#### 3.4.2 Unit of the study

An IT employee

### **3.5 SAMPLING DESIGN**

Sampling design is an established strategy for drawing a sample from a certain population is known as a sample design. It refers to the method or process the researcher would use while choosing the data for the sample. The process for determining the sample's size, or the number of objects to include in the sample, is likewise a result of sample design. Therefore, sample design is decided before data collection. The researcher should select samples from among the many sample design techniques that are trustworthy and appropriate for his research topic. For the study, the researcher used the technique of convenience sampling. Convenience sampling is a non-probability sampling method in which units of analysis (such as companies, organizations, or events) are selected based on their availability and ease of access. This means that the researcher selects units that are convenient to them, rather than randomly selecting units from a population.

#### 3.5.1. Sample Size

Sample size refers to size of data collected i.e.; the number of data collected through the researcher’s data collection tool for the study. For this study the researcher was able to collect data from 79 IT employees.

### **3.6. RESEARCH DATA**

#### **3.6.1. Primary Data**

Primary data refers to the first-hand data collected by the researcher themselves. The researcher collected the data using self-administered questionnaire designed by the researcher himself or herself.

### **3.7. TOOLS FOR DATA COLLECTION**

Tool refers to the instruments or tools in which the researcher chose to collect data from respondents. For this study, the researcher chose to make use of questionnaire to collect the data from the respondents. A questionnaire is a type of research tool used to gather data from respondents and consists of a series of questions or other prompts. For this study, the researchers designed a questionnaire themselves, which contained total number of 23 questions, where the questionnaire were categorized into three parts based on data needed.

- The first category, which consist of 3 questions discusses about the demographic details of the respondent.
- The second category, which consist of questions 10 discusses about the job satisfaction of employees.
- The third category, which consist of 10 questions to understand the stress level employees.

### **3.8. SOURCES OF DATA**

#### **3.8.1 Primary Data**

Primary data was collected using a self-administered questionnaire designed by the researcher.

#### **3.8.2 Secondary Data**

The researcher has collected secondary data from journal articles, internet sources and newspapers and magazines.

### **3.9 DATA COLLECTION**

The researcher used the questionnaire and administered it in the form of Google Forms to collect the primary data from the respondents.

### **3.10 TOOLS FOR DATA ANALYSIS**

The researcher used the Statistical Package for Social Sciences (SPSS), a software package for statistical analysis for doing the data analysis. The Statistical Package for Social Sciences (SPSS), a statistical analysis software programme, was utilised by the researcher to analyse the data. The analysis made use of both descriptive and inferential statistics. The descriptive statistics were used for the analysis.

### **3.11 PILOT-STUDY**

A pilot study was carried out for assessing the feasibility of the study among the respondents. 10 respondents were selected randomly, and data was collected. After analysis of the data, necessary corrections and modifications were made in the questionnaire.

### **3.12 LIMITATIONS OF THE STUDY**

The study is subjected to the following limitations

1. As the data was collected using google forms, the researcher could not be directly involved in the data collection.
2. Responses may be skewed since there is a chance that respondents will fill out the responses quickly without going through the questions due to their tight work schedule.

## **Chapter - 4**

## **Data analysis & Interpretation:**

### **4.1 INTRODUCTION:**

This chapter discusses data analysis using Microsoft Excel and analysed using SPSS.22 (Statistical Package for Social Sciences). The data used for analysis was collected from IT employees, who have experienced Layoff in their organisation. The data were collected using a questionnaire administered through google forms. The questionnaire was designed in such a way as to contain various dimensions to measure Job satisfaction, Stress level and employee awryness level on layoff The statistical findings of the information gathered from 78 respondents are presented in this chapter. For this, the researcher employed the Microsoft Excel and SPSS data analysis system. After coding, the researcher entered the data, performed analysis, and then structured the findings in accordance with the study's objectives. Tables and visual representations are used to describe the study's result.

#### **4.1.1. Analysis of Demographic Variables**

The demographic variables considered for the study are age, experience level and gender.

##### **1. Age wise participation in the sample**

Valid	Frequency	Percent
25-30	37	47.4
30-35	35	44.9
35-40	6	7.7
Total	78	100.0

Table No. 4.1.1.1.

Source: Primary data



**Inference:**

The data presented provides valuable insights into the age distribution of a group of individuals. It is evident that the total number of individuals in the dataset is 78, and the data is structured into three distinct age categories: "25-30," "30-35," and "35-40." Notably, most individuals fall within the "25-30" and "30-35" age groups. Specifically, the "25-30" age group has the highest frequency, with 37 individuals, accounting for 47.4% of the total. Following closely, the "30-35" age group is the second most frequent, comprising 35 individuals, which is approximately 44.9% of the total. In contrast, the "35-40" age group has the lowest frequency, with a mere 6 individuals, constituting only 7.7% of the total respondents.

**Interpretation:**

Interpreting this data reveals meaningful implications. The dominance of the "25-30" age group suggests that most of the surveyed individuals fall within this relatively younger range. Additionally, the noteworthy representation of the "30-35" age group implies a significant proportion of respondents in this age bracket. On the contrary, the scarcity of respondents in the "35-40" age group suggests that this demographic is less prevalent among those surveyed. Overall, the data highlights a population that skews towards younger adults, with a relatively smaller number of individuals in the 35-40 age range. These insights can be valuable for various applications, such as targeted marketing strategies, informed product development, or any other context where understanding the age distribution of the population is pivotal for decision-making. In summary, while inference entails drawing logical conclusions from the data, interpretation provides deeper meaning and real-world context, enriching our understanding of the age distribution's significance.

**2.Length of employment at the organization**

	Frequency	Percent
Valid 1	53	67.9
2	25	32.1
Total	78	100.0

Table No. 4.1.1.2.

Source: Primary data

**Inference:**

The provided data appears to be related to the length of employment at an organization, where employees are categorized into two groups based on their tenure. Category 1 represents employees with a shorter duration of employment, as indicated by a frequency count of 53. Category 2, in contrast, consists of employees with a longer duration of employment, with a frequency count of 25. From this data, it is evident that there are more employees in Category 1 (53 out of 78) than in Category 2 (25 out of 78).

**Interpretation:**

Drawing meaning from the data, we can make several interpretations:

1. The organization may be experiencing a notable turnover or hiring a significant number of new employees. This interpretation is derived from the larger count of employees (53 out of 78) in Category 1, suggesting a substantial proportion of the workforce is relatively new.
2. Conversely, there are fewer employees (25 out of 78) in Category 2, indicating that the organization possesses a smaller core group of longer-tenured employees or possibly experiencing reduced turnover among this group.
3. It's essential to acknowledge that the data doesn't provide specific timeframes for the "shorter" and "longer" employment durations, making it impossible to determine the exact length of employment each category represents. In summary, this data offers valuable insights into the distribution of employee tenure within the organization, signalling a combination of relatively new hires and a smaller contingent of longer-serving employees. This understanding has implications for workforce dynamics and suggests a need for further investigation into factors influencing employee retention and development strategies.

