

## Downsizing – Organizational Behavior and Survivors’ Efficiency with the Moderating Role of Shared Leadership

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### *Abstract*

*This research paper aims to study the elements of organizational behavior in a downsized work setting for the survivor's efficiency with the moderation role of shared leadership. Five downsized organizations were approached through structured questionnaire as target population with sample size of 288. The theoretical model was developed with seven hypotheses to predict the role of organizational behavior variables for the survivor's efficiency with the moderation role of shared leadership. Principal component analysis, stepwise regression analysis and moderation analysis was used for the results. Once the constructs of creativity, communication, perception, turnover and stars were independently regressed except turnover all the constructs have shown significance with the survivors' efficiency. The regression model also testifies the significant relationship between organizational behavior and survivors' efficiency. The moderation analysis shows positive and significant moderation effect. The study revealed that it is these independent variables which have a significant role in making the organizational behavior worthwhile after being downsized. Organizational reluctance to public downsizing information has been found a biggest limitation of this study.*

**Keywords:** Downsizing, Organizational Behavior, Survivors' Efficiency, Shared Leadership, Moderation Effect.

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### **Introduction**

Downsizing has been emerged as an outcome of business crises in terms of layoffs, closure of business and considered as the most actionable strategy in terms of managing human resources in a crisis situation (Fortune 2015; Luan, Tien & Chi, 2013; Santana, Valle & Galan 2017). The global economic crises of 1945, 1980, 1990, 2008 and the recent fluctuation in the oil prices activated the application of this corporate action in the work world. Downsizing is a kind of organizational change which is quite disturbing for the leaders, as it rarely helps to achieve their goals, but they are likely to experience (Akhtar, Long & Nazir, 2015; Sucher & Gupta, 2018). It is one of the tactics of a corporate strategy to shift the organizational structure from now to the changing requirements for improving organizational efficiency, attaining competitive edge and productivity (Bravo & Egena, 2017; Cohee, 2018). When this corporate strategy is not managed appropriately that leads to layoffs in the organizational set up. Layoff is a form of separation initiated by an organization for business reasons. This initiative is thought to shrink the

employment cost of doing business. Downsizing is not simply a process of shrinking the workforce rather, it represents a permanent shift in the organizational structure, psychological change and economic affairs of the downsized organization (Meuse & Dai, 2013; Gandolfi & Hansson, 2011). So, the process of downsizing has deep organizational, social and financial consequences (Goergen, Brewster & Wood, 2013). Very few firms reported financial progress after the implementation phase of downsizing strategy. Downsizing severely affects the organizational behavior, and the process hampered productivity, profitability, effectiveness and efficiency in downsized work setting (Nober & Bosman, 2014; Armstrong, & Cattaneo, 2010; Mangaliso & Culhane 2010). So it means, downsizing is not a simply corporate action to remove the employees and show cost efficiency. But it leads to depravedness of the knowledge and, valuable skills of the laid off employees and leaves shadow of job insecurity and less motivation among the survivors and talented pool.

The underlying study has been focused on managing a bunch of survivors - the lucky ones' who survived to get laid off. The study has been conducted in those organizations that experienced the downsizing process in the oil & gas sector of Pakistan. After the implementation phase of the downsizing strategy, it is a time for the corporate managers to redesign the organizational behavior by implementing such variables of organizational behavior in work world that support the survivors to be more efficient. It is indeed, the human resource of the organization, which is equipped with the aptitude to transform any work environment as efficient as possible but with shared leadership. The corporate managers need to develop such an organizational behavior where the survivors feel free from the dampness of downsizing, where they nourish their skills, promote innovation, transform their input in decision making, burnout insecurity, escalate moral, explore new opportunities and channels for promotion and turn the downsized environment into a progressive and dynamic work world with shared leadership.

## Study Objectives

This research study proposed the following objectives.

1. To investigate the significance of creativity, communication, perception, turnover and stars with survivor's efficiency.
2. To study the significance of organizational behavior variables (creativity, communication, perception, turnover and star) and survivor's efficiency.
3. To examine the moderating effect of shared behavior between organizational behavior variables and survivor's efficiency.

