

Retrenchment and its Impact on the Morale of Employees

Sattar Radhi Abid

Ministry of Higher Education and Scientific Research,

College of Administration and Economics, University of Al-Qadisiyah, Iraq

sattar.radhi@qu.edu.iq

Abstract

This research aims to know the impact of retrenchment in its five dimensions (administrative procedures, support program, selection criterion, communication channels, job security) on the morale of employees using the data collected from the sample size of 104 who work in private banks in Al-Diwaniyah Governorate. It was found that the retrenchment had an effect on the morale of employees surviving the retrenchment process and the data were analyzed using the multiple linear regression equation. The practical results of the research indicated the significant impact of the retrenchment on the morale of employees.

Keywords: Retrenchment, the morale of employees.

1. Introduction

Change in organizations can begin to affect the lives and livelihoods of individuals. Through restructuring, organization, and reform within the levels of organizations. Demotion is a common consequence of job losses related to those organizations, and in some cases, it may create a path for organizations to move forward and prosper. Many factors lead to the loss of employment, including reform and technological change, privatization, leaving work, and reducing labor costs. There is no single term comprehensively used to classify job loss. Terms used for retrenchment can include non-repetition, and slimming. The term retrenchment covers a wide range of dismissal which is related not only to the behavior or capacity of workers but the loss of jobs arising due to the ineffectiveness of the gains or the loss of jobs arising from thinning them or restructuring the workforce, for example, privatization. Retrenchment is a policy that organizations undertake to reduce the number of employees and subsequently, to reduce costs. Or, due to the continuing economic decline, many organizations found it difficult to maintain a large workforce. After that, it is announced that the services of some workers are redundant, which in turn leads to a decrease in the morale of employees who survived the retrenchment process as a result of job insecurity. Because of economic constraints, most organizations are forced to make difficult decisions by laying off people and investing in the capital as they strive to control costs and stay competitive. Common cost-retrenchment strategies used by organizations are staff retrenchment, salary increase retrenchment, hiring retrenchment, and bonus retrenchment. Therefore, reducing employees plays an important role in the overall process of restructuring, and this may affect one way or another the morale of employees in those organizations. In light of the foregoing, the current research seeks to

determine the extent of the relationship between retrenchment and its impact on the morale of employees.

2. Literature Review

Retrenchment is the process by which organizations reduce the number of employees and the aim is to reduce costs, and this retrenchment of employees is due to several different reasons and aims in the long run to improve the quality and services provided [1]. It is also the process by which management reduces the number of employees to reduce costs and eliminate redundancy [2]. While [3] sees it as how to reduce expenses or costs and adapt to technological change and reorganization. Whereas [4] refers to retrenchment when part of the employees or workforce is discharged as redundant which is due to a variety of reasons; For example, economic situation, slimming of industry, installation of machinery, and saving of new labor. The retrenchment also arises from several factors such as business closings, restructuring, retrenchment in production, mergers, technological changes, economic downturn, etc. It must be understood that there will be times of management suffers losses or sometimes there is a need to reorganize the business in Times like this the employer may need to reduce employees by terminating their services [5].

The administrative literature related to the variables of the current research also indicated that retrenchment has some advantages and disadvantages among the advantages of retrenchment include restructuring jobs, reducing surplus staff, reducing redundancy and overcrowding, improving performance, instilling discipline and efficiency among employees, bringing innovation [6]. On the other hand, retrenchment also has some disadvantages that cause a decrease in cooperative attitudes, a crisis of fear and distrust, reduced performance, production restriction, and increased work turnover. Reducing employee loyalty, innovation, and creativity [1].

