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Survivor Syndrome and Labour Productivity in the Zimbabwean Timber Industry: The Case Study of Border Timbers Limited

BY

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**SURVIVOR SYNDROME AND LABOUR PRODUCTIVITY IN THE ZIMBABWEAN
TIMBER INDUSTRY: THE CASE OF BORDER TIMBERS LIMITED**

Submitted by: **SAUTI CHRISTIAN (R134679B)** in partial fulfilment of the requirements for the Bachelor of Science Honours Degree in Human Resource Management.

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ABSTRACT

In light of massive restructurings and unceasing downsizings in Zimbabwe, the main thrust of the research was to examine the implications of survivor syndrome on labour productivity in Zimbabwean Timber Industry, using a case study of Border Timbers Limited. The study was guided by the Integrated Counterproductive Workplace Behaviour (CWB) and Organisational Citizenship Behaviour (OCB) Model by Spector and Fox (2002). Qualitative research approach was used. Quota, convenience and purposive sampling were used to draw forty-one (41) participants at BTL. Data was collected using semi-structured interviews and semi-structured questionnaires. The tables, matrixes, narratives and descriptive format were used for data presentation whilst thematic approach was used to analyse data. The research found that survivor syndrome is caused by fear for job insecurity, breach of psychological contract, and perceived witchcraft. The research revealed positive effects of survivor syndrome on labour productivity arguing that it enhances employee morale, motivation and commitment as employees are happy to secure jobs. However, survivor syndrome enhances counterproductive behaviours as employees suffer health problems and concentrate more on personal survival at the expense of the firm. The study highlighted that lack of proper strategies can heighten the effects of survivor syndrome on real output per labour unit. The study identified challenges such as poor planning and financial crisis as weakening the company's ability to manage survivor syndrome. The researcher recommended BTL to invest in honest communication, development of a dignity policy at workplace, involvement and participation of employees to manage the effects of survivor syndrome on labour productivity. Lastly, the study concluded that survivor syndrome is a reality; it is a detrimental cancer for labour productivity. It has far reaching consequences which require management support and a sober thinking in rebuilding trust and cultivating a new culture as to aid rapid growth of organisational citizenship behaviours.

DEDICATIONS

To My Parents

This project is dedicated to my loving parents, Mr M Sauti and the late Mrs S Sauti. I am incredibly grateful for your financial, cognitive and moral support in stable and turbulent situations. Without your support and prayers, this dissertation would have remained a dream. Solely words are not sufficient to express my profound gratitude.

To my grandmother, sisters and brothers

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DEFINITIONS OF KEY TERMS

Survivor- refers to “employees who manage to keep their jobs after organisational downsizing” (Kurebwa, 2011: 265).

Survivor syndrome- is described as “a mixed bag of emotions exhibited by employees following organisational downsizing-a set of attitudes, feelings and perceptions” (Rogelberg, 2007: 783).

Labour productivity- has been defined by Stocker, Gerold, Hinterberger, Berwald, Soleillie, Morgan and Zoupanidou (2015:5) as “the quantity of production (goods and services) obtained per labour unit which can be presented by the actual number of hours spent, the number of workforce or the number of individuals employed (employees plus other classifications).”

LIST OF ACRONYMS

BTL:	Border Timbers Limited
CWBs:	Counterproductive Workplace Behaviours
HR:	Human Resource
HRM:	Human Resource Management
LP:	Labour Productivity
MSU:	Midlands State University
OCBs:	Organisational Citizenship Behaviours
SS:	Survivor Syndrome

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INTRODUCTION

While the freedom fighters in Second Chimurenga won the liberation struggle, gained freedom and emancipation from white regime, they suffered psychological scars which are an inner battle as they returned with memories of war. Kofman (2010) argues that one of the biggest emotional weights that those who made it through similar ordeals had and have to bear is the surviving guilt as they wonder why they survived while their fellow colleagues, families and friends perished. Such war context is similar to the organisation where after restructuring and downsizing the survivors suffer the guilt of retaining jobs while their workmates are made redundant. It is this surviving guilt which affects the psychological state of the remaining employees and influences the attitudinal, behavioural and emotional reactions of the survivors which is termed survivor syndrome (Ndlovu and Parumasur, 2005).

Zimbabwean companies suffer an unstable economy punctuated with financial illiquidity, high unemployment rates, currency devaluation, and diminished business confidence (Mkandatsama and Nyanhete, 2017). As such, they are always challenged to make strategic changes in response to the demands of the hyper-turbulent environment. Restructuring and downsizing have become permanent survival strategies in Zimbabwe as firms cut labour costs and surpluses as to co-evolve, stay alive and gain competitive edge (Kurebwa, 2011). As far as Zimbabwean organisations respond to the challenging business realities, there is need to focus and pay special attention to the emotional responses of the survivors. Failure to provide the behavioural and emotional roadmap and institutionalise such changes leads to a great deal of stress and uncertainty among survivors which then result in survivor syndrome. Productivity of labour after restructuring and downsizing depends on survivors' well-being in terms of attitudes, feelings, enthusiasm for work and commitment (Wolfe, 2004).

Today's business challenge is on maintaining and enhancing real output of labour input when employees are under the influence of survivor syndrome. As indicated in the abridged audited financial statements of 30 June 2015; 2016 and 2017, Border Timbers Limited engaged in restructuring which resultantly led to a series of downsizing events in the period 2015-2017. Severe financial losses, lowered organisational efficiency and effectiveness, and high turnover rate were recorded. Efforts were, and are still made in trying to reduce operational costs and enhance labour and organisational productivity. The research sought to investigate the implications that the set of feelings, attitudes, emotions and behaviours exhibited by the survivors after downsizing have on labour productivity at BTL.

BACKGROUND OF STUDY

The Zimbabwean economy has been challenged by increased deindustrialisation, high external debt and informalisation. The major reasons for economic meltdown are liquidity challenges, lack of capital, out-dated technology, revenue underperformance and global financial sphere (Ncube, 2017). Such economic challenges have fuelled closure of many companies, massive restructurings and downsizing of many staff engaged in both the Zimbabwean private and public sector as survival strategies (Chavhunduka, Fauzi, Muranda, Sifile, Mabvure and Dandira, 2014). Faced with such tsunami, the Zimbabwean Timber Industry has not escaped; jobs were outsourced, employees were retrenched and vacant posts frozen for short-term business efficiencies and improved employee performance (Ngomani, 2014). This has motivated the need to understand survivor syndrome and its implications on labour productivity.

Survivor Syndrome

The term survivor syndrome was originally used by W.G. Niederland to describe a set of behaviours and reactions shared by individuals who survived the Holocaust events in 1968 (Baruch and Hind, 2000). Rogelberg (2007: 783) defined survivor syndrome as “a mixed bag of emotions exhibited by employees following organisational downsizing—a set of attitudes, feelings and perceptions.” In light of this definition, survivor syndrome encompasses shared emotions experienced by individuals who remain employed within an organisation after staff reduction. Survivor syndrome is therefore “a prevalent consequence of downsizing and restructuring and denotes emotional, psychological, and organisational repercussions faced by those who remain employed, or survive the redundancy programme” (Wolfe, 2004:6). In the same vein, Talwar (2015) defined survivor syndrome as the psychological and physical effects caused by downsizing that affect employees not laid off. Survivor syndrome is therefore a disease experienced by remaining employees after downsizing which causes political behaviours like resistance, aggression, fear, and anger.

Reeve (2001) describes emotions from a cognitive theorist point of view arguing that emotions are based on appraisals made by individual to feel rage, joy, fear and anxiety. Emotional reactions can be positive or negative and for Reeve (2001) positive emotions help individuals adapt to the environment. Positive emotions drive survivors into organisational citizenship behaviours. In accordance to Spector and Fox (2002) negative emotions create lack of trust, reduced performance and violate the psychological contract. After staff

redundancies, survivors suffer a lot of emotional reactions such as depression, sadness, fear, guilt, distrust, betrayal and stress which reflects survivor syndrome cancer (Schiro and Baker, 2007). Such emotional reactions are bedrock in defining survivor syndrome.

Feelings in relation to transition management have been described by Schaeffer (2012) in relation to denial, anger, bargaining anxiety and depression. Feelings on survivor syndrome have been clustered into four categories being the injustice, betrayal and guilt; frustration, anger and resentment; sadness depression, guilt and fear, insecurity and uncertainty (Rogelberg, 2007). The same sentiments have been shared by Walker and Karau (2015) who defined survivor syndrome in terms of feelings of disgruntlement which motivate an employee to engage in counterproductive behaviours or organisational citizenship reactions.

Perceptions are a key variable in defining survivor syndrome and refer to psychological interpretations in relation to distributive, procedural justice and compromised intrinsic motivation (Vermeulen, 2005). Walker and Karau (2015) reinforces that survivors can have downsizing perceptions on the rationale of the terminations, communication, economic considerations and legitimacy of the need for downsizing. Such perceptions are likely to be negative and motivate survivors to react emotionally, attitudinally or behaviourally (Talwar, 2015). If there is perceived injustice on grounds of procedures used in redundant exercise and in relation to how resources are distributed to leavers and equity, the survivors can suffer survivor syndrome.

Rogelberg (2007) stated that an attitude is a defining feature of survivor syndrome. Attitude refers to a predisposition to make certain judgements concerning events, people and issues usually in specific situation (Hettiararchchi and Jayarathna, 2014). An attitude can be a positive or negative mental state organised through downsizing which motivates survivors to behave and act in certain ways. When an organisational change is a perceived violation of existing culture, the survivors can respond attitudinally either positively or negatively indicating survivor syndrome. In this line of argument, Devine, Reay, Stainton and Collins-Nakai (2003) defined survivor syndrome as certain attitudes, perceptions and feelings which exists in remaining employees following staff redundancy. Survivors can have a wait and see attitude due to fear of job security and such attitude forces survivors to withdraw extra effort.

Causes of Survivor Syndrome

Downsizing itself does not cause survivor syndrome (Talwar, 2015) but its execution can mean that survivors do not have vision of the future within the enterprise as their promotional and career prospects are violated. According to Chipunza and Berry (2009:607) downsizing refers to “a quick and involuntary reduction in headcount.” This can develop a consciousness of loss and frustration among survivors. Devine et al (2003:113) state that “employees remaining in downsized environment may feel they are at the mercy of the employer, usually with few means available to ensure their own job security.” In light of this, it is better to be a victim than a survivor of downsizing since survivors are left moderately satisfied, emotionally depressed and less involved with the struggle to create a less frightening workplace. Feelings of job insecurity encourage survivors to concentrate more on personal survival. Sibanda, Mavenga, Maunganidze and Ncube’s (2014) study on employees’ reactance and survival strategies found that as far as survivors live in a threatening workplace they actively adjust and react by adopting coping strategies like stealing, vandalising property and effort withdrawal. Feelings of uncertainty of job security causes stress reactions forcing survivors to readjust and present either functional or dysfunctional behaviours called survivor syndrome.

Perceived violation of the psychological contract due to downsizing leads to survivor syndrome. Psychological contract refers to a set of implied beliefs, values and norms held by individuals in an employment relationship (Ward, 2009). Downsizing alters the working conditions, causes realignment of firms’ structure and organisational culture which was defined by Chavhunduka et al (2014) as the implicit forces which determines human behaviour. Chavhunduka et al (2014) went on to say that violation of culture through restructuring and downsizing led to nebulous industrial relations and cognitive dissonance in Zimbabwean Public Enterprise. This implies that when the psychological bond between the survivor and the company has been broken, one’s positive mental state cease to exist. As argued by Spector and Fox (2002), when the psychological linchpin of the employment relationship is broken, survivors are more likely to adopt either counterproductive behaviour in form of resistance or present discretionary emotions key for achieving bottom line. Contract breach leads to poor mental and emotional health among survivors, it creates feelings of anger and betrayal, low performance and high labour turnover as coined by Spector and Fox (2002). Violation of the cognitive contract motivates employees into emotions leading to survivor syndrome.

Organisational justice before, during and after restructuring and downsizing is a catalyst of survivor syndrome. Organisational justice means the role of fairness as it correlates with the workplace and principles of natural justice (Ward, 2009). Perceived fairness on the rationale of downsizing and the procedures in deciding and handling leavers and survivors can lead to survivor syndrome. A research by Chipunza and Berry (2009) indicated that the bulk of Zimbabwean Manufacturing sector survivors who felt a fair treatment on downsizing, were more motivated and committed to hold positive attitudes towards work. Negative emotions arise when there is perceived inequity and unfairness on distributive, procedural and interactional justice in relation to the redundancy process (Baruch and Hind, 2000). The precarious nature of employment in Zimbabwe has reduced management commitment on upholding employment justice through practices like social dialogue (Ncube, 2017). This causes survivor guilt and sicknesses consisting of anger, grief, disengagement, apathy, distrust and reduced motivation (Ward, 2009). A combination of the aforementioned emotions can induce certain attitudes, feelings and perceptions which result in deafening behaviours called survivor syndrome.

Survivor syndrome can be ascribed to occupational stress fuelled by restructuring and downsizing. Occupational stress refers to one's perception that stressors exceed coping capabilities leading to negative or positive results (Schaufeli, Taris and van Rhenen, 2008). If survivors appraise a taxing workplace which exceeds their resources or endangering their wellbeing, they experience stress (Talwar, 2015). In relation to the job-demand model, job strain result from perceived lack of control, high job demands, continual uncertainty and threat assessment of psychological wellbeing (Devine et al, 2003). Increased workload and hours of work after downsizing causes stress and illness among survivors which promotes certain emotions linked to counterproductive behaviours like sabotage, physical aggression and absenteeism (Spector and Fox, 2002). In a research at Reserve Bank of Zimbabwe, Kurebwa (2011) states that as long as the survivors' working environment constitute job insecurity, heavier workload and distrust, the occurrence of chronic stress is inevitable. Thus survivor syndrome was defined by Fong and Kleiner (2004) as heightened workload for survivors following downsizing. Stress also heightens due to HRM's failure to get into the downsizing gist and address people issues as strategic partners. It is stress which generates a shift of one's consciousness into productive behaviours as a way to counter surviving guilt (Samuel and Chipunza, 2011). Stress can motivate goal displacement and cause survivors to physically, attitudinally or emotionally distance themselves from the leavers and the

company. To others, stress can invigorate positive emotions and organisational citizenship behaviours key for promoting survivor qualities.

Rationale of Managing Survivor Syndrome

Due to rapid acknowledgements that organisational efficiency is rooted on human factor of production, organisations are bound to manage survivor syndrome to enhance labour productivity. The results from Ncube, Sibanda and Maunganidze (2013) on competitive advantages reveals that well engaged and committed workforce display functional emotions and behaviours key to unlock high output per less time. Survivor syndrome is a cancer which destroys reciprocity and a hindrance for discretionary employee effort and indicates uncertainty of producing more output with less input (Kurebwa, 2011). There is a positive relationship between survivor syndrome and how well an individual converts resource input into services and goods. This has been evidenced by Chipunza and Samuel (2011), who indicated that survivor syndrome affect employee morale, motivation and self-esteem which results in reduced performance and quality of production. Failure to manage survivor syndrome means employees concentrate more on personal gains than organisational bottom line (Devine et al, 2003). Therefore, the prime goal of managing survivor syndrome is the need to intrinsically motivate survivors, to rebuild trust, reduce turnover intentions and enhance volume of output per retained labour unit (Freeman, 2008).

Competitive advantage and reputation is the reason why organisations worries and focus on survivor syndrome. Ncube and Jerie (2012) are of the view that failure or success of any organisation is hinged upon its ability to differentiate itself from competitors in terms of products, systems, processes and mainly the rare calibre of its workforce. But, the rarity and uniqueness of retained workforce becomes useless if they suffer psychological scars after layoffs. Downsizing if not conducted with due diligence for both the leavers and survivors, may mean that employees are commodities and liabilities who can be easily disposed (Kurebwa, 2011). Bearing these perceptions, survivors can display non-congruent behaviours detrimental to competitive edge and can kill the company through social loafing, sabotage and stealing (Spector and Fox, 2002). Looking at rapid growth of precarious employment in Zimbabwe, firms are relying on the survivors as the primary ingredients of efficiency and effectiveness under chaos (Ncube, 2017). Investing in management of survivor syndrome is worth taking with the prime goal of promoting a positive reputation and retention of employees bearing in mind that survivors are the primary source of adaptability and

competitive edge (Talwar, 2015). As far as firms appreciate that employees are the source of competitive edge, they really need to focus on employee perceptions, feelings and emotions and attitudes which are determinants of enterprise position.

Employee engagement is another reason for the management of survivor syndrome. Kahn (1990) cited in Bhebhe and Nyanhete (2013:101) defined employee engagement as, “the harnessing of organisation members themselves to their work roles; in engagement people employ and express themselves physically, cognitively and emotionally during their role performances”. The definition implies that engaged employees are positively attached to the firm and are willing to go an extra mile in terms of quality service delivery and performance. In a comparative study of competitive advantages between two Zimbabwean Hospitality organisations, Ncube et al (2013) found that engaged employees provide excellent customer services for competitive edge. Adverse events like downsizing destroy survivors’ engagement which compromise quality service delivery and competitive advantage. With survivor syndrome, employees are likely to be demoralised and display CWBs. Engagement is the fuel that derives value of intangible assets hence bad behaviours and attitudes negatively affect service delivery and fern away customers (Ncube et al, 2013). Therefore, despite operating in volatile environment, Zimbabwean organisations should not relegate employees as second class organisational citizens (Kurebwa, 2011). Firms should be dedicated to manage emotions for competitive edge, employee engagement and success.