## Significance of the Study

Downsizing has huge psychological implications. So, the significance of this study is to reshape the downsized organizational behavior. Where, the job of top management is to efficiently support and manage the bunch of survivors and the job of survivors is to show shared behavior for bringing efficiency in the downsized environment. This study has investigated the importance of implementing the variables of organizational behavior and its impact on the survivor's efficiency in the post downsized organizational environment.

## Statement of Problem

Downsizing is richly affluent to psychological consequences. Once downsizing is declared, the real challenge is to support the survivors and escalate their moral and passion. The downsizing affects the work environment, attitude, behavior, productivity and trust of the survivors (Mangaliso & Culhane 2010; Rehman & Naem, 2012). Minimal studies are found where downsizing has been carried in the context of organizational behavior and survivor's efficiency in the of oil & gas sector in Pakistan. Pakistan is a populous country of 220 million people, so to fulfill energy requirements, number of national and

multinational organizations are involved in oil & gas exploration and related services. These organizations have experienced downsizing. So far, minimum research studies have been carried out to study the impact of organizational behavior variables for bringing efficiency in the downsizing survivors of this sector in Pakistan.

### Research Methodology

The organizations experienced downsizing have been treated as target population. The data was collected from a convenience sample of 288 individual of 05 organizations operational from Islamabad, in the oil & gas sector Pakistan. The organizations included Weather ford DRT, WELL Serve, POGC, Dewan Petroleum and Oil & Gas Innovative Services and EnerQuip. The surviving employees and HR managers of these organizations have been researched.

The 30-item instrument of organizational behavior with the specific context of downsizing including constructs of creativity, communication, perception, turnover, stars (top performers) and survivor efficiency was picked from the previous studies (Amabile & Conti 2017, Elsdon 2009, Jenkins, 2012, Nyberg & Trevor, 2009). The author shared the instrument with three experts in the field for the face validity and content validity. Who ensured that this instrument adequately covered the content area for the construct of organizational behavior and survivor’s efficiency and modified the measure as per the specific context of downsized organizational environment of Pakistan. Factor analysis as a multivariate technique was used to confirm the unidimensionality of the operationally defined concept (Sekaran, 2003). The respondents rated all the items on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). The 25-item instrument of Hiller (2002) was used in this study to assess shared leadership using a seven-point scale ranging from 1 (never) to 7 (always). Statistical tools of Cronbach alpha, factor analysis, correlation analysis, stepwise regression and HAYES process model 1 moderation analysis were employed.

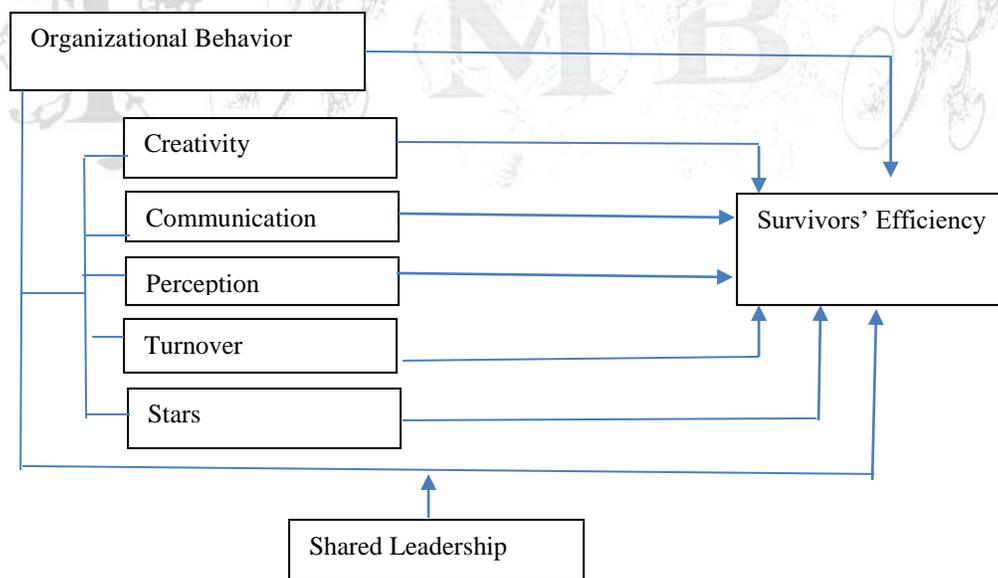


Figure 1: Research model – OB and Survivors Efficiency

### Hypothesis Development

Based on the above literature review, this research theorizes:

