



The Comparative Analysis of Employees' Occupational and Organizational Perceptions in the Context of Structural Change

Rony Setiawan

*Maranatha Christian University, Bandung
rowan_future@hotmail.com*

Rusli Ginting Munthe

*Maranatha Christian University, Bandung
rusligintingmunthe@gmail.com*

Abstract

Environment is one of the main factors that influence kinds of organization, both business and non business. In order to grow and develop itself, every organization must be more sensitive and adaptive to the condition of its surroundings. In its implementation, companies run certain strategy to grow. Structural change is applied to sustain the companies' capabilities or facing the complexities of the environment. Two studies were conducted to the employees who work in banking companies in Bandung. The aim of those studies is to contrast the employees' attitudes when the structural change exists and doesnot. With using independent sample t-test, the studies found that there are significant differences in the employees' perception in relation with the existence of structural change. Moreover, the studies proved that comparing with normal situation, the employees perceived lower job satisfaction, lower organizational commitment, and higher turnover intention when the structural change exists in organization.

Keywords: *structural change, job satisfaction, organizational commitment, and turnover intention*

Introduction

Almost all organization applies open system in its operation. In this system, there are interrelationships between organization and its environment. Environment provides various resources that are needed by organization. Organizational transforms those inputs in creating output for environment. With the existence of this symbiosis, it can be said that there are interdependences between organization and its environment. The environmental condition will affect organization and anything that happened in organization will affect its environment.

Organization cannot secede to change, both for because of internal curiosity and external stimulation. Internally, organizational change can be done that based on human creativity in the form of strategic thinking from the owner or manager from each level. Externally, organizational change represents anticipatory plan to prediction of environmental dynamics in a long term and also action-and-reaction to turbulence that happened in its environment. Organization can conduct three kinds of change; there are technological change, human change, and the structure change (Robbins, 2011). The structure change represents change which applied on components and designs of organizational structure; like change in work specialization, chain of command, span of control, departmentalization, decision making approaches (centralization or decentralization), and formalization. The structure change, which can be conducted by company, can be in the form of merger, acquisition, reorganization, and restructuring.



The structure change that conducted by organization has different impacts like two sides of coins, good and bad, positive and negative. The positive impact from structure changesurely can become precious experience which it should be learned by organization as succesfullness in attaining goalsand effectiveness of organizational plans. In contrast with it, the negative impact from the structure changecannot be neglected by organization. The structure change that conducted by organization can affect on behavior of employees who work in it, start from rejection as defensive reaction up to negative reactions to impact of that change. The employee behaviors representreal actions that are peformed by employees to their job and organization where they are works in. The employees' behaviour can be predicted through work attitudes to their company (Robbins, 2013).

The company's success which is reflected through its performance, of course, cannot be separated from kind of resources as its main inputs. Those resources can be in the form of money, machine, management, method, market, and human. From all those resources, the human elementplay the most important in an organization; because human is the only active resource in running other resourcesto reach productivity, efficiency, and effectiveness of organization. To reach its optimal performance, organization need and have to own human resource with optimal numbers and also qualities.

The healthy company is company which capable to and will get, develop, and maintain its best employees. The healthy company is company which owns employees with positive work attitudes. Thereby, company has responsibility to always strive in creatingpositive organizational environment. The company which has employees in adequate numbers and capabilitiesmust take care of it in order to keep them stay within organization on a long term. In this condition, all employees are expected in order to give expanding contribution consistently for the company. Sometimes, that ideal condition is collided with the structure change which conducted by the company.

Bank, is one of the companies' industry type, which its core product in the form of service. Besides uses technology, the successfulness of a bank depends on the work attitude of its employeesas the ultimate service provider in the company. In facing competition, creating more conducive organizational climate, and adapting to external environmental change, bank conduct various strategies in the form of structural change, like joining its business with the other bank, buying thesmaller bank, or doing structural change which its elements includes. The structure changesoften result in changed employee's attitudes. Those changes, whichcan be conducted by the bank, can trigger the appearance of various psychological effects from the employees who work in it, whicharetheir perceptionsabout their job and their companies.

Conceptual Framework

Because of its very significant impacts to organization performance, there are three work attitudes which are got attention from organization, which are job satisfaction and organizational commitment as the positives and turnover intention as the negative.

Job Satisfaction

For all employees, job is the most close things with their daily lives in the company. There are various reasons of employees work, maintain the continuity of their life(and perhaps take care of their family), fulfill their spare time, fulfill their spiritualsatisfaction, actualize themselves, and fulfill their job as calling. In order to get the maximum performance contribution from employees to company, all employees require to havepositive attitudes



to their jobs. Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics (Robbins, 2013).

