

Survival Strategies of Retrenched/Redundant Employees in State Owned Companies in Africa: A Case of Former Mansa Batteries in Mansa District, Zambia (Paper ID: CFP/1166/2019)

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Abstract: Job retrenchment has negative consequences for workers experiencing the process. Even though there has been a great deal of work on retrenchment in other sectors like mining and general business in Zambia, there is insufficient documentation from the affected ex-workers in terms of what they are still doing up to now, to survive. The study adopted a qualitative case study methodology to investigate the survival strategies that former Mansa Batteries employees have employed to sustain their livelihood economically since losing employment. The study employed semi-structured in-depth interviews in which 35 retrenched Mansa Batteries workers in Luapula Provinces of Zambia were used. Further, the research uses focus group discussion, field observations and secondary data to examine the objectives of the study. The data was collected using snowball sampling for the former workers of Mansa Batteries; Community based organizations while key informants were selected using purposive sampling. The information collected was analysed using descriptive analysis with pie charts, bar charts, thematic and content analysis was also used. The research findings revealed that sudden redundancy of ex- Mansa Batteries employees has resulted in serious negative socio-economic impacts that include psychological trauma, high poverty levels, social breakdowns, family distortions. The findings further revealed that ex-Mansa Batteries workers and their families have adopted different survival strategies to cope with socio-economic impact of job loss. From the social perspective the affected individuals found that support from spouses, children and extended family members was invaluable in process of coping. Others found it easy to cope with job loss by engaging in religious activity, seeking re-employment or re-training, whilst others developed negative coping

strategies such as excessive beer drinking and drug abuse. On the positive side some of the affected individuals opted to use sports and other hobbies as ways to escape their predicament. Furthermore, the study revealed that these individuals developed ways to cope with the economic impact of job loss by aligning themselves with Ex-employees committee due to high sense of security and representation. Others have embarked in self-employment in various home-based and market businesses due to limited skills, while others are involved in farming and home gardening because of availability of land and governments offer of resettlement schemes for the affected individuals. In addition, the findings discovered that others have leased out their houses and other additional structures to tenants as they have become permanent owners of company houses while others have received help from churches, well-wishers, families and spouses. Furthermore, the research results show that others have joined village Banking (Silk), while others have been retrained and re-employed. This study concludes that although the retrenched employees of former Mansa Batteries were not equipped with the skills to enable them face unforeseen social-economic challenges after retrenchment; they have developed important survival approaches. Thus, this study recommends that policy makers learn and integrates these survival strategies and employ them to who would be affected. Further, the Government through the Ministry of Labour to come up with deliberate policy that may spearhead skills and training to workers that should economically prepare them before they are retrenched.

Keywords: Survival, Socio-economic, Redundancy, Retrenchment, Coping, Strategy

I. INTRODUCTION

1.1 Background

The idea of redundancy and retrenchment is not a new phenomenon in the world of business administration (Nyasha, 2016). This is especially so in an environment where companies are closed almost at the same rate at which new ones are formed (Stokes and Blackburn, 2001). Simpson and Weiner (1991:792) argues that retrenchment is synonymous with downsizing, and has many definitions such as: to cut down or do away with an item of expense and comes about as a management's strategic response to the external environmental and institutional changes that have occurred and varies from one employer to another in order to survive a crisis. Thus, retrenchment is a strategy or mechanism organizations use to cut or reduce expenses and in the financial world to become more financially stable (Collins English Dictionary 2003). Labour redundancy is a situation where employees are laid off or their contracts terminated due to factors related to closure of operations or bankruptcy of the company. In addition, Oparanma (2010:69) defines labour redundancy "...as a state of unemployment because there is no more available work due to involuntary job loss or permanent lay off..." In this process of redundancy, the employee's contracts are nullified or terminated because the employer can no longer sustain their obligations to keep them on staff. In such a case the employer is obligated by law to pay what is due to the employee.

The factors influencing retrenchment in different institutions and industries can be external or internal. The external factors include globalization, structural adjustment programs by governments, technological change, increasing business costs as well as mergers and acquisition (Ochieno, 2013). Further, Lukason and Hoffman

(2014) attribute to management incompetence or mistakes, sudden and gradual economic shocks or declines are among other factors that have led to many companies to close down. Aswathappa (2005) argue that the main determining reason for retrenchment is the adoption and use of modern technologies by organizations that previously relied heavily on manpower. However, Lall and Zaidi (2008) adds that the poorer the demand for products on the market, the likelihood for retrenchment and vice versa. They assert that in situations like this, a company will usually retrench staff members perceived as being redundant.

Retrenched workers have no expectation of returning to the job that was lost and may have suffered negative consequences as a result of the loss (Fallick, 1996). Further, retrenched feel that the association is damaging the mental contract they have with respect to employer stability (Roehling and Boswell, 2004). The impact of loss of income on individuals and households has such devastating effects that some people tend to go into depression and even pre-mature death. Shonhiwa (2017) indicates that letting someone go can have devastating effects on the individual and society as a whole as it has potential to jeopardize their financial security and personal sense of worth.

However, some other individuals are able to develop strategies borne out of resilience and other motivating factors. For instance in the study by Stokes (2015) retrenched employees in Henry County Virginia, in the United States of America developed motivation to survive from their immediate environmental factors, the support and presence of family members, having prior experience from previous redundancy, use of personal networks and utilization of spouses' knowledge, skills and abilities to generate business ventures. In Australia, a study by Anaf et al (2012)

reveals that workers that lost jobs in the automotive industry adopted survival strategies such as getting lower paying and non-permanent employment. Further, In Zimbabwe, a study by Chingwaru and Jakata (2015:649) shows that retrenched workers have adopted several survival strategies, 43%, engaged in gold panning, 28% engaged in buying and selling and 23% entered into subsistence farming.