The degree of staff turnover and absenteeism determine the business position in terms of reputation, growth, competitiveness and productivity hence a prime concern for managing survivor syndrome. Organisations which restructure and retrench staff are characterised by high rates of absenteeism and labour turnover (Cascio, 2002). As indicated by Ngomani (2014) the Zimbabwean Timber Industry is characterised by high staff turnover due to increased stress upon restructuring and perceived job insecurity. Turnover and absenteeism are very costly ranging from sheer costs associated with recruitment, replacing, inducting and training new workforce. A study by Ali, Ali and Adan (2013) indicated that survivors are likely to be absent, have stress and turnover intentions which tend to lower their commitment and productivity after perceiving compromising working conditions. It is a double trouble for Zimbabwean firms to face consequences of turnover and absenteeism while simultaneously facing liquidity challenges, lack of capital, out-dated technology, revenue underperformance and global financial sphere (Ncube, 2017). Organisations which seek to reduce labour costs

and maintain labour output after downsizing should manage survivor syndrome properly. They need to create friendly and trusting environment as to reduce the consequences of high rate of absenteeism and labour turnover.

Labour Productivity

Stocker et al (2015:5) defines labour productivity as, “the quantity of production obtained per unit of labour which can be presented by the number of hours worked, the number of employees or the number of employed persons (employees plus other categories)”. Labour in this context means employees defined in Labour Act [*Chapter 28:01*] as any person employed to perform services or work for another person in return for remuneration. From the definition by Stocker et al (2015), labour productivity denotes the value of goods and services produced by employees in a period of time divided by the hours used to produce them. Labour productivity represents the actual volume of output produced per employed person during a specified time period and after a staff redundancy (Freeman, 2008).

In order to determine labour productivity, firms often measure the value of output based on local market price multiplied by volume of sales (Stocker et al, 2015). In service industry like Hotels and educational institutions, labour productivity is shown by increased sales, customer attraction and retention and reproduction of highly enterprise students (Kipene, Lazaro, and Isimika, 2013). According to Freeman, (2008:5) labour productivity “is a true indicator and determinant of economic growth, living standards and competitiveness within an economy”. After downsizing, the real output produced in terms of goods or services by the retained workforce is termed labour productivity. If the survivors maintain output at a reduced labour force, or enhance output in terms of goods and services when their labour number has been reduced they are deemed productive (Kurebwa, 2011).

Productivity of labour depends on many factors like job nature, equipment, the working conditions and even the headcount of employed staff relative to the amount of goods and services produced (Kipene et al, 2013). In the same line of argument, Heshmati and Rashidghalam (2016) state that any change in environment requires organisations to compare output and costs trends to determine the productivity of labour. As such, a study by Clark (2007) indicated that organisational productivity is mainly rooted on labour productivity hence it is key to understand the implications of survivors’ behaviours, attitudes, emotions and feelings on labour productivity.

Positive Effects of Survivor Syndrome on Labour Productivity

The mixed bag of emotions, feelings, attitudes and perceptions of survivors can lead to heightened labour effort towards achievement of organisational goals. Brockner, Grover, O' Malley, Reed and Glynn (1993) state that, there is a U-relationship between survivors' job insecurity and performance. Their laboratory experiments revealed that after downsizing, labour costs were reduced but the output per retained employees increased dramatically regardless of the feelings of job insecurity. The survivors enhanced their performance because they wanted to prove their relevance and appreciate being retained as undisputable unique assets. The same notion was confirmed through an investigation on the relationship among survivor qualities after downsizing in Zimbabwean Manufacturing organisations by Chipunza and Berry (2009) who found that survivors' attitude and emotions were average to satisfaction and motivation was also high. In light of this, positive survivor qualities can enhance outcome-input ratio. Since "downsizing has become a permanent fact of life in Zimbabwe" (Kurebwa, 2011:265), survivors often enhance their productivity as a way to reduce the surviving guilt over their peers and feelings of insecurity.

Employees fortunate enough to secure employment can devote more energy to their jobs. The report by Duwa the Chief Executive Officer of Timber Producers Federation cited in Tsiko (2017) indicated that more than 2000 employees are downsized affecting 6000 families every year in the Zimbabwean Timber Sector; it is a privilege to retain and secure a job. As propounded by Block (2013), an average Zimbabwean worker is responsible for 20 dependants and losing a job means that 21 people's social identity, economic and emotional health is greatly affected. Another reference can be given to the Treasury State of the Economy Report (2014), which indicated that there is low labour demand and high labour supply in the Zimbabwean labour market. This has given birth to high unemployment rate in Zimbabwe leading to high dependency ratio amongst families. As a result, survivors in Zimbabwe are willing to go an extra mile on performance to secure jobs in a bid to fulfil their demanding physiological needs. Consolata (2013) drew attention on retrenchment effects at Telkom Kenya and found that 60% respondents postulated for positive behaviours after downsizing. These survivors worked extra hard, spend more productive time at work and improved the service delivery to minimise consequences associated with job loss. From this argument, it can be noted that by virtue of securing a job survivors enjoy a sense of belonging, comfort and present positive attitude, emotions and behaviours at workplace

(Chipunza and Berry, 2009). Employees can even work for more hours producing high quality goods and deliver quality services.

As propounded by Atindanbila (2012), not all survivors suffer the negative psychological trauma, some can be energised to display OCBs and regard downsizing as an opportunity for growth. After downsizing, there can be promotional opportunities and strategic regeneration which is a process which encourages innovation, motivation and teamwork (Chavhunduka et al, 2014). As such a firm can enjoy competitive edge through entrepreneurial intensity and higher order intellectual capabilities obtained by survivors. The results by Halima and Susan's (2015) research indicated improved commitment, motivation, morale and increased labour productivity due to survivor syndrome in commercial banks. If survivors are given continued support in the engineering process they can become more innovative and productive (Love and Nohria, 2005). Such notions can motivate enhanced survivor qualities which then translate into extra-ordinary labour productivity.

Negative Effects of Survivor Syndrome on Labour Productivity

Survivor syndrome is an inherent labour productivity cancer in the Zimbabwean context. Many firms always think of saving companies at the expense of human resources, whom they radically retrench as if they are outside intruders and fail to achieve the goal of productivity (Kurebwa, 2011). Survivor syndrome constitutes attitudinal and emotional characteristics. These include feelings of job insecurity, perceptions of mistrust and injustice and high stress (Kupec, 2010). Such features have potential to cause burnout, lowered employee morale, commitment and motivation and high intentions to leave the firm. Such negative consequences have led to high labour mobility, and turnover which resultantly weakened business viability in Zimbabwe (Zimstat, 2014). Employees can work for more hours but they get exhausted and strained which then compromise service delivery and products quality. When output quantity and quality goes down but labour costs for retained employees remain the same, productivity of labour is deemed failing (Bittel and Newstrom, 1990). Due to survivor syndrome, Zimbabwe is now termed the bread bin of Africa as companies are stuck and struggling to achieve bottom line to meet the socio-economic cum political needs of the nation.

Many organisations often fail to achieve the desired goals since survivors experience an escalation of far reaching negative consequences. Devine et al (2003:113) states that “employees remaining in downsized environment may feel they are at the mercy of the

employer, usually with few means available to ensure their own job security, or, in essence, to create a less threatening environment”. In light of this, it can be noted that the survivors are chief underdogs as compared to affected employees since they have to suffer thwarting and cynicism about job insecurity. This forms the seeds for non-congruent behaviours exhibited by survivors which compromise quality service delivery within an enterprise (Kupec, 2010). The study by Sibanda et al (2014) on employee’s reactance and survival strategies in an underperforming Zimbabwean parastatal concluded that extreme organisational circumstances which threaten employee survival are a catalyst to deviant behaviours. Such behaviours are not limited to but include turnover, stealing and sabotage as survivors’ attention is diverted to personal interests (Spector and Fox, 2002; Sibanda et al, 2014). Love (2000) found a 59% employee turnover rate after Mergers and Acquisition in Canadian firms. The turnover rate was due to low morale among survivors and subsequently led to reduced productivity. Output remains the same but labour related costs goes up which indicate failing organisational efficiency and effectiveness (Stocker et al, 2015). Organisational bottom line cannot be achieved when employees have survivor syndrome.

In a study of psychological well-being at work by Worrall, Campbell and Cooper (2000), it was found that feelings of loss of control and job insecurity cause grave stress reactions among survivors. Remaining employees experience increased workload, extended working hours and compromised work life balance causing anxiety and inefficiency of labour. Ngomani’s (2014) argument with regards to the Zimbabwean Timber Industry reveals that survivor syndrome leads to heightened occupational stress in compromised working conditions due to a sense of betrayal, distrust and no guaranteed future in the organisation. A series of cuts paralyses the psychological upright of survivors enhancing vicious cycle of disintegration in which the first cut cause a decline in morale and performance and a second cut further lead to decline in morale and productivity (Behn, 1988 cited in Love, 2000). A study by Rama-Rao (2010) indicated reduced productivity of stressed survivors who produced goods of poor quality due to a negative mind-set after losing their co-workers, mentors and friends. Stressed employees are disengaged employees who can destroy the customer base, spent more time at workplace doing nothing and can deliver poor services (Bhebhe and Nyanhete, 2013). It is therefore argued that any change initiative which fails to accommodate people’s concerns and interests lead to occupational stress, poor service delivery and complicate the reputation of the enterprise.

Strategies to Manage Negative Effects of Survivor Syndrome on Labour Productivity

In today's business arena, firms are exposed to changes in legislation, economic policies and high environmental needs hence no guarantee that cutbacks and layoffs will not happen again. Organisations can employ several strategies targeting grave components of survivor syndrome as to contain or neutralise consequences of survivor syndrome on labour productivity.

Counselling is an ideal strategy to manage survivor syndrome. Counselling is the principled and skilled use of relationships to precipitate emotional and cognitive acceptance, self-knowledge, growth and optimal development of personal resources (British Association for Counselling BAC, 1986). Tzafirir, Mano-Negrin, Harel, and Rom-Nagy (2006) conducted a study on downsizing, counselling and retraining of employee responses at Jet Airways. It was shown that effective counselling and retraining can re-build trust, motivation and reciprocal relationship which will lead to increased performance and labour productivity. Baguma and Matagi's (2002) research on poverty perspectives and effects of retrenchment found that a legal section of counselling should be provided for to address emotional and psychological challenges during transition management. Counselling can drive one's state of being in a better position to learn and adapt faster to changes than being stuck on the old track (Senge, 1990). In order to manage survivor syndrome for employee performance, firms need to apply cognitive and behavioural interventions as to enhance the wellness, personal growth and pathological concerns of the survivors (Gladding (2004).

Development of human resource policies helps in managing survivor syndrome effects on labour productivity. Armstrong (2009) defines Human Resource Management (HRM) policies as, "continuing guidelines in the approach the organisation intends to adopt in managing its people." The policies act as reference points in downsizing and are rooted on shared norms, values and philosophies in treating people. Although downsizing has occurred and survivors have established emotions and perceptions of mistrust, justice and fairness, there is room for a firm to develop future fair processes and procedures including survivors' ideas (Kupec, 2010). HRM should intervene at pre-restructuring, during and after downsizing through policies like Training and Development and Reward Management among others as to advance procedural and distributive justice (Love and Nohria, 2005). These encompass intrinsic and extrinsic motivation as well. In order to re-establish commitment and trust, and prevent turnover the companies should nature expansive patens of thinking, set free collective

aspirations among survivors through HRM policies (Kupec, 2010). Simple compliments from supervisors and recognition programs reduce counterproductive behaviours and inspire a positive mental attitude key to manage survivor syndrome.

To manage negative repercussions of survivor syndrome, firms can adopt employee empowerment. To quote Bhebhe and Nyanhete (2013:105), “empowerment implies that frontline employees can exercise a degree of discretion during service delivery and have the ability to make decisions over their work.” An enterprise can neutralise survivor syndrome through giving employees autonomy, knowledge and skills to better perform their tasks (Kurebwa, 2011). If survivors are given the discretion to participate in decision making there can be mutuality in terms of responsibilities, trust and cooperation hence utilise working hours to produce valuable real output. Empowered survivors enjoy a share in managerial decision making (Sahdev, 2003). They do have a positive attitude towards work and are emotionally engaged to perform beyond expectation and contain downsizing effects perfectly. Kofman (2010) echoed that empowered employees possess a positive subconscious mind proper to handle complex issues like downsizing and work hard to fulfil their vision. Organisations can therefore manage survivor syndrome by giving survivors a chance to influence decisions through empowerment.

On-going social dialogue about the rationale of the past experience and future helps organisations increase trust and manage survivor syndrome because organisational healing is not an event but a process (Kofman, 2010). The interviews by Eriebach, Amundson, William and Jordan (2004) found that inadequate and contradictory communication before, during and after downsizing increases mistrust and confusion among survivors. According to Kurebwa (2011), it is very crucial that management engage employees through their representatives such as workers committees, works councils and trade unions and inform them of any change initiative. Wolfe (2004) confirmed that, to understand the current reality, survivors need information pertaining how they will be affected by organisational changes. Swift communication could allay fear, convey respect to the survivors which reduce negative consequences of turnover and absenteeism on productivity (Kupec, 2010). A well communicated change motivate for a positive attitude and emotions which calls for discretionary survivor effort in goal achievement and sustainable corporate position.

Challenges in Managing Survivor Syndrome for Labour Productivity

There is a variety of challenges faced by organisations as they try to maintain and enhance labour productivity when survivor syndrome reigns upon the remaining employees.

Economic challenges can be blamed as a foundation of organisations' failure to manage survivor syndrome. According to Zimbabwe Agenda for Social Structural Economic Transformation (Zim-Asset 2013) the main reason why organisations in Zimbabwe continue to restructure, outsource and downsize is scarcity of resources and economic sanctions. The Treasury State of the Economy Report (2014) revealed that globalisation of economies brought about economic turmoil in Zimbabwe. Companies are facing liquidity crunch, demised business confidence and reduced capacity utilisation which was 60% in 2011 and below 36% in 2014 as indicated in Zimbabwe Country Report (2016). As such Zimbabwean firms cannot sustain business with massive labour force and cannot afford paying retrenchment packages and salaries in time which marks rapid manifestation of survivor syndrome in a survival economy. Employees are afraid of their job security and future as they see that the same economic conditions which caused previous redundancies are continuing and mushrooming at a paraffin pace. This argument has been reinforced by Kurebwa (2011) who indicated that in an unstable economy, survivors are bound to be neglected and motivated to adopt coping economic activities to satisfy their unmet obligations. Mhlanga (2016) indicated that both the public and private sector firms in Zimbabwe are cash strapped hence are forced to continuously downsize trying to reduce labour costs. In a turbulent economic sphere witnessed in Zimbabwe, organisations are economically crippled and struggle to survive hence a big challenge in adopting precarious work systems and manage survivor syndrome.

The political instability in Zimbabwe is causing massive and radical changes of policies and laws governing the employment relationship. According to Mkandatsama and Nyanhete (2017), the Zimbabwean Government is blamed most for challenges faced by organisations in managing survivor syndrome. The government develop policies on unemployment reduction and compensation for loss of employment which are strenuous for employers operating in an economically and politically unstable arena. For example, looking at the Zuva Judgement of 17July 2015, there is no certainty on Zimbabwean employment policies as firms are always confused and forced to regard both leavers and survivors as liabilities (Kasuso and Manyatera, 2015). Zimbabwean employees and general populace shows highest stress-related

and trauma syndromes of the ethnic, political cleansing massacres and restructurings as compared to other countries (Zimbabwe Country Report, 2016). It is difficult for a firm to rebuild trust in a politically threatening climate. Organisations might want to engage, develop and even treat their employees as indispensable assets but the unpredictable politics dilute all good initiatives. It is very hard for organisations to manage survivor syndrome under such unfriendly Zimbabwean political arena.

The contested role of the HRM function is a stumbling block to the management of survivor syndrome for enhanced labour productivity. HRM professionals act as employee advocates keen to achieve a reciprocal employment relationship. They are strategic business partners who design and influence business strategy and deliver HR bundles to ensure employee ability and organisational efficiency (Ulrich, 2001). In fact they are the custodians of employees. However, many companies in Zimbabwe consider the HRM function as second class citizens, who are victims of change. Ncube and Maunganidze's (2014) study on institutionalised predation in Zimbabwe state owned enterprises indicated that HRM professionals are not involved in strategy development but considered executors of change. Survivors concerns are totally off the scope of discussions since HRM is not at the strategic table but on the table of change management (Sibanda et al, 2013). Sharing the same sentiments, Talwar (2015) said HRM can fail to justify the rationale of layoffs which leads to heightened stress, anxiety and frustration among survivors. This devaluation is destroying survivors' faith in the organisations hence survivor syndrome manifest drastically.