- H1: Creativity has a significant relationship with survivors' efficiency.  
H2: Communication has a significant relationship with survivors' efficiency.  
H3: Perception has a significant relationship with survivors' efficiency.  
H4: Turnover has a significant relationship with survivors' efficiency.  
H5: Stars has a significant relationship with survivors' efficiency.  
H6: Organizational behavior variables have a significant relationship with survivors' efficiency.  
H7: Shared leadership moderates between organizational behavior variables and survivors' efficiency.

### **Downsizing - Organizational Behavior and Survivor's Efficiency**

As a reference to downsizing, number of terms have been used, including "brightsizing" and "rightsizing" or a construction in the firm's workforce or a pre-planned eradication of job positions with the core purpose to curtailing the organizational strength (Cascio 1993; Gandolfi & Hansson, 2011). Downsizing may be part of a corporate restructuring or rationalization process, with the removal of hierarchies or abandoning the departments or functions either after a period of economic downturn or as a consequence of strategic review. However, downsizing generates key consequences on employees, not only on those who are directly affected by dismissals, but also on the "survivors". Layoffs create downsizing survivors, the people who remain in your company after the downsizing (Heathfield, 2007; Heathfield, 2019). In order to get benefit from the downsizing, the organizations must invest even more efforts in the downsized organizational behavior. So, downsizing has therefore substantial long-term effects on the overall organizational behavior. Organizational behavior investigates the impact that individual, group and structure have on behavior within organization for the purpose of applying such knowledge toward improving an organization's effectiveness. In the context of downsized working environment, organizations carry out programs for reshaping the organizational behavior. Organizations are required to pay more efforts in terms of building trust, boosting the morale of the survivors, providing opportunity to recover, give focus to career development, develop self-esteem and show productivity (Heathfield, 2019). The review of the literature has identified the below organizational behavior variables for the survivor's efficiency.

Downsizing dampens survivors creativity; it is potentially dangerous phenomenon for almost every company (Amabile & Conti 2017; Trevor & Nyberg, 2008). These studies suggest that creativity is a vital weapon of today's competitive technological environment, but this weapon may be seriously handicapped by layoffs. There are several elements that bring creativity in organizations. Amabile & Conti (2017) specified these elements that includes, supportive work groups, challenging assignments, workplace autonomy, adequate resources, management that places a premium on creativity, project leaders who value new process and have strong communications skills. Downsizing disrupts and changes the social networks and information exchange within the organizational setting, adding negative feelings among the survivors (Azarnoush & Tuzlukaya 2015; Trevor & Nyberg, 2008). So, it has been vital to value and rebuild social networks among the downsizing survivors by empowering them with active role in decision making, to interact with each other on future plans, giving a feeling of their contribution to work effectively and providing continuous response on improvements in the work environment.

Downsizing escalate stress and job insecurity; create uncertainty, leaving survivors to wonder (and worry) about whether more layoffs are in the offering, and further, declines moral and firm performance (Frick, 2019; Schmitt & Raisch, 2013). Such perceptual changes direct turnover and moral degradation (Friebel, Heinz & Zubanov 2016; Spurgeon, Mazelan, & Barwell 2012). However, Companies need to recreate the organizational behavior and develop perception where the employees find job satisfaction, build their self-esteem, and show achievement at the higher level in organization. Downsizing is designed to reduce costs, but it also predicts greater turnover rate. Turnover affects the organizational performance, it further activates the leaving behavior that the downsizing generates (Trevor & Nyberg, 2008). So, studying voluntary turnover among downsizing survivors' is especially worth keeping (Martin & Bartol, 1985). This

study has a focus to mitigate the downsizing-turnover relationship by reshaping the organizational behavior supported by shared behavior for the downsizing survivors.

Trevor (2006) shows that those with the most education, ability and training, are the most likely to turnover if dissatisfied. So, pay special attention to high performers (stars) because they have more opportunities in the market (Flannery, 2018). They further argue that top performers will always be in demand, the retention of high performers is a persistent effort to encourage and empower. Because talented human resource is a common competitive advantage and is largely dependent on the composition of diverse workforce.

