

# A STUDY ON SURVIVOR SYNDROME WITH REFERENCE TO BULL MACHINES PVT LTD, COIMBATORE.

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***ABSTRACT*** Downsizing creates important effects inside and outside an organizational environment. In fact, downsizing results in breaking the organization into several or many groups. A group of employees leaves; sometimes, a group may receive advance layoff notification and a group stay. Confusion is high because employees who lose their jobs may not really understand why, since it was not their fault. The decision is often not related to their performance, while the ones who stay have done nothing more or special to keep their positions. Organizations often enjoy an initial increase in productivity because employees work harder and more competitively in an attempt to keep their jobs. Downsizing has become an organizational fact of life, and many surveys have confirmed that the survivors are often ignored before, during and after the corporate streamlining. Yet it is the survivors that will be the linchpins of future profitability. The employees that lose their jobs during an organizational downsizing go through an emotionally wrenching experience. Yet the co-workers who remain with their employers have similar reactions.

**Keywords:** Downsizing, Employees.

## INTRODUCTION

Survivor, survivor's, or survivor guilt or syndrome is a mental condition that occurs when a person perceives themselves to have done wrong by surviving a traumatic event when others did not. It may be found among survivors of combat, natural disasters, epidemics, among the friends and family of those who have committed suicide, and in non-mortal situations such as among those whose colleagues are laid off. The experience and manifestation of survivor's guilt will depend on an individual's psychological profile. When the Diagnostic and Statistical Manual of Mental Disorders IV was published, survivor guilt was removed as a recognized specific diagnosis, and redefined as a significant symptom of post-traumatic stress disorder (PTSD).

## HISTORY

Survivor guilt was first identified during the 1960s. Several therapists recognized similar if not identical conditions among Holocaust survivors. Similar signs and symptoms have been recognized in survivors of traumatic situations including combat, natural disasters, terrorist attacks, air-crashes and wide-ranging job layoffs. A variant form has been found among rescue and emergency services personnel who blame themselves for doing too little to help those in danger, and among therapists, who may feel a form of guilt in the face of their patients' suffering.

Sufferers sometimes blame themselves for the deaths of others, including those who died while rescuing the survivor or whom the survivor tried unsuccessfully to save.

## SEVERITY OF SURVIVOR SYNDROME

The severity of survivor syndrome depends on a number of interrelated factors:

- **Fairness of the selection process**

If the redundancy selection process is cloaked in mystery and obscurity, and the criteria for selection are perceived to be unfair, this has a strong impact on the incidence of survivor syndrome. People can start to feel distrustful of the process, and view the organisation in a negative light.

- **Treatment of employees**

After the event, survivors are likely to reflect on how the organisation treated the redundant employees and whether they were treated with respect. The way the news is broken to individuals is important, as is the ability to handle the affected employees in a

sensitive and supportive way. Research shows that where redundancies are poorly executed, employees can feel sympathy for their redundant colleagues, and their trust and faith in the employer may diminish.[4]

- **Communication**

The method, frequency and openness of communications about the redundancy process have an important impact upon the severity of the syndrome, and are critical in maintaining the survivors' organisational commitment.

## **COMPANY PROFILE**

Bull Machines' Private Limited (BMPL) is a part of 48 years old engineering group of Sadsfits Foundries Private Limited (SFPL). BMPL is situated in Chinthamanipurud, Coimbatore. The SFPL was started in the year 1962 by Mr.A.V.Vardharajan. The BMPL was started by his son Mr.V.Parthiban. BMPL engaged in tractor attachment business since 1998.

BMPL is manufacture of tractor attachments such as LOADER, RADIAL LOADERS and BACKHOES. The products are manufactured for various tractors like John Deere, Mahindra & Mahindra, Swaraj Mazda, New Holland, etc. The company is manufacturing equipments for municipal solid waste management such as self-propelled aero-tiller and pulverier with latest technology. BMPL are loader in this tractor attachment business having more than 85% of market share. The annual turnover of this company is 60 crores. BMPL has reconised as in nonce R&D unit by ministry of Science and Technology.

## **OBJECTIVES OF THE STUDY**

- ❖ To study the impact of survival syndrome upon employee attitude.
- ❖ To study the resulting behaviors of employees who remain in organization.

## **SCOPE OF THE STUDY**

- ❖ It helps those people who leaving to find new work.
- ❖ It helps them to stay motivated to perform and complete important handover activities.

## **LIMITATIONS OF THE STUDY**

- ❖ Achieving this project with the entire relevant datum is not dissimilar to changing the wheels of a car while in its still in motion.
- ❖ The datum collected is limited to Coimbatore.