If job is viewed as a positive valued thing by employees, then it indicates that those employees experience job satisfaction. The job which will give job satisfaction is the jobs which can make the employees feel energetic in doing it, feel excited during processing it, have enthusiasm in finishing it, feel challenged and regard it as hobby, and realize that that job is a mean of their self actualizations and life callings. The employees who feel satisfied with the job will think it as important part of their lives.

Job satisfaction can cause positively directly to pertinent employees, from the physical or psychological health until their behaviors at work. The employees who are getting satisfaction from their job will have good psychological condition, healthy way of thinking, and direct positive affection to their jobs. The positive psychological condition will lead it to their positive work behaviors at workplace. They are trying to do their best, which are not merely because of pursuit the rule of company; but because of their awareness or natural instinct as the employees who feel satisfied with their jobs. This situation indirectly will affect positively to their performances that in the end will positively contribute to the company's performances as a whole. More than that, employees' job satisfaction can cause positively to customer satisfaction. This matter can be seen in more real from job satisfaction experienced by front line employees. Those who get satisfaction in doing their jobs in that situation will be motivated to provide better service to their customers. The employees who have been already satisfied with their jobs will have high spirit in working, standing still in their jobs, keeping their masterpiece and developing themselves within their jobs, and also have high antusiasms to keep stay in the company that offer those jobs to them.

Organizational Commitment

Based on the parties involved, there are two concepts of commitment, which are commitment from company to its employees and commitment from employees to their company. Commitment, in simply way, is a mindset of keep staying whatever happens and keep doing the best. It is viewed as one of the key factors that must be concerned, enabled, developed, maintained, and managed optimally in reaching the successfulness of the company on long run. Organizational commitment is the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization (Robbins, 2013).

Employees are important assets for every company. The employees, who have already joined the company, surely have known and accepted the values of that company. In the other hand, the company expects that its employees optimally contribute in their jobs in order to reach the optimal company's performance. The company wants that the competent employees still become their members, keep their employability relationship in its company on the long run. These conditions are called that employees experience organizational commitment. Organizational commitment have larger context; organizational commitment relates with positive feeling of the employees to the company where they are working in; which shown by the acceptance of the company's principles and loyalty and dedication to the company.

Company needs to see organizational commitment as the crucial investment in its employees as individual. The employees who have high organizational commitment will



support the company's effort both in good and bad situation. This situation will be more conducive to the company if that employees have unique competencies and different from the others. The high level of organizational commitment will give direct impact to the sustainability of the company in order to keep survive in competition. The company can stand tall in its environment if they have employees with high skills that aligned with their positive work attitudes and behaviors.

Turnover Intention

There are many reasons that caused the employees exit from their company; such as passed away, permanent handicap, pension, terminated, bankrupt company, move to another location or country following their families, and so on. Those conditions are called turnover. The high number of turnover probably will cause the company loose its potential and great employees. This situation will lead the company to experience high cost of recruitment, training, compensation, and other relevant costs; so at the end it will disrupt the company's stability on the long run. The other side effects of turnover is the movement of the company's knowledge that already owned by the pertinent employees, so it could be that employee applies the previous company's knowledge to their new company. In worse case, the employees move to the main competitor of their ex-company.

The turnover which must be concerned seriously by company is voluntary turnover, that is, the employees exit from the company because of their willingness in respect of their negative evaluation of occupational and organizational situation. It will be relatively more difficult for the company in controlling that kind of turnover, comparing with the other causal factors which sometimes undeniable. The high number of turnover can be avoided by decrease the possibility of its occurrence, that is, decrease the extent of turnover intention. If employees' turnover intentions have been continued to actual turnover, this situation will create more strategic problem. This condition will be worsened with the reality that those employees sit in managerial and important positions, or already became the arrowhead people of the company.

The prior impact from the existence of turnover intention can be indicated with any symptoms, start from the pertinent employees' attempts in searching alternate jobs in the other company via internal (their colleagues) and external media (any job vacancies) up to the negative work behaviors (for instance decreased performance). Even more, if the employees already have longer retaliation with the current company, they will tell all bad things about the company to the external parties (customers, new company, society, etc.) if someday they exit from current company and move to the new one. Turnover intention will give bad impact to the company, whether unknown or realized.

Preliminary Studies

Imitan, Ilevbare, and Alausa (2012) found that job insecurity influenced to turnover intention of employees who works in three merged banks in Lagos. This research also proved that employees' perceived threat and powerlessness to their jobs increased the extent of their turnover intention. Conducted by survey to managerial employees who works in Fortune 500's companies in United States, Ranft and Ranft (1999) found that there were significant decreased level of job satisfaction of employees whose divisions experienced downsizing and were not influenced by the rightsizing effect. There

were not significant change in the level of employees' job satisfaction whose divisions experienced rightsizing.