### **Shared Leadership**

Leadership is the behavioral process of influencing individuals and groups to facilitate relationships and accomplish shared set of goals and objectives (HuiXu, 2017; Yulk, 2010). This influencing behavior starts with giving trust to the individuals or groups to set clear direction and develop sense of team orientation for the achievements of common set of goals. Additionally, due to an increased complexity and challenges in the business environment, rapid pace competition and dealing with the change can be managed best in the way to learn how to leverage team work. Therefore, these challenges and team orientation have coined the concept of shared leadership in the today's highly competitive and ever-changing work world. Shared leadership is a leadership phenomenon where behaviors are enacted by multiple individuals rather than solely by those at the top or by those in formal leadership roles (Erkutlu, 2012, Yulk 2010). Leadership influences the organizational culture (Pradhan, Penda & Jena, 2017). And this culture has emerged shared leadership based on the team orientation. Because in the team environment, shared leadership is more influential than then the vertical leadership.

Shared leadership distributes leadership responsibilities across multiple team members where different people of the team perform leadership function at different time (Bolden, 2011; Tams, 2018; Yulk,2010). In shared leadership, teams are empowered and have mutually distributed and collectively exercises the leadership influence. leadership visibility is key after a downsizing event (Linton, 2017). Therefore, according to Jenkins (2012), surviving employees needed specific leadership behaviors about inspiration and encouragement, thereby reducing the level of stress experienced by surviving employees after a reduction in force. Thus, the overall internal team environment influences the shared leadership, including voice, social support and a shared purpose (Carson, Tesluk & Marrone 2007). This influencing behavior is particularly important when there is a sense of demotivation in the organizational behavior and where the rebuilding process is initiated for the downsizing survivors. The downsized organizational environment is filled up with the feelings of demotivation, risk and insecurity in terms of next round of layoffs. It is a consequence of downsizing where productivity may also be compromised at both the levels i.e. individual survivors, and at the organization level (Appelbaum & Donia 2000). Employee layoffs lead to a decrease in the morale of the surviving work force, which in turn lowers productivity. So, nurturing of, employees to encourage innovation, maximize intellectual capital and foster the three Cs of competitive advantage i.e. competence, coordination and commitment has an important role among the surviving employees (Mangaliso & Culhane 2010). The downsizing survivors need organizational behavior with high degree of motivation and active communication for restoring their trust in the organization and equipped with the influencing leadership behavior. So, shared leadership has a vital role in influencing behaviors by taking everyone on board and by sharing the leadership role in the organizational functions.

### **Data Analysis & Findings**

#### **Preliminary Analysis**

The constructs of creativity, communication, perception, turnover, stars (top performers) and survivors' efficiency were modified to specifically fit the context of existing research study. To provide statistical support to the research instrument, available and commonly used statistical tools reliability test and factor

analysis have been used to re-establish the reliability and validity of the construct (Creswell, 1994; Sekaran; Khan 2013). To ensure the analysis of inter consistency and reliability of the scale cronbach's alpha was used. Factor analysis as a multivariate technique was used to confirm the unidimensionality of the operationally defined concept (Sekaran, 2003). Factor analysis was conducted using Principal Component Analysis and factors with eigenvalue 1 were extracted. Cooper and Emory (1995) suggested pilot study before starting data collection. Therefore, the researcher performed pre-testing of 20 questionnaires from the downsizing survivors' and HR officials of downsized organizations. Resultantly, necessary changes were made in the research instrument after feedback of respondents (Oliver, 2003; Fink, 1995b). For the in-depth analysis and hypothesis testing step wise regression method, univariate regression and Andrew Hayes PROCESS Model 1 was used for the moderation analysis.

Cronbach's alpha coefficient was determined for inter item reliability among responses for checking internal consistency of the structured questionnaire delivered to survivors of downsized organizations. Table 1 reveals Cronbach's alpha for all items and composites of variables viz. creativity, communication, perception, turnover, stars, survivors efficiency and shared leadership are acceptable. The minimum value of alpha is 0.646 and the maximum value is 0.867 while, the alpha for all items remained 0.784. The Alpha coefficient scores of more than 0.70 is acceptably reliable (Yiing & Ahmed 2009).