Summary of the Organisation

Border Timbers Limited (BTL) was incorporated in 1979 under the Timber Sector, operating forestry and sawmilling divisions in Zimbabwe. It is a subsidiary of Rift Valley Corporation and is listed under Zimbabwe Stock Exchange with five forest estates in Chimanimani and Penhalonga namely Charter, Sawerombi, Tilbury, Sheba and Imbeza. The company has two sawmills at Charter and Sheba respectively. BTL Headquarters and the Pole Treatment Plant are situated at Nyakamete Area in Mutare. Since 1979, BTL has grown coverage of +/-48000 hectares of Pine and Eucalyptus Forests. Upon its incorporation, BTL has diverse workforce of +/- 3000 employed from Zimbabwe and foreign countries like South Africa and Mozambique. The Company is organised into four primary business sectors namely Manufacturing, Forestry, Trading and Services. The company was placed under Judicial

Management in 2015 and some of the core business operations such as Harvesting, Wetmill, Haulage and the Silviculture were outsourced to various contractors including Rockpool.

STATEMENT OF THE PROBLEM

Following the placement of Border Timbers Limited under Judicial Management (JM) on 21 March 2015, the company restructured and outsourced some of its core business operations as part of its turn-around business strategy. The resultant effect was staff redundancy through a series of downsizing events from 2015-2017. During the work related learning period, the researcher realised that social dialogue and employee participation was biased towards employers' interests as employees were just informed, and given short downsizing notices as also indicated in the Workers' Committee minutes of September 2016. As evidenced in the suggestion boxes' information, employees complained that the company has no care and love for both the victims and survivors of retrenchments. In accordance with the HRM report of 2016, the company accumulated fundamental error when ignoring people issues in 2015-2016 retrenchments and suffered unprecedented losses both in finances and in the talented human factor of production. Evidence of high turnover rate and its consequences was seen in HRM trends records of 37% turnover rate in 2017 compared to 18% in 2015. Minutes of works council meeting of 2017 indicated that employees are afraid of their jobs and not willing to deliver beyond expectation as they are concentrating more on personal survival strategies. This has led to abyss revenue loss of \$24 million in 2016 compared to \$4 million in 2015 which is allegedly attributed to employees' emotions and behaviours after restructuring and a series of staff cuts as indicated in the BTL abridged audited financial statements of 30 June 2016 and 2017. It is upon this background that the researcher sought to investigate the implications of survivor syndrome on labour productivity at BTL.

OBJECTIVES OF THE STUDY

Main Objective

To examine the implications of survivor syndrome on labour productivity at Border Timbers Limited.

Specific Objectives

1. To explore the causes of survivor syndrome at Border Timbers Limited.
2. To examine the effects of survivor syndrome on labour productivity at Border Timbers Limited.

3. To identify the strategies being used to manage survivor syndrome on labour productivity at Border Timbers Limited.
4. To identify the challenges faced by Border Timbers Limited in managing the effects of survivor syndrome on labour productivity.
5. To proffer recommendations on the management of survivor syndrome for enhanced labour productivity at Border Timbers Limited.

JUSTIFICATION OF THE STUDY

The research has come at a time where struggle for maintaining competitive edge and labour productivity after restructuring is at its peak in every firm especially in the Zimbabwean context. The research seeks to help, enlighten and advise various stakeholders on the implications that survivor syndrome has on labour productivity.

To BTL and the Zimbabwean Industries, it is hoped that this study shall establish facts about the negative and positive implications of survivor syndrome on labour productivity. It is my hope that the facts will provide a road map for management thinking in planning, implementing and evaluating change initiatives in a turbulent environment. The research is hoped to give management a fundamental insight on the sources of survivor syndrome and the coping strategies relevant to employ under harsh economic conditions as to enhance employee performance and labour productivity.

To HRM Practitioners and employees, it is wished that the study will inform them on the implications associated with survivor syndrome and employees' fundamental rights and workplace concerns which must be addressed for a smooth transition process and improvement on labour productivity. It is hoped that the recommendations and conclusions of this research will reveal the strategies and good HRM bundles, practices and policies helpful to accommodate survivors as to promote reciprocity in the employment relations while enhancing labour productivity.

To MSU and academics, the research will broaden the literature on the benefits associated with proper transition management and labour productivity. The students shall have an appreciation of the reality of survivor syndrome and its implications of labour productivity and such literature will help them in their future studies.

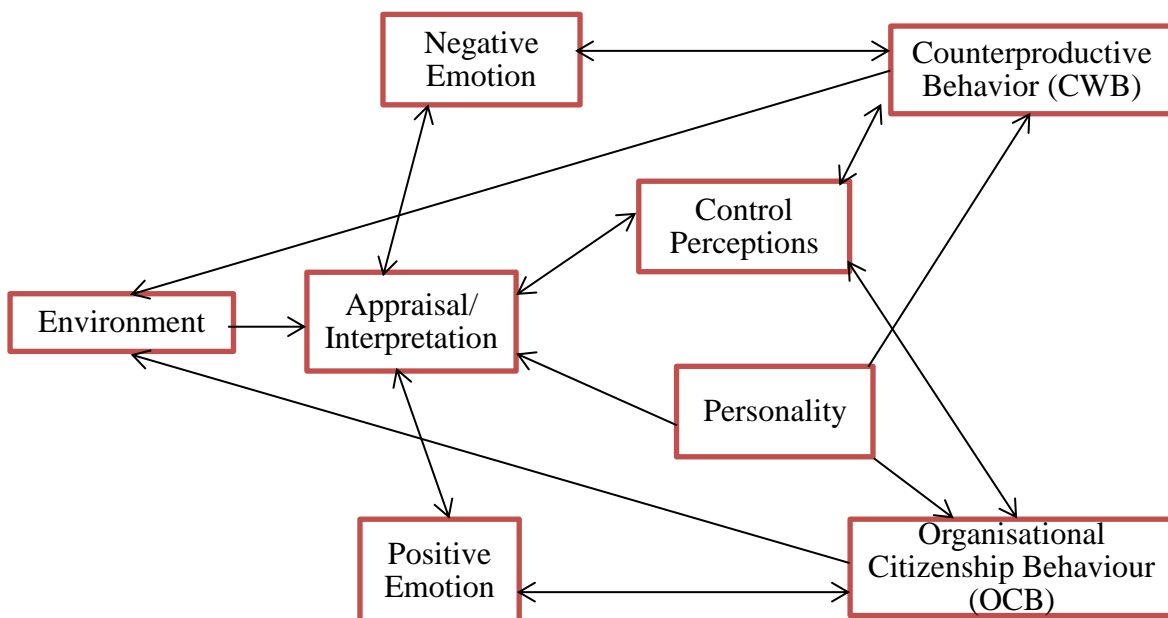
Research gap, several researchers like Ndlovu and Parumasur (2005); Kurebwa (2011); Chipunza and Berry (2010); Schiro and Baker (2007); van Dick (2016); Kupec, (2010);

Schaeffer (2012); Bujang and Sani (2008) among others have documented well on downsizing and survivor syndrome. But they somehow focused on survivor's sickness, guilt and downsizing effects in general not directly linking survivor syndrome to productivity of labour. There is also deficiency of studies on survivor syndrome and labour productivity in Zimbabwe. It is hoped that this research shall substantively reveal the relationship between survivor syndrome and labour productivity and cover up the missing part in literature particularly in Zimbabwe.

CONCEPTUAL FRAMEWORK

A conceptual framework is a model which illustrates how one makes logical sense of the inter-relationships among several factors that are key to the problem under study (Sekaran, 2000). The implications of survivor syndrome on labour productivity were analysed using the integrated counterproductive workplace behaviour (CWB) and organisational citizenship behaviour (OCB) model formulated by Spector and Fox (2002). The model reinforced that people are likely motivated to exhibit certain attitudes, behaviours, feelings and emotions as they try to re-establish threatened freedom following any change event.

Fig 1: The CWB-OCB model



Source: Spector and Fox (2002:7)

The model by Spector and Fox (2002) highlighted how environmental and personal factors can lead to an individual's emotions and behaviour through an interpretation or arousal

process. In the context of survivor syndrome, the environment refers to the workplace which restructures and downsizes staff. Such a workplace comprises of new culture, increased responsibilities and it is a stressful working environment to the survivors. Employees are bound to work in the fear of uncertainty of job security in such a threatening environment.

The model reflected that a traumatic event can be filtered through individual appraisals and interpretations. Appraisals and interpretations in this case are those experienced by the survivors as they perceive loss of control, distributive and procedural justice on the treatment of the leavers and equity in terms of reward in compromised working conditions (Cohen-Carash and Spector, 2001). Sibanda et al (2014) are of the view that, when employees perceive justice and that their survival within an organisation is guaranteed they are more likely going to display functional behaviours. Functional behaviours warrant enhanced output per retained labour unit who are willing to go an extra mile justifying their relevance in the firm. These feelings and perceptions leads to positive or negative emotions among survivors.

The model postulated that positive emotions are a catalyst of positive employee reaction and tend to enhance organisational citizenship behaviours. According to Kupec (2010:13), OCBs are “altruistic or helpful acts that have potential to enhance the organisation”. OCBs enhances reciprocal psychological contract and boosts survivors’ morale and engagement motivating for enhanced productivity. A positive mental state refers to job satisfaction and engagement of the survivors who considers downsizing as opportunity for growth and developmental humanism. Positive emotions enhance business viability through quality service delivery after a change in environment.

Negative emotions influences counterproductive workplace behaviours which are reactions and behaviours intended to negatively impact the organisation and harm its valuable stakeholders. After staff redundancies, survivors suffer a lot of negative emotional reactions such as depression, sadness, fear, guilt, distrust, betrayal and stress (Schiro and Baker, 2007). In response employees can develop coping and survival strategies as to restore positive feelings and attitudes and such are called counterproductive workplace behaviours. Survivors can work more hours producing goods of poor quality and can spent more time at work for earning overtime. Such behaviours are intended to compromise organisational productivity.

In this study, counterproductive behaviours are the non-congruent emotions and attitudes exhibited by survivors who physically and mentally distance themselves from the leavers,

their jobs and organisation. Brehm and Brehm (1981:98) cited in Steindl, Jonas, Sittenthaler, Traut-Mattausch and Greenberg (2015), describe counterproductive workplace behaviours as reactance which is a motivational state with highly “energizing and behaviour directing properties”. Survivors are motivated to do volitional acts that harm or are intended to harm organisations or stakeholders in organisations and these includes work avoidance, doing tasks incorrectly, verbal hostility, sabotage, physical aggression and theft (Spector and Fox, 2002).

The CWB-OCB model emphasised that survivors’ actions are not accidental but deliberate and purposeful as they make a choice either to make or kill the success of the enterprise. The model by Spector and Fox (2002) substantiated the manner in which downsizing events influence survivor syndrome in form of employee attitude, emotions and behaviours that are counterproductive to labour and organisational productivity. It was key in highlighting the significance of understanding survivor syndrome, its causes as well as its far reaching consequences on labour productivity at Border Timbers Limited.

RESEARCH METHODOLOGY

Research methodology refers to the way in which the research problem is to be systematically solved and it is a science of studying how the research shall be scientifically done (Kothari (2004).

Research Approach

The researcher employed qualitative research method. Armstrong (2009:181) coined that, “qualitative research aims to generate insights into situations and behaviour so that the meaning of what is happening can be understood.” This implies that qualitative method is a leeway to have a true picture of social reality as the phenomena is penetrated and interpreted in its natural setting. Kothari (2004) states that qualitative research approach aim to discover human attitudes, perceptions and underlying motives of behaviours. Qualitative research approach was adopted mainly because the facts about survivor syndrome and labour productivity are based on personal experiences, perceptions, behaviours and feelings of human beings. As coined by Denzin and Lincoln (2005), qualitative research method investigates things in their natural settings with the goal to make sense and interpret meanings of people to events. Qualitative research approach was very helpful in researching at the case study of BTL.

Research Design

According to Newman (2003), a research design is a systematic plan consisting of procedures and specifications for controlling and conducting a research project. A case study of Border Timbers Limited was used in carrying out this research. A case study is an intensive study on one specific case with the overall goal to shed light on contemporary phenomena in the context of real life experiences. Hcssc-Biber and Leavy (2006) argue that a case study gives a contextual analysis of a series of events and their interaction. A case study of BTL was used since the company went through a series of restructuring, outsourcing and massive retrenchment events in the period 2015-2017. A case study refers to an exhaustive study of a social entity which enables the researcher to fully understand behaviour patterns of the concerned unit (Yin, 2003). It has an advantage of deepening one's perception while simultaneously giving a clearer insight in to real life events directly and not by an abstract approach (Kothari, 2004).

SAMPLING

Sampling is the process of selecting a group of subjects for a study in such a way that the selected individuals represent the larger group from which they were selected from (Youndi, 2006).

Sample Frame

A sample frame is a list of elements or the total population where a sample size is drawn from (Kothari, 2004). The sample frame of 142 was used in this research. These were managerial and non-managerial employees from BTL Headquarters, Poles treatment plant and Charter Estate.

Sample Size

Table 1: Target Sample Size

CATEGORY	SAMPLE FRAME	TARGET SAMPLE SIZE
Top Management	11	6
Middle Management	16	8
Workers Committee Members	7	4
Non-Managerial employees	110	27
Total	142	45

A sample size is a chosen representative of the entire population; it is a group of subjects where information is obtained (Sounders, Lewis, and Thornhil, 2009). As indicated in Table1, forty-five (45) participants formed the sample size of this research. The forty-five participants were used because the company employees are fragmented in different five operations but with same working conditions and environment. The participants provided reliable information as a true representation of the entire population. Of the forty-five participants, six (6) were top management, eight (8) were middle management, four (4) were workers committee members and twenty-seven (27) were non-managerial employees.

Sampling Procedure

Quota, convenience and purposive sampling were used in this research. Quota sampling refers to a non-probability sampling technique which encompasses the selection of several subgroups of the whole population to assemble a sample with accurately acknowledged characteristics which defines the population (Kothari, 2004). Quota sampling ensures equal and proportionate representation of the subjects based on several traits like gender, educational qualifications, age and working tenure (Hesse-Biber and Leavy, 2006). The researcher's decree was key in the selection of items for sample, quota sampling proved to be inexpensive, quicker and easy to manage. Quota sampling was used to select participants from middle management and non-managerial employees. The thirty-five participants were grouped into their working departments and the researcher then used convenience sampling to select participants with different demographic traits in the six distinctive departments. According to Kothari (2004), convenience sampling is a technique where population's key elements are selected and included in the sample due to ease of access. Convenience sampling was used in selecting participants of different ages, gender, working tenure and educational qualifications since survivor syndrome affect employees differently on different demographics (Bujang and Sani, 2008).

Purposive sampling is a sampling technique which affords the researcher's judgement as to select who can provide the best information based on professional judgement and personal knowledge to answer the problem under study (Gilbert, 2008). The researcher used purposive sampling to select participants from top management and workers committee members. This technique allowed the researcher to get hold of the key participants involved in business strategy formulation, operations and implementation. These included the HR Executive,

Managing Director, Loss Control and Safety Manager and leaders of Joint Workers Committee at BTL among others.

SOURCES OF DATA

Secondary Sources of Data

According to Creswell and Clark (2011), secondary data is the data collected from already published sources such as books, reports, journals, census data and other historical informational collected for other purposes other than the original use. The researcher used the HRM reports, financial reports, productivity reports, published financial statements, loss control reports, newspapers and the time books at BTL to obtain data about labour productivity levels and the rate of turnover, absenteeism and product quality.

Primary Sources of Data

Primary data is the first hand data which gives substantive meaning to the research problem. As coined by Kothari (2004), primary data is directly collected from the original sources and is free of being out dated and very reliable. The researcher had much control to information collection as only relevant and required information was gathered as compared to secondary sources where already published information restricted interaction with respondents. Primary data was collected directly through semi-structured questionnaires and semi-structured interviews from BTL employees.

RESEARCH INSTRUMENTS

Babbie (2007) defined research instruments as the tools designed for collecting data and information in a bid to find causes and solutions to the research problem. For the purpose of this research, the researcher used semi-structured questionnaires and semi-structured interviews.

Semi-structured Questionnaires

A questionnaire can be defined as a research instrument consisting of questions and statements where research participants are asked to respond to (Kothari, 2004). The semi-structured questionnaires consist of both closed and open ended questions (Kumar, 2011). According to Cooper and Schindler (2011), a semi-structured questionnaire is most suitable for case studies and helpful in influencing real responses when answering; it has some degree of flexibility very helpful in finding the truth using a mixture of structured and unstructured questions. The researcher administered semi-structured questionnaires which asked clear and

unambiguous questions to the seven (7) middle management and sixteen(16) non-managerial employees to reduce stress on other employees in as far as time management and writing challenges are concerned. The questionnaires were personally distributed by the researcher and they were collected after 5 days.

Semi-structured Interviews

Moriarty (2011) defined semi structured interviews as a flexible data collection method of asking people issues related to their experiences and opinions through face to face interaction. Semi-structured interviews were based on questions about issues and events relevant to the research topic. The use of semi structured interviews was key as it allowed an interaction between interviewer and interviewee and had been modified to suit the line of enquiry, investigating hidden motives and interesting motives (Moriarty,2011).The researcher used semi-structured interviews to gather data from six (6) top management employees, four (4) workers committee members and eight (8) participants from non-managerial employees because it gave the flexibility to phrase questions and vary them to suit and accommodate special characteristics of each and every interviewee (Neuman, 2014).