Theissen (2004) found strong influence from restructurization and downsizing to psychological contract violation of academic and non academic staffs in Otago University, New Zealand. He also found that this psychological contract violation influenced to the low level of the employees' organizational commitment. Arnolds (2005) found that when restructurization occurred, the employees felt the low level of job satisfaction and organizational commitment in those relationships with compensation. He also found that relationship with peers and individual motivation became the booster of the high level of job satisfaction and organizational commitment of academic and non academic staffs in South Africa University. Bellou (2008) found that merger and acquisition that conducted by restaurant chain in Greece created the condition of uncertain work and organizational environment on the perspective of the employees. He found that organizational change caused the low level of organizational commitment and high level of employees' turnover intention.

With the exclusion of job loss as dependent variable, Shah (2009) found that culture and organizational change and merger influenced to the level of employees' job satisfaction. The respondents in that research was the employees who work in two shops, the first shop, which was recently, opened, and the second shop, which was experienced restructurization and reclassification of employees after decertification from a union. Drew (2009) was conducted research in Germany companies which run in steel, chemistry, and utilities industry sector that experienced restructurization. His research showed that restructurization influenced the decreased of employees' morale and the level of their organizational commitment. Syed (2010) found that restructurization (mergers, acquisition, and downsizing) influenced to the high level of psychological contract violation. According to his research's result on the employees who worked in the private owned bank in Pakistan, they felt the higher extent of turnover intention and the lower level of organizational identification because of their perception of psychological contract violation.

Blackmore and Kuntz (2011) found that the employees' organizational support perception influenced the extent of their turnover intention. Thorough surveyed to employees in some companies that conducted restructurization in New Zealand, he found that employability perception and contract type influenced the extent of their turnover intention. Theron and Dodd (2011) found that restructurization influenced to employees' psychological contract that in turn influenced the level of their organizational commitment. This research conducted to academicians, administratives, professionals, and technicians, who worked in Nelson Mandela Metropolis, a merged educational institution. Jönsson, G. (2012) found that there were significant decreased of the level of managers' job who worked in government agency company in Swedia. In that company, which conducted restructurization, he also found that those managers showed the higher extent of turnover intention.

Böckerman and Maliranta (2013) found that restructurization that applied by small and big firms in non financial business sector, decreased the level of its employees' job satisfaction. This research conducted in the companies who did outsourcing and offshoring. Mosadeghrad (2013) found that job insecurity positively correlated with turnover intention of the nurses of a hospital in Isfahan City, Iran. He found that the instability of environment increased the extent of turnover intention of those nurses. Forson and Opoku (2014) found that restructurization of compensation policy influenced both directly and



indirectly to job satisfaction of the teachers in Ghana. They also found that gender, group age, and educational also determined the level of job satisfaction of those teachers.

Based on reviews of those previous empirical studies, there were three hypotheses which tested through this research, as following.

H1: There is difference between the level of job satisfaction between when restructurization occurs and in normal condition

H2: There is difference between the level of organizational commitment between when restructurization occurs and in normal condition

H3: There is difference between the level of turnover intention between when restructurization occurs and in normal condition

Research Methodology

This research aimed to compare the levels of job satisfaction, organizational commitment, and turnover intention of employees who works in two different conditions, when restructurization occurs and in normal condition. The surveys have been conducted to 105 employees who work in the private and public owned banks in Bandung, Indonesia. Job satisfaction were measured with instrument of Job Diagnostic Survey that developed by Hackman and Oldham (1975) consisted of five item questions, such as "in general, I satisfied with my job". Organizational commitment were measured with instrument that developed by Mowday, Steers, and Porter (1979) consisted of nine item questions, such as "I donot feel become part of family in this organization" (revised item). Turnover intention were measured with instrument that developed by Walsh, Ashford, and Hill (1985) which consisted of five item questions, such as "I am thinking to quit from my current job".

After the nineteen item questions were tested its validity and reliability, then normality of data test were conducted with Kolmogorov-Smirnov test. The result of that test is described on Table 1 as following.

Table 1
The Result of Normality Test

One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		105
Normal Parameters ^{a, b}	Mean	.0000000
	Std. Deviation	.97344526
Most Extreme Differences	Absolute	.072
	Positive	.072
	Negative	-.045
Kolmogorov-Smirnov Z		.734
Asymp. Sig. (2-tailed)		.653

a. Test distribution is Normal.

b. Calculated from data.