In the case of Mansa Batteries, workers were declared redundant because of the government policy to close off a number of state-owned enterprises under the INDECO umbrella (Craig, 1999). This was after it was deemed that the company was among others that were unsustainable ventures for the Zambian government (Ministry of Commerce Trade and Industry, 2008; Craig, 1999). It is the liberalization of the Zambian economy that was a major factor in the closure of Mansa Batteries and other formerly state-owned enterprises in the country. Moreover, in developing countries such as Zambia, progressive influxes of basic change projects have prompted a decrease in the quantity of formal employment and pay cuts in both the general population and private areas. This has moreover, disintegrated the budgetary base of statutory social protection plans (Van Ginneken, 2003) which raises the questions: How do these affected employees cope after retrenchment? The situation with the Zambian case is that scholars such as Craig (1999) have laboured to study the factors leading to the closure of state-owned enterprises such as Mansa Batteries and also to uncover the privatization process. However, this paper focuses on an in-depth understanding of survival strategies employed by redundant former Mansa Batteries employees for the last 24 years.

1.2 Statements of the problem

Zambia in the early 1990s saw a policy shift towards liberalization of the economy, which led to a number of companies such as Mansa Batteries in Luapula Province of Zambia to being closed down (Ministry of Commerce Trade and Industry, 2008). However, very little effort has been made to find out how these ex-employees have survived economically in the last 24 years after losing employment (Latack et al.1995). This is because despite the job loss retrenched workers still need to finance their daily basic necessities for human survival (Shonhiwa, 2017). There is therefore need to uncover and explore the survival mechanisms of such individuals and households in order to provide a framework to understand the ways in which they cope with job loss economically. This is crucial for both currently redundant/retrenched employees and future ones. This is so because issues of job loss, due to closure of companies and general downsizing are phenomena that have come to stay in the modern socio-economic environment.

1.3 Objectives of the project

To investigate the survival strategies that ex-Mansa Batteries employees have employed to sustain their lives economically since losing employment

- (i) To find out the socio-economic implications of the loss of employment on the ex-Mansa Batteries employees and their families
- (ii) To find out the coping mechanisms of Retrenched/Redundant former Mansa Batteries employees.
- (iii) To investigate the means of economic survival adopted by former Mansa Batteries employees and their families.

1.4 Theoretical Framework / Model

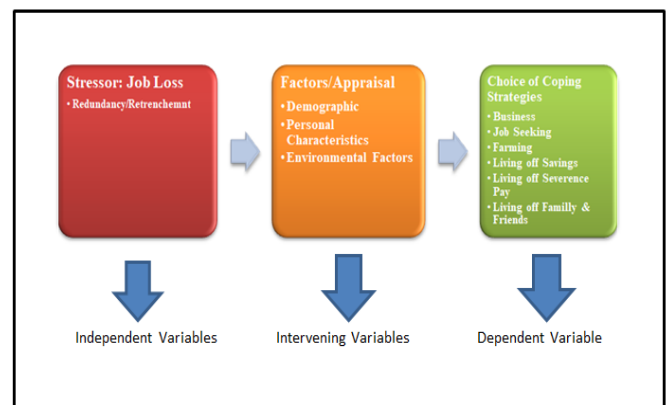
This study was conducted from the theoretical perspective of the Cognitive Transactional Model

of Stress by Lazarus and Folkman (1984) with strict focus on Problem-Focused Coping and Emotion-Focused Coping strategies. Coping is intimately related to the concept of cognitive appraisal and, hence, to the stress relevant person-environment transactions. Lazarus and colleagues (1978) defined coping as the process of managing stressors that have been appraised as taxing or exceeding a person's resources and as the efforts to manage environmental and internal demands (Ogden, 2004). Denial, religion, acceptance, disengagement, drugs, humour, seeking emotional and instrumental social support and planning are all examples of different kinds of coping resources. According to this theory, stress comes as a product of a person's individual characteristics and appraisal, that is, how they view the event or stressor. The problem-focused coping strategy relates to a mode of coping where one takes steps to acclimatize to the situation, they find themselves in or adapting or in order to mitigate its effects. In the case of job loss, one may cut spending or look for a new job (Coffie, 2016). The key point here is that the problem being perceived is the job loss and the retrenched worker seeks to take steps to solve the problem by looking for a new job or finding other means of survival (Coffie, 2016). Ryan (2013:11) indicates that problem-focused coping in relation to the Lazarus theory will involve "...actively planning or engaging in a specific behavior to overcome the problem causing distress". In the case of job loss due to retrenchment or redundancy, this would mean engaging in other forms of economic activity like business, looking for other employment or living off one's savings (Coffie, 2016).

In relation to survival strategies of retrenched/redundant Mansa Batteries workers, the Cognitive Transactional Model of Stress, particularly the problem-emotion focused

strategies are directly applicable. This is because of the assumption that those surviving ex-Mansa Batteries employees that have continued to meet their personal and family's needs have been able to mitigate the problem of job loss through adopting a mode of coping. Furthermore, is the assumption that the emotional stress that came from job loss was managed through active support from family and friends which has played a crucial role in them moving on and finding other means of survival after loss of employment 24 years ago.

Figure 1 Showing the interaction of research variables based on the Cognitive Transactional Model of Stress by Lazarus and Folkman (1984) (Problem-Emotion Focused Strategies).



Source: Adapted from Lazarus and Folkman (1984), Coffie (2016) and Ryan (2013)

II. LITERATURE REVIEW SOCIO-ECONOMIC IMPLICATIONS OF THE LOSS OF EMPLOYMENT ON RETRENCHED/ REDUNDANT WORKERS

Job loss is a discrete life event (Holmes and Rahe, 1967), with potential for a range of adverse impacts. This 'chain of adversity' (Price et al.2002: 302) has long-lasting effects including depression, health problems and impaired psychosocial functioning. Job loss has

consequences for workers in declining manufacturing industries, as many full-time jobs have been increasingly replaced by casual, insecure and part-time work in the last few decades (Carney and Hanks, 1994). Ogbechie (2015) explain that loss of employment affects not only the individual but also their family in many ways such as psychological, social and economic aspects. Denga (1987) explains that psychological impact of loss of employment may be seen through issues such as reduced self-esteem, depression and social isolation. This has led to many people losing their lives prematurely. He further indicates health issues such as stomach ulcers, high blood pressure, heart disease and some other chronic ailments as being prevalent in people that experience unexpected job loss.