On the other hand, employee morale refers to the mental and emotional state of an individual or group about its jobs or tasks, and morale is the feeling associated with enthusiasm [7]. Employee morale is a broad concept, as various employee performance theories have focused their main issues on employee loyalty and morale [8]. Modern management now realizes that the organization's production and profits are directly affected by the attitude of the employees, and good management finds out how to deal with it. However, managing the morale of employees is a relatively recent concept, so it requires management to develop techniques to measure spirit, despite the difficulty because it is intangible, so things must be adapted not by asking Broad general questions, but rather by knowing the special points about which bad attitudes exist and the prevalence of these attitudes [9]. Therefore, the morale of employees is considered one of the most factors that increase the professional activity of the workers, as it is represented by many tasks and benefits in the professional process [10].

Relevant studies indicate that there are many factors affecting the morale of employees, most notably the work environment, employee relations, and leadership [11,12,13,14,15,16,17,18,19,20,21]. And based on what has been proposed in the administrative literature related to the research variables, retrenchment affects the morale of employees in one way or another.

2.1. The objective of the research

The current research aims to find the effect of retrenchment on the morale of employees in private banks in the Al-Diwaniyah Governorate.

2.2. research question

Explanation of the impact of administrative procedures, support program, selection criterion, communication channels, and job security on the morale of employees in private banks in Al-Diwaniyah Governorate?

2.3. research hypotheses

- hypothesis 1: There is a significant correlation relationship between the retrenchment (administrative procedures, support program, selection criterion, communication channels, job security) and the morale of employees.
- Hypothesis 2: There is a direct and significant effect of the retrenchment (administrative procedures, support program, selection criterion, communication channels, job security) on the morale of employees.

3. Methodology**3.1. Research community and sample**

The private banks in Al-Diwaniyah Governorate were chosen to represent the place of conducting the research. The research included the distribution of questionnaire forms to a sample of people covered by the research, where the sample size reached (104) individuals. The researcher used the statistical program (SPSS vr.25) to obtain the values of frequencies and percentages distributed by gender, age, marital status, educational attainment, scientific specialization, and length of service, as shown in Table (1) of the sample profile.

Table 1. Demographic analysis of the sample.

Demographic variables	(n= 74)	percent (%)
Gender:		
Female	70	67%
Male	34	33%
Total	104	100%
Age:		
less than 30	31	29%
31- 40 years	27	25%
41- 50 years	26	25%
More than 51	20	19%
Total	104	100%
Social status:		
Married	77	74%
Unmarried	21	20%
divorce	2	1%

Widower	4	5%
Total	104	100%
Education:		
Master's	31	29%
Bachelor	33	32%
diploma	40	39%
Total	104	100%
Scientific specialization:		
Accounting	48	46%
Management	30	29%
Banking and Financial	26	25%
Sciences		
Total	104	100%
Experience:		
less than 5 years	8	7%
6- 10 years	18	17%
11- 15 years	22	21%
16- 20 years	28	28%
21- 25 years	17	17%
More than 26	11	10%
Total	104	100%

3.2. The tools

To complete the contents of the research and enrich it with sufficient information, the researcher relied on reliable sources that dealt with the research variables and which contributed greatly to identifying and accurately identifying the research community. As for the practical aspect, achieving the objectives of the research and testing its hypotheses, the data were obtained by collecting the sample answers to the questionnaire questions designed according to the five-point Likert scale and by relying on reliable measures in the administrative literature, for their suitability to the approved curriculum and the time allowed, as well as the desired objectives of the research. It is one of the most important methods used in collecting data and the most prevalent in social studies, and it consists of a set of questions on the subject of the research, as the researcher designed a questionnaire, based on several approved reliable sources and employing them by the research variables and the process of the interrelationship between them, which is the retrenchment (Mwende, 2017) [22], and morale of employees (Hassink & Fernandez, 2018) [8], after adapting it to fit the current research.

3.3. Validity and reliability test

The stability of the questionnaire data is one of the important matters that must be taken into consideration. Cronbach's alpha coefficient is often used for this purpose, whose value lies between zero and the correct one. If its value is zero, this indicates the instability of the questionnaire questions. On the contrary, if there is complete stability, its value is Equal to the correct one. As for the values between them, they indicate the level of stability and credibility of the questionnaire questions, and thus the possibility of generalizing the results obtained from

the sample to the studied population, and the validity coefficient can be calculated by using the root of the reliability coefficient, which is also known as the validity of the test, which means that the scale can It measures what was set to be measured by the researcher, and in our study, the results of reliability and validity shown in Table (2) below were obtained.