Factor analysis as a multivariate technique was used to confirm the unidimensionality of the operationally defined concept (Sekaran, 2003). Factor analysis was conducted using Principal Component Analysis and factors with eigenvalue 1 were extracted. As a requirement of Principal Component Analysis, the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy (MSA) should be greater than 0.50 for the individual variable and also for the set of variables. Bartlett's test of Sphericity is method for estimating factor score coefficient and tells correlation of variable which provides basis for factor analysis. Principal Component Analysis requires that the probability associated with Bartlett's Test of Sphericity should be significant at  $p < 0.05$ . Hence table 2 satisfies the KMO measure and also satisfies that the variables are highly correlated and significant (Leech et al., 2005). To interpret factor loadings, orthogonal rotation (varimax) was used. The results show that the total sixteen factors got extracted for each measurement. Two factors each of creativity, turnover, stars and survivors efficiency; one each of communication and perception and eight factors of shared leadership.

Table 1 Inter-Item Consistency – Cronbach's  $\alpha$

Variable	No. of items	Cronbach Alpha
All	55	.784
Creativity	5	.708
Communication	5	.755
Perception	5	.646
Turnover	5	.786
Star	5	.740
Survivors Efficiency	5	.690
Shared Leadership	25	.867

Table 2: KMO & Bartlett's Test

Variable	KMO measure of sampling adequacy	Bartlett's test of sphericity Sig.
Creativity	.660	.000
Communication	.698	.000
Perception	.675	.000
Turnover	.721	.000
Star	.682	.000
Survivors Efficiency	.627	.000
Shared Leadership	.393	.000

**Descriptive Statistics**

Descriptive statistics show mean, standard deviations, skewness and kurtosis. The mean of all the variables falls between the response 1 and 2 which was coded as strongly agree and agree. The level for skewness and kurtosis falls between -2 to +2. Hence, parametric analyses techniques are therefore possible as the collected data was found normal, robust and representative of the sample.

**Table 3 Descriptive statistics**

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Creativity	288	2.0250	.58238	-.026	.144	-.735	.286
Communication	288	1.9646	.59918	.306	.144	.005	.286
Perception	288	2.2146	.61836	.503	.144	.541	.286
Turnover	288	2.2000	.62648	.008	.144	-.365	.286
Star	288	2.0431	.62655	.415	.144	.042	.286
SE	288	2.0118	.53322	.497	.144	1.618	.286
SL	288	2.0410	.40122	.908	.144	2.250	.286

**Correlation analysis**

Table 4 indicates the correlation analysis between the dependent variable survivor efficiency and independent variables. The variables show positive and significant relationship with the dependent variable except perception at 5% level of significance. Table 4 also show bivariate correlations among the constructs. The correlation values are below 0.80. So, no collinearity issue is deduced (Byrne, 2012).

**Table 4 Correlations**

		SE	CR	CO	PR	TOV	ST
Pearson Correlation	SE	1.000	.577	.535	.046	.372	.364
	CR	.577	1.000	.567	.093	.346	.304
	CO	.535	.567	1.000	.221	.531	.252
	PR	.046	.093	.221	1.000	.362	.328
	TOV	.372	.346	.531	.362	1.000	.491
	ST	.364	.304	.252	.328	.491	1.000
Sig. (1-tailed)	SE	.	.000	.000	.219	.000	.000
	CR	.000	.	.000	.058	.000	.000
	CO	.000	.000	.	.000	.000	.000
	PR	.219	.058	.000	.	.000	.000
	TOV	.000	.000	.000	.000	.	.000
	ST	.000	.000	.000	.000	.000	.

**Stepwise regression**

Stepwise regression analysis was conducted. It's a variable selection procedure for the independent variables. In Table 5, the stepwise regression procedure removed only one independent variable of turnover that indicates that the variables of creativity, communication, perception and star can predict the variation in the survivors' efficiency.

Table 5 Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	CR	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
2	CO	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
3	ST	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).
4	PR	.	Stepwise (Criteria: Probability-of-F-to-enter <= .050, Probability-of-F-to-remove >= .100).

Stepwise regression method through ANOVA (Table 6) indicates the validity model for each of the construct which remained significant at 5% level of significance. R<sup>2</sup> values in (Table 6) indicate the predictive value of each of the independent variable for change in the dependent variable. The value shows that creativity 33%, communication 39%, stars 42% and perception 44% explain the variation in the survivors' efficiency.