**4. Gender wise Participation in the sample**

	Frequency	Percent
Valid Female	51	65.4
Male	27	34.6
Total	78	100.0

Table No. 4.1.1.3.

Source: Primary data

**Inference:**

Inferences drawn from the provided data reveal several key points: • A total of 78 respondents participated in the survey, providing answers specifically to the question about gender. • Among these participants, 51 individuals identified themselves as female, while 27 identified as male. • The proportions of each gender within the total respondents can be calculated, with females accounting for approximately 65.4% and males comprising about 34.6%.

**Interpretation:**

Interpreting the data provides deeper insights: • The survey, as reflected by the gender distribution, had a higher number of female respondents (51) compared to male respondents (27). • This observation suggests that the surveyed population has a higher representation of females, which could be indicative of various factors such as survey targeting or societal dynamics. • The cumulative percentage summing up to 100.0% signifies that all 78 respondents provided valid responses to this gender-related question, indicating a lack of missing or unclear answers in this dataset. It's essential to recognize that interpretations can be influenced by the survey's context, the characteristics of the surveyed population, and any potential biases introduced during the data collection process. These considerations add depth to our understanding of the data's implications and assist in forming well-rounded conclusions.

**4.1.2. Frequency analysis of questions:**

**5. I am aware that my employer has announced layoffs in my organization.**

	Frequency	Percent
Valid Somewhat disagree	1	1.3
Somewhat agree	11	14.1
Agree	41	52.6
Strongly agree	25	32.1
Total	78	100.0

Table No. 4.1.1.4.

Source: Primary data

**Inference:**

From the given data, it can be deduced that a significant majority of employees surveyed within the organization (85.8%) fall into categories of agreement, ranging from somewhat agreeing to

strongly agreeing, with regards to their awareness of the announced layoffs. This inference suggests that a substantial proportion of the workforce is well-informed about the occurrence of layoffs, indicating effective communication within the organization.

**Interpretation:**

The data's implications suggest that a considerable segment of employees (84.8%) in the organization possesses awareness about the recently announced layoffs. This awareness could signify several important aspects: • **Effective Communication:** The organization appears to have successfully communicated the details of the layoffs to a large number of employees, which can be viewed positively in terms of transparency and open communication. This helps employees stay informed about significant organizational changes. • **Concern and Anxiety:** The relatively high percentage of employees who express agreement or strong agreement might indicate a sense of concern or anxiety within the workforce regarding potential repercussions of the layoffs on their job security or the overall work environment. • **Preparation:** Employees being aware of the impending layoffs could enable them to better prepare for any potential changes that might arise. This could involve actions such as updating resumes, exploring alternative job opportunities, or considering the potential financial impact. It is essential for the organization to handle this situation with care, providing comprehensive support and clear information to employees during this period of uncertainty. This proactive approach is crucial for maintaining employee morale, productivity, and overall well-being in the face of significant organizational changes.

**6. I am familiar with cost-cutting measures that my organization can take to face an economic recession.**

		Frequency	Percent
Valid	Somewhat agree	18	23.1
	Agree	29	37.2
	Strongly agree	31	39.7
	Total	78	100.0

Table No. 4.1.1.5.

Source: Primary data

**Inference:**

The data analysis reveals that a significant majority of the respondents (77.9%, combining "Agree" and "Strongly agree" categories) possess a familiarity with the cost-cutting measures their organization can employ in order to confront an economic recession. This inference suggests that a considerable portion of the respondents believes they have the knowledge required to address financial difficulties that may arise during a recessionary period.

**Interpretation:**

The interpretation of the data underscores several key points: • **Familiarity and Preparedness:** The survey results show that a substantial percentage of respondents (60.3%) "Agree" or "Strongly agree" with the statement, indicating that they possess some level of familiarity with cost-cutting measures during economic downturns. This familiarity could be viewed as a positive aspect, as it implies that employees may be better equipped to contribute to the organization's resilience in challenging economic times. • **Potential Adaptation:** The high percentage of respondents expressing agreement suggests that a significant number of individuals in the organization could be prepared to put cost-cutting measures into action if circumstances require. This readiness is valuable for swiftly adapting to the challenges presented by an economic recession. Employees who understand these measures can play a pivotal role in implementing necessary adjustments. • **Engagement and Awareness:** A small proportion (23.1%) of respondents falls into the "Somewhat agree" category, indicating that most respondents are engaged and aware of the financial dynamics of their organization, particularly in the context of potential economic downturns. This level of engagement is valuable, as employees who grasp the financial implications of their actions can make more informed decisions, contributing to overall organizational resilience. • **Addressing Diverse Responses:** While most of the respondent's express agreement, a notable portion (23.1%) falls into the "Somewhat agree" category. The organization may benefit from further investigation into the reasons behind this response. This subgroup might require additional information or training on cost-cutting measures. Addressing their concerns could enhance the organization's overall preparedness.

### 7. I perceive a decrease in my job security due to the layoff.

	Frequency	Percent
Valid Somewhat disagree	1	1.3
Somewhat agree	13	16.7
Agree	32	41.0
Strongly agree	32	41.0
Total	78	100.0

Table No. 4.1.1.6.

Source: Primary data

#### **Inference:**

The data analysis underscores a notable aspect: a substantial portion of the respondents (82%, combining 41% who "strongly agree" and 41% who "agree") perceives a decrease in their job security as a direct consequence of the layoff. This inference vividly points to the significant impact the layoff has had on the overall sense of job security among the workforce. The high percentage of respondents expressing agreement with this notion implies that the layoff event has generated considerable feelings of insecurity within the surveyed group.

#### **Interpretation:**

The interpretation of the data provides crucial insights into the perception of job security among the respondents. The fact that a significant majority (82%) of individuals agree or strongly agree that their job security has been negatively affected by the layoff underscores a noteworthy concern. The relatively low percentage (1.3%) who "somewhat disagree" further supports the overall sentiment leaning heavily towards job insecurity among those surveyed. This finding carries significant implications for employers, as it signals potential challenges in employee morale, engagement, and overall trust in the organization. The layoff has clearly triggered a sense of uncertainty among the workforce, which may require targeted efforts to rebuild confidence, enhance communication, and demonstrate a commitment to employee well-being. Taking proactive measures to address these concerns is essential for maintaining a positive work environment and ensuring the organization's long-term success.

**8. I have noticed changes in the behaviour or mood of my supervisor or manager as a result of the layoff.**

	Frequency	Percent
Valid Somewhat agree	24	30.8
Agree	26	33.3
Strongly agree	28	35.9
Total	78	100.0

Table No. 4.1.1.7.

Source: Primary data

**Inference:** From the given data, we can infer that a significant majority of respondents (99% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have noticed changes in the behaviour or mood of their supervisor or manager as a result of the layoff. This suggests that the layoff had a noticeable impact on the demeanour of those in leadership positions.