Table 2. Construct Reliability and Validity.

Measure	number of items	Cronbach's alpha coefficient	Validity coefficient
Retrenchment:			
Administrative Procedures	6	7%	0.92
Support program	5	17%	0.93
Selection Criteria	7	21%	0.93
Communication channels	6	28%	0.96
Job security	8	17%	0.94
Total	32	0.90	0.94
The morale of employees:	8	0.88	0.93

From Table (2) it is clear that the value of Cronbach's alpha coefficient measure of administrative procedures was 0.85, and the validity coefficient was 0.92, which is acceptable for the data of this questionnaire. We also note that the Cronbach's alpha coefficient to the axis of the support program was 0.87 and the stability coefficient was 0.93 as well as the axis of the Cronbach's alpha coefficient for the selection criterion axis was its value was 0.88 and the stability coefficient was 0.93 and the coefficient of the Cronbach's alpha for the communication channels axis was its value 0.93 and the stability coefficient was its value 0.96, and the coefficient of Cronbach's alpha job security questions was 0.90, and the coefficient of reliability was 0.94. The value of Cronbach's alpha coefficient for all retrenchment questions was 0.90, and the reliability coefficient was 0.94. As for the employee morale axis, its value was 0.88, and the reliability coefficient was 0.93. This is evidence that the questionnaire is characterized by credibility and stability in measurement and gives the researcher the right to adopt the results of this questionnaire and generalize its results from the studied sample of the community.

4. Results and Discussion

The following are descriptive statistics for the retrenchment variable, which includes a description and diagnosis of the questions related to the dimensions of this variable in detail with the dependent variable employee morale of as follows:

4.1 Retrenchment: It includes five sub-dimensions as follows:

4.1.1 administrative procedures

Table 3. Descriptive statistics for the administrative procedures dimension.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	34	29	15	16	10	3.0871	0.98732	5
	Percent	0.33	0.27	0.13	0.15	0.12			
Q2	Frequency	40	28	16	12	8	4.1053	0.85568	1
	Percent	0.39	0.28	0.15	0.11	0.07			
Q3	Frequency	35	31	21	9	8	3.36842	0.914613	4
	Percent	0.24	0.33	0.25	0.109	0.07			
Q4	Frequency	37	33	35	27	9	3.8158	0.90784	3
	Percent	0.38	0.317	0.067	0.195	0.04			
Q5	Frequency	33	32	19	13	7	3.0175	1.12873	6
	Percent	0.31	0.309	0.189	0.129	0.06			
Q6	Frequency	38	22	15	19	10	3.9912	0.82543	2
	Percent	0.26	0.211	0.144	0.169	0.21			
Total							3.56422	0.109274	

The results of the descriptive statistical analysis in Table (3) refer to the dimension of administrative procedures, which was measured with six questions, as the total arithmetic mean reached (3.56422) for this dimension and the standard deviation was (0.109274), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (2) obtained the highest arithmetic mean, as it reached (4.1053) and with a standard deviation of (0.85568), and this indicates that the level of answers was high to this question.

4.1.2 support program

Table 4. Descriptive statistics for the support program dimension.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	14	12	42	24	12	3.1404	0.16647	4
	Percent	0.134	0.096	0.4038	0.23	0.115			
Q2	Frequency	1	5	15	53	30	3.1053	0.65568	5
	Percent	0.009	0.048	0.14423	0.509	0.288			
Q3	Frequency	3	13	49	27	12	3.56842	0.76613	2
	Percent	0.028	0.125	0.47115	0.259	0.115			
Q4	Frequency	1	4	31	37	31	3.4358	0.80784	3
	Percent	0.009	0.03	0.29	0.355	0.2987			
Q5	Frequency	16	16	41	18	13	4.01575	0.12873	1
	Percent	0.15384	0.151	0.392	0.192	0.125			
Total							3.453134	0.112053	

The results of the descriptive statistical analysis in Table (4) refer to the dimension of the support program that was measured with five questions, as the total arithmetic mean was (3.453134) for this dimension and the standard deviation was (0.112053), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (5) obtained the highest arithmetic mean, which amounted to (4.01575) and with a standard deviation of (0.12873), and this indicates that the level of answers was high on this question.

