

# THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

## Effect of Job Loss on Employees of PW Construction Company Abuja, Nigeria

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### **Abstract:**

*This study examines the Effects of Job loss on employees in PW Company Ltd Abuja. The research is aimed to determine the process of job loss and the strategies to cushion the effect of affected workers. Hence, a survey design method was adopted as a means to collate data for the study. The population of the study comprised the entire 312 staff of PW Company between 2015-2020. Parametric statistics of ordinary least squares multiple regression was used to test the hypotheses in line with the objectives of the study. Questionnaires and personal interview on data for both recent and previous job loss were employed for proper analysis in this study. Findings indicate that there are lots of issues to consider before management make final decision on job loss. In addition, the manner in which the job loss is handled can reduce the effect it makes on affected employees. The study concluded that the impact of job loss on the affected employee has been measured and the discovery is very devastating. The study also recommended that, the management of PW Company Ltd Abuja need to embark on conscious assessment of the employees to know whether job loss is actually necessary before starting the process, The management of PW Company Ltd should always ensure that, employees penciled down for job loss should be notified on time, encouraged, motivated, counseled and advised professionally to enable them see the possibilities of surviving the impact and also make available their financial entitlement before rendering workers job loss redundant at their work places.*

**Keywords:** Effects, employees, job loss, pw company LTD Abuja

### **1. Background to the Study**

Managing downsizing and job lost redundancies is a daunting task, especially for managers who have never had to deal with these issues first hand. Getting the process right, management stand to gain respect and also engage employees staying and leaving whilst overcoming most of these challenges. Unfortunately, if management get it wrong the reverse is the case, therefore management can turn the potential threat into an opportunity and in doing so will really boost employee engagement and career opportunities for top talent to be identified. If management have people who have been languishing on their jobs too long with great skills that are not being fulfilled, the best course for both the organization and the employee would be to use their skills in a more effective way elsewhere in the organization. This way management can help save unnecessary job losses and by being proactive as part of the re-organization process management can enable the right employees to grow and develop their careers plus help provide the quality of service required in other parts of the organization, creating a 'win, win' situation (Jamie, 2013).

Job lost a times is inevitable due to the fact that such exercise may be necessary to keep an organization floating and growing in order to meet up with changes that arise through globalization and demand made from time to time on the products or services of any given organization. However, a cumulative effect of job loss such as emotional and financial trauma is becoming a pandemic in downsizing organizations, hence the prime focus of this study at examining these effects of job loss on employees of PW company limited and to explore ways on how the attendant unhealthy chains of problems associated with could be effectively tackled to lessen the pains of the victims

#### **1.1. Objective of the Study**

The main objective of the study is to examine the Effects of job loss on employees of PW Company LTD Abuja. The following specific objectives were set to be achieved in this study:

- To investigate the effects of job loss on affected individual employee of PW Company LTD Abuja
- To examine whether the survivors of job loss will still jointly show willingness at work for the achievement of the set organizational goals.

### 1.2. Study Hypotheses

The study also adopted the following null hypothesis:

- Ho<sup>1</sup>: There has been no effects of job loss on affected individual employee of PW Company Ltd Abuja
- Ho<sup>2</sup>: The survivors of job loss are still willing working jointly for the achievement of the organizational set goals of PW Company Ltd Abuja

### 1.3. Scope and Significant

The scope of the study covers only the effect of job loss of employees of PW company Ltd.as well as the possibility of these job loss employee's willingness to jointly achieve PW company's organizational goal. All data collected are analyzed were from the responses of past job loss staffs of PW company between 2015-2018, hence the general observations in the findings may not be applicable in organization.

The study is significant in the sense that it will provide knowledge on the causes of job loss and the best approach to its management and as well timely job loss notification. The study shall provide insight to Human Resource research on managing employees in an organization. Also, this study is significant because findings reveal the problems Human resource managers encounter in the job loss exercises on making decisions on which employee to lay- off and the right time to implement this inevitable exercise. The recommendations made will proffer solution to the problems associated with decision making on job loss exercises in organizations like PW Company Ltd Abuja. Therefore, this study has practical, empirical and intellectual usefulness hence it is good for policy making and implementation. Thus government, employers, employees and managers in public and private organizations shall find this study very useful.

## 2. Literature Review

### 2.1. The Concept of Job Loss Exercise in the Organization

The Concept of Job Loss Exercise in the Organization is the process where an employer reduces their workforce because the employees input on the job or jobs are no longer needed in such an organization. However, when jobs are lost and the employer decides to recruit another employee to fill in the existing vacancy then, that is not considered to be. In the spite of the apparent economic recession, has become inevitable for organizations in view of the harsh operating environment fueled by weak prospects for sustainable growth.