Table 6 Model Summary & ANOVA

	R	R-sq	Adj R-sq	St.Error	F	p
CR	.577 <sup>a</sup>	.333	.330	.43639	142.498	.000
CO	.630 <sup>b</sup>	.396	.392	.41571	93.589	.000
ST	.653 <sup>c</sup>	.426	.420	.40599	70.356	.000
PR	.664 <sup>d</sup>	.440	.433	.40168	55.688	.000

CR, Creativity., CO, Communication., ST, Star., & PR, Perception.

Table 7 of stepwise regression method indicates that in case of independent variables of variables of creativity, communication, perception and star, the *t* statistics are 6.199, 5.116, 4.517 and -2.670 respectively for the *b* coefficients and they provide very strong evidence ( $p < 0.01$ ) that the slope associated with creativity, communication, star and perception are not equal to zero ( $b \neq 0$ ). The *b* coefficient associated with perception (-0.110) indicates inverse effect as one unit decrease in the perception will reduce the survivors efficiency by -0.110 units. The beta indicates the relative importance of variables in the model in a given order creativity, communication, stars and perception. The independent variable of turnover was not entered by the stepwise regression method as indicated in table 5 so it remained insignificant for further analysis. Turnover is an important variable but during the step wise regression it has been not entered so in the presence of other variables its losses its relative importance.

Table 7 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
4	(Constant)	.686	.122		5.629	.000		
	CR	.315	.051	.344	6.199	.000	.643	1.555
	CO	.278	.049	.313	5.661	.000	.649	1.542
	ST	.189	.042	.222	4.517	.000	.816	1.226
	PR	-.110	.041	-.128	-2.670	.008	.862	1.160

Table 7 also shows tolerance values against all independent variables, which were not less than 0.20 in any cases. Likewise, Variance Inflation Factors (VIFs) against each independent variable were not more than four. These factors satisfied the assumption of multicollinearity therefore there was no need to drop any independent variable.

To find the overall validity of the model, a regression analysis was run for the Organizational Behavior (IV) and Survivors' Efficiency (DV). R<sup>2</sup> value in Table 8 shows that, in the dependent variable, 29% of the variation is explained by the independent variables. The rest of variation is caused by the other variables in the dependent variables which influence survivors' efficiency apart from the independent variables examined in the study.

Table 8 Model summary & ANOVA

R	R-sq	Adj R-sq	St.Error	F	p
.542	.293	.291	.44902	118.724	.000

ANOVA shows the overall validity of the model which is significant at 5% level of significance. Table 9 indicates that in case of independent variables of OB, the *t* statistic is 10.896 respectively for the *b* coefficients and provides very strong evidence ( $p < 0.01$ ) that the slope associated with OB is not equal to zero ( $b \neq 0$ ). The *b* coefficients associated with OB is positive, indicating any positive effects of OB will increase the Survivors' Efficiency.

Table 9 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.585	.134		4.383	.000
	OB	.683	.063	.542	10.896	.000

a. Dependent Variable: SE

### Moderation analysis

Tab 10 states the moderation effect of the model. The model summary indicates the significance of the overall model. In moderation analysis, the interaction effect is the product of coefficient of independent variable and moderator. Table 10 shows that the interaction effect is significant. Furthermore, the LLCI is 0.1105 and ULCI is 0.8413 therefore, zero does not lie between the LLCI and ULCI. This shows that the moderation effect is significant and shared leadership moderates between the organizational behavior and survivors efficiency.