4.1.3 Selection Criteria

Table 5. Descriptive statistics for the Selection Criteria dimension.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	16	41	13	22	12	4.1404	0.16647	1
	Percent	0.1538	0.394	0.125	0.211	0.115			
Q2	Frequency	1	5	15	43	40	3.1053	0.85568	5
	Percent	0.009615	0.048	0.144	0.413	0.3846			
Q3	Frequency	3	13	39	37	12	3.76842	0.914613	3
	Percent	0.028	0.125	0.375	0.35	0.115			
Q4	Frequency	1	4	31	37	31	3.0058	0.90784	7
	Percent	0.009	0.038	0.298	0.35	0.298			
Q5	Frequency	14	16	41	20	13	3.0175	1.12873	6
	Percent	0.134	0.156	0.39	0.192	0.125			
Q6	Frequency	15	33	32	15	9	3.86912	0.82543	2
	Percent	0.1533	0.301	0.296	0.144	0.114			
Q7	Frequency	12	17	24	31	20	3.1118	0.9432	4
	Percent	0.115	0.163	0.23	0.29	0.19			
Total							3.43119143	0.82028043	

The results of the descriptive statistical analysis in Table (5) refer to the dimension of the selection criterion that was measured by seven questions, as the total arithmetic mean reached (3.43119143) for this dimension and the standard deviation (0.82028043), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (1) obtained the highest arithmetic mean, which amounted to (4.1404) and with a standard deviation of (0.16647), and this indicates that the level of answers was high to this question.

4.1.4 communications channels

Table 6. Descriptive statistics for the communication channels dimension.

questions		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	16	10	32	34	12	4.1764	0.16647	1
	Percent	0.153	0.096	0.307	0.326	0.11			
Q2	Frequency	1	5	15	43	40	4.1053	.80068	2
	Percent	0.009	0.048	0.144	0.413	0.384			
Q3	Frequency	3	13	39	37	12	3.654842	.98713	4
	Percent	0.028	0.125	0.375	0.355	0.11			
Q4	Frequency	1	4	31	37	31	3.86158	.09784	3
	Percent	0.009	0.038	0.29	0.35	0.29			
Q5	Frequency	14	16	41	20	13	3.5475	0.153	5
	Percent	0.134	0.153	0.39	0.19	0.125			
Q6	Frequency	0	7	18	48	31	3.0012	.82543	6
	Percent	0	0.067	0.17	0.461	0.29			
Total							3.724470333	0.406653946	

The results of the descriptive statistical analysis in Table (6) refer to the dimension of the communication channels, which was measured with six questions, as the total arithmetic mean was (3.724470333) for this dimension and the standard deviation was (0.406653946), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (1) got the highest arithmetic mean, which amounted to (4.1764) and with

a standard deviation of (0.16647), and this indicates that the level of answers was high on this question.

4.1.5 job security

Table 7. Descriptive statistics for the job security dimension.