In the United States of America (USA), Stokes (2015) carried out an in-depth case study that covered among other issues, the implications of job loss on the workers displaced in Henry County and New River Valley, Virginia. The social implications of multiple retrenchments included physical displacement which required them to constantly move their families to new locations in the county to look for re-employment. This displacement is reported by Stokes (2015) to have contributed to distorted life patterns or a sense of unsettledness in the lives of the affected workers and their families. In addition to this, the study reports that the affected workers and their families were exposed to continued levels of stress on the normal family life due to the multiple retrenchments that they had experienced. The propensity to depend on extended family members for support in instances such as child care and financial support also increased the social stress experienced by the affected families. In a similar study carried out by Boateng (2016) in Ghana's banking sector, the former bank workers explained

that the loss of employment led to changes in lifestyle which alienated them from their peers. This is because they felt that they could no longer fit into the social groups that they once fitted in as bank workers. This according to Boateng (2016) made social re-integration of retrenched workers a difficult thing. Some of the participants opted to pretend to their peers that they had not lost their jobs in order to save face. Sentiments from some of the participants indicated that they had suffered negative comments from members of their community. "No matter how best they explained, some friends will find it difficult to believe that they left their employment at the banking job through no fault of yours" (Boateng, 2016:153).

Moreover, Boateng (2016) indicates that the abrupt loss of employment moved the participants in this study from the status of the employed to unemployed in a flash of a day. This had an effect of the retrenched workers who claimed to have lost focus on the social aspect and wondered how they would survive the loss of employment. Consequently, the affected workers suffered more especially if they took long to get re-employed. Another effect that resulted from this was the development of low self-esteem. This resulted in loss of respect from people in the community and family and also their inner insecurities that resulted from loss of income and prestigious position in society. These circumstances also included a change in social status which negatively affected the participants to the study even more.

Boateng (2016) reveals the loss of income to meet daily needs led to stressful conditions under which these affected and their families had to live under. These implications had a negative effect on the social status of these individuals and their families. Similarly, Ogbechie (2015) revealed that retrenched workers in Nigeria were faced with income uncertainties in terms of where next to get

their source of income to sustain their lives. In addition to this the study showed problems of increased food shortages in the households of these retrenched workers. It is reported that some of these retrenched workers were forced to send underage children to work in order to support their families. Weller (2007) indicates that the loss of income for the retrenched leads to distortion in their lifestyle and also failure to access health care, education and other basic goods and services. This leads to a lower standard of living than that which they were used to before the loss of employment (Isrealstam, 2012). However, Paul and Moser, (2009) argue not all individuals respond negatively to a job loss. They further argue that losing a job can actually have a beneficial outcome. The scenario in Zambia as captured by Mulumba (2013) indicates that the people affected by retrenchment due to privatization, in most cases lost their only source of income and this put them in very desperate position. Furthermore, though the workers were paid their End of Service Benefits (ESB), majority were paid after a long wait and even up to the time of the study, some of them had not yet received all of their ESBs. Mulumba explains that by the time these ESBs would be received, the retrenched workers and their families had incurred a lot of debts to pay for daily needs and bills such that when they received them the funds from the ESBs were channeled into debt repayment. This worsened their economic standing as they were left with nothing to save for future needs. This indicates that the economic impact of loss of employment of retrenched staff in Zambia had extreme negative effects on the social and economic livelihood of households.

Survival Mechanisms Adopted by Retrenched/Redundant Employees and their Families

Thus, in order to mitigate the effects of job loss on economic survival, these ex-employees opted to

accept temporary jobs wherever they could find them, in addition to that some are reported to have sought additional training in order to improve future re-employment prospects. Others utilized their past experience from other job losses and gleaned from the strength and support of their families and spouses to continue surviving despite the job loss. Some other respondents are cited to have completely opted to leave the labour force after suffering job loss (Stokes, 2015). In addition, retrenched workers engaged in a number of part-time or temporary jobs until they could make up 40 hours a week. These jobs include cleaning in various facilities like hospitals, schools, banks and the like, taking care of the elderly, working at Wal Mart, Sub-driving, a lot of other low-wage jobs that were available to them. Others relied on unemployment benefit and others used their retrenchment packages to start small businesses. In addition to that some were able to land informal jobs at businesses owned by their relatives. Yet still, others got opportunities to get full time jobs through what the author terms as “Networking” (Stokes, 2015:119). This refers to one being connected to others via social interaction platforms, where they could easily be informed by colleagues as soon as there was information on job openings. Others still sought to use whatever means were available to them to get re-trained in order to improve their chances of getting better employment opportunities.

Figure 2: Showing survival strategies of retrenched workers in Virginia – United States



Source: Adapted from Stokes (2015)

In a developing country such as Ghana, retrenchment is a major problem as it is often linked to either short or long-term unemployment (MacKay and Reid 1972; Hardy, 1986; MacKay and Jones, 1989; Jackman, Layard and Nickel, 1996; O'Shaughnessy, 2011). Furthermore, the unemployment rate of Ghana which was 3.6 percent in 2006 rose to 4.2 percent in 2010 and 5.2 in 2013 due to the above-mentioned situation of a decreasing number of employees in particular from the formal public jobs (World Bank 2015). The existence of the provision of social security which covers personnel and their dependents against unemployment, health, and other risks (Dethier, 2006) is extensive. However, Rotich and Muchiri, (2012) argue that there is relatively little literature from the angle of developing countries, where the situation is one of lack of social security provisions. The lack of social security provisions in a number of developing nations intensifies the population's powerlessness against monetary shocks (Hagemejer and Beherendt, 2008).