**Interpretation:** The data indicates that many respondents have perceived changes in the behaviour or mood of their supervisor or manager following the layoff. This could imply that the layoff has had a direct impact on the leadership, causing shifts in their behaviour, which might include increased stress, altered communication, or a change in attitude. The fact that a large proportion of respondents strongly agree or agree with this statement suggests that the impact of the layoff on the management team's behaviour is particularly noticeable. Organizations undergoing layoffs should be aware of the potential impact on employee perceptions of management behaviour and take steps to address concerns or provide support to maintain a positive work environment.

**9. I have noticed changes in the behaviour or mood of my colleagues as a result of the layoff.**

	Frequency	Percent
Valid Somewhat agree	14	17.9
Agree	28	35.9
Strongly agree	36	46.2
Total	78	100.0

Table No. 4.1.1.8.

Source: Primary data

**Inference:** Based on the data, we can infer that a significant majority of respondents (99.1% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have noticed changes in the behaviour or mood of their colleagues as a result of the layoff. This suggests that the layoff has had a noticeable impact on the demeanour of the employees, leading to observable changes in their behaviour.

**Interpretation:** The data indicates that a substantial proportion of respondents have observed changes in the behaviour or mood of their colleagues following the layoff. This suggests that the layoff has had a noticeable effect on the overall morale and interactions among the workforce. The fact that a significant number of respondents strongly agree or agree with this statement indicates that the impact of the layoff on employee behaviour and mood is substantial. This information is important for organizations to consider when planning and implementing layoffs, as it highlights the potential effects on employee well-being and team dynamics. Providing appropriate support and communication during times of change is crucial to maintain a positive work environment and ensure that employees can adapt to the changes.



**11. I have experienced difficulties in balancing work and personal responsibilities due to the layoff.**

	Frequency	Percent
Valid Somewhat disagree	2	2.6
Somewhat agree	11	14.1
Agree	35	44.9
Strongly agree	30	38.5
Total	78	100.0

Table No. 4.1.1.9.

Source: Primary data

**Inference:** From the data provided, we can infer that a significant proportion of respondents (97.5% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have experienced difficulties in balancing work and personal responsibilities due to the layoff. This indicates that the layoff has had a notable impact on their ability to manage both work-related tasks and personal obligations.

**Interpretation:** The data reveals that a substantial majority of respondents have faced challenges in balancing work and personal responsibilities as a result of the layoff. This suggests that the layoff has disrupted the equilibrium between work and personal life for many individuals, making it harder for them to manage their professional duties alongside their personal commitments.

The high percentage of respondents who strongly agree or agree with this statement underscores the significant impact of the layoff on their ability to manage work-life balance. It is crucial for organizations to be aware of these challenges, as they can lead to increased stress and decreased job satisfaction among employees. Offering support, flexibility, and clear communication during such times can help employees cope with the changes and mitigate the negative effects on their overall well-being.

**12. I have experienced physical symptoms of stress (e.g., headaches, fatigue) as a result of the layoff.**

	Frequency	Percent
Valid Somewhat disagree	3	3.8
Somewhat agree	17	21.8
Agree	29	37.2
Strongly agree	29	37.2
Total	78	100.0

Table No. 4.1.1.10.

Source: Primary data

**Inference:**

Based on the data provided, we can infer that a significant proportion of respondents (95.2% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have experienced physical symptoms of stress, such as headaches and fatigue, as a result of the layoff. This indicates that the layoff has had a noticeable impact on the physical well-being of many individuals.

**Interpretation:**

The data reveals that a considerable majority of respondents have experienced physical symptoms of stress due to the layoff. This suggests that the organizational changes, such as layoffs, have taken a toll on their physical health, leading to issues like headaches and fatigue. The fact that a high percentage of respondents strongly agree or agree with this statement underscores the significant impact of the layoff on their physical well-being. Stress-related symptoms can have a negative effect on employee health and overall performance. Employers should be aware of these potential health consequences and consider implementing strategies to help employees cope with stress, such as providing access to wellness programs, offering mental health support, and promoting work-life balance. Prioritizing employee well-being during times of change is essential for maintaining a healthy and productive workforce.

**13. I have experienced emotional symptoms of stress (e.g., anxiety, depression) as a result of the layoff.**

	Frequency	Percent
Valid Somewhat disagree	2	2.6
Somewhat agree	14	17.9
Agree	30	38.5
Strongly agree	32	41.0
Total	78	100.0

Table No. 4.1.1.11.

Source: Primary data

**Inference:**

Based on the data, we can infer that a significant majority of respondents (96.9% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have experienced emotional symptoms of stress, such as anxiety and depression, as a result of the layoff. This indicates that the layoff has had a noticeable impact on the emotional well-being of many individuals.

**Interpretation:**

The data indicates that a substantial proportion of respondents have experienced emotional symptoms of stress due to the layoff. This suggests that the organizational changes, such as layoffs, have had a significant emotional toll, leading to feelings of anxiety and depression.

The high percentage of respondents who strongly agree or agree with this statement emphasizes the considerable impact of the layoff on their emotional well-being. Emotional distress can have severe consequences on employee mental health and overall job satisfaction. Employers should recognize the potential emotional impact of layoffs and consider providing resources for mental health support, promoting open communication, and creating a supportive environment for employees to cope with these challenges. Prioritizing employee mental health during times of change is essential for maintaining a healthy and resilient workforce.

**24. I have noticed changes in my sleep patterns due to the layoff.**

	Frequency	Percent
Valid Somewhat disagree	3	3.8
Somewhat agree	12	15.4
Agree	23	29.5
Strongly agree	40	51.3
Total	78	100.0

Table No. 4.1.1.12.

Source: Primary data

**Inference:**

Based on the data, we can infer that a substantial majority of respondents (96.2% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have noticed changes in their sleep patterns as a result of the layoff. This indicates that the layoff has had a noticeable impact on the sleep habits of many individuals.

**Interpretation:**

The data suggests that a significant proportion of respondents have experienced changes in their sleep patterns due to the layoff. This implies that the organizational changes, such as layoffs, have disrupted the sleep routines of many individuals, leading to sleep-related issues. The high percentage of respondents who strongly agree or agree with this statement emphasizes the significant impact of the layoff on their sleep. Changes in sleep patterns can negatively affect overall well-being, concentration, and overall job performance. Employers should be aware of the potential sleep disturbances during times of uncertainty and consider providing resources or support to help employees manage stress and improve sleep quality. Promoting a healthy work-life balance and addressing the potential effects on sleep can contribute to maintaining a productive and engaged workforce.

**14. The layoff has significantly impacted my level of job satisfaction.**

	Frequency	Percent
Valid Somewhat disagree	1	1.3
Somewhat agree	14	17.9
Agree	26	33.3
Strongly agree	37	47.4
Total	78	100.0

Table No. 4.1.1.13.

Source: Primary data

**Inference:**

From the data provided, we can infer that a significant majority of respondents (81.6% - the sum of "Somewhat agree," "Agree," and "Strongly agree") believe that the layoff has significantly impacted their level of job satisfaction. This indicates that the layoff has had a notable effect on the job satisfaction of many individuals.

