



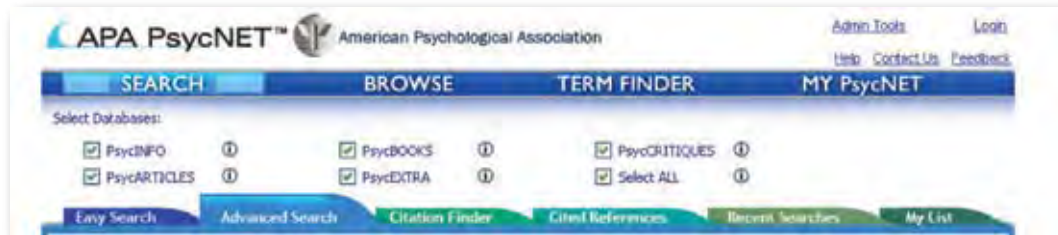
## In Search of: The Effects of Organizational Downsizing in an Economic Downturn on Remaining Employees — Survivor Syndrome

### Situation:

The current economic recession is forcing more organizations to reduce personnel through downsizing, layoffs, or a reduction-in-force. Whatever it is called, organizations need to address the needs of both the released and the remaining employees. Remaining employees may experience what has been termed “survivor syndrome” and show a decrease in motivation and productivity, insecurity and lack of confidence, mistrust of management, and increased absenteeism. The emotions felt by both the laid-off and the surviving employees can be toxic to both individuals and the organization.

### Build your search:

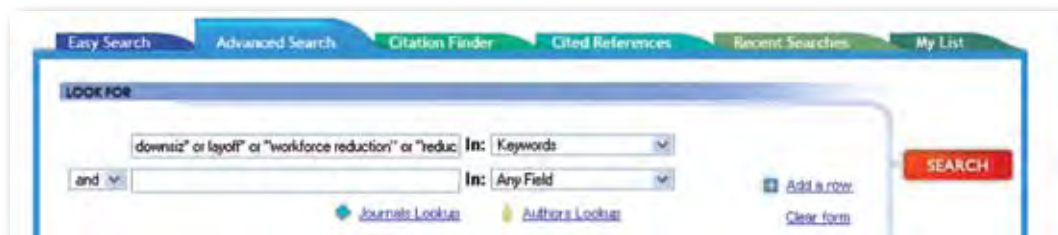
From the APA PsycNET platform, select the database or databases you would like to search for this topic.



We will use a Keyword search strategy to build this search. Selecting Keywords from the search fields available in APA PsycNET will search in the Title, Index Terms, and Keywords, or natural language, fields.

Think about all of the words or phrases that are used to describe layoffs, and enter them in the first Look For box using truncation (\*), exact phrase (“”), and the OR Boolean operator:

downsiz\* or layoff\* or “workforce reduction” or “reduction in force”



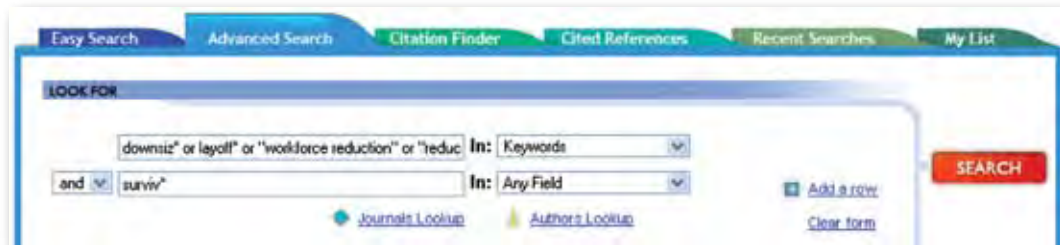
By selecting Keywords from the drop-down menu, you will search for natural language in the title and keywords, but you will also search the *Thesaurus of Psychological Index Terms*. That means “downsiz\*” will look for all variant spellings (downsized, downsizing) in the natural language fields, but will also pick up documents that have been indexed with the Index Term Downsizing.



In the second Look For box, again use a free-text search strategy by entering a truncated form of “survivors”:

surviv\*

and select Any Field from the drop-down menu using the AND Boolean operator. This will search for survival, survivor, and surviving. Because your first search box contains very specific terminology that is focused, there is no need to choose a field limit for the second concept.



You retrieve 162 results. To get some full-text articles quickly, you can click on the PsycARTICLES® tab:



Here are titles with links to PDFs and HTML of the articles:

Armstrong-Stassen, M. (2004). The influence of prior commitment on the reactions of layoff survivors to organizational downsizing. *Journal of Occupational Health Psychology, 9*, 46-60. doi: 10.1037/1076-8998.9.1.46

Brockner, J., Wiesenfeld, B. M., Reed, T., Grover, S., & Martin, C. (1993). Interactive effect of job content and context on the reactions of layoff survivors. *Journal of Personality and Social Psychology, 64*, 187-197. doi: 10.1037/0022-3514.64.2.187

Brockner, J., Grover, S. L., & Blonder, M. D. (1988). Predictors of survivors' job involvement following layoffs: A field study. *Journal of Applied Psychology, 73*, 436-442. doi: 10.1037/0021-9010.73.3.436

Grunberg, L., Moore, S. Y., & Greenberg, E. (2001). Differences in psychological and physical health among layoff survivors: The effect of layoff contact. *Journal of Occupational Health Psychology, 6*, 15-25. doi: 10.1037/1076-8998.6.1.15

Kalimo, R., Taris, T. W., & Schaufeli, W. B. (2003). The effects of past and anticipated future downsizing on survivor well-being: An equity perspective. *Journal of Occupational Health Psychology, 8*, 91-109. doi: 10.1037/1076-8998.8.2.91

Mark, M. M., & Mellor, S. (1991). Effect of self-relevance of an event on hindsight bias: The foreseeability of a layoff. *Journal of Applied Psychology*, 76, 569-577. doi: 10.1037/0021-9010.76.4.569

## PsycEXTRA® Results

If you are interested in seeing what is in the gray literature indexed in PsycEXTRA, you can click on the PsycEXTRA tab:



These results include conference abstracts, monographs, and fact sheets and provide links to full-text PDF documents.

Burke, Ronald (Not Available). Nursing staff survivor responses to hospital restructuring and downsizing.

Campbell, Fiona (1999). Downsizing in Britain: A survivor's perspective.

Schonberg, Sue E.; Lee, Sandra S. (2003). Survivor syndrome: Psychological interventions in downsizing.

(1997). Psychology at work: Downsizing survivors.