Similarly, in a study conducted by Udemé (2013) findings revealed that a large number of firms have closed down in Nigeria in recent years. This was attributed to the fact that Nigeria's economy was

deemed not to be investor friendly (Owonibi, 2012; IMF, 2015). The study reveals two main strategies as being employed by the respondents interviewed in this study. This included self-development (using the little resources obtained from severance packages) and others reported living off their pensions as shown in figure 3.

Figure 3 Showing a Summary of Survival Strategies by Retrenched Employees in Nigeria



Source: Adapted from Udemé (2013)

There is inadequate scholarly work that review and evaluate the survival strategies of retrenched/redundant workers in Zambia. Additionally, there is limited literature that explores effects of retrenchment in rural places such as Luapula province in Zambia (Malambo, 2010). Further, Malambo (2010) focused on the effect of retrenchment on the Public Service Reform Program in the Ministry of Agriculture and Co-operatives. Further the study uncovered the effects of retrenchment on professionalism in the ministry and how it helped the ministry address issues to do with placement of appropriately

qualified staff in the appropriate positions. In addition, Mulumba (2013) argue that the impact of privatization in Zambia in terms of socio-economic aspects of the lives of the majority was left in desperate economic condition. The long wait for these benefits to be paid led to most of the affected retrenches to enter into a lot of debt to service their daily family needs. As a result of this they were faced with debt burden which had to be paid off using the benefits when they were finally paid (Mulumba, 2013)

1.6 Establishment of the gap and Personal critique summary

Although the above captioned studies brought out the impact and the possible survival strategies used by the retrenched people in Zambia, there is no evidence of whether or not these planned strategies by government really did work in favor of the affected households. In addition to this there is no first hand record from the affected of what they are still doing up to now, to survive. Even though the government was able to allocate land and provide retraining, there is no scholarly record of how effective these strategies were for continued survival of the affected individuals and households in rural areas such as Mansa district. This provides an opportunity for the researcher to uncover the actual experiences and coping strategies of affected households. The proposed study will thus attempt to uncover the coping mechanisms employed by affected households.

III. METHODOLOGY/RESEARCH DESIGN

Research Design

The paper adopted the case study strategy of inquiry where the study sought to re-construct social realities of the subjects in the study based on their personal experiences of the phenomenon

being studied (Welman, Kruger and Mitchel, 2009). The case study is suitable for this study as it provided the researcher with an opportunity to get in-depth knowledge on the individual experiences of the individuals and households to be included in the study. As indicated by Yin (2008) case studies are empirical inquiries that are used in research to investigate a contemporary phenomenon within its real-life context especially in circumstances where it is difficult to draw a line between the context and the phenomenon itself.

Sampling Procedure

This study adopted non-probability sampling methods which included snowball sampling and purposive sampling for selecting key informants. Snowball sampling is a convenience sampling applied in situations where it was difficult to access subjects with desired characteristics (Naderifar, Goli and Ghaljaie, 2017) this was so in the case of ex-Mansa Batteries workers as some had died and others had relocated. Further, purposive sampling was used to select relevant key informants such as local authorities and other statutory organizations that were linked to the welfare of ex-Mansa Batteries employees.

Data Collection Methods and Procedures: Validity through triangulation

The study used triangulation to validate the data collected. Triangulation refers to the mixing of data or methods so that diverse viewpoints and standpoints shed more light on a topic (Olsen, 2004). Similarly, in qualitative research where the case study strategy of enquiry is used, it is more desirable to use triangulated research in order to improve validity and reliability of the study (Yin, 2009). This study therefore included data collected through observation, interviews and focus group discussions. This helped in improving the validity and reliability of results of the study. This helped increase confidence in the findings as a way of

confirming what was obtained from one particular source. In addition, semi-structured interviews were used in which the researcher developed an interview guide, covering desired topics (Jonker and Pennink, 2010). In addition, the study used focus group study method comprising former Mansa batteries employees and their families in Mansa district data collection has its strength in its convenience, economic advantage, high validity and speedy results. The goal was to supplement and increase validity of the data collected through individual interviews and direct observation. Welman, Kruger and Mitchel (2009:201) explain that “Focus group discussions are described are also described as group in-depth interviews”. They further indicate that group in-depth interviews are designed to help the researcher gather information that cannot easily be collected through individual interviews. Further, the study used observation approach. Kawulich (2005) defines this method as being there to aid researchers collect data about people, processes and cultures. Observation further aids in giving systematic description of events, behaviors and artefacts in social setting. This study therefore utilized direct and systematic observation to document survival strategies of former workers of Mansa and also re-constructs realities surrounding their adoption of survival strategies (Welman, Kruger and Mitchel, 2009).

Data processing and analysis

The process of data analysis, as described by Neuman (2011) is a way of systematically organizing, integrating and examining data to search for patterns and relationships. The researcher used a question-by-question unit of analysis to show how all the respondents who responded to each question. Further, the researcher read text data word by word in order to derive codes, common themes and derive narratives. This was done in view of the suggestion by Hsieh and

Shannon (2005:1279) “there is need to highlight the exact words from the text that appear to capture key ideas from which codes can be consequential”. Text data was understood following three research objectives which the empirical study seek to answer and explain respectively. Draper (2004) agree that categories are the themes or concepts that emerge from the text data themselves rather than an imposition of predefined coding categories. This shows the constructivist nature of text data analysis, which is in cycle with the conceptual framework that drives this study. Observation data was essentially analyzed for themes in order to build up a picture of the phenomenon observed. Information obtained concerning the three objectives that the research sought to achieve was analyzed using descriptions, themes and narratives. Further, in analyzing types of water sources and sanitation services.