**Interpretation:**

The data suggests that a considerable proportion of respondents have experienced a significant impact on their job satisfaction due to the layoff. This implies that the organizational changes, such as layoffs, have influenced how satisfied employees are with their jobs.

The high percentage of respondents who strongly agree or agree with this statement underscores the substantial impact of the layoff on their job satisfaction. Reduced job satisfaction can lead to lower motivation, decreased productivity, and increased turnover. Employers should be aware of this effect and take proactive measures to address employee concerns, provide support, and maintain open communication to help mitigate the negative impact of layoffs on job satisfaction. Prioritizing employee morale and well-being during times of change is essential for the overall health of the organization.

**15. I have experienced changes in my job security as a result of the layoff.**

	Frequency	Percent
Valid Somewhat disagree	2	2.6
Somewhat agree	17	21.8
Agree	33	42.3
Strongly agree	26	33.3
Total	78	100.0

Table No. 4.1.1.14.

Source: Primary data

**Inference:**

Based on the data provided, we can infer that a significant majority of respondents (97.4% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have experienced changes in their perception of job security as a result of the layoff. This indicates that the layoff has had a noticeable impact on how secure employees feel about their jobs.

**Interpretation:**

The data indicates that a substantial proportion of respondents have experienced changes in their perception of job security due to the layoff. This suggests that the organizational changes, such as layoffs, have influenced how employees view the stability of their positions within the company.

The high percentage of respondents who strongly agree or agree with this statement highlights the significant impact of the layoff on their perception of job security. Reduced job security can lead to increased anxiety, decreased morale, and a negative impact on overall job performance. Employers should recognize the potential concerns about job security during times of change and take steps to address these concerns, provide clear communication about the company's future plans, and offer support to help employees navigate through the changes. Maintaining a sense of job security, even during challenging periods, can contribute to employee well-being and retention.

**16. Job security is important to me, especially considering the layoff.**

	Frequency	Percent
Valid Somewhat disagree	3	3.8
Somewhat agree	11	14.1
Agree	29	37.2
Strongly agree	35	44.9
Total	78	100.0

Table No. 4.1.1.15.

Source: Primary data

**Inference:**

Based on the data provided, we can infer that a significant majority of respondents (96.2% - the sum of "Somewhat agree," "Agree," and "Strongly agree") consider job security to be important, especially in light of the layoff. This indicates that job security is a significant concern for many individuals, particularly given the recent layoff.

**Interpretation:**

The data suggests that a considerable proportion of respondents place a high value on job security, particularly in the context of the layoff. This implies that job security is a crucial factor for employee satisfaction and overall well-being, especially during uncertain times.

The high percentage of respondents who strongly agree or agree with this statement emphasizes the importance of job security in maintaining a positive work environment. Given the recent layoff, it's understandable that employees would be concerned about their job stability. Employers should recognize the significance of job security for their employees, provide reassurance where possible, communicate transparently about the company's future plans, and offer support to alleviate concerns. Prioritizing job security can help boost employee morale, reduce anxiety, and improve retention rates, leading to a more stable and productive workforce.

**17. I have noticed changes in my job responsibilities as a result of the layoff.**

	Frequency	Percent
Valid Somewhat disagree	1	1.3
Somewhat agree	13	16.7
Agree	32	41.0
Strongly agree	32	41.0
Total	78	100.0

Table No. 4.1.1.16.

Source: Primary data

**Inference:**

Based on the data provided, we can infer that a significant majority of respondents (98.7% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have noticed changes in their job responsibilities as a result of the layoff. This indicates that the layoff has led to noticeable shifts in the tasks and responsibilities assigned to employees.

**Interpretation:**

The data indicates that a substantial proportion of respondents have experienced changes in their job responsibilities due to the layoff. This suggests that the organizational changes, such as layoffs, have resulted in a redistribution of tasks and responsibilities among the remaining employees.

The high percentage of respondents who strongly agree or agree with this statement highlights the significant impact of the layoff on job roles. When a workforce is reduced, existing employees might need to take on additional duties or assume different roles to compensate for the loss of staff. Employers should acknowledge and communicate these changes, provide necessary training and support to help employees adapt to new responsibilities, and ensure that the workload remains manageable to maintain employee morale and overall productivity.



**18. I have noticed changes in my work hours as a result of the layoff.**

	Frequency	Percent
Valid Somewhat disagree	2	2.6
Somewhat agree	16	20.5
Agree	30	38.5
Strongly agree	30	38.5
Total	78	100.0

Table No. 4.1.1.17.

Source: Primary data

**Inference:**

Based on the data provided, we can infer that a significant majority of respondents (97.5% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have noticed changes in their work hours as a result of the layoff. This indicates that the layoff has led to noticeable adjustments in the number of hours worked by many individuals.

**Interpretation:**

The data suggests that a substantial proportion of respondents have experienced changes in their work hours due to the layoff. This implies that the organizational changes, such as layoffs, have affected the scheduling of work hours for many employees.

The high percentage of respondents who strongly agree or agree with this statement highlights the significant impact of the layoff on work hours. When a workforce is reduced, the remaining employees might need to take on additional tasks or work longer hours to maintain productivity, or conversely, the organization might need to cut back on hours to manage costs. Employers should communicate these changes transparently, ensure that workloads remain reasonable, and consider the potential impact on employee work-life balance. Maintaining open communication and considering employee needs when making scheduling adjustments can help reduce stress and maintain a positive work environment during times of change.

**19. I am currently not satisfied with my job despite the layoff.**

	Frequency	Percent
Valid Somewhat disagree	1	1.3
Somewhat agree	15	19.2
Agree	27	34.6
Strongly agree	35	44.9
Total	78	100.0

Table No. 4.1.1.18.

Source: Primary data

**Inference:**

From the data provided, we can infer that a significant proportion of respondents (98.7% - the sum of "Somewhat agree," "Agree," and "Strongly agree") are currently not satisfied with their job, despite the layoff. This indicates that there is a notable level of job dissatisfaction among many individuals, and the layoff has not improved their job satisfaction.

**Interpretation:**

The data suggests that a substantial majority of respondents are not satisfied with their job, even in the context of the recent layoff. This implies that the organizational changes, such as layoffs, have not positively impacted the overall job satisfaction of these individuals.

The high percentage of respondents who strongly agree or agree with this statement underscores the significant level of job dissatisfaction. This situation is concerning, as low job satisfaction can lead to decreased motivation, reduced productivity, and potentially increased turnover. Employers should take this feedback seriously, identify the underlying causes of job dissatisfaction, and take steps to address employee concerns, improve working conditions, provide opportunities for growth and development, and create a positive work environment. Addressing employee dissatisfaction is crucial for the organization's success and the well-being of its workforce.

**20. My organization has not communicated effectively about the layoff and its impact on the company.**

	Frequency	Percent
Valid Somewhat agree	20	25.6
Agree	25	32.1
Strongly agree	33	42.3
Total	78	100.0

Table No. 4.1.1.19.

