Precarious Employment in a VUCA Environment in the Hospitality Industry of Zimbabwe

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Abstract
The research aimed at assessing the causes and psychological dynamics of precarious employment on precarious employees in the hotel and catering industry of Zimbabwe. The major reason behind is that precariousness disregards the human side and affects the psychological wellbeing of the same. The study employed a qualitative research approach which adopts capturing the experiences of the participants in their natural setting. The study made use of the case study research design which draws information from multiple sources to complement each other. Data was gathered through the use of primary and secondary information sources. The study used semi-structured interviews and documentary sources to gather research data. The total population for the study was 200 employees from which a sample of 20 participants were drawn based on the fullness and recurrence of research data. The study initially used purposive sampling where the participants with relevant information were selected. Data was analyzed through thematic approach which is mostly commended when dealing with emotional experiences of the research subjects. The research findings chronicled the perilous psychological impacts associated with precarious employment in organizations on casualised employees and coping strategies employed by the same in dealing with such challenges. The study concluded that organizations should consider the human side of the organization when instigating measures that embrace emotional wellness of the employees.

Keywords: Casualisation, Hotel and Catering Industry of Zimbabwe, Labour, Precarious Employment and Unemployment

1. Introduction

Over the past decade, there has been a dramatic increase in precarious work as a result of factors such as globalization, the shift from the manufacturing sector to the service sector, and the spread of information technology (Rosemary, 2006). These fluctuations have created a new economy which demands flexibility in the workplace and, as a result, caused the decline of the standard employment relationship and a dramatic increase in precarious work (Rosemary and Fudge, 2006). An important feature of precarious work is its gendered nature, as women are continuously over-represented in this type of work. Studies have been carried on precarious employment in Europe on the paraphernalia of precarious employment on mental health, and on the economy. This study deviates from that and focuses on precarious employment and its possible effects on performance in the Hotel and catering industry of Zimbabwe.

Data from the Zimbabwe Congress of Trade Union (ZCTU) (2019) revealed that the level of retrenchment in organisations has been increasing with 450 workers being retrenched weekly. Moreover, a survey carried out by National Social Security Authority (NSSA) (2020) also revealed

that 711 companies in Harare went bust for the last half of year 2020 to the first half of 2021. This was also adding to the same crisis in Bulawayo were more than 90 companies' closed shop (Mbiba, 2020). Staff rationalisation is carried out aiming at improving aspects of efficiency in organisations (Ochieno, 2013). At the center of rationalizing staff most hotels have resorted to precarious employment as an alternative to cover the deficiency. Owing to the fluctuations that are happening in the hotel industry the employers are resorting to the employment of contract workers, casual workers, outsourcing certain sections and subsequently using students from colleges and universities as cheap labour. Thus, the key reality emerging in Zimbabwean hotels is the adoption of precarious employment in totality.

1.1 Problem statement
The economy of Zimbabwe shrunk significantly after 2000, resulting in a desperate situation for the country through widespread poverty and a 95% unemployment rate (Mail and Guardian, 2009). Zimbabwe's participation from 1998 to 2002 in the war in the Democratic Republic of the Congo coupled with the fifty thousand dollars reimbursement of war veterans set the stage for this deterioration by draining the country of hundreds of millions of dollars (CIA fact book, 2009). Hopes of a quick economic turnaround under the new ZANU PF government appear to be fading even faster as more and more companies close shop, throwing tens of thousands of workers onto the streets to join the teeming ranks of the unemployed estimated at above 88%. In addition, due to the current Coronavirus pandemic many companies including platinum miners Zimplats and Unki, Bindura Nickel, Spar supermarkets, Dairibord, Cairns, Olivine Industries and PG Industries to mention but a few are downsizing and have retrenched tens of thousands of their employees, condemning them to a gloomy future of joblessness and precarious employment for those retained. This has affected the traditional forms of employment were there was job for life through permanent employment, as organisations are looking for ways of cutting cost through right sizing that is through contracts. This has an effect on the employment contract and consequently individual and organisational performance, hence it is against this background that it has become imperative to investigate into the causes and impacts of precarious employment.