Table 10 Model Summary - Moderation effect

R	R-sq	MSF	F	Df1	Df2	p
.5548	.3078	.2065	36.3177	3.0000	245.0000	.0000
	coeff	se	t	p	LLCI	ULCI
constant	2.4177	.8108	2.9818	.0032	.8206	4.0148
SLM	-.9025	.3936	-2.2930	.0227	-1.6778	-.1273
OB	-.2767	.3805	-.7272	.4678	-1.0263	.4728
Int_1	.4759	.1855	2.5654	.0109	.1105	.8413
	R2-chng	F	Df1	Df2	p	
Int_1	.0186	6.5811	1.0000	245.0000	.0109	

### Testing of Hypothesis

To test the hypothesis, SPSS stepwise regression, univariate regression and moderation analysis Hayes PROCESS model 1 was used. Table 7 was referred for the hypothesis testing of H1 to H5. This table shows, that the creativity, communication, perception and stars were independently regressed and finds that all the variables are significant so all H1, H2, H3 and H5 are accepted and concludes that these variables have shown significant relationship with the survivors' efficiency as dependent variable of. The independent variable of turnover was removed by the step wise method in Table 5 and remained insignificant for any further analysis. So H4 stands insignificant.

H6 stated that organizational behavior has positive and significant relationship with survivors efficiency. For the independent variable of organizational behavior, constructs of creativity, communication, perception, turnover and star were used as a whole. Univariate regression analysis was run. Table 9 reveals the significant p-value. This also supports the H6, that the independent variable organization behavior has positive and significant relationship with survivors' efficiency as dependent variable.

H7 states that shared leadership has a moderated effect between organizational behavior and survivor efficiency. Table 10 shows that the interaction effect is significant. Furthermore, table 10 indicates, the LLCI is 0.1105 and ULCI is 0.8413 therefore, zero does not lie between the LLCI and ULCI. This shows that the moderation effect is significant and shared leadership moderates between the organizational behavior and survivors' efficiency by supporting H7.

### Discussion

It has been identified that a small amount of empirical research is available that has investigated the employed constructs of this study in the downsized work setting. Therefore, this study, is a masterpiece that highlighted the important role of organizational behavior, survivors' efficiency and shared leadership in the downsized organizational environment of Pakistan. In the presence of current fragile business environment where maintaining the head count is always a huge challenge so, the knowledge of organizational behavior variables, shared leadership and its impact on survivors' efficiency has a great importance specifically in the private sector work setting. The study presents the opportunity to assess the effectiveness of the constructs of organizational behavior in the context of downsized organizational behavior. Furthermore, the findings of this study can provide input to the corporate leaders to establish and turn their organizational behavior for the survivors' efficiency. The findings of this study provide input to the scholars, leaders and employees in terms of reshaping the downsized organizational behavior and the survivors' efficiency in general and specifically in the oil & gas sector.

The downsizing strategy directly affects employee morale and loyalty and also must be the first priority to be addressed carefully over the period of time. Employee layoffs lead to a decrease in the morale of the surviving work force, which in turn lowers productivity (Mangaliso & Culhane 2010). So, shaping the organizational behavior has been proved as an important management decision for the survivors' efficiency with the support of shared leadership. The result shows that the idea generation sessions, doing the routine work with different strategy, autonomy in selecting the strategy, assigning challenging tasks/targets thereby provides innovative environment and can help downsizing survivors' to be more efficient. Organization's work climate and creativity is markedly diminished by the downsizing process (Amabile & Conti 2017). Therefore, the HR managers must formulate such work climate which encourages creativity in the work environment. These results are also compatible with the study of Mellahi & Wilkinson (2016) and Trevor & Nyberg (2008) who argue that creativity is the essential element in the downsized work environment.

The effective information exchange, getting survivors' input, regular feedback on policies/strategies and top management's interactive discussion and open-door policy can bring efficiency among the downsizing survivors. The arguments of Azarnoush & Tuzlukaya (2015) and Flannery (2018) regarding organizational

networks, building mutual trust through all channels and decisively outlining organizational goals supports the findings of this study that managers and leadership interaction, open door policy, communicating the logical reasons of downsizing and actively listening to the survivors have a tremendous benefit in escalating the motivation and efficiency of survivors. In downsized organizations, it is pivotal to create such behavior in the organization where the co-workers feel free to share their concerns and the management gives constructive feedback in response. Proactive communication and treating downsizing survivors with dignity and respect have an important role to develop positive perception among the survivors and develop better post downsizing organizational behavior. One of the most neglected elements of downsizing process is the provision of timely and honest communication. Perhaps, quick and decisive decisions are the most important tasks of a downsizing process that can result in managing the process in a healthy and productive manner in such organizations (Flannery, 2018). The information exchange regarding business performance in a structured manner is extremely crucial. It will also help eradicate rumors and negative perception about the management and organization as whole. Through this the employee can feel to have a stake in losing the jobs if the business environment reaches to the situation of downsizing. As, reaching to the decision of downsizing is always a process rather than one-month business performance.