Source: Primary data

**Inference:**

From the data provided, we can infer that a significant majority of respondents (99.9% - the sum of "Somewhat agree," "Agree," and "Strongly agree") believe that their organization has not communicated effectively about the layoff and its impact on the company. This indicates that there is a widespread perception of inadequate communication regarding the layoff.

**Interpretation:**

The data indicates that a substantial proportion of respondents are dissatisfied with the level of communication from their organization regarding the layoff and its impact on the company. This suggests that employees feel that there has been a lack of transparency or clarity in the communication regarding the reasons for the layoff and how it will affect the organization.

The high percentage of respondents who strongly agree or agree with this statement emphasizes the significant issue of ineffective communication. Poor communication during times of change can lead to confusion, anxiety, and decreased trust among employees. Employers should acknowledge this feedback, take steps to improve communication, address employee concerns, and provide more clarity about the company's plans moving forward. Open and honest communication is essential for maintaining employee morale and building a sense of trust within the organization.

**21. I do not feel that my workload is manageable given the current circumstances after the layoff.**

	Frequency	Percent
Valid Somewhat agree	17	21.8
Agree	29	37.2
Strongly agree	32	41.0
Total	78	100.0

Table No. 4.1.1.20.

Source: Primary data

**Inference:**

From the data provided, we can infer that a significant majority of respondents (99% - the sum of "Somewhat agree," "Agree," and "Strongly agree") feel that their workload is not manageable given the current circumstances after the layoff. This indicates that there is a widespread perception that the workload has become challenging to handle in light of the recent layoffs.

**Interpretation:**

The data suggests that a substantial proportion of respondents are struggling with their workload, particularly in the context of the recent layoffs. This implies that the organizational changes have resulted in increased demands on the remaining employees, making it difficult to manage their tasks effectively.

The high percentage of respondents who strongly agree or agree with this statement highlights the significant issue of workload management. An excessive workload can lead to burnout, decreased productivity, and potential long-term negative effects on employee health and job satisfaction. Employers should recognize this concern, consider redistributing tasks, providing additional support, and promoting a healthy work-life balance to ensure that employees can handle their responsibilities without feeling overwhelmed. Prioritizing workload management is crucial for maintaining employee well-being and preventing long-term productivity declines.

**22. I am not satisfied with the support and resources provided by my organization to help me cope with the layoff.**

		Frequency	Percent
Valid	Somewhat agree	19	24.4
	Agree	33	42.3
	Strongly agree	26	33.3
	Total	78	100.0

Table No. 4.1.1.21.

Source: Primary data

**Inference:**

From the data provided, we can infer that a significant majority of respondents (99.9% - the sum of "Somewhat agree," "Agree," and "Strongly agree") are not satisfied with the support and resources provided by their organization to help them cope with the layoff. This indicates that there is a widespread perception of inadequate support and resources in relation to the layoff.

**Interpretation:**

The data suggests that a substantial proportion of respondents feel that their organization has not provided sufficient support and resources to help them deal with the challenges brought about by the layoff. This implies that employees are seeking more assistance in coping with the changes in their work environment.

The high percentage of respondents who strongly agree or agree with this statement emphasizes the significant issue of inadequate support during times of change. It's essential for organizations to recognize this feedback and take steps to improve the resources available to employees, provide clear communication, offer counselling or support programs, and create a supportive environment to help employees navigate through the uncertainties and emotional challenges brought by a layoff. Prioritizing employee well-being during difficult transitions is crucial for maintaining a positive workplace culture and retaining valuable talent.

**23. I have not taken any personal actions to improve my job satisfaction during the layoff (e.g., seeking additional training, networking, etc.).**

	Frequency	Percent
Valid Somewhat disagree	2	2.6
Somewhat agree	10	12.8
Agree	27	34.6
Strongly agree	39	50.0
Total	78	100.0

Table No. 4.1.1.22

Source: Primary data

**Inference:**

Based on the data provided, we can infer that a significant majority of respondents (97.4% - the sum of "Somewhat agree," "Agree," and "Strongly agree") have not taken personal actions to improve their job satisfaction during the layoff. This indicates that the majority of individuals have not actively sought out measures such as additional training or networking to enhance their job satisfaction in the context of the layoff.

**Interpretation:**

The data suggests that a substantial proportion of respondents have not taken personal actions to proactively improve their job satisfaction during the layoff. This might indicate that employees feel limited in their ability to make changes to their job satisfaction independently or that they have not been provided with sufficient opportunities for such actions.

The high percentage of respondents who strongly agree or agree with this statement highlights the overall lack of proactive measures taken by employees to enhance their job satisfaction during this challenging period. Employers can use this feedback to identify areas where they can support employees in pursuing additional training, skill development, or networking opportunities. Encouraging personal growth and providing resources for employees to improve their job satisfaction can lead to higher morale, increased motivation, and a more resilient workforce, even in times of uncertainty.

### 4.1.3. Analysis based on One-way Anova:

#### 1. Anova of age and dependent variable

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Stress Level	Between Groups	.028	3	.009	.113	.952
	Within Groups	6.102	75	.081		
	Total	6.130	78			
Job satisfaction	Between Groups	.042	3	.014	.214	.887
	Within Groups	4.882	75	.065		
	Total	4.924	78			
Awareness	Between Groups	.004	3	.001	.011	.998
	Within Groups	8.058	75	.107		
	Total	8.062	78			
Employee wellbeing	Between Groups	.001	2	.000	.006	.994
	Within Groups	3.751	75	.050		
	Total	3.752	77			

Table No. 4.1.4.1.

Source: Primary data

#### Inference:

The ANOVA results presented show the analysis of the relationship between four factors (Stress Level, Job Satisfaction, Awareness, and Employee Wellbeing) and employees' age (Q1:

What is your age). The ANOVA tests whether there are significant differences in these factors among different age groups.

**Interpretation:**

Based on the provided ANOVA results, for all four factors (Stress Level, Job Satisfaction, Awareness, and Employee Wellbeing), the "Between Groups" Sum of Squares is small compared to the "Within Groups" Sum of Squares. Additionally, the F-tests for all factors have high p-values (greater than 0.05), indicating that there is no significant difference in the means of these factors across different age groups.

This suggests that, according to the available data, there is no statistically significant association between employees' age and the mentioned factors (Stress Level, Job Satisfaction, Awareness, or Employee Wellbeing). The ANOVA analysis does not find strong evidence to conclude that age significantly influences any of these factors.

It's important to note that this interpretation is based solely on the ANOVA analysis presented, and further investigation or consideration of additional variables might be necessary to gain a deeper understanding of the relationship between employees' age and these factors. Additionally, the "Missing Analysis" indicates that there might be some missing data in the analysis, which should be considered when interpreting the results.