2.6 Ethical Considerations

Ethical clearance, seeking respondents’ consent, Confidentiality of results, any other

IV. RESULTS AND DISCUSSION

The following themes arose from the study in relation to social implications of job loss:

Socio-economic Implications

Undesirable Attitudes from the Community

Research findings revealed that majority of the affected ex-employees of former Mansa batteries suffered negative perceptions from the community as a result of the job loss. The respondents indicated that before retrenchment the community looked up to them but when they lost their jobs that perception changed negatively. In addition, respondents revealed that community now perceive as hopeless, worthless and impoverished who were desperate economically. Similarly, Weller (2007) indicates that the loss of income for

the retrenched leads to distortion in their lifestyle and also failure to access health care, education and other basic goods and services. In addition, it was indicated that it was hard for ex-Mansa batteries workers to cope in the society as they literally became beggars, began to lose respect as they changed from being the people regarded as gainfully employed to being unemployed destitute in one day. Similarly, Boateng (2016) indicates losing a banking job for the retrenched staff was shameful in the eyes of the community they lived in and would attract uncalled for remarks. The issue of community perception and attitudes towards the retrenched came as a serious impact in the eyes of the affected workers as suggested:

I lost respect from my extended family members because I could no longer offer them the things, I used to give them. They even began to shun and disrespect me openly. This made be very sad and feel worthless in the family. These were people I had helped during the time I was in employment and they turned their backs on me when I needed them. I even kept some of them in my home as dependents and educated some of them at the expense of my family. I guess people only respect you when you have things to offer to them.

(Interview, Male Ex-Mansa Employee, 68, March 2019)

Loss of Self Esteem due to Retrenchment/Redundancy

Many respondents indicated that these ex-employers of Mansa Batteries suffered emotional trauma that led to loss of self-esteem. These feeling were due to the loss of financial control over their livelihood and the respect that they once commanded. This is similar to the cases recorded by Stokes (2015) and Boateng (2016) were retrenched staff in the USA and Ghana respectively also experienced he same loss of self-esteem. This implies that the impact of

retrenchment produced serious results and needed attention for them to survive. This indicated that not only did the lose self-esteem they also lost self-worth in the long run as indicated:

A jobless man is considered just as a dead dog. Very few people will still look at you as someone who has things to offer society. We just feel lost even when it comes to contributions to family issues or community issues you feel limited. I personally opted to just lock myself in the house and pretend that the world outside did not exist. This was quite depressing especially for a man.

(Interview, Male Ex-Mansa Employee, 59, March 2019)

Change in Social Status of the Retrenched/Redundant Ex-Mansa Batteries Workers

Findings presented indicated that just like the retrenched staff in the study by Boateng (2016) and Stokes (2015), the ex-Mansa Batteries employees also expressed sentiments of feeling worthless due to the loss of their jobs. The study found that socially these people went from being the envy of the community into the ridicule of it. This leads to a lower standard of living than that which they were used to before the loss of employment (Isrealstam, 2012). One of the participants indicated that they felt like destitute and baggers and were as a result socially displaced. They felt that they had lost respect in the community due to the loss of the jobs and began to project any problems they faced with extended family on the fact that they were job less. They rushed to conclusions that if they had still been in employment, they would have commanded more respect from their families than they did in their present predicament.

Emotional/Psychological Implications

Many respondents indicated that affected ex-employees complained of suffering a lot in terms of serious depression and emotional stress that had contributed to the death of some of their colleagues. They claimed that their colleagues suffered strokes, hypertension, sugar disease and other stress related ailments as a result of the job loss and that they suspected that this led to their early demise. According to the theoretical perspective of the Cognitive Transactional Model of Stress by Lazarus and Folkman (1984) stress comes as a product of a person's individual characteristics and appraisal, that is, how they view the event or stressor. Price et al. (2002) explains that this chain of adversity has long-lasting effects including depression, health problems and impaired psychosocial functioning. The effect of the abrupt job loss at former Mansa Batteries was negative and very traumatizing because the workers worked for the company for such a long time only to be laid off in a single day without prior preparation. This is contrary to the findings by Stokes (2015) where some of the retrenched employees had prepared themselves not to expect long-term employment so when the retrenchment came, they were already expecting it. *It was a very bad way to lose employment especially that we were not prepared to lose our jobs the way we did. The company did not even hold a meeting with us to explain to us the reasons for the lay-off. During that time there was no easy access to information as we have today where you can even see things on social media. So, it took time for us to get proper information as to the cause of the closure.*

(Interview, Male Ex-Mansa Employee, 69, March 2019)

Loss of Income

All respondents indicated that resulting from loss of income was the failure to meet personal and family needs as captured in the interview.

The loss of income came with other problems. We could no longer afford basic needs later on take our kids to school. We have had to depend on well-wishers at one point or another. I lost the ability to support my family because the salary I was getting from Mansa Batteries was my only source of income at that time. I was unable to make ends meet and had to struggle to get on my feet financially.

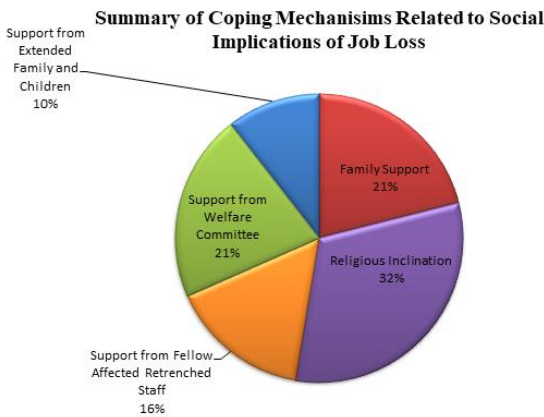
(Interview, Male Ex-Mansa Employee, 66, March 2019)

This implies that the economic impact of the job loss had direct effects of the emotional state of the affected as they felt like they had failed their families by being jobless and unable to sponsor their children to attain higher levels of education. This scenario is not unique to the ex-Mansa Batteries employees only. This is similar to the findings by Mtembu (2005) where retrenched workers in Durban did not have any money left after job loss to meet daily needs. Additionally, the End of Services Benefits were paid irregularly and so could not be relied upon for daily sustenance. This is similar to the study by Mulumba (2013) that found that the ESBs were paid late and in most cases went to service debts that the families had accrued in the process of their efforts to make ends meet. The current study found that even up to the time of the research some of the ESBs were still outstanding whilst many of the affected had even passed away.