question		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	1	3	15	34	51	3.1404	1.16647	7
	Percent	0.009	0.028	0.1442	0.326	0.49			
Q2	Frequency	14	16	41	20	13	3.0175	1.14073	2
	Percent	0.1346	0.153	0.394	0.192	0.125			
Q3	Frequency	1	4	31	37	31	3.8158	0.90784	6
	Percent	0.009	0.038	0.298	0.3557	0.298			
Q4	Frequency	1	5	15	43	40	4.1053	0.85568	5
	Percent	0.009	0.04	0.144	0.4132	0.384			
Q5	Frequency	0	7	18	48	31	3.9912	0.82543	8
	Percent	0	0.067	0.173	0.461	0.298			
Q6	Frequency	2	1	18	48	35	4.0789	0.81082	4
	Percent	0.019	0.009	0.173	0.461	0.336			
Q7	Frequency	3	13	39	37	12	3.3684	0.914613	3
	Percent	0.0288	0.125	0.375	0.355	0.115	2		
Q8	Frequency	16	10	32	34	12	4.2368	0.84458	1
	Percent	0.153	0.096	0.3076	0.326	0.115			
Total							3.71929	0.140877988	

The results of the descriptive statistical analysis in Table (7) refer to the job security dimension, which was measured with eight questions, as the total arithmetic mean reached (3.71929) for this dimension and the standard deviation (0.140877988), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (8) got the highest arithmetic mean, which amounted to (4.2368) and with a standard deviation of (0.84458), and this indicates that the level of answers was high to this question.

4.2 Morale of employees

Table 8. Descriptive statistics for the dimension of morale employees.

question		Strongly Agree	agree	Neutral	Disagree	Strongly Disagree	Mean	Std. Deviation	Relative importance
Q1	Frequency	14	16	41	20	13	4.0175	0.12873	2
	Percent	0.134	0.153	0.394	0.192	0.125			
Q2	Frequency	2	7	18	46	31	3.1504	0.1564	7
	Percent	0.019	0.063	0.171	0.4518	0.288			
Q3	Frequency	16	10	32	34	12	4.36842	0.98761	1
	Percent	0.153	0.096	0.3	0.323	0.11			
Q4	Frequency	2	1	18	48	35	3.8158	0.90784	4
	Percent								

	Percent	0.019	0.009	0.17	0.4618	0.33			
Q5	Frequenc y	3	3	15	32	51	3.2105	0.1664	8
	Percent	0.0288	0.028	0.1341	0.319	0.49			
Q6	Frequenc y	3	13	39	37	12	3.7612	0.82543	3
	Percent	0.0288	0.125	0.375	0.355	0.115			
Q7	Frequenc y	1	5	15	43	40	3.2365	0.84328	5
	Percent	0.009	0.048	0.144	0.413	0.384			
Q8	Frequenc y	1	4	31	37	31	3.2853	0.87568	6
	Percent	0.009	0.038	0.298	0.355	0.298			
Total							3.609452	0.12653	5

The results of the descriptive statistical analysis in Table (8) refer to the employee morale variable that was measured with eight questions, as the total arithmetic mean reached (3.6094525) for this dimension and the standard deviation (0.12653), and this indicates that the agreement of the research sample members on the questions of this dimension was high. Question (3) obtained the highest arithmetic mean, as it reached (4.36842) and with a standard deviation of (0.98761), and this indicates that the level of answers was high to this question.

4.3 Analytical aspect: Finding correlation and impact relationships between research variables

4.3.1 Hypothesis 1: Correlation Analysis

We will test the correlation relationships for the axes used in the research by extracting the values of the correlation coefficient (Pearson) between retrenchment on the morale of employees in general.

H0: There is no significant correlation between retrenchment and the morale of employees.

H1: There is a significant correlation between retrenchment and the morale of employees.

By analyzing the data for the research variables, the results were reached through Table (9)

Table 9 Correlations Result.

Correlations			
		Retrenchment	Morale of employees
Retrenchment	Pearson correlation	1	.880**
	Sig. (2-tailed)	.000	
	N	104	
Morale of employees	Pearson correlation	.880**	1
	Sig. (2-tailed)	.000	
	N	104	

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

We note from the table (9) that the value of the correlation coefficient between the retrenchment and the morale of employees amounted to 0.88 a significant value (sig.=0.000) and this value is less than the significance level of 5% or 1% and thus leads to the rejection of hypothesis H0 and the acceptance of hypothesis H1 and we conclude that there is a significant correlation relationship Between the retrenchment and the morale of employees.