Elsdon (2009) and Flannery (2018) argued that after layoffs, management must focus on building an environment, where the high performers (stars) and potential employees are placed at their best suitable and empowered positions and can joyfully adjust and aligned with the changing needs of the organization. The analysis confirmed that top performers (stars) active involvement in policy/strategic decision making, their recognition, introduction of special pay packages for the top performers, paying special attention to the retention of the top performers and development of a talent pool of potential employees can bring efficiency among the downsizing survivors. Top performers are the key, so after layoffs, organizations need to give special focus to the retention of top performers, because it is the top performers who will not only enhance the overall performance of the organization but also escalate the morale of the rest of the workforce. Top performers recognition and involvement is a key organizational issue and the culture of transparent communication and information dissemination can add value to the morale of post downsizing organizational behavior (Mishra, Boynton, & Mishra, 2014; McManus & Mosca, 2015). Downsizing process thus opens a new opportunity for top performers, and if the top performers' abilities are not properly utilized, there may be dissatisfaction shown in terms of voluntary turnover.

As leadership is a reciprocal process – from the leadership perspective, post downsized organizational behavior is difficult to manage because now, the leaders have to influence the followers and in post downsized organizational behavior followers are the only talented and high performers who have survived the downsizing process. This study has proved that shared leadership provides strength and support in making such an organizational behavior where team orientation is embedded in the organizational affairs. This team orientation is making a unique organizational behavior, where the team members are focused on achieving targets, showing progress and hence directly benefiting the survivors' efficiency. So, shared leadership can play an important role in a knowledge-based post downsized work environment. As, in shared leadership, the teams and the team members feel more empowerment, show more responsibility and work with more commitment and dedication. This discussion of leadership being shared among team members was also supported by the early leadership scholars (Carson, Tesluk & Marrone 2007; Giessner, Knippenberg & Ginkel, 2013).

Shared leadership works with a team orientation. This study has proved that if the team members are planning collectively about the organizational functions i.e. providing helpful input in setting mutual goals and organizing tasks, allocating resources according to the priorities. Furthermore diagnosing problems and finding solutions to problems, encouraging other team members, showing respect to the team members, fostering a cohesive team atmosphere, exchanging career-related advice among teams, learning new skills, being positive and role models to the new entrants. With this team orientation in the organizational affairs, shared leadership provides support in making such an organizational behavior where the team members

gave focus to exercise high level of skills, seek autonomy in applying their knowledge and desire greater opportunity to shape the organizational behavior by turning the survivors to become more efficient in order to avoid any future chances of downsizing.

## Conclusion

The oil & gas sector organizations in Pakistan were chosen for the present research work in the context of downsizing in. The researcher experienced a sever reluctance from the main-stream private sector oil & gas organizations to disclose any downsizing or to provide access to the existing employees for research on downsized organizational behavior. Total nine organizations were contacted but only five participated in the research process. Among these five only three were highly supportive. Lot of research work is available in literature on downsizing and its consequences in the American and European context but a negligible amount of research was found in Pakistan on the downsizing, its implications, survivor's efficiency or downsized organizational behavior. Therefore, this research study attempts to assess the downsized organizational behavior and how to turn the survivors efficient with the moderation role of shared leadership.

The research study has shown that the observed variables have utmost importance for bringing efficiency in the downsized organizational behavior. The study concluded that the constructs of organizational behavior have positive and significant relationship with the survivor's efficiency. Shared leadership has been also proved to have a positive and significant role in providing strength to the organizational behavior and survivors' efficiency. After layoffs, the downsized organizational behavior is instrumental for the survivors' efficiency. Where the corporate managers need to provide a conducive work environment for the survivors and provide organizational behavior as creative, communicative, develop positive perception, reduce the turnover and retain the stars. After the downsizing only, high performers are left behind so the organizations need to empower the teams and share the leadership role so that the teams and team members provide strength to the overall organizational behavior and accomplish the survivors' efficiency. This research study proved that the implementation of the observed variables has the tendency to bring efficiency in post downsized organizational behavior.

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