METHOD OF ANALYSIS AND PRESENTATION OF DATA

The findings of the research were presented in a descriptive and narrative format with supplements of tables and matrixes. Descriptive and narrative format refers to the explanations and presentations of social and cultural knowledge to solve the research problem (Neuman, 2014). According to Cooper and Schindler (2011), the narratives and descriptives can present data as said by respondents without changing the meaning of things in their natural social lives.

The researcher employed the thematic data analysis approach to present and analyse data. According to Braun and Clarke (2006: 79), thematic analysis is a qualitative analytic method for “identifying, analysing and reporting patterns within data”. It minimally organised and described research data sets in rich detail. Thematic approach was used in identifying themes within collected data and the researcher used the topic and research objectives of the study in guiding the presentation of data. This was supported by Namey, Guest, Thairu and Johnson, (2008:138) who state that, “thematic moves beyond counting explicit words or phrases and focuses on identifying and describing both implicit and explicit ideas.”

At the first stage, the researcher combined familiar data after active continuous and repeated reading and note taking. This was reinforced by Braun and Clarke (2006) who state that familiarisation of data is key initial step because it informs the entire analysis process. On the second step, the researcher generated first data codes as propounded by Braun and Clarke (2006) that generating codes is fundamental in thematic approach and it ensures systematic organisation of fragmented data. Codes developed for ideas were applied to raw data as summary markers for data analysis. Thematic approach is credited of being flexible enough as it accommodated both deductive and inductive methodologies (Alhojailan, 2012).

On the third stage, the researcher searched for themes after putting together the identified codes. In support, Creswell (2014) notes that an analysis and amalgamation of existing codes forms the genesis for theme searching process. The themes were reviewed where similar data in line with the CWB-OCB conceptual framework was combined in the fourth stage of thematic analysis. This gave the researcher flexibility to revise and change themes which seems to diverge with the problem under study as supported by Braun and Clarke (2006).

Refining, defining and naming of themes identified in the fourth stage for easy readership was done in the fifth stage. According to Braun and Clarke (2006), refining and defining of themes means generating sense out of themes and establish all data captured by each theme. Lastly, the researcher produced the research report looking at the targeted and actual sample of respondents. According to Creswell (2014) the primary goal of this sixth stage is to generate a thematic analysis report which illustrates simplified information as to satisfy reliability and validity.

ETHICAL CONSIDERATIONS

It is unethical to collect data from people and data about people without taking care of some ethical concerns (Kumar, 2011). The following ethical issues were upheld and respected in carrying out this research:

- The researcher sought permission to research from BTL before commencing the research.
- Informed consent from all participants was obtained before data was gathered.
- Confidentiality on part of all participants was greatly observed.
- The researcher honestly reported the data, research findings and procedures without exaggeration.

- The researcher avoided bribery and coercion to attain information at BTL.
- Carefulness was advanced as to avoid unnecessary errors and negligence.

LIMITATIONS

- The researcher faced financial challenges since he had to travel to the study area which is in Mutare and Chimanimani. There was need for money to cater for transport costs, food and accommodation. However, the researcher used personal savings, sourced funds from parents to support and spend a few days collecting data as to save the costs.
- Fear to disclose information from the target participants had a probability to affect this research. However, the researcher negotiated in good faith justifying the significance of this research on academic grounds and promised to preserve confidentiality.
- There was a limitation that BTL is a big company with many employees in five different operations hence difficult to research on each and every company's operation. But the researcher focused on BTL Headquarters, Poles Treatment Plant and Charter Estate to manage costs and derived a sound sample to reliably represent the company as a whole.

DELIMITATION

According to Simon (2011), delimitation refers to the characteristics which show the coverage of area under study and these comprise of the research topic, objectives geographical location and time period. The main focus of the study was to investigate of the implications of survivor syndrome on labour productivity in the Zimbabwean Timber Sector. The research was limited to Border Timbers' Headquarters, Poles Treatment Yard in Mutare and Charter Estate in Chimanimani. The respondents were the survivors of restructuring and downsizing events at BTL in the period 2015 to 2017.

DATA PRESENTATION

Response Rate

Table 2: Response Rate

CATEGORY	TARGETED PARTICIPANTS	ACTUAL PARTICIPANTS	PERCENTATGE
Top Management	6	6	100%
Middle Management	8	7	87.5%
Workers Committee Members	4	4	100%
Non-Managerial Employees	27	24	88.9%
TOTAL	45	41	91.1%

Source: Field Research September 2017

The targeted sample for top management respondents was six and the researcher managed to interview all of them (100%). As for middle management respondents, the targeted sample was eight but the actual response rate was seven (87.5%). The targeted sample for Workers' Committee (WC) Members was four and all of them contributed to this research (100%). However, for non-managerial respondents, the targeted sample was twenty-seven of these twenty-four contributed to this study (88.9%). The targeted total sample size was forty-five but this study managed to collect data from forty-one respondents giving a response rate of 91.1%. Three non-managerial and one middle management respondent failed to respond and complete questionnaires citing work pressure and lack of time.

Demographic Characteristics

Table 3 below shows the response rate of all participants according to demographic characteristics namely gender, age, years of service, academic qualifications and working departments.

Table 3: Demographic Characteristics

DEMOGRAPHICS	GENDER		AGE					YEARS OF SERVICE					ACADEMIC QUALIFICATIONS					DEPARTMENTS					
	Male(M)	Female(F)	18-25	26-32	33-39	40-47	48+	-2	-6	-15	-30	30+	ZJC	O'Level	Diploma/ Cert	Degree	Masters	Finance	Administration	Loss Control	Marketing & Purchasing	Forestry, Poles & Sawmill	Human Resources
Top Management	3	3			2	2	2		1	4		1			1	3	2	1	1	1	1	1	1
Middle Management	4	3		3	2	1	1	1	3	3					2	4	1	2	1	1	1	1	1
Workers Committee Members	2	2			2	2			1	2	1			3	1							4	
Non-Managerial Employees	15	9	1	6	9	6	2	1	5	11	5	2	7	13	4			2	3	2	2	13	2
Total	24	17	1	9	15	11	5	2	10	20	6	3	7	16	8	7	3	5	5	4	4	19	4
Grand Total		41			41					41				41						41			

Source: Field Research September 2017

Of the six (6) top management and seven (7) middle management respondents, seven (7) were male and six (6) were female, three (3) were between the age of 26-32, four were between 33-39 years, three (3) were aged between 40-47, three (3) were above 48 years of age. Also, one (1) had less than two (-2) years of service, four (4) had less than six years of service, seven (7) had less than fifteen (-15) years, one (1) has less than thirty (-30) years and the other one (1) has more than thirty (30+) years of service in the company. Of these six (6) top management and seven (7) middle management respondents; three (3) held diploma/certificate, seven (7) held degrees and three (3) were holders of masters' degree. Of the top and middle management, two (2) were selected from the HR department, three (3) were from the finance department, two (2) were from the administration, loss control, marketing and purchasing and the forestry, poles and sawmill department respectively.

Of the four (4) workers committee members and twenty-four (24) non-managerial respondents, seventeen (17) were male and eleven (11) were females, one (1) was aged 18-25, six (6) were aged between 26-32, eleven (11) were aged between 33-39, eight (8) were aged between 40-47, and two (2) were aged above 48 years. Of the WC members and non-managerial employees, one (1) had less than two (-2) years of service, six (6) had less than six (-6), thirteen (13) had less than fifteen (-15), six (6) had less than thirty (-30) and two (2)

had more than thirty (30+) years of experience. In terms of academic qualifications, seven (7) had Zimbabwe Junior Certificate (ZJC), sixteen (7) had completed Ordinary Level, and five (5) were holders of diploma/certificate. Of the workers committee members and non-managerial employees, two (2) were from the HR department, two (2) worked in finance, three (3) from administration, two (2) worked in loss control, two (2) were engaged in marketing and purchasing and seventeen (17) respondents worked in the forestry, poles and sawmill department.

Understanding Survivor Syndrome

The research sought to understand if BTL employees knew the meaning of survivor syndrome.

One top management respondent defined survivor syndrome as the “*salient explicit and implied responses of employees remaining after restructuring and downsizing.*” He went on to say that the responses of employees are based on actual, perceived or emotional impact of retrenchment. In the same line of thought, four other top management respondents defined survivor syndrome as courses of actions individuals take to protect their jobs from downsizing. Sharing the same sentiments, one other top management member defined survivor syndrome in terms of counterproductive actions after downsizing. She said survivor syndrome refers to “*emotional acts at work, struggle to secure territories and backbiting to try to dribble others after retrenchment.*”

Other definitions of survivor syndrome came from middle management and agreed with those given by top management. One of the middle management defined survivor syndrome as “*the pessimistic or optimistic behaviour aligned with changes in an organisation instigated by strategic decisions for example downsizing and outsourcing.*” In support, three other respondents from middle management defined survivor syndrome as survival of the fittest where the remaining employees exhibit certain behaviour traits after downsizing exercise.

Of the twenty-four non-managerial employees, twenty-two defined survivor syndrome as discomfort, fear and anger of employees against BTL after retrenchment. To quote one non-managerial respondent, he defined survivor syndrome as “*the feeling of happiness to have survived retrenchment and bad behaviour with confusion of employees after retrenchments as well.*” All Workers Committee (WC) Members defined survivor syndrome as acts and behaviours like absenteeism, turnover, and conflicts after retrenchment. One WC member said “*survivor syndrome is the hatred for management, fear for job, victimisation and fear to*

represent other employees.” In another response, one WC member defined survivor syndrome as *“the good behaviour without fear of the future and happiness for having a job in this challenging Zimbabwean context.”* However, one respondent from middle management and three non-managerial employees left the spaces blank.

The Causes of Survivor Syndrome at BTL

The research was primarily aimed at identifying and exploring the causes of survivor syndrome at BTL.

Job insecurity

Middle management attributed survivor syndrome to job insecurity following a series of retrenchments. One of these said,

“When I am faced with job insecurity against family responsibilities like school fees, rentals and food in this economic environment, I am bound to either steal poles, stationary and other materials if I get a chance.”

In support, middle management highlighted that the source of such behaviours at BTL was high levels of insecurity created by downsizing and fear of job loss because other employees became well behaved but others especially the shop floor are visiting their traditional healers to punish management. Two workers committee members alluded that survivor syndrome was caused by the fear of becoming a victim if you air your feelings.

Fear of Witchcraft

Three top management participants echoed that survivor syndromes is caused by the fear of witchcraft or winds after retrenchment. The BTL HRM report indicated that the company has diverse workforce, some from Mozambique, Malawi and in that regard, one top management said *“these employees can promise death through accidents and family problems after their jobs has been terminated.”* In support, one top management said

“Since 2015, about 7 managerial employees were involved in accidents which are very questionable and I believe they were caused by witchcraft acts of victims and others who are still employed.”

This was reinforced by one middle management who said,

“In October 2016 retrenchment, a group of five shop floor employees claimed that I was going to die in an accident and it happened that two days after their retrenchment I escaped death through the eye of the needle.”

Even three WC members and eleven non-managerial employees agreed that the survivor guilt is mainly due to fear for witchcraft. One WC member said,

“Whether the procedure is seen to be fair, BTL employees believe in sangomas and some of them dzitori n’anga (are traditional healers) and they dictate premature death even to anyone in authority for losing a job.”

Poor Communication

Of the six top management, three pointed out that *“poor communication and lack of an understanding of employer’s true intentions is the catalyst of employee behaviours after retrenchment”*. One of these stated that,

“BTL culture is one of typical Zimbabwean, as management we don’t share true information in terms of our change intentions, reasons behind or issues on when next the downsizing shall rain.”

This was also echoed by all WC members who state that there is broken social dialogue and management is stingy to disclose key information on how employees are to be affected and how they are going to benefit. One of the WC members said,

“Sometimes you can hear rumours of retrenchment and those in power always say you are going next without giving proper notice or engaging us the employee representatives through Works Council.”

One non-managerial employee said *“we do not have the right to talk to management; they are dictators who victimise us.”*

Perceived Lack of Care and Labour Exploitation

Nine respondents from non-managerial employees stipulated that lack of care and exploitation of labour by top management is the source of survivor syndrome. The same sentiments were echoed by 1 female workers committee member who held a diploma when she stated that *“we witness luxurious and flamboyant life of management at the expense of shop floor employees whom they retrench but they earn little wages as \$100.”* This was further supported by the two middle management and thirteen non-managerial employees who attributed survivor syndrome to gross silence of HRM function in justifying why top executive live lavish lives and why hundreds of shop floor employees are affected by company retrenchments. One non-managerial employee stated that *“in October 2016, 214 shop floor employees were affected while 1 top executive was retrenched.”*

Occupational Stress

On the same context, one male top management respondent with a degree who was interviewed indicated that *“the need to impress and prevent future termination and being outsourced and stress are the sources of survivor syndrome”*. He went on to give an example that the contractors at Tilbury are not professional, they abuse people and they attribute all business failure to engaged former BTL employees under their companies. This is in line with the view by both male and female non-managerial employees from the forestry and sawmill department who said they work extra hard because of the fear to join contractors and manage debilitating stress for work and family issues.

Perceived Justice and Fairness

All non-managerial employees indicated that their behaviours and emotions are emulated from perceived organisational justice. One of them said *“retrenchments in BTL are not fair, the selection of people is not even fair because they target shop floor workers and save their posts.”* This was supported by one middle management respondent who said,

“We behave the manner we do because in October 2015 they retrenched 195 shop floor workers and only 2 top management, in 2016 November they retrenched 215 shop floor employees and no top management and in 2017 February and April retrenchments only 1 top management was dismissed while 310 non-managerial employees were terminated.”

In contrast, top management respondents argued that the termination procedures were fair and just based on proper legal procedures and no employee was affected but only their jobs.

Frequency of Retrenchments

In another paradigm, the 2017 HRM report and production report at Charter Estate showed that survivor syndrome at BTL is caused by frequency of retrenchments citing the year 2016 where the company conducted three consecutive layoffs. The size of the affected and remaining workforce and perceived procedural issues on selection, notification period and violation of the psychological contract between BTL and its employees were said to be the ingredient of survivor syndrome by three female top management respondents. To quote one male top management who held a masters degree,

“Retrenchments are not rare in Zimbabwe, but their frequency and the size of the affected employees are unique defining feature of downsizing at BTL hence the cause of survivor syndrome.”

Violation of Psychological Contract

As indicated by five top management respondents, survivor syndrome was caused by the broken down of the psychological contract between BTL and its employees. One of the top management said *“in the past we used to have faith in BTL and our management, but currently have been betrayed because we are no longer safe any day we can go home empty handed.”* This was supported by one middle management respondent from the HRM department who alluded that employees has betrayed all employees even the leavers because in the past there was work for life in BTL even for an employee’s children and grandsons. Workers committee members and all non-managerial employees cemented this notion sating that there is no longer attachment and relationship between employees and BTL because employees were betrayed since 2015.

Understanding the Concept of Labour Productivity

The research sought to have an understanding of labour productivity from several perspectives of all respondents.

Labour productivity was defined by one female top management respondent as how productive an employee is when given a specific task. She gave an example that *“in silviculture labour productivity is men-days per hectare and in harvesting it is m³ per men day.”* In support, a top management from finance department defined labour productivity as *“output in terms of volume per cube produced by an individual employee. For example, 5000m³/200employees= 25 cubes/person.”* In this same line of understanding, non-managerial employees from the Forestry, Poles and Sawmill department stated that the volume of timber output per number of employees and quality of 5s (Superior Timber Products) denotes labour productivity. One middle management respondent also defined labour productivity as *“the actual amount of work, goods and services produced by employees given target range like producing daily, monthly and yearly reports within expected time frame.”*

A top management respondent eluded the meaning of labour productivity saying, *“it is our ability not to disclose business information to our competitors like Wattle Company and Allied Timbers and keeping safe BTL customers to remain loyal and increase sales.”* This was reinforced by the BTL Financial Report of June 2017 which indicated a 25% decrease in sales and revenue loss from 26 million in 2016 to 14 million in 2017 which is key in understanding labour productivity.

Workers committee member viewed labour productivity as “*knowing how you are supposed to do your job, kurova basa zvazviri (doing the job as is), although you might fail but you are motivated*”. Another workers committee member and non-managerial employee agreed with the meaning above when they defined labour productivity as the situation when an employee work extra hard and exceed the target. One of them said “*labour productivity is loading 5 trucks with transmission poles or rough sawn timber instead of targeted 2 trucks making sure that every pole has a tag.*” Middle management concurred with this definition when they defined labour productivity as producing either standard or above standard output. In support, non-managerial respondent said “*outstanding and superior quality products- treated transmission poles and rough sawn timber is the meaning of labour productivity.*” In a different dimension, a non-managerial employee defined labour productivity as “*one’s presence at work.*”

Positive Effects of Survivor Syndrome on Labour Productivity at BTL

The research wanted to explore the positive implications of survivor syndrome on real output per unit of labour.