1Common reasons for job loss stemmed from the following: Rendering some jobs obsolete, Management desire to cut costs by reducing staff numbers, Company's franchise and Business outright acquisition.

#### 2.1.1. Managing the Emotional Reactions and Difficult Conversations

Few people want to be the bearer of bad news, however when restructuring happens in any organization, it is an unfortunate and necessary part of HR and every manager's role. The key is to be honest, keep employee informed always so that, they can know what is happening, when it will happen, who is at risk and above all else why change is happening (Jamie, 2013). Although employees won't like what is happening, there will always be more understanding if the reasons are explained. If your organization is providing career transition support for your 'at risk' employees it will be a boost to offer this opportunity at an early stage to reduce the negative impact at such an emotional time. The emotional reactions are far from one-sided, as it is always difficult for the manager imparting the news as the employee on the receiving end, especially if the manager's fate is still uncertain when they have to share the news. Even if you have previously been involved in such conversations as a manager, there is no 'one size fits all' and everybody will react in different ways from shock, disbelief, denial, anger, some even relief or elation. The resultant is that employees shall experience the threat of, thought they had a clearly defined career path, have little or no experience of job searching, writing C V 's and interviews, feel bitter, fear change and the unknown, feel guilty being selected to stay when colleagues are leaving.

#### 2.1.2. The Emotional and Psychological Effects of Job loss

There are lots of euphemisms for firing people - downsizing, outsourcing, rationalization, organizational change, company review, restructuring and irrespective of which labels organizations use, people's emotional reactions tend to be the same (McMahons, 2019). Apart from the financial implications, job loss can mean a significant loss of identity and an individual's self-confidence may be eroded, in addition, a person may feel excluded from society. Of course, there are always individuals for whom a may be welcome. For example, if an individual receives a decent package, or was unhappy in their work. For such individuals a offers an opportunity with financial security to do other things. However, most people do not fall into this category.

Depending on age, personality type, family and financial circumstances, individual reactions may range from mild, moderate to severe. The most common reaction to job loss is physical shock accompanied by some of the classic symptoms associated with grief - disbelief, denial, anger, feeling stunned, becoming withdrawn, loss of confidence, and a feeling of 'why me?' This is particularly true when an individual had no prior warning or sense that they would lose their job.

Job loss, like any other form of major loss can have many of the emotions akin to those of bereavement. Stress reactions to job loss vary. They may include: Crying openly, becoming withdrawn, breaking down completely, pretending nothing has happened, even to the extent of concealing it from partner / spouse/ key family members, undergoing mood swings 'up one day and down the next. When it comes to manifestations of distress, there are no gender differences. While men may initially display macho mannerisms, their physical and emotional reactions are exactly the same as those of women - anger, despair, and a sense of loss, inadequacy, low self-esteem and, in extreme cases, suicide.

### 2.1.3. The Impact of Job Loss on the Affected Employee

According to Waters, (2007), there is the question that runs through one's mind; how do people cope with? It's something that affects so many areas of a person's life, let alone their families and communities. The essence of seeking a job is to secure a means meeting up with daily demand for food, shelter, health, clothing, education, communication bills and other necessary requirements for living. Employment poses as a major solution from the spate of joblessness, waste of time and decline in mental proficiency due to inactivity and idleness,

Most of the employee's lives never remain the same after the loss of their jobs except where there is an immediate remedy in form of immediate replacement of another job as the case may be. It affects victims financially, socially, emotionally and at times, psychologically. The experience becomes an incidence to portray the reality of the slogan: 'there is dignity in Labour'. There is usually a negative multiplier effect in the life of the employee who is suddenly made redundant and on that of the relations. The dependency ratio in our society now is on a high side. Children sometimes drop from schools, both utilities and hospital bills are often unpaid as need arises. This however is the reason why emphasis is made on proper management of employees especially during and after is seen as the last option.

Financially, all the victims of job loss suffer a great setback on his plans and vision in life. Most times the affected employee stops pursuing higher academic engagements, stops building and other personal financial projects, even the running of small-scale business could be truncated by the financial demand made on the capital in order to survive while looking out for another employment. In fact, most employees affected by had relocation to somewhere else as the only option and for survival.

Job loss often creates negative and devastating effects on the affected employees. The numerous and inexhaustible effects are obvious as follows: Apparent Joblessness, Termination of the source of survival, emotional trauma, diminished standard of living, crisis on family welfare, accommodation issues, poor family health-care, degradation in social status,

As soon as the employee loses the job, all the involvements in social activities begin to dwindle based on reasons like lack of money for socialization, disconnection from office environment or company accommodation and less communication through the use of the internet as such privileges might have been severed by the incidence.