1.2 Theoretical underpinnings
This research paper was anchored upon the employment strain model by Lewchuk, Clarke, and de Wolff (2011). The employment strain model was developed to study the association between precarious employment and health and well-being (Lewchuk, Clarke, and de Wolff, 2011). The components of the model are predominantly assessed from a strain perspective, highlighting the potentially damaging mental wellbeing consequences of stressful employment experiences. As stated above, this is often but not always the case. The job components are reviewed in terms of their potential straining effects. Employment relationship uncertainty concerns uncertainty over the terms and conditions of (future) employment and includes three subcomponents. The first subcomponent is employment fragility, that is, the level of control over future employment and the frequency of renegotiation of employment terms. It assesses contract length, uncertainty over access to future employment, uncertainty about whether current employers will offer more work, insufficient notice to accept work, not receiving a record of pay, not being paid on time, and receiving pay different from the expected.

The theory goes to a larger extent in articulating the impacts of precarious employment to the employee and it is thus evident that it has greater impacts on mental health. The theory however did not dwell on the impacts of the precarious nature of employment on both employee and

organisational performance. This research will therefore further these findings by looking on the impacts of precarious employment on performance.

2. Methodology
This research adopted a qualitative research approach based on a naturalistic intepretivism philosophy that views reality as multi layered, interactive and a social experience (McMillan and Schumacher, 2010). The qualitative research methodology was chosen because it uses an emic perspective, in other words, it derives meaning from the research participants' perspective (Schurink in De Vos, 2008, McMillan and Schumacher, 2010). This is also anchored on the interpretivism approach that there is interaction between the researchers and the subjects.

More so, the qualitative approach was valid in this research because it measures specific concepts which are psychological variables associated with the adoption of precarious employment. According to Aspers, (2009), the emphasis of this approach is based on the stated experiences of the subjects being examined and values they attach to themselves, people around them and the environment that surrounds them. The qualitative research approach herein employed the use of interviews and other data gathering technicalities within the hotel and catering working environment in order to generate a natural understanding of research subjects' perceptions and attitudes in a casualised employment organisation.

2.1 Ethical considerations
Ethical clearance to conduct this study was obtained from the management at Regency Hotels and Leisure Group.

2.2 Population and sample
According to Saunders and Thornhill (2000), participants who present significant knowledge to the study can be called a study population. The target population of this research was drawn from the labour complement at Regency Hotels and leisure group after the adoption of precarious employment. The labour complement was composed of the management and the 'victims' of precarious employment in the hotel group. Regency hotels and leisure group is a hotel and catering company which has a complement of 200 employees (both managerial and non-managerial).

Following this population, a sample of twenty (20) participants was drawn using the purposive sampling technique. Purposive sampling involves identifying and selecting individuals or groups of individuals that are especially knowledgeable about or experienced with a phenomenon of interest (Cresswell & Plano Clark, 2011). The problem under study required participants with the knowledge and experience of being in precarious employment hence the relevance of purposive sampling technique in sampling for this study.

2.3 Data analysis
This research article is qualitative and has employed thematic analysis as the form of data analysis. Data presentation or interpretation is the process of categorizing and sorting collected information from respondents and attaching meaning to the same (Stake, 2010). Kothari (2004: 122) defines data analysis as the "…computation of certain measures along with searching for patterns of relationship that exists among data-groups." The researcher categorised both primary data in a thematic manner so to fuse the research findings. The article uses a thematic approach to analyse

data. The method is used to analyse raw data drawn from the interviews conducted. Punch, (1998) asserts that this method of analyzing qualitative data is most commended when dealing with emotional experiences encountered by the respondents.

3. Findings, observations and reflections
3.1. Causes of precarious employment

The research findings have shown that the majority of the participants were in one of the forms of precarious employment. As postulated by Evans and Gibbs, (2009) precarious employment is known in different countries by different names. In some it is called 'atypical work' and in some as vulnerable work. The type of contracts that constitute precarity as stated by Levi, (2001) are part-time work, fixed term contracts, temporary and casualised forms of employment. Gringe, (2007) pointed out that women and members of visible minorities are more likely to be found in own-account self-employment as compared to other forms of self-employment. Women in own-account self-employment have particularly high rates of part-time work. This is also in conjunction with what the research unearthed through the demographic data that indicated that 82% of the respondents were in precarious employment. This also supports the research findings by Edranalin, 2013 who found out that more than 75% of hotel workers in Europe are in precarious employment thus it can be generalised that the nature of employment in the hotel and catering industry of Zimbabwe is largely precarious.