Enhanced Labour Productivity

Eight non-managerial respondents and two workers committee members stated that survivor syndrome enhances quantity of goods produced as some employees are working hard to be seen by management and secure jobs. A workers committee member stated that “*survivor syndrome is leading to high production as no much time is lost on complaints and conflicts at workplace since employees are very happy to remain employed.*” This was supported by one top management who said “*our daily target of 500m³(cubes) in sawmills and 80m³(cubes) in poles is being met excellently than we used to do before restructuring.*” In support, the BTL Abridged Audited Financial Statement of June 2017 indicated a decrease of loss from \$24 million in 2016 to \$2 million in 2017. Other non-management respondents indicated that the attitudes of employees have maintained the quality of goods and services produced by employees at BTL. To quote the words of one non-managerial employee, she stated that,

“We are doing our best to protect the company from those who say it is now a grave yard and we are no longer going to leave as we used to do because we have been saved and the company is struggling under Judicial Management.”

Reduced Absenteeism

One middle management said *“employees are not being absent at work for no reasonable cause as they used to do before outsourcing and the 2015 retrenchment of 215 employees.”* Out of 24 non-managerial employees, five supported the notion above saying there is bright future for BTL considering that employees are always hands on even after normal hours. In support, one middle management from HR department was *“absenteeism rate has decreased in Chimanimani states from 18% in 2015 to 2% in 2017 but in urban areas its even less than 1%.”* A diverging view from one top management was that *“about four or five employees deliberately fail to show up to work every day especially shop floor employees in Estates.”*

Decreased Rate of Accidents

A top management respondent stated that the rate of accidents have decreased dismally since 2015, there were about 8 accidents and near misses recorded at Charter Sawmill in 2015, 5 recorded in 2016 and 2 accidents were recorded in 2017. This view was further reiterated by a non-managerial employee who said *“we are protecting our body health from injuries because you may be retrenched and go home disabled.”* However, one middle management said *“a decrease of accidents by 30% in 2017 from 45% in 2015 is not showing high output since employees are refusing to take up multiple responsibilities.”*

Enhanced Company Reputation and Market Share

Half of the six top management highlighted that the attitudes and behaviours of employees is promotion reputation and increased market share. A female employee from Marketing department stated that,

“Since the beginning to retrenchment, we do not sleep thinking how to make our timber products sale and try to be good ambassadors to retain our clientele base to prevent closure and future retrenchments.”

This notion was also contended by a middle management respondent who said *“every three months we are engaging new customers form outside and inside Zimbabwe and our revenue and sales growth has increased by 10% since 2015.”* However, this is contrary to the evidence in the BTL financial statement which showed 25% sales loss in 2017.

Enhanced Employee Commitment

Out of seven middle management employees, four indicated that fear for job insecurity is enhancing employee attachment and commitment to the firm. One of these said *“every*

employee is demanding more work even opt to work at break and lunch time as to please top management and get promotion.” One male workers committee member stated that,

“Employees are motivated not to conduct acts of misconducts and are too loyal to do things beyond their job descriptions, in every Saturday and Sunday there will be two or more employees working for no reward.”

According to the BTL financial report of 2016, revenue was \$26 million (47%) compared to \$17million in 2015. A top management respondent pointed out that, *“as employees they are forced to work like fools, request for non-prescribed tasks showing worthiness, grabbing promotional growth opportunities and avoid getting fired.”*

Negative Effects of Survivor Syndrome on Labour Productivity at BTL

The primary purpose of the research was to explore the negative effects of survivor syndrome on the productivity of labour at BTL.

Lowered Organisational Productivity

Female respondents from top management said that survivor syndrome is negatively impacting BTL’s bottom line. To quote one top management respondent, *“it is irrational to talk of labour productivity when an employee is stressed, uncertain and fear that his/her job is at death trap”*. This view was reinforced by two other respondents from top management who stated that some survivors grab jobs of other employees even on things they do not even know to justify relevance but end up messing and committing a lot of errors which are very costly to the company. One top management stated that *“in 2016, poles production was up by 59% but in 2017 the value of production decreased from 26905m³ in 2016 to 19951m³(-26%) and sales decreased by 25%.”* According to the Production Report, BTL has budgeted 227676m³ but produced 216611m³ in Financial Year (FY) 2015, budgeted 189730m³ but produced 163089m³ in FY2016 and budgeted 101199m³ in FY2017 but produced 95619m³.

Lack of Mutuality and Trust

Respondents from HR and Forestry, Poles and Sawmill department said employees are afraid of working because of lost mutual trust due to perceived witchcraft and winds promised by the victims. One of non-managerial respondents said,

“Staying behind is a big risk because some of our colleagues who were retrenched are involved in satanic and witchcraft, they killed our colleague in 2015, so it is dangerous to stay employed.”

In support, a middle management respondent said,

“After serving one female with notice to retrench, she said that week I was to die in a car accident and after two days I was involved in a car accident and I escaped by the eye of a needle.”

Stress and sickness

Middle management from HR department indicated that employees are suffering from stressful environment; they are suffering severe health challenges and leading to increased death cases. He also said,

“When massive retrenchments started within BTL in 2015, two employees died, in 2016 and 2017 six employees died and doctors are saying its due to stress and high blood pressure.”

This was supported by all non-managerial respondents who said that they were much stressed and suffers from illness without medical cover hence deliberately produce high quantity but poor quality timber products. Minutes of the works council meeting of 2016 indicated that employees were afraid of their health asking management to reduce frequency of retrenchment or notify them in time.

Unceasing Forest Arsons

Research findings from all respondents revealed that timber resources are lost every summer season due to disgruntled timber sector employees reacting by burning forests. One top management stated that,

“After retrenching 215 employees in October 2015, three devastating arsons were recorded, after another downsizing in October 2016, four forestry fires were noted and in 2017, seven arsons were recorded soon after the February and April retrenchments.”

This was supported by the BTL financial statement of 2016 and 2017 which indicated \$10 million and \$6 million loss respectively. Eight non-managerial respondents argued that they will not help manage fires but better watch forest destruction. One of the middle management respondents said, *“Employees can just wait and laugh watching forestry fires without willingness and motivation to cooperate in fire containment.”* This was supported by evidence at the BTL website in 2017 that forest fires are the major threat affecting company viability.

Revenue Loss

BTL financial statements for Financial Year (FY) 2016 and 2017 indicated severe revenue and sales loss attributing the loss to a number of factors including fires and employee behaviours. The BTL audited financial statement of 2016 revealed a loss of \$24 million in 2016 compared to \$4 million in 2015 and BTL generated \$14 million loss in 2017. This was explained by one middle management who highlighted that,

“The \$24 million was caused by demotivated employees who deliberately started forestry fires in August, September and October 2016 with support of the affected employees as they all have negative attitude to the employer who frequently retrench.”

The BTL forestry security report indicated that the culprits were difficult to catch since some of them were even part of the sitting and former security and planning team who knew tactics and strategies of hiding after starting fires.

Unwillingness to go on Leave

A top management respondent stated that employees at BTL are refusing to go on leave; they do not feel comfortable to stay for days out of the workplace. This view is in line with one middle management respondent who said,

“Employees are suffering from burnout, they are exhausted because they resist going on leave so they work 24/7 at no rest, 80% of these employees have leave days above the lawful 22-25 days.”

This view was supported by non-managerial employees who stated that since 2015, they prefer commuting their leave days for cash in leu (CIL) since going out of the workplace is very risky.

Unproductive Working Hours

One of middle management said that,

“As employees we are working beyond 0500hs to around 2100hrs daily, we spend more time making tea, doing personal assignments because management just want to see us present, the earlier you go home the more vulnerable you become to be retrenched.”

Top management respondents shared the same notions arguing that employees are producing poor results for there is no motivation and the thinking that they are easily disposable. One male top management respondent stated that,

“BTL employees are fully aware of the chaos in Zimbabwe but they are adamant, they have the Ostrich mentality as they waste time sitting and not playing a role to save the company from demise.”

Lowered Motivation and Morale

Out of six top management respondents, five agreed with the contention from middle management that BTL workforce including senior managers were exhibiting victim behaviours because they do not know how to handle chaos or change. One of the top management from HRM department said,

“Since the beginning of restructuring and outsourcing in 2015, efficiency of the company is at threat because employees are demoralised and not even motivated to work hard.”

Middle management respondents indicated that BTL is a legal person which cares for itself and is not concerned about welfare of survivors for they are easily replaceable hence they intend to quit given a better opportunity. The same argument was raised by one respondent from non-managerial category who answered that,

“People are just working for the sake of it since they know that anytime they can be kicked out of the system but having a better opportunity, no one will remain including top management.”

High Labour Turnover

The increase of staff turnover in the company is another negative effect of survivor syndrome as highlighted by top management respondents. One of these from the HR department stated that,

“In the October 2016 retrenchment, 215 employees were supposed to be retrenched but 12 unlisted candidates were frightened and left the company before the downsizing event was done.”

This was reinforced by the HRM Report of 2017 which indicated a 37% turnover rate in 2017 compared to 18% in 2015. In support, one non-managerial employee above 54 years of service said,

“In the past BTL employees used to say bhodha musha wedu (BTL is our home), but now they sing hatina musha pabhodha meaning (there is lost sense of belonging to the once mighty BTL).”

Rapid Destruction of Property and Stealing

The BTL Abridged Audited Financial report of 2017 indicated that BTL is facing more than \$3million on administrative expenses mainly rooted in repairing broken property, equipment and machinery. One middle management respondent from the Administration department highlighted every month BTL is repairing chairs, computers, telephones and vehicles are repaired almost every day. One top-management respondent said,

“The company property is being vandalised and employees are grossly negligent especially on vehicles and telephones because employees are taking some parts to fit at their home properties.”

In support to this, one non-managerial employee said *“employees are very much stressed and property is being broken or poles are being stolen because employees want to have a share before being terminated.”* The Lost Control Theft report indicated 67 (68%) theft and settler invasion cases in 2016 and 2017 compared to 12 cases in 2015. The respondents from Marketing and Purchasing Department stated that in 2015 property and repairing parts purchased amounted to \$200 thousand and in 2017 they amounted to \$900 thousand.

Strategies to Manage the Effects of Survivor Syndrome on Labour Productivity at BTL

The purpose here was to identify the strategies being used by BTL in managing the effects of survivor on the quantity and quality of goods and services produced by employees.

Salary Increments and Performance Related Bonuses

One middle management respondent with less than six (-6) working tenure said *“BTL is using salary increments and providing performance related bonuses at the year end.”* This was supported by the HRM report of July 2017 which stated that *“BTL gave every employee \$2 at the end of Financial Year July 2017 (FY17) as salary increment.”* Four of the top management participants were of the same view as they agreed that BTL is offering bonuses for meeting targets to promote positive behaviours and maintain level of timber volumes. Contrary to this are the views of non-managerial employees who said performance bonuses were a thing of the past. One of non-managerial respondents said *“since 2015 we never received any bonus or even salary increment only in July this year where they gave us useless \$2.”* In support of this, two top management respondents said the company is not giving salary increments but is adhering to pay wages and salaries on stipulated calendar pay dates.

Training

Four of the non-managerial employees with less than fifteen (-15) years of experience at BTL said the company is training the remaining employees to promote positive work ethic. To quote one of these, he said *“every quarterly we are given money to go to Mutare for training at Standard Association of Zimbabwe.”* One top management posited that,

“Employees are given financial support to attend training workshops like those offered by Institute of People Management and in 2016 eight were given \$2 400 to train for Certificate of Proficiency with Old Mutual.”

In support, one female top management said the company is supporting training by giving soft loans for education and give employees double study leave days.” This was disputed by five top management and twenty non-managerial employees who said the company is doing nothing at all for training. One non-managerial employee with more than thirty (30+) years of service said *“the company closed the training centre and removed teaching of communication skills.”* Middle management said the company has never seen the role of training in creating positive emotions of employees. One of the middle management said non-managerial employees do not have access to soft loans or double study leave.

Counselling

Half the top management respondents argued that counselling is being used to manage employee feelings and perceptions for increased output. One of these said *“our HRM team is doing its best to talk to people and teach us to manage our emotions as to prevent stress knowing that restructuring is not the end of the world.”* However, the view was contradicted by other three top management respondents who postulated that the HRM has not yet realised the place of counselling to address people issues before, during and after downsizing. Respondents from the HRM department said they never conducted any counselling programme or hire external counsellors since 2015. One of the three top management said, *“We see HRM being active in selecting who will go, printing names and they celebrate dishing notice letters.”* This was further reiterated by middle management who said that they do not even know what counselling is at BTL because HRM officials do almost nothing than terminating employees, they never arranged a programme to talk and tell employees how to deal with the new working culture. One of the workers committee members said *“Hapana Hapana chirikuitwa pano (nothing is being done at the company).”*

Job Restructuring

One top management said,

“The company is restructuring jobs through job enrichment and enlargement to manage the employees and in 2016, more than fifteen employees were upgraded and promoted.”

A middle management respondent argued in the same vein saying *“after restructuring in 2015 I was upgraded to grade C3 (Paterson Job Evaluation System) and in 2016 after downsizing I was upgraded to grade C5.”* In divergence, twenty-four non-managerial employees said their positions remained the same no matter how much the employer added some responsibilities. One of the non-managerial participants said *“the employer has no mercy with me because despite changes of roles, my position as a general hand and my salary which is less than \$200 remained the same.”*

Intimidation

All middle management said the company is using intimidation as a way to manage counterproductive workplace behaviours. In support, workers committee members said the company management intimidates workers taking advantage of the great deal of unemployment in Zimbabwe. This is in agreement with the words of one female non-managerial employee, who highlighted that,

“Our leaders always use threatening words for the purpose of productivity like ukasadhonza tambo unoiziva nzira irikufamba nevamwe (failure to pull the performance string leads to auto termination of employment).”

Top management never raised a comment on this issue.

Open Door Policy

Of the twenty-four non-managerial employees, three said HRM department has an open door policy. This contention was seconded by a top management respondent who said *“our HRM is free and open to anyone at any time because they can tell things as they are if you visit their offices.”* Three top management said there is social dialogue which is open to all employees to consult and get advice on change events. In contrast, two top management and seven middle management said the HRM is biased towards the employer and open door policy is not a reality. This was also said by the four workers committee members as one of them said,

“Visiting HRM is paving way for being terminated because in 2015 and 2016 all enlightened workers committee members were retrenched solely because they constantly visit HRM offices to get information.”

Provision of Food Hampers and Maheu

The HRM report indicated that BTL is providing Christmas hampers, and maheu (*Zimbabwean Traditional Drink*) to manage emotions of survivors. One non-managerial employee with ZJC said “*we received sugar, coffee, chunks, salt and cooking oil as hampers on 22 December 2016 and we drink pfuko maheu every day.*” In the same vein, four middle management said that shop floor employees are given lunch. In dispute, three middle management said lunch and maheu are only for non-managerial employees.

Medical Aid Cover

Top management argued that BTL is covering employees under its Steward Health Medical Aid Cover. This was supported by one top management respondent who said, “*our health is very safe because we are covered by a provident fund with our families at home.*” In this regard, divergence came from all non-managerial employees and workers committee members who said as shop floor workers they are not covered by company medical aid but they just seek help from National Social Services Security (NSSA).

Challenges Faced by BTL in Managing the Effects of Survivor Syndrome on Labour Productivity

The research sought to identify the variety of challenges faced by organisations as they try to maintain and enhance labour productivity when survivor syndrome reigns upon the remaining employees.

Perceived Lack of Strategic Planning

One top management respondent said the company is faced with a challenge of general lack in strategic planning, specifically HR planning due to high frequency of retrenchments. The respondent from HR department cited the downsizing events saying “*in October 2016, February 2017 and April 2017 the company retrenched of which this would have been done in a single exercise*”. This was supported by a middle management who said that “*the top management has no vision they just do things without looking at effects like when they outsourced in 2016 and retrenched 215 employees.*” Non-managerial employees also reinforced this saying the organisation has a tendency of copying what other companies are doing without planning on the how people are to be affected by changes.

Negative Perceptions and Lack of Trust

Top management employees said that the biggest challenge is a general negative perceptions and lack of trust among employees to the HR Function. One top management from the HRM department, he said, *“In the Joint Works Council of February 2017, employees defined our role as managers of guillotines and exits.”* Another middle management respondent indicated that,

“Employees have negative perceptions on HR department as they feel that they can be further retrenched therefore it is difficult as an organisation to change their minds which result in reduced output volumes.”

This was supported by the notions of fourteen non managerial employees who said the blame is on the HRM which is not seeing the need to focus on survivors. One WC member said,

“We no longer have trust in this company because we work hard and generate profit like in 2015 the company published 106% profit in the Newsday but they are said no profit was made.”

Top management contested the same issue saying the company has made zero profit but the newspapers are lying as to sale their papers to the public.

Financial Illiquidity

Four top management and three middle management respondents blamed the state of the economy as a challenge faced by BTL in managing survivor syndrome. A response by one top management was that,

“BTL is facing liquidity crunch, revenue loss like \$24 million in 2016 was due to fires and illegal settlers which is the reason why we are under Permanent Judicial Management.”

In support, middle management respondents said the company is facing unstable economic hardships and too many borrowings. This was supported by the Final Judicial Manager in the BTL Audited Financial statements for the year 2016 and 2017 who indicated that BTL is face with poor economic performance worsened with financial crunch. This is in contrast of what was said by three workers committee members and twenty non-managerial employees who highlighted that BTL is making money, financing lavish holiday trips and developmental programmes for top management. Zwinoira (2016) indicated that BTL made 106% increase in profit for the half of 2015 though this was disputed by top management as being bogus. One non-managerial employee expressed that,

“To my surprise, we see our management financing exit parties for themselves whilst we do not have medical aid and struggle to gain even funeral financial assistance, tinofa tovigwa sembwa asi vekumusoro vachidya huchi nemukaka (we die and be buried like dogs while those on top enjoy honey and milk).”