## **REVIEW OF LITERATURE**

Brockner was one of the first to focus his work around the survivors left after a reduction, he was influenced by the early work of Greenhalgh. He was clearly inspired and intrigued by Greenhalgh's work as it is apparent by the explosion of studies that emerged shortly after Greenhalgh's study. His earlier work demonstrates the syndrome's significant relation to equity theory. His findings indicated that layoffs cause employees to experience increased feelings of remorse and develop more negative attitudes towards co-workers, as found in equity theory. And also interested in survivor's feelings of injustice, in particular injustice regarding victims of the reductions. Brockner, Grover, Reed, DeWitt & O'Malley found that survivors would either react by distancing themselves from the victims, or distancing themselves from the organization. If employees' distance themselves from the organization, it could lead to potential negative consequences, such as exhibiting work behaviors and attitudes non-congruent with the organization.

Non-congruent work behaviors and attitudes could vary from lowered work performance or organizational commitment, eventually leading to a loss of revenue for the organization. Through the study, found that if organizations showed commitment to their employees, the employees perceived the organizations to be more just. It is what the authors described as the principle of reciprocity, that surviving employees would be more committed to an organization if the organization showed commitment to an employee being terminated, such as through providing severance pay or offering counseling. The authors also note that communication is important; that the information regarding what has been done for those let go is available and clear to survivors. Interestingly, the authors found that the effect of organizational commitment was greater when the survivors were able to identify with the victims. Overall, the study provided more insight to the reactions and behaviors of survivors that had not been previously present.

## **RESEARCH METHODOLOGY**

### **TYPE OF RESEARCH**

The study is to know about the opinion and attitude of the employees working in BULL MACHINES PVT LTD, Coimbatore, in case of survivor syndrome, and hence the nature of the research is said to be descriptive.

#### **AREA AND UNIVERSE OF STUDY**

As the study required collecting the data from BULL MACHINES PVT LTD, Coimbatore, the universe of the study constitutes all the employees working in the same.

#### **SAMPLE SIZE**

The total number of employees in the company is 350 from unit 1 & 2, Coimbatore. From the universe, the size of 150 respondents is considered as sample for the study.

#### **SAMPLING TECHNIQUE**

The sample selected from the population is based on the convenience sampling technique.

Hence, the sampling technique is non-probabilistic in nature and it is convenience sampling technique.

#### **TOOLS FOR ANALYSIS**

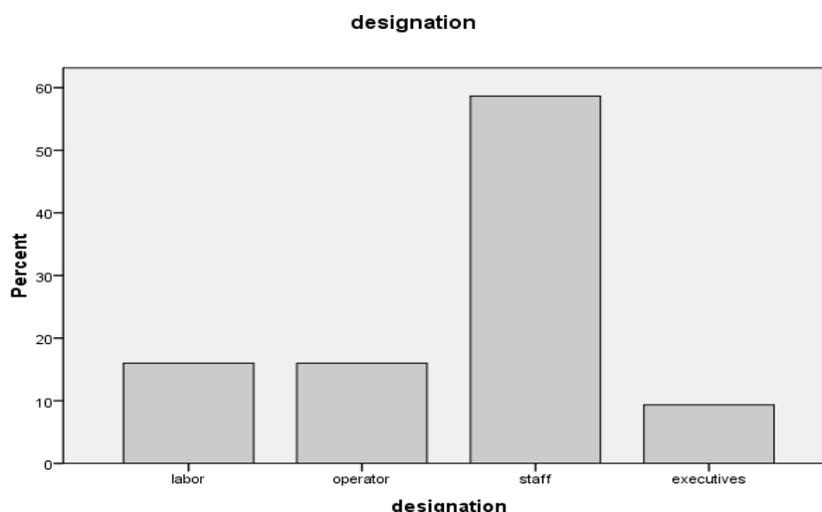
- ✓ Percentage Analysis
- ✓ Chi- Square Test

#### **DATA ANALYSIS AND INTERPRETATIONS**

##### **RESPONDENT'S DESIGNATIONS**

<b>DESIGNATION</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
Labor	24	16.0
Operator	24	16.0
Staff	88	58.7
Executives	14	9.3
<b>TOTAL</b>	<b>150</b>	<b>100.0</b>