The data gathered from this research indicated that 66.67% of the respondents were female. This is so because the high rate of unemployment in Zimbabwe has led people to fall for any form of employment that come by. Women mostly do not look for much employment security as compared to men because of the paternal society that expect men to bear all responsibilities so men tend to settle for much employment security. This is in sync with the findings of the study by Effat, (2011) on precarious employment in the world tourism industry and that by Edranalin, (2013) that revealed that women, children and immigrants are the most vulnerable victims of precarious employment.

The research findings indicated that the causes of precarious employment are mainly attributed to the economic recession in the country. Respondents stated that the adoption of precarious employment has been an attempt to manage costs especially by trying to reduce the wage bill. Others indicated that the companies were no longer able to finance a large workforce hence the need to downsize and casualise those employees that remain. These results show that the hotel and catering industry is not immune to the economic recession that the country is in and as such measures should be taken to ensure survival as Makonese, (2017) explained that the companies in Zimbabwe are operating in desperate times that require desperate measures otherwise survival will not suffice. Generalisations can also be made from these findings that all hotels may have resorted to precarious employment as a result of the economic recession because they operate under the same conditions as those that were under study.

Moreover, high unemployment rate was also cited as another cause for precarious employment. The poor economic conditions in the country has weakened the industry and as such employment rate has deteriorated significantly. This gives the employers power to regulate the workplace and they choose the types of contracts they offer to a desperate labour market. This agrees with

Salanova and Kirmanen, (2010) view that the labour market is flooded and labour is quick to accept any form of employment, thus increasing or perpetrating precarious employment.

3.2 Psychological consequences of precarious employment

The article apparently focused on an extensive evaluation of the psychological aspects rendered by the process of downsizing and adoption of precarious employment from an employee standpoint. The discussion herein indicate that downsizing was perceived as an unfair process which was poorly instigated, biased and a painful process. The findings demonstrate that the process of downsizing and consequently precarious employment emotionally wrenched the employees and posed high levels of subjective perceptions on its transparency. Below is a discussion of the findings on psychological dynamics of the process.

Perceived justice

The research participants indicated that the process of downsizing leading to precarious employment is often not well engaged and proved to be unjust. The issue of perceived justice in this article helps to implore the perceptions of precarious employees pertaining the lay-offs of their co-workers and their survival as contract workers as instigated by their organizations. These findings supports Brockner, (1990) assessment that survivor employees are more likely to show signs of withdrawal from employment if they perceive that management did not impartially handle the issue of lay-offs. This had the capacity to shift their commitment to the organization from affective to continuance commitment. Furthermore, this agree with (Cropanzano and Greenberg, 2001) findings that indicated the importance of distributive justice as a variable that affects the performance of survivor employees.

It is also evident from these findings that ineffective communication affect employee engagement and consequently lead to reduced individual and organisational performance. The research subjects indicated that there was no adequate communication and that the strategies implemented were linked to numbers rather than organizational transformation and also that the entitlements were not duly paid as had been vowed by the executive. The findings corroborates the conclusion that, 'Communication at work can play an important role in an organization's performance and survival, affecting critical issues like innovation, safety, and operational improvements' (Ancona and Caldwell, 1987; Edmondson, 2003; LePine and Van Dyne, 1998; Scott and Bruce, 1994). Information delivered from subordinates to leaders allows leaders to have sufficient knowledge to make good decisions and to keep a close eye on emerging issues (Dutton and Ashford, 1993). Employee silence about organizational problems, from medical errors to process improvements, can have an adverse effect on organizational learning (Edmondson, 2002, 2003; Weick and Ashford, 2001). So it can be inferred that the deterioration in performance has been caused by the break of communication between management and employees, so employees who have now resorted to withdrawal withhold information that can be innovative and as such negatively impact performance.