Twelve non-managerial employees argued that the company is faced with zero challenges as they witness creosote trucks and timber loading trucks from internal and external markets like Grain Marketing Board (GMB) and Zambia Electricity Supply Corporation (ZESCO) and the subcontractors being paid and making money.

Poor Communication

All respondents except one top management highlighted that poor communication is a big challenge faced by the company in managing survivor syndrome effects on labour productivity. One top management with a diploma said *“we do not have proper communication channels since changes are communicated on a top down approach.”* Middle management respondents are of the same view that communication is being taken for granted due to chaos in Zimbabwe which requires dictation of business decisions. This was supported by a male workers committee member who stated that,

“Our management always say we are resistant to change and adamant like in 2017 retrenchment they just informed us of a retrenchment and downsized our colleagues on a day’s notice without hearing what they thought.”

This was supported by all non-managerial employees who said the company has poor communication systems which reveal fake financial status and struggles within the company in justifying the necessity of change initiatives.

Lack of Funding for Training and Counselling

One top management respondent stated that *“there is lack of funding for training and counselling.”* This was supported by a one middle management respondent from HR Department who stated that *“As a function we never received a single \$1 for training or even counselling so it is difficult to do budgeting, they priorities the interests of Finance Department.”* The unaudited interim financial statement of December 2016 indicated that the company lost \$1.1 million solely due to fire damage which is affecting the company’s ability to do revitalise training centre. This was supported by one middle management respondent who said *“BTL is resourcefully constrained; it does not have enough resources at the moment to avert the effects completely.”* This contention has been violated by two workers

committee members and all non-managerial respondents who said the company is just lacking commitment focus on employee emotions. A non-managerial respondent highlighted that,

“The company has cash because the newspaper on April 2016 showed 60% increase of revenue and for three consecutive years including 2017 it is winning the highest exporter awards.”

The same issue was also challenged by one workers’ committee member who stated that,

“Management is stealing money to buy and build houses and I think they shared \$7 million from Germany which just disappeared, and the 106% profit in 2015 the company has no any challenge and being placed under Judicial Management is just a cover.”

DATA ANALYSIS

Response Rate

The 91.1% response rate registered indicates that the respondents were very cooperative and this is in the best reliability and validity of the research findings as obtained through interviews and questionnaires. The top management and workers committee members were 100% cooperative while a few middle and non-managerial employees failed to answer questionnaires due to busy schedules at work. Since the overall response rate was above 50%, it means the findings are valid and reliable (Creswell and Clark, 2007).

Demographic Characteristics

The demographics revealed a balance between male and female participants of various ages, years of service, academic qualifications and from different departments. This helped the research to draw valid conclusions since Chipunza and Berry (2009) propounded that the effects of survivor syndrome can be captured by looking on various traits because the magnitude of survivor syndrome differs per demographic characteristic. This implies that the results are reliable and valid since key demographic characteristics were addressed.

Understanding Survivor Syndrome

The research findings showed a consensus on the meaning of survivor syndrome for participants managed to define it in terms of the good and bad behaviours which can be silent or expressed. The participants managed to figure out that those emotional actions stems from downsizing especially in an unstable Zimbabwean arena. This was confirmed by Rogelberg (2007) who defined survivor syndrome as a diversified bag of reactions displayed by employees after downsizing and it comprises of perceptions, feelings and attitudes.

Therefore, it can be concluded that survivor syndrome constitute the physical, emotional and psychological reactions by employees following retrenchment. When an employee retain a job after restructuring, he or she feels happy or disgruntled which then motivate for either counterproductive or discretionary behaviours which are termed survivor syndrome.

Research findings revealed that survivor syndrome are the pessimistic or pessimistic behaviours expressed by employees after outsourcing and downsizing. The same sentiments were shared with Spector and Fox (2002) who through the integrated OCB-CWB model indicated that employees can exhibit either positive or negative behaviours and emotions aimed at restoring their freedom after organisational restructuring. It therefore becomes logical to indicate that survivor syndrome refers to two behavioural or emotional dimensions happening at BTL. The first being positive behaviours which are optimistic to guarantee organisational efficiency in avoiding collision after downsizing and the latter being negative behaviours oriented to kill and destroy the core competencies and organisational bottom line.

The research participants especially females comprehensively define survivor syndrome on the ground of good or bad employee behaviours like loyalty to work hard, absenteeism, and turnover. Workers committee members and non-managerial employees managed to shed more light that survivor syndrome constitute certain feelings like happiness, fear, anger and discomfort of employees who have survived retrenchment. According to Rogelberg (2007), such behaviours and feelings are key elements of survivor syndrome and happiness, anger, fear and discomfort are crucial symptoms of survivor syndrome. According to the CWB-OCB Model, survivor syndrome mean the positive or negative emotions shown be employees as they try to restore justice and freedom after downsizing. In light of the above, it can be argued that all employees in different departments, positions and gender or even academic qualifications fully understand what survivor syndrome means. Survivor syndrome can be defined as a set of positive or negative behaviours, feelings, and emotions shown by employees who retain jobs after downsizing.

The Causes of Survivor Syndrome

Job Insecurity

The majority of the respondents highlighted that, fear for the job after a series of downsizing events in a high unemployment zone is an ingredient of survivor syndrome. The non-managerial employees attributed survivor syndrome to job insecurity because they are challenged with limited employment opportunities and they earn low wages against heavy

responsibilities. This is in agreement with Devine et al (2003) who attributed survivor syndrome to the feelings of insecurity after downsizing as employees feel to be at the mercy of the employer. In support, Spector and Fox (2002) indicated through the CWB-OCB model that survivors who suffer a series of cuts are left with no sense of the future within the firm and adopt different behaviours to ensure their job security. It can be stated that job insecurity is a greater survivor sickness experienced by the remaining employees which violates the psychological contract leading to certain emotions. In tandem, Kurebwa (2011) states that quantitative job insecurity is very stressful as it worries survivors of losing their jobs or being laid off anytime soon. This therefore means that when an employee's working environment is uncertain in terms of job future like at BTL coupled with hyper-turbulence in Zimbabwe with unemployment rate staged at above 92% (Kurebwa, 2011), he or she suffers psychological and emotional trauma which motivates for the adoptions survival strategies to create order out of disorder or to worsen the nose diving state of organisational health.

Fear of Witchcraft

The bulk of respondents especially top management argued that emotions and attitudes shown by survivors at BTL like high quitting intentions are due to the fear of witchcraft from the affected employees especially when they perceive injustice of downsizing process. Non-managerial employees indicated that they can adopt witchcraft compensatory measures against management if there is perceived injustice and exploitation following downsizing. This has been supported by Devine et al (2003) who argued that the remaining employees suffer survivor syndrome because of the surviving guilt. Witchcraft is an issue of concern in many African societies though it is not recognised by the Zimbabwean constitution. It can be noted that witchcraft is an issue for top management as they suffer surviving guilt for being blamed as the initiators and drivers of downsizing and they are targeted as the roots of massive human suffering. This implies that diverse cultural beliefs in the African society have extended to influence the workplace operations and remaining employees are afraid of continuing to work in firms after downsizing. When the survivors' life is threatened on the grounds of witchcraft, they can therefore opt to withdraw their efforts, possess high quitting intentions and feel demoralised hence perform below expected standard as the case of BTL.

Poor Communication

The research findings revealed that top management dictated the restructuring and retrenchment processes without the involvement and participation of employees. The majority of the non-managerial employees and workers committee members indicated that they were not aware or even informed on how they were to cope and adapt to the new culture. In a study on occupational stress at BTL, Ngomani (2014) found that poor information flow is causing chronic stress which is the seed for behaviours, emotions and feelings exhibited by company employees. This is the same with Ncube's (2017) view that the Zimbabwean precarious employment has compromised social dialogue as changes are radically and unilaterally made. This implies that poor communication of downsizing can make employees interpret changes in various negative ways which then result in certain behaviours and negative perceptions. Under the heat of emotional moments in chaotic Zimbabwean environment, sharing change information is necessary and should be based on sober judgement, and perception. A one size fits all approach in downsizing communication mean that employees are external firm citizens hence resist further changes, become adamant and think that they are not rare assets of the firm. They can be motivated to adopt counterproductive workplace behaviours which is termed survivor syndrome.

Perceived Lack of Care and Labour Exploitation

The findings from non-managerial employees highlighted that survivor syndrome is caused by multiple feelings and perceptions possessed when witnessing managerial employees living lavishly after downsizing. The majority of non-managerial participants suggested that management has no care for them as they celebrate the suffering of shop floor employees in layoffs. According to Ncube and Maunganidze's (2014) case study of institutionalised predation, it is extremely pitiable in Zimbabwe as employees are eating humble pies and earning peanuts while top executives are earning hefty salaries. This concurs with Spector and Fox (2002) in the CWB-OCB model that the survivors are the greatest losers because they are bound to endure frustration and exploitation from management. This therefore implies that employees fully understand that the goal of downsizing is to cut costs and enhance operation efficiency but when a firm then purchase status assets and enhance lifestyles of top management it worsens the scandal to become scandalous. When it became scandalous, it means that more lives are to be sacrificed to ensure that management continue eating the bigger piece of the cake. Management has a crucial role to play and rather not to overlook human feelings as it will result in frustration, anxiety among survivors. Thus the

remaining employees are bound to exhibit several feelings, emotions, perceptions and behaviours when faced with such unethical management acts after downsizing.

Occupational stress

The findings of the research highlighted that behaviours and emotions of survivors were hinged upon stress related to job insecurity and increased workload and perceived injustice on frequency and criteria of downsizing. According to Schiro and Baker (2007), when employees are faced with a possibility of redundancy, the unknown, increased workload they experience high stress levels and consequently stressful reactions. The model by Spector and Fox (2002) described that job stressors are associated with negative employee emotions which then lead to counterproductive workplace behaviours. In support van Dick et al (2016) state that negative behaviours are caused by stress due to increased workload on the remaining employees. On the same context, it can be stated that stress can change an employee's total disposition while simultaneously altering survivor's well-being, feelings and attitudes. When an employees is exposed to work and continue working in a taxing *Chimoio (a place where Zimbabweans perished in 1977)* environment, the imaginations of the previous events heighten stress and hence survivor syndrome.

Perceived Justice and Fairness

The research findings from all non-managerial employees showed that perceived injustice when more of shop floor workers were terminated while top management remain safe was the source of survivor syndrome. The majority of top management suggested that procedural and substantive justice was advanced which is the reason why BTL is continuing to survive. Negative emotions arise when there is perceived inequity and unfairness on distributive, procedural and interactional justice in relation to the redundancy process (Baruch and Hind, 2000). As reinforced by Chipunza and Bery (2009) perceptions of injustice and unfairness can lead to positive inequity among survivors which then leads to feelings of guilt and lowered motivation. Thus Sahdev (2004) indicated acts of unfairness by executives as the reason for survivor syndrome. One would therefore argue in line with the notion of management which disputed the injustice and unfairness in the context of BTL as the seed for employee behaviours since the BTL redundancies were based on rules and procedure laid in Section 12C of the Labour Act [*Chapter 28:01*]. In Zimbabwe, it is deemed fair to retrench following the procedure set in Section 12C of the principle act and it is the prerogative of the

employer to determine the fairness of the termination since the goal of a business is to do business as to achieve shareholder's interests. Shop floor employees especially those in Zimbabwe celebrate retaining jobs just for the sake of it while the company struggle financially and unable to survive with high labour costs. The employees in the aforementioned company have a wilful blindness cancer because clearly their management indicated that only jobs were affected meaning that they were deployed in contractors doing their same roles within the bigger name of BTL.

Frequency of Retrenchments

An interesting point from top management was that retrenchments have become the norm in Zimbabwe hence they do not directly cause survivor syndrome. The research found that frequency, size of the affected and fear for job insecurity causes survivor syndrome. Devine et al (2003) state that the remaining workforce can experience increased stress and mistrust in management when suffering vicious circles of downsizing events. The same sentiments have been shared by Talwar (2015) who indicated that downsizing itself does not cause survivor syndrome but perceived justice and job security in terms of the number of cuts are the catalyst of emotions, behaviours and feelings exhibited by survivors. In the same vein, the researcher noted that the behaviours, feelings and perceptions of employees who survived a staff redundant exercise are premised on the fear of their job security and organisational justice. It is justified that with job insecurity under turbulent continuous lay-offs, employees can exhibit positive or negative behaviours termed survivor syndrome.

Violation of Psychological Contract

The majority of responses from different participants showed that a series of cuts paralyse the physical, emotional and psychological wellbeing of survivors amounting to compromised psychological contract. Most non-managerial respondents felt to be betrayed by the company as they experience job insecurity which then violated the cognitive contact hence survivor syndrome. As learnt from the research findings, retrenchments have reduced faith, trust and violated the psychological bond between BTL and its employees. These sentiments were confirmed by Spector and Fox (2002) who said that, when the psychological contract has been jeopardised, survivors are more likely to display either non-congruent behaviours or discretionary emotions. In support, Sahdev (2004) also found that the violation of the psychological contract can cause stress hence a source of survivor syndrome. Without a

proper psychological contract which is the implied terms and conditions of work which mutually interconnect the employer and employee, reciprocity between management and labour ceases to exist. This will lead to suspicion, distrust, and lowered morale hence survivor syndrome. In light of this notion, survivor syndrome can be safely attributed to perceived breach of the cognitive bond.

Understanding the Concept of Labour Productivity

Most of the participants revealed that they know the meaning of labour productivity. They managed to define labour productivity as the actual quality output of timber per number of employees in a specified time frame. This is in sync with Stocker et al (2015) who define labour productivity as the real amount of goods produced by labour unit in a given time period. It can therefore be argued that productivity of labour denote the quantum and quality of the goods employees produce given the expected range or target. Failure to meet the expected standards can mean that the calibre of workers is not adding value and is not efficient enough to derive productivity.

In the timber sector, the findings indicated that labour productivity means the production of outstanding and highly superior timber products to increase sales and revenue. The BTL Audited Financial report of 30 June 2017 indicated a 26% production loss and a 25% sales decrease in 2017 which indicated the productivity of labour. This is in line with Freeman (2008) who defines labour productivity as the ability of the firm to increase market share, sales and revenue growth using limited resources like labour and hours. In light of the aforementioned definitions, it can be argued that labour productivity is concerned about how well resources are channelled into best quality and quantity of output at certain time and can be seen through an increase in sales and revenue growth. Reduction of sales and lowered production at BTL simply means that the workforce is not creating real value, it is not productive.

All managerial respondents managed to define output ratio per labour input in terms of men days per hectare. Ali et al (2013) confirmed that labour productivity is the amount of goods and services of goods produced by a number of employees given hours or days with a target. It can be noted that labour productivity is the ability of the number of employees to complete pre-set tasks within the expected time frame in which days and hours are significant measures of the productiveness of labour unit.

However, other definitions from the research findings highlighted that labour productivity is simply one's presence at work. This diverges with Stocker et al (2015)'s view that real output and value created by employees at work is labour productivity. Presence at work though marking the basis for reward systems in Zimbabwe, it does not vividly define labour productivity. When defining labour productivity, it is key to account for the actual goods and services delivered by employees rather than to focus on implied value generated. Looking at the precarious nature and rapid growth of immorality and unethical behaviours at workplaces, employees can be present at work but vandalising company property for personal gains which is counterproductive. Thus labour productivity denotes the real amount of goods and values created by employees through the goods they produce and services they deliver given a certain time frame.

Positive Effects of Survivor Syndrome on Labour Productivity

Enhanced Labour Productivity

There was a general consensus on responses from all participants that survivor syndrome has reduced conflicts, and enhanced efficiency and effectiveness of labour because the survivors felt happy to retain their jobs as the best performers. This is in line with the view by Brockner et al (1993) who argued that there is a U-shaped relationship between employee emotions of insecurity and the level of output they produce. This concurs with the model by Spector and Fox (2002) which illustrated that a positive appraisal of the environment can lead to functional emotional arousal which then generates OCBs. In light of this, it can be argued that employees who survive a redundancy exercise present discretionary behaviours and positive emotions as to minimise the risk of a lay-off in the near future. Survivors can also go an extra mile if they perceive justice and fair treatment as shown by the CWB-OCB model and this in turn can enhance quantity and quality of output. It can however be indicated that the benefits are short lived, if the turmoil experienced in Zimbabwe and Timber Sector employees to be specific is to end it means survivor syndrome can yield zero sounding positive benefits.

Reduced Absenteeism

According to Kupec (2010), survivors can reduce their absenteeism rates due to fear of job loss and this will enhance company's bottom line. The research findings indicated that absenteeism rate of BTL employees reduced to 2% in 2017. This means that absenteeism is deliberate and when an employee's freedom is threatened, he or she may modify personal behaviours and attitudes into productive ways. Absenteeism is counterproductive workplace

behaviour according to the CWB-OCB model and its reduction positively correlate to enhanced output ratio per labour input. The study found reduced absenteeism which is contrary to the finding by Consolata (2013) who found heightened absenteeism of employees at Telkom Kenya. This means that the Kenyan environment is different from Zimbabwean where the consequences of losing a job are huge and absenteeism is not an option.