## 2. Anova of Experience and dependent variable

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Stress Level	Between Groups	.409	2	.204	2.713	.073
	Within Groups	5.721	76	.075		
	Total	6.130	78			
Job satisfaction	Between Groups	.068	2	.034	.533	.589
	Within Groups	4.856	76	.064		
	Total	4.924	78			
Awareness	Between Groups	.065	2	.032	.308	.736
	Within Groups	7.997	76	.105		
	Total	8.062	78			
Employee wellbeing	Between Groups	.148	1	.148	3.124	.081
	Within Groups	3.604	76	.047		
	Total	3.752	77			

Table No. 4.1.4.2.

Source: Primary data

### Inference:

The ANOVA results provided show the analysis of the relationship between four factors (Stress Level, Job Satisfaction, Awareness, and Employee Wellbeing) and the length of time employees have been employed at the organization (Q2: How long have you been employed at

the organization?). The ANOVA tests whether there are significant differences in these factors among different tenure groups.

### **Interpretation:**

Based on the given ANOVA results, we can observe the following:

1. **Stress Level:** The F-test for Stress Level has a p-value of 0.073, which is just above the conventional significance level of 0.05. This suggests that there might be some evidence of a significant difference in stress level among different tenure groups, but the evidence is not strong enough to make a conclusive claim at the standard significance level.
2. **Job Satisfaction:** The F-test for Job Satisfaction has a p-value of 0.589, indicating that there is no significant difference in job satisfaction among different tenure groups.
3. **Awareness:** The F-test for Awareness has a p-value of 0.736, which suggests that there is no significant difference in awareness of the layoffs among different tenure groups.
4. **Employee Wellbeing:** The F-test for Employee Wellbeing has a p-value of 0.081, which is again just above the 0.05 significance level. Similar to Stress Level, there might be some evidence of a significant difference in employee wellbeing among different tenure groups, but it is not strong enough to conclude definitively.

Overall, the ANOVA results indicate that the relationship between these factors and the length of employment at the organization is not consistently significant across all factors. The p-values are relatively high, suggesting that the differences observed could be due to random variation, and there is no strong evidence to conclude that tenure significantly affects these factors at the standard significance level. It's essential to consider other factors and conduct further analysis to understand the broader context of these relationships. Additionally, the "Missing Analysis" note indicates the potential presence of missing data, which should be considered when interpreting the results.

### 3. Anova of gender and dependent variable

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
Stress Level	Between Groups	.078	2	.039	.489	.615
	Within Groups	6.052	76	.080		
	Total	6.130	78			
Job satisfaction	Between Groups	.007	2	.004	.056	.946
	Within Groups	4.916	76	.065		
	Total	4.924	78			
Awareness	Between Groups	.014	2	.007	.065	.937
	Within Groups	8.048	76	.106		
	Total	8.062	78			
Employee wellbeing	Between Groups	.007	1	.007	.137	.712
	Within Groups	3.745	76	.049		
	Total	3.752	77			

Table No. 4.1.4.3.

Source: Primary data

#### Inference:

The ANOVA results conducted on the factors of Stress Level, Job Satisfaction, Awareness, and Employee Wellbeing in relation to employees' gender (Q3: What is your gender?) indicate that there is no significant gender-based difference in these aspects. The p-values for each factor (Stress Level, Job Satisfaction, Awareness, and Employee Wellbeing) are all notably

above the standard significance level of 0.05, indicating that gender does not seem to have a significant impact on these aspects according to the provided data.

**Interpretation:**

These findings suggest that, within the scope of this analysis, gender is not a major driver of variations in Stress Level, Job Satisfaction, Awareness, or Employee Wellbeing among the surveyed individuals. However, it's important to acknowledge that this analysis is specific to the data provided and may not capture all potential factors that could influence these aspects. Other unmeasured variables or specific contexts may contribute to any gender-related differences not detected in this analysis. Additionally, the presence of missing data, as indicated by the "Missing Analysis" note, could potentially impact the results, and careful consideration of this missing data is essential when interpreting the findings. Further research and a more comprehensive analysis considering a broader range of variables may provide a more complete understanding of the relationship between gender and these workplace factors.

**4.1.4. Correlational Analysis:**

**4.1.5.1. Relation between stress and wellbeing**

**Correlations**

		Stress Level	Wellbeing
Stress Level	Pearson Correlation	1	.724**
	Sig. (2-tailed)		.000
	N	79	78
Wellbeing	Pearson Correlation	.724**	1
	Sig. (2-tailed)	.000	
	N	78	78

Table No. 4.1.5.1.

Source: Primary data

**Inference:**

The correlation analysis conducted between Stress Level and Wellbeing reveals a strong positive correlation between these two variables. The Pearson correlation coefficient is 0.724, which indicates a significant positive linear relationship between Stress Level and Wellbeing.

**Interpretation:**

The strong positive correlation between Stress Level and Wellbeing suggests that as Stress Level increases, Wellbeing tends to decrease, and vice versa. In other words, individuals who report higher levels of stress are likely to have lower levels of overall wellbeing. The p-value of 0.000 indicates that this correlation is statistically significant, supporting the conclusion that the relationship between Stress Level and Wellbeing is not likely due to random chance. This finding underscores the importance of managing stress in the workplace, as it appears to have a direct impact on employees' overall sense of wellbeing. Organizations that focus on strategies to reduce stress and promote employee wellbeing may see positive outcomes in terms of overall job satisfaction, productivity, and employee morale.

**4.1.5.2. Relation between Job satisfaction and wellbeing****Correlations**

		Wellbeing	Job satisfaction
Wellbeing	Pearson Correlation	1	.740**
	Sig. (2-tailed)		.000
	N	78	78
Job satisfaction	Pearson Correlation	.740**	1
	Sig. (2-tailed)	.000	
	N	78	79

Table No. 4.1.5.2.

Source: Primary data

**Inference:**

The correlation analysis between Wellbeing and Job Satisfaction reveals a strong positive correlation between these two variables. The Pearson correlation coefficient is 0.740, indicating a significant positive linear relationship between Wellbeing and Job Satisfaction.

**Interpretation:**

The strong positive correlation suggests that there is a connection between an individual's level of wellbeing and their job satisfaction. When wellbeing increases, job satisfaction tends to increase as well, and vice versa. The p-value of 0.000 indicates that this correlation is statistically significant, which means that the observed relationship between Wellbeing and Job Satisfaction is unlikely to be due to random chance. This finding emphasizes the importance of considering employee wellbeing as a crucial factor in overall job satisfaction. Organizations that prioritize employee wellbeing through wellness programs, work-life balance initiatives, and a supportive work environment are likely to see positive impacts on employee satisfaction, motivation, and overall organizational performance. Ensuring employee wellbeing can contribute to a happier and more engaged workforce, ultimately leading to improved job satisfaction and productivity.

### 4.1.5.3. Relation between Awareness and wellbeing

#### Correlations

		Wellbeing	Awareness
Wellbeing	Pearson Correlation	1	.837**
	Sig. (2-tailed)		.000
	N	78	78
Awareness	Pearson Correlation	.837**	1
	Sig. (2-tailed)	.000	
	N	78	79

Table No. 4.1.5.3.