The participants indicated above all that all information and decisions about their employment and projections on the organizational way forward was restricted to the top management. Employees were exposed to high levels of alienation from their employment to the extent that they were left with a sense of being meaningless because they were not engaged in most of the decisions that affected their wellbeing and this has the capacity to affect the employee work life balance as

propounded by Williams et al., (2014). Participants also strongly perceived the process of downsizing in their respective organisations as highly subjective and not procedural because the whole process was not participatory on the employee's viewpoint. Affected also was the employees' interactional justice as they indicated that the relationships in the work environment are no longer harmonious as they keep worsening by the day due to low morale at the workplace.

Employees are among an organization's most important resources and coined as most valuable assets (Sequeira, 2015). It involves maintaining a work environment that satisfies the needs of individual employees and management. Improving employee morale, building company culture, conveying expectations. An effective employee relation according to Dhriti, (2012) involves creating and cultivating a motivated and productive workforce. This is however far from what is prevailing in the organisations investigated as indicated by the research findings in that participants reported that management neglected them thus there is no maintenance of work relations. The process that led to precarious employment has destroyed sound employment relations as they have disregarded all forms of justice at the work place and as such leading to poor performance.

Job security

Seventy-two percent of the participants reported that they retained their employment with the organization but they still live with the emotional uncertainties triggered by the entire situation of downsizing operations and introduction of precarious employment. This agrees with views by Lebo, Harrington and Tillman, (2005) that job security issues can directly affect employees' behavioral intentions to withdraw from employment. Thus this indicates that the whole process diminishes employees' affective commitment to the organization. An increase in job insecurity and uncertainties has the likelihood of intensifying physical and emotional demands from the employee as posited by Kivimäki et al., (2000). Thus the participants reported that their work attitudes have been solemnly affected and they perceived the occupation within their organization as insecure and prone to future uncertainties leaving them with high level intentions to leave. They also reported the erosion of trust in management to guarantee their employment.

According to Robinson, (1996) cited in Singh, (2010), trust has the capacity to maintain or breach the psychological contract in an employment relationship and is highly important in maintaining social relationships at the workplace. This is supported by the findings gathered that revealed that employees are continuously nursing trust issues, feelings of anxiety and job insecurity issues resulting from presented fear of the unknown or rather fear of being future victims of downsizing coupled with the perceived precarious employment in the organisation or ultimately unemployment spells outside the organisations and the flooding of the Zimbabwean job market. This is also in tandem with Chipunza and Berry, (2010) view that job insecurity threatens the traditional contract of job security in the climate of change. Employees parade hard work and loyalty to the organization in return with high expectations for the organization to guarantee job security, but in most instances after transformation, survivors are forced to revise their mutual obligations (Chipunza and Berry, 2010). That being the case it means decreased individual and organisational performance thus precarious employment negatively impacts performance.

The findings also corroborate the theory upon which this article was anchored as the theory indicate that temporary agency workers often experience job insecurity (Aletraris, 2010; Hall, 2006; Padavic, 2005) and tend to feel easily replaceable (Knox, 2010). The second subcomponent

is earnings uncertainty, that is, the level of control over future earnings. It assesses the inability to plan income in advance and the unavailability of social-security coverage (e.g. disability insurance, pension benefits, paid sick leave). This therefore mean that employment must be managed in a way to take away insecurity as it compromises organisational performance and in this case service delivery.

Job stressors
The majority of the participants in the above chapter have reported that precariousness has levelled high levels of emotional distress even in the amount of work they are performing. This is in sync with Brockner, (2003) view that an increase in workload suggests a decrease in the employee's morale and has the ability to cripple affective commitment to their work. In the same vein, Mishra, Spreitzer and Mishra, (2008), points out that economic recessions leading to downsizing poses increased workloads amongst retained employees because some of the tasks were occupied by the victims thus most of the participants herein have reported high levels of stress due to the work they perform. Most participants also reported that role demands have increased their stress levels, for example if the organisation's expectations of the employee about a task is indistinct (role ambiguity).