Job Loss Coping Mechanisms of Ex-Mansa Batteries Employees

Many respondents revealed that despite job losses at former Mansa Batteries, ex-employees have employed various coping survival strategies as indicated in figure 3.

Figure 3: Summary of Coping Mechanisms by Ex-employees of Mansa Batteries



Source: Field Data (2019)

Coping through Support from family and extended families

Evidence from figure 3 and table 1 show that majority of the ex-Mansa Batteries employees interviewed in this study used religious inclinations as coping mechanisms. This was followed by support from welfare committee for communication and family support. The element of representation is necessary as it ensures effective communication between the employees and the organization (Boateng, 2016). Further this communication is necessary to ensure that the affected retrenches are well settled after loss of employment. In terms of the coping mechanisms related to emotional impact, the majority respondents involved in sports as an escape plan. The second highest unfortunately was maladaptive coping through beer drinking. This suggests that a bigger number of ex-Mansa Batteries employees opted to turn to beer drinking to find solace. Further, evidence shows that others depended on the spouse for comfort and solace and some used hobbies which represented.

I have received a lot of support from my siblings and my children and I think this has helped to live this long without dying from depression like my friends. The family became my pillar socially and even though I may not have had genuine friends, I knew that I could depend on my family. My children and my wife have really helped me to cope with my job loss. My wife sells at the market.

(Interview, Male Ex-Mansa Batteries Employee, 67, March 2019)

It has been this strong faith in my God that has given me grace to move on day by day knowing that God alone knows how to help me continue surviving. We as a family have continued to trust God for our daily needs and we know that it will be alright as long as he is there for us.

(Interview, Male Ex-Mansa Batteries Employee, 65, March 2019)

Table 4: Summary of Coping Mechanisms Related to Emotional Implications of Job Loss



Source: Field Data (2019)

Seeking Re-Employment and Re-Training

Opportunities for re-employment in the Mansa Batteries case came to those that had skills that

could be applied in other businesses and operations. The respondents revealed that retrenched workers, who possessed the skill of driving, made it possible for them to find jobs from private companies and individuals. Additionally, in a case where one of the employees had training in industrial chemistry, they were able to utilize it to get a teaching job in the Ministry of Education. All they needed to do was to take additional training in teaching methodology and this enabled them to become a teacher of Natural Science in a public secondary school. Being able to secure employment opportunities through re-training was also captured by Coffie (2016) and Stokes (2015).

I had studied Industrial Chemistry at Zambia Institute of Technology (ZIT). This enabled me to seek re-employment in the Ministry of Education as a teacher of Chemistry. I felt that this was the only way I could find meaning in life. This has kept me going up to now and I have managed to educate my children and find meaning in life.

(Interview, Male Ex-Mansa Batteries Employee, 62, March 2019)

Small Businesses

The researcher observed that a number of the participants opted to engage in several forms of businesses. As indicated by Morojele and Maphosa, (2013) formerly employed miners from Lesotho opted to use the ESBs on starting up small business ventures back home. These were mostly small-scale operations, with a few that could be classified as either Micro or Medium. Research participants further explained that they had engaged in a number of business ventures over the years. It was common to note that a number of them had switched from business to business depending on profitability and viability. These included selling of second-hand clothing bought from Tunduma in Tanzania, whilst others procured second-hand clothing from Lusaka and sold

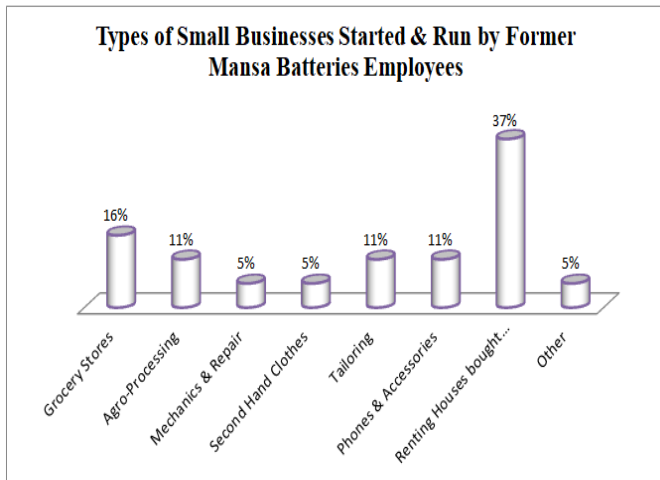
locally. One of the participants in the study explained that they had opened up a stand at the local market commonly called united bus Market. Similarly, in Zimbabwe Chingwaru and Jakata (2015) indicate that retrenched employees resorted to buying and selling goods as a means of survival. In addition, other respondents indicated that they have opted to have Home-based small business ventures.

Further, the availability of financing from organizations such as the Citizen Economic Empowerment Commission CEEC has helped some of the respondents acquire equipment that they are currently using to make peanut butter, cooking oil and produce maize meal and meal samp. The fact that there are opportunities to obtain affordable capital to finance business indicates a difference with the South African case by Mthembu (2005) where participants complained of not having collateral to access bank loans and so were not eligible for loans. What is similar however is that in all the cases, retrenches opted to go into business as a means of survival.