Source: Primary data

#### Inference:

The correlation analysis between Wellbeing and Awareness shows a very strong positive correlation between these two variables. The Pearson correlation coefficient is 0.837, which indicates a highly significant and positive linear relationship between Wellbeing and Awareness.

#### Interpretation:

The strong positive correlation suggests that there is a clear connection between an individual's level of wellbeing and their awareness of the situation, specifically in the context of the data provided. This implies that employees with higher levels of wellbeing are more likely to be aware of the events or conditions mentioned in the survey (such as the layoffs, changes in the organization, or support resources). The low p-value of 0.000 indicates that this correlation is statistically significant, meaning that the observed relationship between Wellbeing and Awareness is unlikely to be due to random chance. This finding highlights the potential interplay between an employee's overall wellbeing and their ability to perceive and comprehend important organizational information. Organizations that prioritize employee wellbeing may find that employees with higher levels of wellbeing are more engaged, attentive,

and better informed about company matters. This understanding can guide organizations in designing effective communication strategies and support systems to enhance overall employee wellbeing, engagement, and awareness of key organizational events.



## **Chapter – 5**

## **Finding, Suggestion and Conclusion:**

### **5.1.Introduction:**

In the modern realm of organizational dynamics, the strategic manoeuvre of employee layoffs serves as a common response to economic shifts and operational recalibrations. However, the ramifications of such workforce adjustments extend beyond fiscal considerations, profoundly affecting the mental and emotional well-being of employees. This research endeavours to delve into a pivotal facet of organizational transformation, aiming to elucidate the intricate correlation between layoffs and the mental health of employees.

Amid the backdrop of evolving corporate frameworks, this study strives to uncover the repercussions of layoffs on employees' psychological welfare, shedding light on their experiences, obstacles, and apprehensions during such transitional phases. By scrutinizing employees' awareness of layoffs and their ramifications within their industry, probing the connection between layoffs and employee stress levels, and dissecting how layoffs influence overall job satisfaction, this research unearths nuanced insights into the intricate interplay between organizational restructuring and mental well-being.

This chapter serves as an introduction to the forthcoming sections, where the analysis of findings from surveys and interviews is meticulously conducted in alignment with the research objectives. Additionally, it presents pragmatic recommendations drawn from these findings, intended to provide guidance to organizations in nurturing supportive environments, prioritizing employee well-being, and adeptly managing organizational transformations with empathy. By contributing to the evolving discourse on organizational psychology and human resource management, this research underscores the imperative of comprehending the impact of layoffs on employee mental health within the ever-evolving landscape of corporate dynamics.

## **5.2.Findings**

### **Specific Objective 1: To study the awareness of employees about the layoff and its impact on industry.**

- The high awareness level (84.8%) about the layoffs indicates that employees are well-informed about significant organizational changes. This could contribute to increased stress and anxiety as employees are aware of potential job security concerns. The layoffs may have caused heightened awareness of industry challenges and economic uncertainties, which could influence overall employee mental health.
- The data shows that a significant proportion of employees are aware of the layoffs and their impact on the organization. This awareness suggests that employees are attuned to the changes happening within the company, which can contribute to their overall stress levels and job satisfaction. Additionally, the data indicates that employees value job security, implying that the awareness of layoffs might have implications for their mental well-being. Understanding the employees' awareness and perceptions of the layoffs is essential for assessing their mental health impact.
- The strong positive correlation between wellbeing and awareness underscores the connection between an employee's overall wellbeing and their level of awareness about organizational events, such as the layoffs. This correlation aligns with the research objective of studying employee awareness and its impact. It suggests that employees with higher wellbeing are more likely to be informed and engaged with significant organizational changes. Organizations can leverage this understanding to design effective communication strategies that cater to the well-being of employees and promote engagement during times of uncertainty.

### **Specific Objective 2: To investigate the impact of layoff on employee stress levels.**

- The findings indicating changes in behaviour, physical symptoms of stress, and disrupted sleep patterns due to the layoff strongly align with the objective of studying the impact of layoffs on employee stress levels. The data underscores the substantial increase in stress levels among employees, which is a significant factor affecting their

mental health. Recognizing these stress-related changes is crucial for implementing strategies that support employees in managing stress during organizational changes.

- The reported physical symptoms of stress, increased stress levels due to job security concerns, and the correlation between stress levels and well-being align with this objective. The layoff has led to stress-related symptoms and elevated stress levels among employees, which directly impacts their mental health.
- The noticeable changes in behaviour and mood among colleagues, the reported physical symptoms of stress, and the disrupted sleep patterns due to the layoff collectively indicate a significant increase in employee stress levels. These findings directly align with the objective of understanding the impact of layoffs on employee stress. The data demonstrates that the layoffs have indeed resulted in elevated stress levels among employees, which can have adverse effects on their mental health.
- The ANOVA results regarding stress levels suggest that there might be some evidence of a significant difference in stress levels among different tenure groups, but the evidence is not strong enough to make definitive claims. This finding aligns with the research objective of investigating the impact of layoffs on employee stress levels. It indicates that while there is a potential association between tenure and stress, the relationship is complex and influenced by other factors. Understanding the nuances of this relationship is essential for developing targeted strategies to manage and reduce stress levels during organizational changes like layoffs.

**Specific Objective 3: To examine the extent to which layoff affects employee job satisfaction.**

- The ANOVA results concerning job satisfaction indicate that there is no significant difference in job satisfaction among different tenure groups. Additionally, the strong positive correlation between wellbeing and job satisfaction highlights a crucial aspect of employee mental health. This interpretation aligns with the objective of examining the impact of layoffs on employee job satisfaction. It underscores that while tenure might not directly influence job satisfaction, factors related to employee wellbeing significantly contribute to overall job satisfaction. Organizations aiming to mitigate the

negative effects of layoffs on job satisfaction should focus on promoting employee wellbeing and ensuring a supportive work environment.

- The significant impact on job satisfaction, perception of job security, and correlation between well-being and job satisfaction are directly relevant to this objective. The layoffs have had a substantial effect on job satisfaction, potentially leading to decreased mental well-being among employees.
- The observed decrease in job satisfaction due to the layoffs, the changes in perception of job security, and the value placed on job security all contribute to the understanding that the layoffs have had a profound impact on employee job satisfaction. The data confirms that the layoffs have negatively affected employee job satisfaction, which is closely tied to their overall mental well-being.
- The data reflecting decreased job satisfaction, changes in perception of job security, and dissatisfaction with communication and workload management all align with the objective of examining the impact of layoffs on employee job satisfaction. These findings highlight the negative effects of layoffs on job satisfaction, which is closely tied to mental well-being. Addressing these aspects is pivotal for mitigating the detrimental effects on employee mental health and overall job satisfaction.

### **Interpreting the Specific Findings in Alignment with the effect of layoff on employee wellbeing and Objectives:**

#### **1. Age Distribution:**

- The dominance of the younger age groups (25-30 and 30-35) could indicate that younger employees are more affected by the layoffs. This could be due to their increased stress about job security and potential disruptions in their early careers. The scarcity of respondents in the 35-40 age group might suggest that older employees might have experienced different effects or have different coping mechanisms.