Some information on tasks which the participants have presented herein require certain specific skills which one would need to possess to complete it and if one does not have the knowhow, the individual is most likely to suffer from emotional detachment. This could hinder their performance levels simply because some roles need enhanced training to be performed and if employees do not receive training on such tasks, the outcome is negative as also suggested by El Shikieri and Musa, (2012). Participants who have been redeployed indicated that some of the roles they perform clash with their core-workers and they attributed this to inconsistence information they receive about task clarity leading to role ambiguity. This supports Conley and Woosley, (2000), who argued that role conflict and ambiguity are usually related to motivation and involvement in decision making which can impede productivity. This also marry with the theory upon which this study is anchored on. The theory states that role ambiguity and role overload put much pressure to an individual and this leads to mental health problems (Lewchuk, Clarke, and de Wolff, 2011).

3.3 Coping strategies used by employees after a downsizing and precarious employment
Employees usually practice diverse strategies to cope when presented with difficulties that require emotional responsiveness, to mention in a precarious employment context. Majority of the participants reported emotional withdrawal.

Emotional withdrawal
In terms of coping strategies, most participants reported escape-oriented strategy as supported by Di Vries, (2006) who posits that employees usually make sense of the whole process to redefine their positions within an organization after a downsizing. But in the reports by participants herein, majority reported emotional withdrawal as their coping strategy. They reported that their employer had become ignorant of their emotional wellbeing hence the only thing necessary for them was to make sense of the whole situation and take an avoidant stance which had seen them focusing on their work and keeping a deaf ear on the word from the executive as they alleged it as manipulative in nature. However, this kind of behavior does not work well to improve organisational

performance because for there to be success the workforce needs to be engaged not withdrawn (Mashanda, (2013). Therefore, inferences can be made that a disengaged workforce cannot exhibit full potential and this affect organisational performance to a greater extent.

3.4 Measures to enhance employee engagement post precarious employment

Employee engagement has been placed as a primary function to the proper implementation of change in organizations (Dicke et al., 2007). The same mention that it enhances organizational commitment amongst survivor employees. The bulletin below indicates suggested measures that emerged from the research findings that can aid progressive employee engagement after downsizing and precarious employment adoption.

Need for improved communication

The majority of the participants reported that organizations should engage its employees in the strategies that involve their employment. This is a clear indication that the decisions about the process of downsizing were just passed from the executive to the employees without their concern to air their views. The indication as well herein shows that the information channels were breached which justifies their lack of adequate information about the transformation at all stages before and after implementation. This has the capacity to impair trust levels between management and its workforce. Providing employees with feedback after a downsizing on the future of the organization can help survivor employees to gain strength and improve on their performance levels than being left out of the loop. This confirms Thornhill and Saunders (2008), view that the provision of enhanced communication has the capacity to reduce levels of uncertainties amongst survivor employees.

Furthermore, communication plays a greater part in the development of an organisation. Communication plays an important role in innovation, and open communication can lead to innovation and new ideas in a number of ways (Scott and Bruce, 2004). Employees who understand what is important to their organizations can focus on making improvements and identifying opportunities for innovation that can help further success rather than simply just doing the bare minimum required by their job descriptions (Dutton & Ashford, 2009). There have been many situations where failure to communicate has led to errors or oversights, and some of these have had serious consequences. Speaking up at work can play an important role in an organization's performance and survival, affecting critical issues like innovation, safety, and operational improvements (Ancona & Caldwell, (2001), thus it is evident from the findings as supported by literature that communication be improved in order to harmonise the work relations that have been tainted by the adoption of precarious employment.

Need for improved distributive justice

The participants reported that the process of downsizing should have met its objectives thus to transform the organization rather than being linked to numbers. According to these employees, there is no justification for shedding employees and after all fail to break even. This is in tandem with the equity rule which is linked to distributive justice and should be dominant in strategies like downsizing and the redesign of the contracts of employment. Rewards and resources should be allocated in utmost good faith as they are strongly related with employee engagement (Dicke et al., 2007). It can therefore be inferred that the process of downsizing should display the existence of parity and consistency so as to curb survivors' psychological separation from the organization.