Decreased Accidents

The research findings revealed that survivor syndrome has reduced harmful and devastating accidents within an enterprise by 30%. This is contrary to Ncube et al (2013) who highlighted that survivor syndrome has compromised occupational health, safety and wellbeing of employees at Hwange Colliery Company leading to more near misses and accidents after the Kamandama disaster. Based on this controversy, it can be noted that the positive effects of employee emotions depends on the context, magnitude and nature of the termination or the source of the trauma. Employees at BTL are survivors of a retrenchment which was a planned form of organisational restructuring while the survivors of the Kamandama disaster witnessed harmful and painful deaths of their friends, and colleagues. The magnitude of death trauma is higher when compared to downsizing because a lay-off can leave other fellows happy to secure jobs. This is the reason why survivor syndrome can have a positive effect in accident prevention and enhanced decent work as the case of BTL.

Enhanced Company Reputation and Market Share

It was found from the study that survivor syndrome promoted competitive position and market share of BTL by 10%. Zwinoira (2016) highlighted that BTL has made 106% profit increase in 2015. Kurebwa (2011) argued that survivors of downsizing in Zimbabwe are living in chaos both at work and society so they are compelled to exhibit positive emotions to ensure their survival, cater for their social demands while simultaneously enhancing competitive advantage of the firm. The researcher can safely state that an organisation which retain highly competent and inimitable human competencies enjoy high production and create unique value after downsizing. Also, survivors in Zimbabwe are living in a world punctuated with high unemployment rate estimated at 92% and unprecedented inflation rate (Kurebwa, 2011), so, to avoid redundancy they can go an extra mile and present citizenship behaviours which enhance organisational efficiency and ultimately help sustain competitive edge. However, this benefit is contested for it is situational based looking at the findings by van

Dick et al (2016) that survivor syndrome negatively relate to performance due to perceived threat of company's identity. Survivor syndrome can therefore lead to lowered organisational identification which in turn affects reputation and market share of the firm in a stable economy.

Enhanced Employee Commitment

The data from research showed that many survivors were more identified with and devoted to the firm to go an extra mile as jobs were restructured through enlargement and enrichment while others were promoted. In the same line, Ndlovu and Parumasur (2005) state that survivors possess a fresh commitment after downsizing and present discretionary behaviours. It can be confirmed that in the context of economic turmoil the survivors experience high commitment and motivation when they realise opportunities for promotion and growth after downsizing. Enhanced behavioural and attitudinal commitment was also found among Reserve Bank of Zimbabwe (RBZ) survivors by Kurebwa (2011) hence a conclusion drawn is that Zimbabwean workforce are challenged to suppress their real feelings and replace negative emotions with functional attitudes to reduce terminations and easy replacement. It can be noted that employees who appraise downsizing in their best interest are energised to display organisational citizenship behaviours. They can be more aligned to the firm and wilfully work extra hard to keep growing and exploit unchartered waters.

Negative Effects of Survivor Syndrome on Labour Productivity

Lowered labour Productivity

Survivor syndrome is the cancer for labour productivity. Findings from the research showed \$24 million loss in 2016, 25% sales decrease and 26% production loss in 2017 meaning that it is irrational to account for labour productivity when survivors are stressed, uncertain and are faced with increased workload. This has been supported by the Timber Producers Federation (TPF, 2017) which indicated that since the beginning of massive retrenchments in the Zimbabwean Timber Industry in 2015 following the Zuva Judgement, the quality of poles, rough sawn and kiln dried timber has gone poor. According to Schiro and Baker (2007), at first the syndrome affects employee morale which then affects organisational bottom line and real output per labour. Kupec (2010) is of the same view that attitudinal and emotional features like feelings of insecurity and high stress destroy engagement, morale and are catalyst of poor product quality alongside service delivery. The research findings revealed that Zimbabwean Timber Industry is in limbo and this is based on negative emotions and

compromised output levels produced by survivors. It can be argued that survivor syndrome affect the physical and mental health of employees which result in non-congruent attitudes aimed at poor service delivery. This implies that when employees perform their jobs without attachment and a sense of belonging it result in compromised product and service quality. Thus survivor syndrome can lead to impaired output value per labour resources.

Lack of Mutuality and Trust

The research findings showed that, survivor syndrome can demoralise employees due to fear of witchcraft levelled by victims which then compromise mutuality and trust in the employment relationship. Mrema and Tinofa (2015) found that mutual trust, respect and cooperation are the determinants of output and rate of forestry arsons in the Zimbabwean Timber Companies, specifically BTL. It is atypical of African societies where in every situation especially bad events that witchcraft is said to be a reality and this belief makes employees not able and willing to partake the responsibilities of the leavers after downsizing. Thus survivors can lose mutual cooperation and trust hence exhibit withdrawal efforts and feel demoralised to present citizenship behaviours when they struggle to secure their lives. According to Ndlovu and Parumasur (2005), lack of communication on future plans and the effects of changes destroy trust and reciprocity between the employer and employee. It is naturally difficult for survivors to display functional behaviours and remain attached to the firm when they suffer feelings of insecurity, lost mutuality in terms of communication, and trust.

Stress and sickness

Research findings showed a general consensus that survivor syndrome intensify stress amongst survivors and mostly middle management and non-managerial employees which then leads to misuse of resources, health problems and communication breakdown. Employees who survived redundancy at BTL expressed that they experience high stress levels and health problems. The study by Vahtera, Kivimaki, Pentti, Virtanen, Virtanen and Ferrie (2004) on municipal employees found that survivor syndrome increases the risk of death from cardiovascular disease among survivors. The majority of the respondents highlighted that eight (8) key employees died in the period under study due to stress. This was supported by Armstrong-Stassen's (2005) study which showed greater stress, job insecurity and higher health problems among middle managers and shop floor workers. This

was in line with Ngomani (2014) who found that stressed employees in Zimbabwean Timber Industry suffer physical and mental health problems and are not engaged. In this case, when survivors suffer heightened stress, their performance will be lowered and consequently labour productivity. Thus Devine et al (2003:110) said “stressed and sick survivors became depressed, dissatisfied and unhappy about their life in general.” It is a fact that survivor syndrome is an ingredient of stress which open the flood gates for poor product quality and compromised output per retained employees.

Unceasing Forest Arsons

Research findings from all respondents revealed \$16 million timber resource lost in 2016 and 2017 due to disgruntled timber sector employees reacting by burning forests. This was confirmed by Mrema and Tinofa (2015) who indicated that fire constitutes the greatest forestry threat at BTL and is caused by negligence mostly of employees. This notion has been seconded by the CWB-OCB model by Spector and Fox (2002) which state that survivors possess a wait and see attitude when living in a dissatisfying and threatening environment hence adopt counterproductive workplace behaviours to destroy the firm. Based on the aforementioned notion, survivor syndrome has a great negative effect of organisational efficiency as it motivates employees into destructive emotions and behaviours aimed at vandalising company property.

Revenue Loss

BTL financial statements for Financial Year (FY) 2016 and 2017 indicated severe revenue and sale loss being attributed to a number of factors chief among them being forest fires and employee behaviours. van Dick et al (2016) reinforced that survivor syndrome means lowered commitment which affect employee identification and negatively impact on a company’s revenues. It can be reinforced that the emotions, attitudes and behaviours shown by survivors following retrenchment can impede an organisation’s thrive to generate sounding revenue and profits. Survivors can adopt counterproductive behaviours which are very deadly for business survival looking at the case of BTL.

Unwillingness to go on Leave

The findings of the research revealed that survivor syndrome can stop employees from going to leave and 80% of the survivors had leave days above legally permitted which resulted in heightened burnout. Kurebwa (2011) found that severe stress suffered by survivors can be

further exacerbated by increased workload and fewer vacation days which result in burnout and inefficiency. In accordance to the Collective Bargaining Agreement (CBA) for the Agriculture employees in Zimbabwe (SI 96 of 2017), employees should have leave days of less than 25 days and it is deemed unfair labour practice for employees not to go on leave. Thus employees can suffer more psychological effects and can be emotionally exhausted to go an extra mile in as far as performance is concerned. In a case where an employee experience burnout and compromised work life balance, there can be lowered commitment, ill-health and reduced motivation.

Unproductive Working Hours

The findings of the study indicated that survivor syndrome can affect organisational efficiency since employees can adopt deliberate counterproductive actions like social loafing and doing personal assignments during paid employment time. Survivors at BTL revealed that at average they are working extra four (4) hours after a normal day shift. The same sentiments were shared by Kurebwa (2011) who stated that after downsizing, survivors exhibit stress reactions exacerbated by longer unproductive working hours. The same has been illustrated in the CWB-OCB model by Spector and Fox (2002) who stated that employees can emotional, cognitively and physically behave in deviant ways like adopting economic entrepreneurship strategies to enhance their interest and kill the organisation. Therefore, it becomes valid to suggest that survivor syndrome can compromise the efficiency and effectiveness of labour in contributing in sustaining the growth and viability of a business.

Lowered Motivation and Morale

Survivor syndrome kills motivation and creates the thinking that employees are disposable assets. Research findings revealed that employees are no longer self-motivated to go an extra mile because they feel insecure, try to secure their territories, and adopt survival strategies to create their own pension after work. Kupec (2010) survivors became depressed when they lose their friends and workmates and when they are not sure on how to save their jobs. This lowered their motivation and morale which then cause detrimental survival strategies to restore lost motivation and sense of being. In tandem with this, Sibanda et al (2014) state that such deliberate economic acts cause poor employee performance and subordination of organisational goals by survivors' personal interests. In the same line of thought, it can be

argued that loss of motivation is a feature of survivor syndrome which causes the remaining employees to adopt economic acts primarily aimed at satisfying personal needs the organisation has failed to provide due to the feeling that they are at the employer's mercy.

High Labour Turnover

From the research, it was noted that the traumatic future faced by victims was equally experienced by the survivors who responded by massive resignations and quitted employment when they were needed most by the firm. Love (2000) was of the same voice when he found that the most valuable retained staff were the first to quit employment. According to the job transition theory, downsizing result in changes in culture, responsibilities and policies which in turn increase intentions to quit among survivors. If there are no strategic plans to handle negative emotions and behaviours, the interconnectedness between employers and employees on mutual basis ceases to exist causing high turnover as propounded by Taylor (2004). It is upon this background that the researcher can argue that with survivor syndrome, organisations can suffer grave consequences of turnover and fail to reach expected production levels. Predominance of insecurity and uncertainty can result in unanticipated turnovers which can be very costly to business confidence and can affect efficiency drastically.

Rapid Destruction of Property and Stealing

The findings of the research revealed that survivor syndrome can cause the remaining employees vandalise employer's property and resource base in a bid to restore their freedom which can affect the financial status of the firm. The 67 theft and settler invasion cases led BTL face \$3 million expenses in the period under review. These are counterproductive behaviours and survival strategies as illustrated by Spector and Fox (2002) which include among others, sabotage, aggression, and withdrawal. To this end, Sibanda et al (2014:1051) coined the Shona idiom that "*mbudziinodyapayakasungirirwa*" which means that the survivors fortunate to remain employed can adopt whatever means to exploit organisational resources for personal agendas. These acts reflect displeasure on the part of survivors concerned and are detrimental for company efficiency since they are aimed at making individual ends meet against the goal to achieving gross value of output per unit of labour.

Strategies to Manage the Effects of Survivor Syndrome on Labour Productivity

Salary Increments and Performance Related Bonuses

The research findings revealed that the company is providing performance bonuses and salary increments in managing the effects of survivor syndrome. Eriebach et al (2004) stated that there is need to achieve reciprocity between rewards and the additional workload on employees after downsizing in order to motivate and built trust. It can be deduced that it is a rational decision for an organisation to achieve equity of rewards because survivors are faced with a dramatic workload which require equal compensation. When employees are given bonuses and salary increments they feel loved and have comfort to put more effort and achieve organisational goals. However, BTL employees said the \$2 increment does not come often meaning the employer and management are not committed in addressing employee concerns. In light of the unstable Zimbabwean economic environment (Mkandatsama and Nyanhete, 2017), the \$2 is enough and better than nothing as it symbolise a great sacrifice by financially crippled firms like BTL. In proving its sincere and real concern in managing survivor syndrome, the salary increments should be habitual and the norm at BTL to cultivate a positive attitude and mind-set among survivors.

Training

The findings of the research highlighted that SAZ training and soft loans are used to support effective training in a bid to manage survivor syndrome, though financial support was said to be discretion for management employees. Love and Nohria (2005) postulated that a company can develop an HRM policy on training as to equip the remaining employees with skills and knowledge on how to cope up with the new culture and organisational change. The research can conclude that training is a necessity in managing survivor syndrome but it should not only target hard elements of the firm like SAZ which is aimed at quality improvement but rather the emotional aspects of the employees. The majority of respondents said BTL is not doing any training meaning to say the company has no any training intervention directly linked to employee emotions and behaviours. According to Kofman (2010), lack of a proper training intervention after downsizing can heighten stress levels among survivors which result in lowered morale and commitment. One can safely attribute continued revenue losses at BTL to lack of survivor training hence training should be taken as a major business after downsizing for it enhances the match between one's new work demands and existing skills and knowledge.

Counselling

The research findings revealed that counselling is an important strategy being used by HRM department in managing the effects of survivor syndrome on real output created by employees. The study by Hollenbarch (2012) indicated that provision of pre-dismissal and post-dismissal counselling to the affected and stayers can mitigate downsizing trauma. As said by BAC (1986) counselling is concerned about the use of relationships to enhance psychological and emotional acceptance. Counselling help manage stress, rebuild trust and revitalise a positive mind-set among survivors and should be legalised in HRM (Tzafrir et al, 2006). It can be seen that effective counselling is one strategy which should be well known and understood by all organisational members first and institutionalised through the HRM function to recreate meaning of organisation life after downsizing. Through effective counselling, employees can have confidence and motivation to remain and serve for the company wholeheartedly. The findings from non-managerial and HRM respondents revealed that there is no counselling in place meaning that the organisation is silent in using counselling as a strategy to manage the implications of employee emotions and perceptions after downsizing.

Job Restructuring

The findings from top management respondents revealed that BTL uses job enrichment and rotation to manage survivor syndrome. This is fundamental because after restructuring and downsizing, an employee is bound to take up more challenging job responsibilities and it requires on the job training as to cope with new job demands. When the job is enriched and there is job rotation, survivors can derive meaning of the new work situation and feel motivated to experience new ways of doing work. This will result in enhanced value of goods and services generated by employees.

Intimidation

The study results indicated that the organisation uses intimidation and uncaring language tone to manage the emotions, perceptions and behaviours of the remaining employees. According to Chipunza and Berry (2009), it is not ideal for management to use threats and harsh language to survivors for it will worsen the situation. A conclusion drawn from the above notions is that, intimidation can promote survivors fear for their jobs and can mean that they are not key assets to the firm. Threatening an employee who is still suffering from the psychological scars of losing friends, relatives and also experiencing high stress pertaining

workload can lead to a great deal of counterproductive behaviours rather than providing a remedy. This has to remark from all non-managerial respondents that the company is almost doing nothing to manage behaviours and people issues after downsizing. Thus the research suggested that management and the HRM function should use supportive, adult and dignified language to manage negative feelings and perceptions of employees after retrenchment.

Open Door Policy

The study findings showed that the company is using an open door policy as a strategy to manage the repercussions of survivor syndrome on actual output ration per labour input. Wolfe (2004) argues that an open door policy is a channel for proper communication and social dialogue between management and labour and is vital in promoting excellent behaviours of employees after downsizing. It is fundamental to reinforce that an open door policy gives freedom to all actors especially the employees to interact and gain information and advice from management on grey issues. Through an open door policy, survivors can have a sense of belonging and willingly present congruent and function behaviour to enhance organisational competitiveness. However, the open door policy should be an emblem of justice and not a channel of victimising and selecting who next to be terminated as found in the study that employees are afraid of consulting or interacting with management because of victimisation.

Provision of Food Hampers and Maheu

It was found in the research that hampers and maheu (*Zimbabwean Traditional Drink*) are being in managing the effects of employee behaviours on the output they produce. According to Armstrong (2009), an organisation which goes beyond just giving salary and wages to provide other tangibles and intangibles can enjoy maximum harmony and efficiency of employees. It can be argued that an organisation can use hampers and maheu which seems to be petty things to manage survivor syndrome because they possess intrinsic and extrinsic motivation. They can be perceived by shop floor employees as symbols of love and gratitude for the value they are creating in the firm. This strategy was never mentioned as key by top management meaning that they expect more than maheu and hampers and to them these are immaterial.

Medical Aid Cover

Respondents from top management highlighted that BTL is covering employees under its Steward Health Medical Aid Cover as to manage survivor syndrome. This was echoed by Talwar (2015) who said the company should have a medical cover to manage physical, mental and emotional wellbeing of survivors of a downsizing event. It can be argued that an organisation which provides medical cover to employee can be seen as being loving and taking care of survivors as the key source of continued efficiency and competitive edge. However, the fact that medical aid cover is only covering management employees can mean total discrimination and an unfair labour issue on the eyes of non-managerial employees as shown in the findings that they said they were not even covered and die struggling. The company which provide a medical cover for all employees especially non-managerial employees can enjoy heightened output value from engaged workforce.