### 2.1.4. The Effect of on Surviving Employees

According to Seglew, (2001), Surviving employees are expected to be addressed and encouraged after a retrenchment exercise in any organization. This is necessitated by the effect of working in the absence of some of the colleagues who just left the job. There is the need to encourage employees who are still left in the job. This boosts their morale and gears them up towards working in the pursuit of organization's objectives.

During survey in this study, it was discovered that work load and stress had increased on employees who survived programme even when it seems the activities of the company has reduced. The truth remains that as long as the company still exists, certain job schedule cannot be less demanding. For instance, the work schedule of Human Resource managers will rather increase due to the required updating of records; inter office communication, writing of official letters to communicate new changes and development such as officially giving an employee a letter to make him become aware of new schedules.

After job loss exercises it becomes hard to ensure employees continue to trust the employer following unpredictable exercise. It recommended additional help, such as one-to-one communication and counseling as beneficial for those affected by survivor syndrome'. stress, tension, uncertainty,

## *2.2. Empirical Review*

Ladan, (2012), studied Impact of job loss on Surviving Employees: A Study of Selected Banks in Nigeria. This study examines the impact of on survivors in Nigerian banking industry as it continues to restructure and downsize its workforce. The extent of this on survivors continuously affects their productivity and thus has an adverse effect on the Banks performance. This study is therefore predicated on the nude factors responsible for survivors' reactions and its implications on their respective performance. Both primary and secondary data were used for the study through the use of interview and the administered questionnaire to the respondents that is the surviving staff after the data collected were analyzed using percentages and Pearson r chi-square to test the hypotheses. The study finds that there is a negative impact of redundancy on survivors as a result of the procedure, notification and aftercare of the leavers by the Nigeria banks. These affect their morale and motivation but have little implication on loyalty and commitment. The study recommends that organizations should give attention to survivors' reaction at any point in time to avoid high labour turnover and instill confidence in the remaining staff by being fair in handling problems and adequate notification should be available where is necessary.

Anyim, (2015), investigated job loss and its effects on employees in Nigeria. The current adverse economic climate which has been persistent has driven many organizations out of business and those that survived were forced to restructure their operations. The foregoing trends created room for in the organization. This study is an attempt at assessing social and psychological effects of on employees. A survey was conducted through the use of questionnaire complemented with personal interview. Members of the industrial community who are involved and conversant with the phenomenon were drawn as samples for the study. The findings from the study revealed that at times could be replaced with alternative measures and where it becomes imperative it should be undertaken in such a way to mitigate socio-psychological effects it will unleash on the victims.

### 2.3. Theoretical Base (Equity Theory)

Equity theory attempts to explain relational satisfaction in terms of perceptions of fair/ unfair distributions of resources within interpersonal relationships. Equity theory is considered as one of the justice theories developed in 1963 by John Stacey Adams who asserted that employees seek to maintain equity between the inputs that they bring to a job and outcome that they perceived inputs and outcomes of others (Adams, 1965). The belief is that people value fair treatment 01' perception thereof, motivates people to keep such fairness maintained within the relationship of their colleagues and the organization. Equity in the workplace is founded on the ratio of inputs to outcomes; inputs being perceived employee contribution in terms of skills, experience, time devoted, etc. for the benefit of the organization and outcomes being financial remuneration, recognition and appreciation of the employee's inputs. He further states that people who feel that they are either over or under rewarded for their efforts/ inputs are prone to experience distress and feel disturbed. Such feeling of distress leads these people to make efforts towards restoring equity to the relationship, be it organizational, personal or intimate. Equity theory deals with two questions: (a) what do people think is fair and equitable? (b) How do they respond when they feel they are getting far more or far less from their relationship than they deserve.

Equity theory involved the following: The give and take relationship theory: identified by Adams as input-outcome relationship, the give and take ratio is the pivotal aspect of this theory. It is in trying to balance the perceived give against the expected take that this theory comes into play. Reference points and comparisons: give and take alone is not what sets the equity theory into motion. There has to be a reference to others and a comparison of the ratio of give and take of oneself with others who are working under same conditions, giving proportionate if not same input. Relative Theory: the equity theory of motivation is not based on absolute premises. Its structure and beliefs are based on perceived and not established equity. Perceived being a volatile and random psychological premise, the equity theory can assuredly be called relative theory.