Through the Citizen Economic Empowerment Commission (CEEC) I have been able to get into small scale Agro-processing business. I bought a peanut butter making machine and also a machine for making cooking oil. I have set up a shop at UB Market where I am currently doing this business. I work on orders and also supply pre-packed products. This business has enabled me to maintain myself and my family financially.

(Interview, Male, Ex-Mansa Batteries Employee 58, February, 2019)

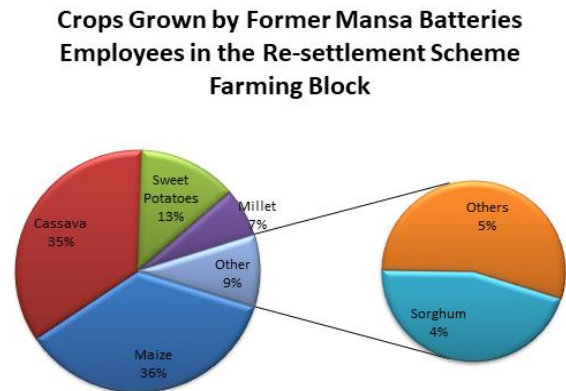
Figure 4: Types of Small Businesses Engaged in by Ex-Mansa Batteries Employees



Farming and Household Gardens

Just as is the case with the ex-Miners in Lesotho (Morojele and Maphosa, 2013), this study showed that most of the retrenches have been engaging in farming. The respondents indicated that most of the victims were beneficiaries of the re-settlement scheme by government where land was given to them as part of its policy. This allowed them access to make engage in small scale farming growing diverse crops including horticultural products. They use this land to grow maize and groundnut in small portions as captured in the findings as illustrated in figure 5. It is easy to see that farming and general agricultural practices have been key in sustaining the lives of the redundant employees. In addition to that, it provides a source of income as they are able to sell excess maize to the government and local millers and this gave them additional sources of income. This case is different from the study by Mthembu (2005) where retrenched workers in Durban had no ready access to farm land because of the land crisis in South Africa. Thus, the option to utilize opportunities in farming did not arise to this group of individuals as is the case with ex-Mansa Batteries staff.

Figure 5: Crops Grown by Former Mansa Batteries Employees in the Re-settlement Scheme Farming Block



Source: Field data, 2019

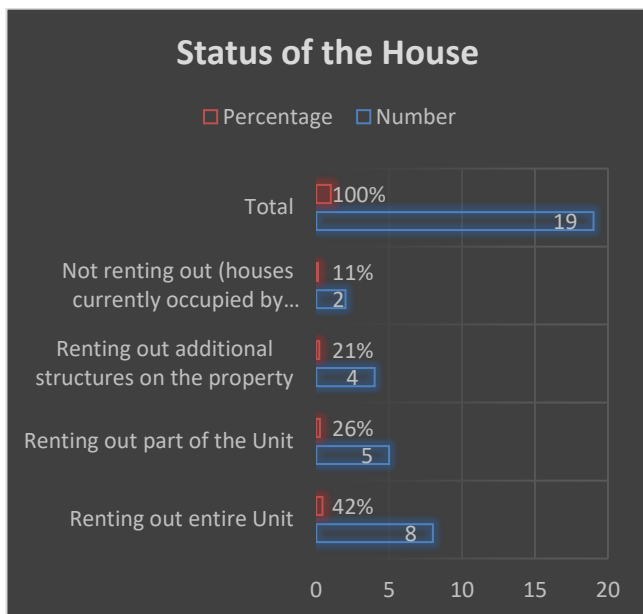
Lease of Former Mansa Batteries Houses and Additional Structures

Research findings indicated that ex-Mansa Batteries employees that had managed to buy the houses they occupied as sitting tenants have taken advantage of these assets as means of survival. Leasing out the houses or the additional structures constructed on them has been of great help when it comes to generating extra income for the house. The problem-focused coping strategy can be used where the affected person utilizes resources available to him to mitigate the difficult circumstances brought about by the stressor (Ryan, 2013; Boateng 2016 and Lazarus and Folkman 1984). It is through utilization of these assets in this manner that most of the affected have managed to continue to survive even in circumstances where they are unable to continue to look for work or business opportunities. The fact that the Ex-Mansa Batteries Employees Welfare Committee has been able to secure title deeds for the concerned redundant staff gives them a form of security to which they are able to even utilize their assets for securing loans to would be financiers.

I managed to buy company house; I decided to extend it into a three bedroomed house. Further, I built a two bedroomed house in the backyard which I and my wife occupy. The main house is now on rent.

Interview, Male, Ex-Mansa Batteries Employee
59, March, 2019)

Figure 5: Use of Housing Units Obtained as Part of Separation Package as Sources of Finance



From the bar graph above the study showed that a considerable number of the former employees had opted to utilize the housing structures as sources of income by either putting up the whole unit for lease or part of it. Furthermore, the study found that those that were able to develop additional structures on the property had opportunities to increase the amount of income from lease out of these properties. From the data shown in Table 5 it is easy to see that only 11% of the participants to the study had not utilized this available or possible source of income.

Survival through Village Banking (Silk) and Herbalist

The results of the findings revealed that majority of the respondents survived through joining of village banking which is popularly known as 'silk'. The results further indicated that, many former Mansa Batteries workers have benefited from village banking as they were able to get some loans to sustain their businesses. The study came across one particular former Mansa Batteries employee that had developed his skills as a traditional healer as a means of survival after he was retrenched. This form of income has contributed to their being able to survive economically. The fact that they claim to cure most of the diseases that affect people today and also that there were testimonies of people who claimed to be healed in the process gives them leverage to engage in their practice and make it a source of income as indicated below:

Life has never been easy for me and my family ever since I was retrenched. I am very grateful for this village banking that I joined 5 years ago. I contribute K20 every week and I qualified to get a loan of K2000 which I used to start a business. This is how I am managing to keep my family and send them to school.