The organization should show remorse and empathy to the victims of a downsizing for the survivor employees to contain the situation. Most participants reported that their psychological disengagement from the organization and other uncertainties are a result of their perceptions of the existence of justice in resource allocation to those who were terminated. If survivor employees perceive such kind of treatment as befalling them if they become future victims of downsizing, this does not yield desired outcomes for the entire organization. So to engage survivor employees on full potential, there is need to pay all terminal benefits to the terminated population so as to solicit the prevalence of survivor uncertainties concerning payment of terminal packages. This would fast-track emotional stability and ensure employee safety at the workplace.

Need for occupational therapy
According to Bickford (2005), workplace stress is based on the notion that stress results from nonconforming goals between the person and the environment coupled with the subjective perceptions of the occupational environment. Downsizing as a major stressor require employees' critical reasoning in trying to analyse and understand their relationship with the workplace environment and their occupation. This transactional approach to sense making calls for organizational effort to assist retained employees to sail through. This is in support of the majority of the participants who reported that there is need for occupational therapy and some clinical reasoning that can help them interpret their interaction with their occupation and help in redefining their positions at the worksite. This is also in line with the model founded by Law et al. (1996) that describes the clinical reasoning that aids to a better understanding of the interaction between the three elements namely, the person, the environment and the occupation. A nurtured interaction of the three components has the capacity to yield improved occupational performance. In this relationship, the person is a dynamic being who assumes dynamic roles which are bonded to his environment and it entails several attributes, job knowhow and experience to define the behaviour of the person. This is abetted by looking at motivational aspects, the reflection of situations that petition high emotional responses not limited to occupational stress and distraction. Also the environment poses a set of projected behaviours from the person in a continuous manner.

In light of the above view one can conclude that to achieve optimal performance from survivor employees there is need to reconsider offering occupational therapy to such employees and reduce occupational performance dysfunction. Occupational therapy can proficient moderating poor person environment interaction concerns and help employees during the transition so that they become better performers.

The article also unearthed that precarious employment has also a negative impact on trade unions. A large number (82%) of the respondents opined that precarious work practices have significantly weaken the union as an organization since their membership continue to decline and with this trend, their source of fund (which is the union dues paid by the members) is also reduced. When the workers are not regular, they are unable to fully exercise union rights or avail of union benefits and privileges simple because they are not members of the union. The unionists perceived that the re-emerging precarious work arrangements are unfair not only to women workers but to all workers. First, they are prevented from becoming regular employees and as such they cannot become union member and denies them of union representation. Since they are not regular employees, they receive lower wages and they are not entitled to benefits. If they are breadwinners, their salaries are not enough to fend for their family needs and even for themselves. But it seems

that they forced to engage in this non-standard work schemes due to the uncertainty about the future of employment and earnings, limited work opportunities and the stiff competition to find work in the hotel industry. It is better for them to have meagre income, than having nothing at all. In such case, women workers who are exposed to low and unstable income, also suffer greatly during economic downturns. Since they are not regular employees, they are the first to go, when labour downsizing is implemented by the hotel management.

These findings confirm the view by Maguire, (2008) that precarious work practices create the "tendency to have multiple jobs in multiple sites" in the hotel. It means that the job description of a hotel worker has expanded and this has to be done in more than one outlet in the establishment. The workers are now pressured to toil faster but efficiently and accurately. It means no customer complaints and higher revenues as reflected inconstant high room occupancy and food consumption in the food outlets and room service orders. The contractual or temporary workers are "assigned to irregular or very limited hours of work and long work shifts/work days or work weeks" which the regular workers are seldom assigned to. What is more demeaning being the reality that precarious workers are "required to do dirty, dangerous, dull, and or lowest paying jobs." They have no option but to follow or else they will lose their job to face the doom of unemployment in Zimbabwe.