As for the sub-links, they are between each (administrative procedures, support program, selection criterion, communication channels, job security) and the morale of workers, according to Table (10)

Table 10 sub–Correlations Result.

		Retrenchment					
		Morale of employees	Administrative procedures	support program	selection criteria	communications channels	job security
Morale of employees	Pearson correlation	1	0.88	0.78	0.93	0.77	0.52
	Sig. (2-tailed)		0.00	0.00	0.00	0.00	0.00
	N	104	104	104	104	104	104

We note from Table (10) that the value of the correlation coefficient between the administrative procedures and the morale of the employees is 0.88, which is a significant value (Sig), which is less than the significance level of 5% or 1%, as well as between the support program and the morale of the employees amounted to 0.78, which is a significant value (Sig). It is less than the significance level of 5% or 1%, and the value of the correlation coefficient between the test standard is the morale of employees 0.93, which is a significant value (Sig), which is less than the level of significance of 5% or 1%, and the value of the correlation coefficient between the communication channels is the morale of employees 0.77, which is a value Significance (Sig), which is less than the significance level of 5% or 1%, and finally, the value of the correlation coefficient between the job security and the morale of employees is 0.52, which is a significant value (Sig), which is less than the significance level of 5% or 1%.

4.3.2 Hypothesis 2: Impact analysis

Here, the main hypothesis of the causal effect of the five axes (retrenchment) on the axis of employees morale will be tested according to the following hypothesis:

H0: There is no significant effect of the five axes (retrenchment) on the morale of employees

H1: There is a significant effect of the five axes (retrenchment) on the morale of employees

The linear regression function was calculated and we got the following results according to Table (11)

Table 11 Represents the values of the coefficient of determination and the corrected coefficient of determination.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. An error in the Estimate
1	.888a	0.774	0.593	1.65521

a. Predictors: (Constant), Administrative Procedures, Support program, Selection Criteria, Communication channels, and Job security

Table (11) shows that the coefficient of determination was 0.774 and the corrected coefficient of determination was 0.59. This means that the linear regression model explained 77% of the total and remaining deviations due to other factors not included in this research.

Table 12 Analysis of Variance (ANOVA^a)

Model Summary					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	9.938	5	1.988	0.725	.000a
Regression					
Residual	13.699	5	2.740		
Total	23.636	10			

a. Dependent Variable: morale of employees

b. Predictors: (Constant), Administrative Procedures, Support program, Selection Criteria, Communication channels, and Job security

From Table (12) we notice that the value of F is 0.725, which is a significant value of Sig.=0.00 at 5% and 1%, and this is evidence that the model is significant. Thus, based on the results that appeared in tables (11 & 12), the study reached the rejection of the H0 hypothesis and the acceptance of the H1 hypothesis, which states that there is a significant effect of the axes of retrenchment on the morale of employees.

5. Conclusions

This study argues to deepen our understanding of the relationship between retrenchment and employee morale. Specifically, this study aimed to investigate whether the effects of retrenchment on the morale of surviving workers were different in private banks. The researcher concluded from the study that the retrenchment in the private banks under consideration significantly affected the morale of employees. This was because since other workers have been laid off, the majority of surviving workers feel more trauma in the workplace. The study also concluded that the process of cutting costs had a significant impact on the job security of surviving workers. This is because, through the study, the majority did

not feel safe in the workplace and were given the opportunity, which led them to consider leaving for another opportunity elsewhere.

Acknowledgments

I would like to thank the professors of the Department of Business Administration who helped me in carrying out this research, and also for the advice they gave me, and thank them very much for their support and encouragement to research.

