Downsizing

Is Less Still More?

Edited by
CARY L. COOPER
ALANKRITA PANDEY
and
JAMES CAMPBELL QUICK

CAMBRIDGE UNIVERSITY PRESS
Contents

List of figures  page vii
List of tables ix
List of contributors x
Foreword xxi
Preface xxiii

Part I  Overview  1

1 Job loss and effects on firms and workers  3
KEVIN F. HALLOCK, MICHAEL R. STRAIN, AND DOUGLAS WEBBER

2 How does downsizing come about?  51
WAYNE F. CASCIO

3 The antecedents of downsizing  76
SARAH J. FREEMAN AND KYLE EHRHARDT

Part II  Human outcomes  101

4 Human motivation and performance outcomes in the context of downsizing  103
AHARON TZINER, ERICH C. FEIN, AND LIOR OREN

5 To downsize human capital: A strategic human resource perspective on the disparate outcomes of downsizing  134
GARY C. McMahan, ALANKrita PANDEY, AND BRIAN MARTINSON

6 Health effect outcomes: “Survivor disease” in the context of economic change  168
JOHANNES SIEGRIST AND NICO DRAGANO
## Contents

### Part III  Organizational outcomes

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>Employee downsizing and organizational performance: What do we know?</td>
<td>Deepak K. Datta, Dynah A. Basuil, and Elena A. Radeva</td>
</tr>
<tr>
<td>8</td>
<td>Executive perceptions: Probing the institutionalization of organizational downsizing</td>
<td>William McKinley and Jasmin Chia-Jung Lin</td>
</tr>
<tr>
<td>9</td>
<td>Reducing costs and enhancing efficiency or damaging the company: Downsizing in today’s global economy</td>
<td>Kenneth P. De Meuse and Guangrong Dai</td>
</tr>
</tbody>
</table>

### Part IV  Post-downsizing implications

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Authors</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>The stress outcomes of downsizing</td>
<td>M. Blake Hargrove, Cary L. Cooper, and James Campbell Quick</td>
</tr>
<tr>
<td>11</td>
<td>Good downsizing</td>
<td>Rocki-Lee Dewitt</td>
</tr>
<tr>
<td>12</td>
<td>Post-downsizing implications and consequences: A global perspective</td>
<td>Franco Gandolﬁ, Lisa M. Renz, Magnus Hansson, and John B. Davenport</td>
</tr>
<tr>
<td>13</td>
<td>Exploring the etiology of positive stakeholder behavior in global downsizing</td>
<td>Shay S. Tzafrir, Hila Chalutz Ben-Gal, and Simon L. Dolan</td>
</tr>
</tbody>
</table>

Index 418