Thorough Kolmogorov-Smirnov test, it can be concluded that the research data are normal, that reflected by the value of asymp. Sig. (2-tailed) is amounting to 0.653 (higher than its alpha values amounting to 0.05).

Because the research data are normal, the hypothesis tests were conducted by using parametric statistical approach, which is independent sample t-test. The result of that test is described on Table 2a and Table 2b as following.

Table 2a
The Result of Descriptive Analysis

Group Statistics

Restructurisation		N	Mean	Std. Deviation	Std. Error Mean
Job Satisfaction	ON	63	3.2444	.58964	.07429
	OFF	42	3.5569	.42514	.06560
Organisational Commitment	ON	63	3.3139	.62458	.07869
	OFF	42	3.6667	.63758	.09838
Turnover Intention	ON	63	3.2635	.96709	.12184
	OFF	42	2.2667	.66650	.10284

Table 2b
The Result of Independent Sample t-test

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Job Satisfaction	Equal variances assumed	1.449	.232	-2.958	103	.004	-.31243	.10564	-.52194	-.10292
	Equal variances not assumed			-3.153	102.314	.002	-.31243	.09911	-.50900	-.11587
Organisational Commitment	Equal variances assumed	.017	.895	-2.812	103	.006	-.35273	.12546	-.60155	-.10392
	Equal variances not assumed			-2.800	86.759	.006	-.35273	.12598	-.60314	-.10233
Turnover Intention	Equal variances assumed	8.665	.004	5.818	103	.000	.99683	.17134	.65701	1.33664
	Equal variances not assumed			6.252	102.861	.000	.99683	.15944	.68060	1.31305

The value of Sig. (2-tailed) is amounting to 0.004 on Table 2b showed that there is difference between the level of job satisfaction between when restructurization occurs and in normal condition. Moreover, Table 2a showed that the employees experienced lower level of job satisfaction when the bank conduct restructurization (the mean value of job satisfaction is amounting to 3.2444) compared with in normal condition (the mean value of job satisfaction is amounting to 3.5569). Thus, the first hypothesis was proved to be true.

The value of Sig. (2-tailed) is amounting to 0.006 on Table 2b showed that there is difference between the level of organizational commitment between when restructurization occurs and in normal condition. Moreover, Table 2a showed that the employees experienced lower level of organizational commitment when the bank conduct restructurization (the mean value of organizational commitment is amounting to 3.3139) compared with in normal condition (the mean value of organizational commitment is amounting to 3.6667). Thus, the second hypothesis was proved to be true.

The value of Sig. (2-tailed) is amounting to 0.000 on Table 2b showed that there is difference between the level of turnover intention between when restructurization occurs and in normal condition. Moreover, Table 2a showed that the employees experienced higher level of turnover intention when the bank conduct restructurization (the mean value



of turnover intention is amounting to 3.2635) compared with in normal condition (the mean value of turnover intention is amounting to 2.2667). Thus, the third hypothesis was proved to be true.

This research also found that in normal condition (when restructurization does not exist), those three work attitudes correlated with the employees' profile. The result of correlation analysis among employees' perceptions about job satisfaction, organizational commitment, and turnover intention with their demographic variable, were described on Table 3, as following.

Table 3
The Correlations among Work Attitudes and the Employees' Profile

		Correlations							
		Job Satisfaction	Organizational Commitment	Turnover Intention	Gender	Status	Age	Education	Tenure
Job Satisfaction	Pearson Correlation	1	.702**	-.266	-.119	-.330*	.243	-.109	.257
	Sig. (2-tailed)		.000	.088	.452	.033	.121	.493	.100
	N	42	42	42	42	42	42	42	42
Organizational Commitment	Pearson Correlation	.702**	1	-.241	-.068	-.160	.273	-.139	.315*
	Sig. (2-tailed)	.000		.124	.667	.310	.080	.381	.042
	N	42	42	42	42	42	42	42	42
Turnover Intention	Pearson Correlation	-.266	-.241	1	.128	.465**	-.219	.115	-.308*
	Sig. (2-tailed)	.088	.124		.420	.002	.163	.468	.047
	N	42	42	42	42	42	42	42	42
Gender	Pearson Correlation	-.119	-.068	.128	1	-.034	-.105	.157	-.064
	Sig. (2-tailed)	.452	.667	.420		.829	.508	.321	.687
	N	42	42	42	42	42	42	42	42
Status	Pearson Correlation	-.330*	-.160	.465**	-.034	1	-.456**	.247	-.482**
	Sig. (2-tailed)	.033	.310	.002	.829		.002	.115	.001
	N	42	42	42	42	42	42	42	42
Age	Pearson Correlation	.243	.273	-.219	-.105	-.456**	1	-.346*	.911**
	Sig. (2-tailed)	.121	.080	.163	.508	.002		.025	.000
	N	42	42	42	42	42	42	42	42
Education	Pearson Correlation	-.109	-.139	.115	.157	.247	-.346*	1	-.302
	Sig. (2-tailed)	.493	.381	.468	.321	.115	.025		.052
	N	42	42	42	42	42	42	42	42
Tenure	Pearson Correlation	.257	.315*	-.308*	-.064	-.482**	.911**	-.302	1
	Sig. (2-tailed)	.100	.042	.047	.687	.001	.000	.052	
	N	42	42	42	42	42	42	42	42