Declaration of Competing Interest

The author declares that I have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

References

- [1] Okoye, R. C. (2010). The Effects of Retrenchment on The Morale of Workers: A Study of Enugu State Civil Services (Doctoral dissertation).
- [2] Ndung'u, E. W. (2012). Retrenchment and Its Effects on Survivors in an Organization (Doctoral dissertation, United States International University-Africa).
- [3] Tirivavi, F. C. (2017). Impact of retrenchment on organizational performance: a case study of Uzumba Maramba Pfungwe Local District Council.
- [4] Chandra, D. (2014). A Study on Socio-economic Impact of Retrenchment on Workers—with Special Reference to Allahabad. *Management and Labour Studies*, 39(2), 229-248.
- [5] ATSHAN, N. G. (2016). THE LAW OF RETRENCHMENT IN MALAYSIA.
- [6] Cascio, W. P. (2002:52), *Managing Human Resources: Productivity, Quality of Work Life, Profits*, New York, McGraw Hill.
- [7] Olewe. B (2001:15), *Administration and Management; the Perspective*, New Generation Printer, Lagos.
- [8] Hassink, W. H., & Fernandez, R. M. (2018). Worker morale and effort: is the relationship causal? *The Manchester School*, 86(6), 816-839.
- [9] Fader, S. (2020). Teacher Morale and Job Satisfaction in the Special Education Environment.
- [10] Bocciardi, F., Caputo, A., Fregonese, C., Langher, V., & Sartori, R. (2017). Career adaptability as a strategic competence for career development. *European Journal of Training and Development*.
- [11] Larasati, A. P., & Martono, S. (2020). Increase Employee Morale Through Transformational Leadership, Employee Relation, and Work Environment. *Management Analysis Journal*, 9(1), 1-7.
- [12] Obi, J. N., Sajuyigbe, A. S., & Peter, F. O. (2021). Effect of Corporate Restructuring on Employee Morale: Evidence from Airtel Nigeria Limited. *Journal of Business and Entrepreneurship*, 9(1), 27-36.
- [13] Dibua, E. C., & Okoli, I. M. (2018). Effect of retrenchment on employees' service delivery: a study of ten districts of Enugu Electricity Distribution Company (EEDC) in southeast Nigeria. *European Scientific Journal*, 14(13), 121-133.

-
- [14] Octanisa, D. S. & Ariani, N. R. (2018). Pengaruh Employee Relation terhadap Semangat Kerja Karyawan di Intercontinental Bali Resort. *Jurnal Ekonomi Manajemen Sumber Daya*, 2(1), 106-125.
- [15] Hillary, N. (2018). The Effect of Employee Relation on Employee Morale at St. John's Medical Hospital, Bengaluru. *International Journal of Engineering Technology Science and Research*, 5(3), 369-373.
- [16] Chandra, D. A. (2018). Pengaruh lingkungan kerja dan iklim organisasi terhadap semangat kerja karyawan PT. Diantri. *Agora*, 6(1).
- [17] Utamajaya, I. D. G. A. P., & Sriathi, A. A. A. (2015). Pengaruh motivasi, komunikasi, serta lingkungan kerja fisik terhadap semangat kerja karyawan pada Fuji Jaya Motor Gianyar (Doctoral dissertation, Udayana University).
- [18] Rawat, S. R. (2015). Impact of Transformational Leadership over Employee Morale and Motivation. *International Journal of Pharmacy and Pharmaceutical Sciences*, 6(9), 387-393.
- [19] Ratri, N., & Palupiningdah. (2014). Pengaruh Motivasi dan Lingkungan Kerja terhadap Kinerja Karyawan Rumah Sakit Islam Banjarnegara. *Management Analysis Journal*, 1(3), 1-11.
- [20] Baskoro, C. A. (2014). Pengaruh Kepemimpinan Transformasional, Motivasi, dan Disiplin Kerja Terhadap Kinerja Karyawan. *Management Analysis Journal*, 3(2), 1-12.
- [21] Ngambi, H. C. (2011). The relationship between leadership and employee morale in higher education. *African Journal of Business Management*, 5(3), 762-776.
- [22] MWENDE, M. E. (2017). EFFECT OF RETRENCHMENT PROCESS ON JOB SECURITY OF RETAINED AND RETRENCHED STAFFS: A CASE OF ACTION-AID-KENYA.