Finally, the article unearthed that precarious employment does not only impact on the organisation through decreased performance but the society or rather the country at large. The authors found out that precarious employment has primarily resulted in the declining living standards of the workers and it is contributing to the rising poverty in the country. When workers have small and less income, which is even below the minimum wage, they are not able to afford even the minimum requirements of quality living which includes decent shelter, clothing, to eat three times a day, access to good education, private health care and simple recreation. This agrees with Marche, (2004) assessment that precarious employment reduce revenue because on a macro level, lower or no income means no tax collections and revenue for the government which is used to finance government expenditures for education, health, social protection, and other social services necessary to keep a stable and afloat economy. Therefore, precarious work creates insecurity and leads to increases in inequality and poverty.

4. Conclusions
From the study, the following conclusions were drawn:

The study has pointed to a number of factors that have encouraged the growth of precarious work and from those it can be concluded that the policy-driven imperatives of privatisation and sub-contracting have created two-tier workforces, often working side by side, but on different terms and conditions. This is not conducive to social integration, and when these workforces (as so often is the case) are also differentiated by gender, age, ethnicity and national origins, they encourage divisiveness and damage cohesion.

This study as well as others whose main objective is to evaluate the psychological dynamics associated with corporate downsizing and precarious employment, challenge the conventions that employees who survive a downsizing are well engaged and relieved throughout the whole process. Patently, the study replicates that organizational transformation is a complex subject which needs

to be approached vigilantly and should not be taken lightly. The process of downsizing and adopting precarious employment should be considered and thought of judiciously by the management before implementation and the objectives that stimulate it should be clearly understood at all stakeholders' levels throughout the organization. It would have been a march on task for managers to practice their prerogative to manage precarious employees if they had considered the survivors' basic needs not limited to psychological and social needs and proffer emotional support and enhance parity and transparency in policy implementation and communication.

Conclusively, the study has deliberated on speculative information that harmonize precarious employment and the coping strategies used by employees in a precarious employment. The study has revealed that when presented with a difficult situation like precarious employment, employees understanding and sense making strategies vary but mostly they engage in escape-oriented coping, to mention emotional withdrawal. They become avoidant in nature. The study has revealed that employees usually refrain from participating in organizational politics depending on how the process was instigated. As a final remark, leaders should never underestimate precarious employment. It may seem rationale to them but it will always convey indifferences amongst survivor employees and it will surely change the organization and it calls for combined effort from both parties in the employment relationship to make that change a reality.

The efforts of achieving a successful downsizing cannot be achieved by leaving aside the emotional wellbeing of the survivor employee. Enhancing employee engagement after downsizing require organizations to restore good management practices thus to align downsizing objectives to organizational objectives, provide training and counseling to survivor employees, transparency in communication and remuneration for the victims and employee involvement. To attain a positive relationship between downsizing and productivity in organizations, there is need to extremely absorb the human element on full potential.

The study identified and assessed the psychological dynamics of precarious employment on employees with the view to make appropriate intervention for corporate turnaround. The study revealed that precarious employment has serious emotional implications on casualised employees. Casualised employees undergo high level of stress and this was duly because they received little or no support from the management. They perceived the whole process of downsizing and adopting precarious employment as defective because it lacked parity due to the fact that victims were not duly compensated and this posed uncertainty on survivors about their future with the organization and it also lacked clear road mapping for the same, rather it worsened the situation by increasing workloads and job responsibilities with fewer training support after redeployment. The study therefore concludes that organisations need to consider the psychological wellness of employees after precarious employment so as to engage them on full potential. The study leaves an information gap for future researches on the psychological impacts of downsizing on survivors.

From this study it can also be concluded that precarious work, if not checked, will continue to grow and that more workers will be drawn into it since precarious work is not confined to specific sectors. Instead it contaminates the whole of the labour market, as many employers seek to expand its base in their search to cut costs and escape legal regulation. That is why it is important to continually stress that precarious work is trans-sectoral and increasingly it is moving into areas of

the labour market that had earlier been considered protected and unaffected by these wider changes. If steps are not taken to address this issue then young workers, in particular, will find it increasingly difficult to obtain work that allows them to plan for their futures. Migrant workers will be allocated always to the lowest paid jobs under the worst conditions, feeding into racist discourses. Women will be employed on temporary and casual contacts and unable to provide economically for themselves, placing them at risk from domestic and societal violence.

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