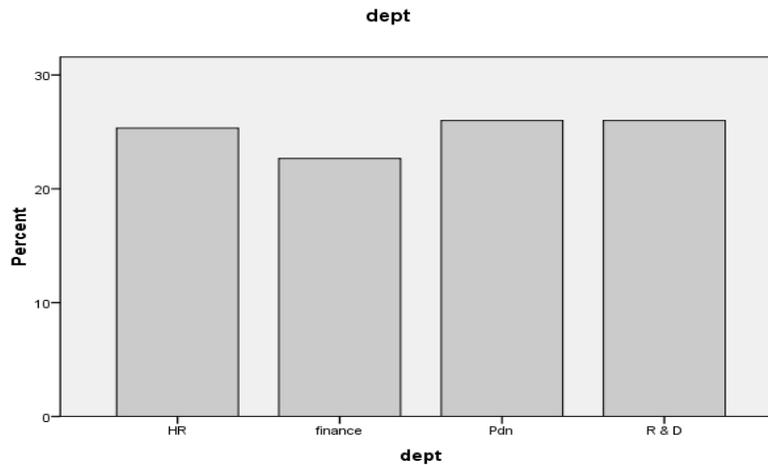
The above table shows that 58% of the respondents belong to the cadre of staff, 16% of the respondents belong to the cadre of labor and operator each, and 9% of the respondents belong to the cadre of executives. Majority of the respondents (58%), belong to the staff cadre.

**CHART REPRESENTING RESPONDENTS'S DESIGNATION****RESPONDENT'S DEPARTMENTS**

<b>DEPARTMENTS</b>	<b>NO. OF RESPONDENTS</b>	<b>PERCENTAGE</b>
HR	38	25.3
FINANCE	34	22.7
PRODUCTION	39	26.0
R & D	39	26.0
<b>TOTAL</b>	<b>150</b>	<b>100.0</b>

According to the above-mentioned table, 26% of the respondents work in the departments of Production and R&D each, 25% of the respondents work in the department of HR, and 22% of the respondents work in the department of Finance. Majority of the respondents (26%), work in the departments of Production and R&D.

**CHART REPRESENTING DEPARTMENT OF THE RESPONDENTS**

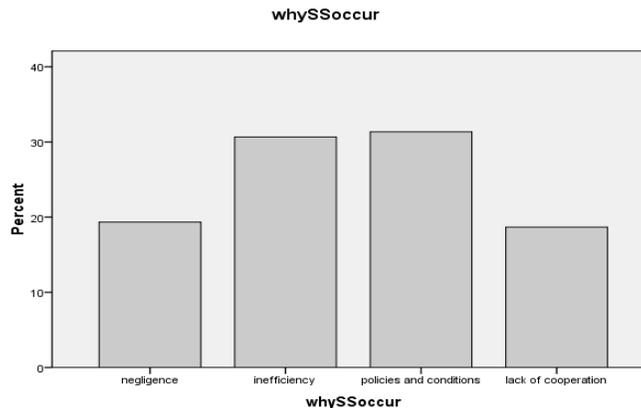


### REASONS OF SURVIVOR SYNDROME

REASONS	NO. OF RESPONDENTS	PERCENTAGE
Negligence	17.6	19.3
Inefficiency	27.9	30.7
Policies and Conditions	28.5	31.3
Lack of Cooperation	17.0	18.7
<b>TOTAL</b>	<b>90.9</b>	<b>100.0</b>

From the above mentioned table, it is understood that, 31% of the respondents believe Policies and Conditions to be the reason for survivor syndrome, 30% of the respondents consider Inefficiency as a reason of survivor syndrome, 19% of the respondents consider Negligence as a reason survivor syndrome, and 18% of the respondents believe Lack of Cooperation to be the reason for survivor syndrome. Majority of the respondents (31%) consider Policies and Conditions to be the reason for survivor syndrome.

### CHART REPRESENTING REASONS OF SURVIVOR SYNDROME



CH

## I- REPRESENTING GENDER WISE ADAPTABILITY OF WORK TIME OPTIONS

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.251 <sup>a</sup>	3	.969
Likelihood Ratio	.251	3	.969
Linear-by-Linear Association	.002	1	.966
N of Valid Cases	150		

ST a. 1 cells (12.5%) have expected count less than 5. The minimum expected count is 4.55.

he above table deals with the **Null Hypothesis 1**, the calculated value is 0.969 which is greater than the level of significance (0.05). Hence, we reject the null hypothesis.

## SUGGESTIONS

- ❖ To reduce the survivor syndrome the superiors must co-operate more with their subordinates.
- ❖ The organisation can introduce more of interactive sessions with their employees.

## CONCLUSION

- ❖ The study done helps in understanding the employer's feelings and emotions attached with their organization and job. Further, it gives us the viewpoints of the employers towards their job and job environment.
- ❖ If an organisation is about to make redundancies, particularly on a large scale, it is likely that employees in the new 'slimmed down' organisation will suffer some effects of

survivor syndrome. However, the impact of the syndrome can be greatly reduced by taking proactive steps to understand and address its root causes. Effective survivor management can give organisations a real opportunity to improve the commitment and engagement of the remaining workforce, thus securing the health of the business in the long term.

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