## **2. Employee Tenure:**

- The combination of new hires and longer-serving employees could imply that the layoffs have impacted both newcomers and those with established roles. The varying impact on these two groups might lead to different levels of stress, affecting their mental health differently.

## **3. Gender Representation:**

- The higher number of female respondents might indicate that women are more actively engaged in expressing their thoughts and concerns about the layoffs. Women might experience different mental health effects due to the layoffs, contributing to a nuanced understanding of their experiences.

## **4. Layoff Awareness:**

- The high awareness of layoffs aligns with Specific Objective 1, as it suggests that employees are conscious of the organizational changes. This awareness could contribute to heightened stress levels among employees, particularly concerning their job security and the overall industry challenges.

## **5. Familiarity with Cost-Cutting:**

- The familiarity with cost-cutting measures might indicate that employees are aware of potential financial difficulties the organization is facing. This awareness could contribute to increased stress levels and concerns about job security, impacting employee mental health.

## **6. Job Security Concerns:**

- The significant concerns about job security align directly with Specific Objectives 2 and 3. Employees' increased stress levels and reduced job satisfaction due to job security concerns suggest a strong relationship between layoffs and negative mental health outcomes.

## **7. Impact on Supervisor/Manager Behaviour and Impact on Colleague Behaviour:**

- Both findings indicate that the layoffs have affected employee interactions and perceptions of their colleagues and supervisors. This points to potential

disruptions in team dynamics and interpersonal relationships, which could impact employee well-being and job satisfaction.

### **5.3.Suggestion**

1. **Tailored Communication:** Develop communication strategies that account for age and gender diversity, ensuring effective communication across the workforce.
2. **Diversity and Inclusion:** Address gender imbalances through policies promoting equality, aligning with diversity and inclusion efforts.
3. **Transparent Communication:** Clearly communicate company plans to allay concerns and provide job security reassurance.
4. **Stress Management Initiatives:** Implement stress reduction programs and wellness initiatives to help employees cope with stress.
5. **Support and Resources:** Offer career development, reskilling, and job search resources to mitigate job security anxiety.
6. **Leadership Training:** Train managers to handle layoffs, maintain a positive work environment, and communicate changes effectively.
7. **Employee Retention Strategies:** Design targeted retention plans and mentorship programs for all employee segments to enhance job satisfaction.
8. **Wellness Programs and Work-Life Balance:** Provide resources for employee wellbeing, address sleep disturbances, and promote work-life balance.
9. **Trust and Morale Building:** Focus on rebuilding employee trust through transparent communication, stability assurances, and visible leadership commitment.
10. **Job Satisfaction Improvement:** Identify job dissatisfaction sources and improve working conditions while offering growth opportunities.
11. **Empowerment and Personal Growth:** Encourage employee initiative by offering training, skill development, and networking opportunities.

12. **Comprehensive Analysis:** Extend analysis to include other relevant variables for a holistic understanding.
13. **Communication Enhancement:** Utilize the wellbeing-awareness correlation to improve communication strategies.
14. **Complexity Acknowledgment:** Recognize the multi-dimensional factors affecting mental health during layoffs.
15. **Holistic Wellbeing Approach:** Prioritize both mental and physical health through a supportive environment and wellness initiatives.
16. **Continuous Assessment:** Regularly assess strategy effectiveness and gather feedback for refinement.

These actionable suggestions directly address the research findings, promoting a positive work environment, enhancing employee mental wellbeing, and effectively managing the challenges presented by layoffs.

#### **5.4. Conclusion**

In conclusion, this research illuminates the intricate relationship between employee layoffs and their mental well-being. Through data analysis and thoughtful interpretations, we have uncovered the multifaceted impact of layoffs on stress levels, job satisfaction, awareness, and overall well-being. The suggested strategies, ranging from effective communication to well-being support, offer practical insights for organizations aiming to navigate layoffs while safeguarding employee mental health. As workplaces evolve, recognizing and addressing the toll of layoffs on mental health is pivotal for fostering resilient, engaged employees and sustaining organizational success.



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## Appendix

Dear Respondent

I am Shelton Raj S, pursuing final year of MA HRM at Loyola College of Social Sciences, Trivandrum. I am conducting research on " The effect of layoff on employee mental health ".

It would be great help if you could spare 5 minutes of your time to fill the form. All responses will be kept confidential and anonymous.

Thank you so much for your attention and participation.

Shelton Raj S

Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
(1)	(2)	(3)	(4)	(5)	(6)

For Primary Data Collection-

Demographic Data

1. What is your age?
2. How long have you been employed at the organization?
3. What is your gender?
  - a) Female
  - b) Male
  - c) Others

Scale used –Six Point Likert scale

### ***Objective 1***

- **To examine the extent to which layoff affects employee job satisfaction.**

1. The layoff has significantly impacted my level of job satisfaction.
2. Have I have experienced any changes in my job security as a result of the layoff.
3. job security is important to me, especially considering the layoff.
4. I have noticed any changes in my job responsibilities as a result of the layoff.
5. I have noticed changes in my work hours as a result of the layoff.
6. I am currently not satisfied with my job despite the layoff.
7. My organization has not communicated effectively about the layoff and its impact on the company.
8. I do not feel that my workload is manageable given the current circumstances after the layoff.
9. I am not satisfied with the support and resources provided by my organization to help me cope with the layoff.
10. I have not taken any personal actions to improve my job satisfaction during the layoff (e.g., seeking additional training, networking, etc.).

### ***Objective 2***

- **To investigate the impact of layoff on employee stress levels.**

1. I am aware that my employer has announced layoffs in my organization.
2. I am familiar with cost-cutting measures that my organization can take to face an economic recession.
3. I perceive a decrease in my job security due to the layoff.
4. My organization has effectively communicated about the layoff and its impact on the company.
5. I have noticed changes in the behaviour or mood of my colleagues as a result of the layoff.
6. I have noticed changes in the behaviour or mood of my supervisor or manager as a result of the layoff.

7. I have experienced difficulties in balancing work and personal responsibilities due to the layoff.
8. I have experienced physical symptoms of stress (e.g., headaches, fatigue) as a result of the layoff.
9. I have experienced emotional symptoms of stress (e.g., anxiety, depression) as a result of the layoff.
10. I have noticed changes in my sleep patterns due to the layoff.

***Objective 3***

- **To study the awareness of employees about the layoff and its impact on industry.**
  1. I am familiar with cost-cutting measures that my organization can take to face an economic recession.
  2. I perceive a decrease in my job security due to the layoff.
  3. The layoff has significantly impacted my level of job satisfaction.
  4. Job security is important to me, especially considering the layoff.
  5. My organization has not communicated effectively about the layoff and its impact on the company.
  6. I have not taken any personal actions to improve my job satisfaction during the layoff (e.g., seeking additional training, networking, etc.).