Challenges Faced in Managing the Effects of Survivor Syndrome on Labour

Productivity

Lack of Strategic Planning

The findings of the research indicated that lack of strategic planning of retrenchments is a challenge in managing survivor syndrome. Bujang and Sani (2008) state that lack of strategic direction in managing survivors is a big challenge faced by many firms. In the same vein, Chipunza and Bery (2009) postulated that proper planning for changes incorporates issues that can affect survivor qualities and reduce the negative effects of a wait and see employee attitude. It can be deduced that without master planning, a firm can accumulate fundamental error because lack of training means that most of people issues and rights are left and violated. Thus Kurebwa (2011) advocated for a proactive approach which involves comprehensive planning at individual and organisational level before, during and after downsizing. It is of no doubt that firms need to continuously adjust and evolve to remain competitive but strategic planning is a necessity. Without proper planning, employees can be shocked with surprises which enhance more survivor syndrome and they feel uncomfortable to stay long in such an environment.

Negative Perceptions and Lack of Trust

Research findings also revealed that complex perceptions and lost trust of employees on management are a hindrance to manage survivor syndrome. Non-managerial employees possess negative perceptions against management based on a newspaper article of 106%

profit increase. This has been disputed by management who state that the company has never made such profit. It therefore became difficult for management to deal with survivors who have their own reality based on generalised statements without reliable evidence. In the same sphere, Devine et al (2003) propounded that perceptions of employees are difficult to deal with since they are beyond the employer's control. These are the perceptions with regard to organisational justice and the role of HRM function. In the responses, HRM is now labelled managers of guillotines and exits which reflect that employees are dissatisfied with the frequency and nature of downsizing events. There is a probability that negative perceptions can worsen the firm's state of efficiency into inevitable demise. Under an unstable economy it is learnt that perceptions manifest but the blame is always on the custodians of HR whose function is very much contested

Financial Illiquidity

In light of the research findings, there was a general consensus that the company is operating under a very hyper-turbulent and precarious environment with financial crisis. This was supported by Mhlanga (2016) who said Border Timbers Limited was looking for US10million to inject into its struggling business operations. The study by Mkandatsama and Nyanhete (2017); Ncube (2017) shared the same sentiments that Zimbabwean firms are faced with financial illiquidity, reduced business confidence hence they always restructure, outsource and downsizing in a bid to survive. It can be stated that financial crunch is a big challenge in the sense that it guarantees more terminations to come on the side of employees. The employer is continuing to operate in financial dilemma hence cannot boost employee confidence as they see and truly understand that the issue of financial chaos is the same reason which has led to previous downsizing. With financial crisis, a firm cannot be able to finance training and support counselling interventions.

Poor Communication

It was also found that poor communication is a challenge faced in managing the effects of survivor syndrome at BTL. According to Kofman (2010), an organisation cannot successfully manage employee perceptions and emotions when there is a poor channel of communication. Wolfe (2004); Chipunza and Berry (2009) highlighted that lack of honest communication affect organisational future, wellbeing and commitment of survivors. Management which does not engage employees through their workers committees in making change decisions

which affect their working lives can lose it. Survivors can feel divorced from the core business operations and suffer a great deal of perceptions and feelings against the firm. Lack of dual communication can lead to diminished sense of belonging because employees will be working in dire information crisis pertaining when next it shall rain and why the employer is adopting radical changes.

Lack of Funding for Training and Counselling

The research findings from top management and middle management concurred that the company is faced with financial illiquidity to finance training and counselling interventions. Kurebwa (2011) highlighted the same view when he studied Reserve Bank of Zimbabwe. He propounded that Zimbabwean firms in every industry are operating in a chaotic and unstable environment where they are financial crippled to finance key strategies which boost survivor qualities. It is clear that BTL is financially challenged looking at the 2016 Financial Statement of \$24 million loss. However, non-managerial employees and workers committee members seem to disagree with this when they uploaded that the company has millions of money as it is loading trucks and being the highest exporter. This implies that the top management should do justice in communicating that being the best exporter does not mean the company has a strong financial muscle but it is rather an award of being the best out of failures.

RECOMMENDATIONS

In light of the research findings, the researcher proffered the following recommendations;

- The HRM function of BTL must ensure employee involvement and participation through their workers committee and works council in influencing decisions which affect their working lives. This was also recommended by WC members and non-managerial employees who said that BTL need to engage the employee representatives in more than five Works Council meetings before change initiatives so that they participate and influence all decision of changes and reduce risk of negative behaviours. Active involvement and employee participation enables survivors to view their effort and value being worthy to the firm hence create outstanding goods and deliver services beyond expectation.
- BTL is encouraged to develop a policy of dignity at the workplace which advocate for honour and respect of all employees as true organisational citizens. The policy

framework can be a useful tool to demonstrate company's respect, love for the survivors and leavers and can promote honest communication and industrial harmony. Survivors can forgo counterproductive workplace behaviours when they feel valued and work towards enhancing the bottom line through the dignity policy. The HRM function should engage employees and draft such a policy incorporating all people concerns.

- The organisation through the HRM department should engage in employee training and counselling programmes. There is need for revitalisation of the Training Centre at BTL as a conducive training ground. The training should target to restructure the emotional pillar of survivors who became the organisation after downsizing while simultaneously fostering a new change culture as the way to go.
- The company need to reintroduce communication skills programme which was used in the past to maintain honest communication and social dialogue among all level employees. The communication program should be aligned to the BTL communication policy and enhance adult to adult communication skills. The company survivors highlighted that they need social dialogue because it can prevent uncertainty, manage negative perceptions and foster realistic future expectations.
- The HRM should uphold organisational justice by setting policies which guide selection, compensation and treatment of both victims and survivors. The policy should be well understood, crafted on the grounds of legal requirements for retrenchment and should set precedents as to enhance procedural, substantive and interactional justice on any change initiative. This was supported by Adams' (1963) Equity Theory cited in Robbins (2003) which surmises that equity on input and output should be upheld to promote positive perceptions of justice and fairness. The findings of the research entailed that a fair and transparent redundancy process should be based on a policy and well communicated in order to instil enterprise trust from survivors.
- Management need to have a proper planning desk which navigates carefully through restructuring and downsizing process ensuring a balance of treatment between victims and survivors. Proper planning mean that he frequency of downsizing events can be reduced and all strategies like counselling and training can be well budgeted for. This recommendation was proffered by all respondents who argued that effective planning reflect clear steps which result in fair treatment and special care for both parties and

can positively enhance a healthy mind-set among survivors leading to congruent organisational citizenship behaviours.

CONCLUSION

It is an undeniable fact that survivor syndrome is a real productivity cancer in the Zimbabwean organisations which adopt restructuring, outsourcing and downsizing. Retrenchment and restructuring informs feelings of insecurity, violates the psychological contract, cause stress upon perceived justice and witchcraft tendencies which cause employees to exhibit either good or deviant behaviours and emotions termed survivor syndrome. The research highlighted that survivor syndrome has both positive and negative implications on labour productivity. On the positive side, survivor syndrome improved survivor qualities; motivated survivors to present organisational citizenship behaviours key for product and service quality. However, some of the benefits proved to be situational based as Zimbabwean Timber Sector employees are living in a hyper-turbulent environment punctuated by high unemployment, inflation, economic and social needs hence securing a job becomes a great privilege. On the other hand, the mixed bag of emotions shown by survivors promotes counterproductive workplace behaviours which are catalysts of grave financial and talent loss hence destroy organisational bottom line. The study revealed that to a greater extent survivor syndrome negatively affect the health state of the employees and the firm. It enhances turnover rate, causes poor service delivery, destroy trust and causes more health problems amounting to death on the survivors which then result in compromised value of output per labour input. The research established that the lack of strategic planning, poor communication and financial illiquidity are some of the challenges faced by BTL in managing survivor syndrome. The company should have some well-planned strategies to deal with communication, participation and involvement, training and counselling to handle the far reaching consequences of survivor syndrome on the level of real output produced by retained employees. Quality service delivery and goods produced is a result of an engaged and a happy human resource free from downsizing trauma.

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APPENDICES

Appendix A: Questionnaires



MIDLANDS STATE UNIVERSITY

HUMAN RESOURCE MANAGEMENT DEPARTMENT

QUESTIONNAIRE FOR MIDDLE MANAGEMENT

The researcher Sauti Christian is a level 4.2 Student at Midlands State University undertaking a BSc (Honours) Degree in Human Resource Management. The research is being carried out in partial fulfilment of the degree programme. My research is based on the topic: **SURVIVOR SYNDROME AND LABOUR PRODUCTIVITY IN THE ZIMBABWEAN TIMBER INDUSTRY: THE CASE STUDY OF BORDER TIMBERS LIMITED. I**

assure you that this study is for academic purpose and the information you provide shall be preserved with strict confidentiality. Thank you in advance for your time and cooperation.

Instructions

Please place a tick in the appropriate box and try to answer all questions in spaces provided without mentioning your name.

Section A: Personal Details

Sex:

Female		Male	
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Age:

18-25		26-32		33-39		40-47		48+	
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Working Tenure

Years	-2		-6		-15		-30		30+	
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Academic Qualifications

ZJC		O' Level		Diploma/ Certificate		Degree		Masters		Others	
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SECTION B: Knowledge about Survivor Syndrome and Labour Productivity

1. What do you understand by emotions, feelings, perceptions and behaviours exhibited by employees (survivor syndrome) at Border Timbers Limited (BTL)?

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2. What do you consider to be the source of such emotions and behaviours of employees (survivor syndrome) at BTL?

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3. Are the emotions and behaviours portrayed by the employees at BTL the same or they have changed during your experience at the company?

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4. What is your understanding of the actual volume of output produced by employees during a specified time (labour productivity)?

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.....

5. To what extent are the feelings, behaviours and emotions (survivor syndrome) affecting the volume of goods and services that employees produce (labour productivity) within your company?

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6. What are the positive effects of employee emotions and behaviours (survivor syndrome) on the actual quantity and quality of services and goods produced by workforce (labour productivity) within BTL?

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7. What are the negative effects of employee perceptions and attitudes (survivor syndrome) on output produced by employees (labour productivity)?

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8. What strategies are used by your company to manage the effects of employee emotions and behaviours (survivor syndrome) on products quality and services delivery?

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9. What benefits are derived from managing the effects of employee attitudes, feelings and emotions (survivor syndrome) on the quantity of goods and services delivered by employees at BTL?

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10. What are the challenges faced by BTL in dealing with the effects of emotions, attitudes and behaviours of employees (survivor syndrome) on the value of goods and services produced by employees (labour productivity)?

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11. What recommendations would you suggest in relation to the emotions, perceptions and behaviours exhibited by employees and the value of goods produced and services delivered at BTL?

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MIDLANDS STATE UNIVERSITY

HUMAN RESOURCE MANAGEMENT DEPARTMENT

QUESTIONNAIRE FOR NON-MANAGERIAL EMPLOYEES

The researcher Sauti Christian is a level 4.2 Student at Midlands State University undertaking a BSc (Honours) Degree in Human Resource Management. The research is being carried out in partial fulfilment of the degree programme. My research is based on the topic **SURVIVOR SYNDROME AND LABOUR PRODUCTIVITY IN THE ZIMBABWEAN TIMBER INDUSTRY: THE CASE STUDY OF BORDER TIMBERS LIMITED**. I assure you that the information you provide will be preserved with strict confidentiality. Thank you in advance for your time and cooperation.

Instructions

Please place a tick in the appropriate box and try to answer all questions in spaces provided without mentioning your name.

Section A: Personal Details

Sex:

Female		Male	
--------	--	------	--

Age:

18-25		26-32		33-39		40-47		48+	
-------	--	-------	--	-------	--	-------	--	-----	--

Working Tenure

Years	-2		-6		-15		-30		30+	
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Academic Qualifications

ZJC		O' Level		Diploma/ Certificate		Degree		Masters		Others	
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SECTIONB: Knowledge about Survivor Syndrome and Labour Productivity

1. What do you know about the feelings, perceptions and behaviours (survivor syndrome) shown by employees within Border Timbers Limited (BTL)?

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2. In your view, what are the causes of these feelings, perceptions and behaviours of employees (survivor syndrome) at BTL?

.....

3. What aspects of the BTL are affected by the behaviours, feelings and attitudes of employees (survivor syndrome)?

.....

4. Is it important for BTL to manage survivor syndrome?

Yes No

Explain your answer;.....

.....

5. What is your understanding of the quantity of goods produced and quality of services delivered by employees (labour productivity) at BTL?

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6. Outline the positive effects of the feelings, perceptions and attitudes of employees (survivor syndrome) on the amount, quality and value of services and goods produced by employees at your company?

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7. What are the negative effects of employee attitudes and emotions (survivor syndrome) on the volume of goods they produce (labour productivity) at BTL?

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8. What is BTL doing to manage the implications of employee behaviours, feelings and perceptions (survivor syndrome) on the quantity and quality of goods and services delivered by your company (labour productivity)?

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9. Due to the effects of employee emotions, feelings and behaviours (survivor syndrome) on the real services and goods produced by workforce at BTL, can you comment on the future of employees and the company?

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10. What recommendations would you suggest in relation to the effects and management of emotions, perceptions and behaviours exhibited by employees (survivor syndrome) and the value of goods produced and services delivered (labour productivity) at BTL?

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Appendix B: Interview Guides



MIDLANDS STATE UNIVERSITY

HUMAN RESOURCE MANAGEMENT DEPARTMENT

INTERVIEW GUIDE FOR TOP MANAGEMENT

- What is your age?
 - What is your highest level of education?
 - How many years of experience do you have at BTL?
 - What is your position?
 - Which department do you work in?
1. What do you understand by survivor syndrome?
 2. What do you consider to be the causes of emotions and behaviours exhibited by employees (survivor syndrome) at Border Timbers Limited (BTL)?
 3. What is the rationale for BTL to worry and focus on managing such emotions and behaviours (survivor syndrome)?
 4. What is your understanding of the concept of labour productivity?

5. Can you describe the relationship between labour productivity and the attitudes, feelings and perceptions of employees (survivor syndrome) at BTL?
6. What are the implications of survivor syndrome on the quantity and quality of goods and services delivered by employees at your company?
7. What strategies are in place to manage effects of survivor syndrome on labour productivity at BTL?
8. What benefits are derived by BTL in managing the effects of survivor syndrome on labour productivity?
9. What challenges are being faced by BTL in managing the effects of survivor syndrome on the values of goods and services produced by employees (labour productivity)?
10. What recommendations do you suggest for BTL to manage the implications of



survivor syndrome on labour productivity?

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INTERVIEW GUIDE FOR WORKERS COMMITTEE MEMBERS AND NON-MANAGERIAL EMPLOYEES

- What is your age?
 - What is your highest level of education?
 - How many years of experience do you have at BTL?
 - What is your position at BTL?
 - Which department do you work in?
1. What do you understand by the certain behaviours and emotions expressed by employees (survivor syndrome) at BTL?
 2. What are the causes of such behaviours, feelings, perceptions and emotions exhibited by employees (survivor syndrome) in your organisation?

3. Explain the rationale for BTL to worry and focus on employees' emotions and behaviours (survivor syndrome)?
4. What is your understanding of the quantity of goods and services produced by employees at a given time (labour productivity)?
5. What are the effects of employee behaviours and emotions (survivor syndrome) on the quantity of goods and quality of services delivered by employees at BTL?
6. What strategies are used by BTL to manage the effects of attitudes, feelings and perceptions of employees (survivor syndrome) on the value of real output of services and goods produced by employees (labour productivity)?
7. What challenges are being faced by your company in managing the effects of emotions and behaviours exhibited by employees on labour productivity?
8. What recommendations would you suggest for BTL to manage the implications of survivor syndrome on labour productivity?



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**DEPARTMENT OF HUMAN RESOURCE
MANAGEMENT**

To whom it may concern:

**RE: REQUEST FOR PERMISSION TO CARRY OUT A RESEARCH AT
YOUR ORGANISATION.**

This letter serves to inform you that SAUTI CHRISTIAN
Registration number R134679B is a bonafide student in the Human
Resource Management Department. She/he is carrying out an academic
research on SURVIYOR SYNDROME AND LABOUR
PRODUCTIVITY IN THE ZIMBABWEAN TIMBER
INDUSTRY. A CASE STUDY OF BORDER TIMBERS
LIMITED

Please assist him/her by allowing him/her access to your organisation so
that she/he can use it as a case study. The research is for academic
purposes only and findings will not be published anywhere. Your privacy
and confidentiality is guaranteed.

Thank you for your co-operation.

Yours faithfully

R Mubanga
A/CHAIRPERSON



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MIDLANDS STATE UNIVERSITY
P.Bag 9055
Gweru

11 September 2017

Dear Christian Sauti

RE: APPROVAL TO CARRY OUT YOUR RESEARCH USING BTL AS YOUR CASE STUDY.

Reference is made to your letter of 08 September 2017 seeking for permission to use Border Timbers Limited as case study. For and on behalf of BTL, we are glad to notify you that you are approved to use BTL as your case study company for your research on **Survivor Syndrome and Labour Productivity in the Zimbabwean Timber Industry** – as previously approved verbally during your period of attachment. We would like to receive a copy of your finished project.

Yours Sincerely,

For and on Behalf of Border Timbers Limited

K. Pisirai
HUMAN RESOURCES EXECUTIVE

