DETERMINING THE IMPACT OF FORCED DOWNSIZING STRATEGY ON SURVIVORS’ JOB SATISFACTION IN LIBYAN EDUCATIONAL SECTOR: THE MEDIATING ROLE OF ORGANIZATIONAL COMMITMENT

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AUTHOR DECLARATION

I hereby declare that the work in this thesis is my own except for quotations and summaries which have been duly acknowledged.

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ABSTRAK

ABSTRACT

Forced downsizing is a tool that used by organization to reduce the workforce and payroll. Majority of studies on forced downsizing were conducted in developed countries while few investigated this downsizing in developing countries. The purpose of this study is to investigate the effect of forced downsizing on organizational commitment and job satisfaction of employees at the Libyan Education Ministry. The study also investigated the mediating role of organizational commitment on the relationship between downsizing and job satisfaction. Building on the literature, the study proposed that downsizing has direct effect on organizational commitment and job satisfaction. The study also proposed a direct and mediating role of organizational commitment. Data was collected from employees at the Libyan Education Ministry using non-probability sampling techniques. The data were analyzed using SPSS and AMOS. The findings indicated that the effect of downsizing on the job satisfaction is negative. In addition, the findings showed that forced downsizing affect negatively the affective, continuance, and normative commitment of the employees at the Libyan Education Ministry. Organizational commitment represented by its dimensions such affective, continuance, and normative commitment have positive direct effects on job satisfaction. The finding also showed that organizational commitment (affective, continuance, and normative commitment) have full mediating role between the forced downsizing and the job satisfaction of employees at the Libyan Education Ministry. The findings of this study were discussed and compared with the findings of previous studies. Implications of the study as well as the limitation and the direction of future work were highlighted.
الملخص

إن التقليص القسري هو أداة تستخدمها المنظمة للحد من القوى العاملة وكشف المرتبات. وأجريت غالبية الدراسات في البلدان المتقدمة، في حين يوجد قلة من الدراسات في هذا الموضوع في الدول النامية. والغرض من هذه الدراسة هو دراسة تأثير التقليص القسري على الالتزام التنظيمي والرضا الوظيفي للموظفين في وزارة التربية والتعليم في ليبيا. كما بحثت الدراسة دور الولاء التنظيمي كوسيلة في العلاقة بين تقليص حجم العمل والرضا الوظيفي. واستنادا إلى الأدبيات، اقترحت الدراسة أن تقليص الحجم له تأثير مباشر على الولاء التنظيمي ممثلاً بأبعاده الولاء العاطفي، المستمر، الوجداني والرضا الوظيفي، واقتضت الدراسة أيضا دورا مباشرا وغير مباشرا للولاء التنظيمي. تم جمع البيانات من العاملين في وزارة التربية باستخدام تقنيات العينات الغير احتمالية. تم تحليل البيانات باستخدام AMOS وSPSS. وأظهرت النتائج أن التقليص القسري له علاقة سلبية مع الرضا الوظيفي، بالإضافة إلى ذلك، أظهرت النتائج أن التقليص القسري يؤثر سلباً على الولاء العاطفي والمستمر والمعياري للموظفين في وزارة التعليم، إن الولاء التنظيمي يمثل بأبعاده الولاء العاطفي والمستمر والمعياري له آثار مباشرة إيجابية على الولاء التنظيمي. وأظهرت النتائج أيضاً أن الولاء التنظيمي (الولاء العاطفي والمستمر والمعياري) له دور وساحة كاملة بين التقليص القسري والرضا الوظيفي للموظفين في وزارة التربية والتعليم في ليبيا. تم مناقشة نتائج هذه الدراسة ومقارنتها مع نتائج الدراسات السابقة، وسلط الضوء على الآثار المترتبة على الدراسة فضلا عن الحدود وتوصيات الدراسة للأبحاث المستقبلية.
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