(Interview, Male, Ex-Mansa Batteries Employee,
57, March 2019)

I have been in a family of traditional healers and I got the skills from my grandfather, I have been using these skills as an additional means of survival. I am able to cure many diseases, such as malaria, High blood pressure, sexually transmitted diseases, and Tuberculosis. I normally get my supplies of herbs from local forests but also have friends in Congo DRC that are of great help.

(Interview, Male Ex-Mansa Batteries Employee
77, March 2019)

The study draws the following conclusions based on the findings and discussions:

This study recommends that retrenchment processes in state owned enterprises should take a systematic form and not abrupt, in order to allow the affected employees to come to terms with it and also afford them a chance to negotiate better separation packages and other terms and conditions. Further, Government to come up with a system that will ensure that the employees it lays off from state owned enterprises have their rights to information on the entire process for future retrenchment in both state and private owned enterprises in Zambia. This study further recommends that policy makers should reconsider to learn and integrate the survival strategies emerging from ex-workers of different retrenched companies and firms in order to formulate formidable policy framework that may adopt ways of coping with job loss economically and psychologically. Therefore, the study further recommends that the government speeds up clearance of outstanding ESB payment so as to empower the individuals retrenched from the state-owned enterprises. This would aid in improving their standard of living to the degree possible. In addition, the government of the Republic of Zambia through the Ministry of Labour may come up with deliberate policy that will spearhead offering of preparatory skills and training to would-be victims of retrenchment before they are made redundant. This would achieve socio-economic and emotional implications of job loss at massive scale.

V. CONCLUSIONS

This paper argues that the closure of Mansa Batteries in Luapula Provinces of Zambia happened so suddenly that the correct retrenchments processes such as preparations for the affected former employees were not followed. This resulted in adverse social, economic and psychological implications on the families of ex-employees of Mansa Batteries. These implications include undesirable attitudes from the Community, loss of self-esteem, and change in social status, emotional and economic loss. The paper further argues that despite these socio-economic and psychological implications brought as a result of retrenchments, ex-employees have devised survival strategies. The strategies include coping through support from spouse, extended family and children, religious association, beer drinking, retraining and re-employment and representation from welfare committee. In addition, others have survived through small Home-based and market businesses, farming and household gardens, lease of former Mansa Batteries houses, through church and other well-wishers while others have survived through village banking and loans obtained from Citizen Economic Empowerment Commission to start their small businesses. Thus, the paper concludes by arguing that there is need by the state to capitalize on some of the strategies and formulate deliberate policy that should guide the survival of the future retrenched workers.

ACKNOWLEDGMENTS

I would like to begin by thanking God Almighty for according me this rare opportunity to participate in the Master in Business Administration programme. For the grace and ability that enabled me to complete my studies despite the very tedious conditions I have faced through this journey. I would also like to acknowledge my supervisors Mr D Lungu and Mr. Kaela Kamweneshe (IJMDR-Editor) for the tireless support and valuable time that they put into shaping this research to the standard of the University. My sincere gratitude also goes to Dr Sycorax Tiyesa Njobvu and Dr Dennis Mulenga for their efforts in shaping me to obtain specialisation in the area of Marketing. All my research participants from Mansa. I also thank my course mates especially Whiteson Kalani, Victor Chileshe and Mwape Kasochi for their support in reviewing my work. To Mr Malizani Tembo (Principal Mansa College of Education), I'm deeply indebted to you for all your constructive encouragements and word of wisdom and tireless support in allowing me to attend to my studies even at short notice. Thank you for your inspiration.

Last but not the least, I am forever grateful to the love of my life, Peter for always being there for me. My children, Katrina, Jessica and Patrick for their love, care, understanding and patience during the course of this work, I love you very much.

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APPENDIX: SEMI-STRUCTURED INTERVIEW GUIDE FOR RETRENCHED WORKERS

DECLARATION:

The information in this interview will be confidential and will be used strictly for academic purposes as part of the research topic captioned above at the Information and Communications University, Lusaka Zambia. Please answer all the questions and try to be as specific as possible. Focus your answers on the Retrenchment/Redundancy that took place at Mansa Batteries where possible (or specify otherwise).

PART A

Participant's Particulars			
Age		Sex	
Marital Status			
Length of time in business			

PART B – Personal Situation

a	How old are you?
b	Do you have children?
c	If yes, do they still live with you?
d	Are you married?
e	Are you in employment or business at the moment
f	Tell me more about your experience in losing your job at Mansa Batteries
	What job did you do at the factory?
	Did this job require a special form of training or not?
g	How was the retrenchment process done?
h	Where you prepared to lose your job at the time you lost it?
i	How did the way you lost your job affect you as a person emotionally?
j	How did the way you lost your job affect you as a person socially?
k	How did the way you lost your job affect you economically?
L	What is the impact of the job loss on your ability to care for your family's needs?
M	Did you benefit from the housing scheme given as part of the separation package?
N	If your answer to "m" is yes, then kindly explain how this has happened and how this has benefited you and your family.
	Did you receive ESBs from the company?
	How long did it take for you to receive the ESBs?
	Did you have social security of any kind? Kindly elaborate.
O	Was there any cooperation between you and your former colleagues when fighting for your ESBs?

PART C: Coping Strategies

a	What steps did you take to cope with the emotional effect of job loss?
b	What steps did you take to cope with the social effect of job loss?
c	What steps did you take to cope with the economic effect of job loss?
d	

PART D: Survival Strategies of Retrenched Ex-Mansa Batteries Workers

a	How did you manage the economic needs of your family?
b	Did you engage in any economic activity to support the family?
c	How sufficient was the money from this economic activity to meet family needs?
d	Did you receive assistance from any people or organisations?
e	If your answer to "d" is yes, kindly explain what kind of assistance this was.
f	Explain to me any other ways in which you were able to survive economically.
g	What type of businesses did you engage in?

Thank you for your participation.

Names (Interviewer) -----(Student ID: -----)