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Table 3 showed that when the bank does not conduct restructurization, the married employees tend to experience higher level of job satisfaction (the value of Pearson-Correlation is amounting to -0.330* with the value of Sig. (2-tailed) is amounting to 0.033) and lower level of turnover intention (the value of Pearson-Correlation is amounting to 0.465* with the value of Sig. (2-tailed) is amounting to 0.002), and also the employees who have longer tenure tend to experience higher level of organizational commitment (the value of Pearson-Correlation is amounting to 0.315* with the value of Sig. (2-tailed) is amounting to 0.042) and lower level of turnover intention (the value of Pearson-Correlation is amounting to -0.308* with the value of Sig. (2-tailed) is amounting to 0.047).

Discussions

These researches were proved that perception of employees to their jobs and organization were influenced by their organizational environment. Restructurization causes their employees feel worried about their job security and career security in their company. Restructurization threatens the employees' existences both in their jobs on short run and their company on long run. These conditions are aligned with the respondents' demographic profiles, who are dominated by generation X; they prefer job security as their main



motivator in working (Richards and Morga, 2013). Indonesia as one of the most populous countries in Asia also has a culture characteristic, the relatively high extent of uncertainty avoidance (Hofstede, 2011). The Indonesian tends to demand security and certainty, and avoid high risk. These expectations apply to their job and also company.

With these phenomenons, company should be wiser in conducting restructurization. Restructurization should be done with more objective, more communicative, and more care. The companies should consider a lot of the performance and devotion of their employees, also the potency of the employees' self development. With using clearer and more objective bases, hopefully, any decisions that taken by the companies, will results in relatively more optimistic perception of the employees. Restructurization leads the company to more positive result, such as more motivated employees to improve their performances inreaching better positions. Thus, they see restructurization as opportunity and give them benefit. The employees should know exactly about the restructurization process. The companies should invite the employees to participate in composingthe restructurization program plan, and at the same time provide time to do dialogue or discuss with their employees through socialization of the program. With two way communications between management and employees, the goals of restructurization are expected to be agreed by and reached for the good sake of all company's members. It can be denied that restructurization could still perceived negatively because some employees might get its side effect, such as demotion or transfer. The companies should still take care of their employees, especially after restructurization. The employees who experience bad luck because of restructurization, of course, cannot be left alone. This is the responsibility of the companies to regards those employees, so that they are still feel being appreciated. Mentoring and counseling can be done to accompany these employees, expected that they are ready for their new lives in the new era in their job at their company.

Change is something that always happened repeatedly, fast or slowly. In relation with it, the company should monitor the work attitudes of their employees, like job satisfaction and organizational commitment that benefit the company and turnover intention that endangers the company. Attitudes can be viewed as the symptom and behaviour as the actual event. If the company can understand and handle the employees' work attitudes one step ahead, then the employees' behavior can be predicted and controlled in easier way. Thus, the negative employment events can be minimized. There are two options to make it works, change the environment and change the people. The latter always the hardest things, so the company can emphasize the forces with the first, that is, creates more friendly, sensitive, and down-to-earth policies.

For the next, the research should be conducted on small and medium companies which have higher risk than the big one. With this, the employability condition can be concluded more complete and thoroughly. Hopefully, the upcoming research also involve more variables of work attitudes, such as social support, perceived organizational support, job involvement, organizational citizenship behavior, psychological empowerment, creativity, etc., that updated with the recent situation. The more variables, the more complete the company can understand any interconnections among work-related attitudes and behaviors. The last but not least, the future research should be done through deeper data collection techniques, like deep interview to generation Y (Millenials) and generation Z. Thus, quantitative and qualitative data become one, in order to get the whole picture of the research objects and subjects, with more varied workforce generations and their dynamics. Change is inevitable, but we can choose its impact.



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