The criticisms of the theory: There is a lot of criticism directed toward both the assumptions and practical application of Equity Theory. The theory was questioned for its simplicity arguing that a number of demographic and psychological variables affect people's perceptions of fairness and interactions with others. This means that survivors may not necessarily be unhappy because of unfairness but some factors may also influence their act. More so, critics have also argued that people might perceive equity/ inequity not only in terms of the specific input and outcomes of a relationship, but also in terms of overarching system that determines those inputs. Thus, in a business setting, one might feel that his or her compensation is equitable to other employees, but one might view the procedural system as unfair, (Carrel and Ditttrch 1978)

### 3. Methodology

This study adopted survey research design method. The study location is PW Company Ltd Abuja, it is an indigenous manufacturing company with its headquarters in Abuja. It is a company that is reputable for its competence in delivering standard construction services which include construction of bridges, estate roads, malls, companies etc. The company has the work force numbering above three hundred and twelve (312) at a stable work force capacity. These employees are made up of Nigerians and foreigners from countries like; Ghana, Ivory Coast, USA, and United Kingdom. The employees are of various categories of professional and skill capacity. The sample size of the study was determined using Taro Yamane's formula to be able to reduce the population to a controllable number to ease the research. From the population of the company, that is 312 (Three Hundred and Twelve), the sample size is calculated below:

$$n = \frac{N}{1 + N (e)^2}$$

$$n = \frac{312}{1 + 312 (0.05)^2}$$

$$n = \frac{312}{1 + 312 (0.0025)}$$

$$n = \frac{312}{1 + 0.9}$$

$$n = 164 \text{ (Sample Size)}$$

Where, N Population under study, e Margin of error and n Sample Size.

The stratified random sampling procedure was used in this study for selecting respondents from the Sample Size of 164 (One Hundred and sixty-four) population, this was stratified on the basis of the categories of staff using proportionality to determine the actual respondents for each stratum. In data collection, the researcher utilizes only the primary sources of data collection. The major instruments of the primary source are questionnaire and oral interview guide. The questionnaires are semi - structured containing close - ended and open-ended questions. Descriptive statistics of frequencies and percentages were used to analyze the job loss statistics of the respondents while the parametric statistics of ordinary least squares multiple regression was used to test the hypotheses in line with the objectives of the study.

164 questionnaires were distributed, while 152 was and used for the purpose of the study was returned and used for the purpose of the study representing 92.7%. Qualitative and qualitative methods of analysis was used.

#### 4. Data Presentation and Analysis

Year	No Retrenched	Percentage on Workforce
2015	22	25.0%
2016	27	30.6%
2017	21	23.8%
2018	18	20.5%
Total	88	28.2%

Table 1: Statistics of Job Loss in PW Company in the Last 4 Years

Source: Field Survey (2021)

Table 1 shows that in the year 2015, 32 workers which made up 25.0% of the workforce loss job. In year 2016, 27 workers which made up 30.6% of the workforce loss job. In year 2017, 21 workers which made up 23.8% of the workforce loss job. While in 2018, 18 workers which made up 20.5% of the workforce loss job. The total number of workers placed on between the year 2015 and 2018 were 88 which made up about 28.2% of the 213 total workforce of PW Company LTD Abuja within the four (4) years under review.

##### 4.1. Test of Hypothesis-I

- Hypothesis-I: There has been no effects on job loss on affected individual employee in PW Construction Company LTD Abuja

Model		B	Coefficients <sup>a</sup> Unstandardized Coefficients Std, Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.067	.015		4.364	.000
	Effects of job loss	.712	.048	.622	.227	.017

Table 2: Result of Test of Hypothesis-I

a. Dependent Variable: Affected Individual Employees

b. Source: SPSS Output

c. R-square: 0.630

The regression analysis results in Table 7 above indicate that the effects of job loss which yielded a beta (P) value of 0.712, t-value of 0.227, and a p-value of 0.017, was significant since p-value is less than 0.05 level of significance. This implies that a unit change in the level of the effects of job loss (a unit increase or decrease) will significantly have a corresponding effect on the affected individual employees in PW Company Ltd by a factor of 0.712. Also, the R<sup>2</sup> of 0,630 indicates that up to 63% as the extent of the variability in the affected individual employees is accounted for by the independent variable's effects of job loss, it follows that other extraneous variables could be responsible for the remaining 37% variability in individual employee in PW Company Ltd Abuja. Hypothesis-I was therefore rejected and we conclude that, there has been a Socio-Psychological effect of Job loss on affected individual employees in PW Company Ltd Abuja.

- Hypothesis-2: The survivors of job loss are still willing to working jointly for the achievement of the organizational set goals in PW Company Ltd Abuja.

Model		B	Coefficients <sup>a</sup> Unstandardized Coefficients Std, Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.022	.033		.374	.500
	Survivors of job loss are still willing to work	.12	.081	.141	0.483	.007

Table 3: Result of Test of Hypothesis-2

a. Dependent Variable: Achievement of the Organizational Set Goals

b. Source: SPSS Output

c. R-Square: 0.671

The regression analysis results in Table 3 indicate that Survivors of job loss are still willing to work which yielded a beta (P) value of 0.012, t-value of 0.483, and a p-value of 0.07, was not significant since p-value is greater than 0.05 level of significance, This implies that a unit change in the level of the survivors of job loss are still willing to work (a unit increase or decrease) will significantly not have a corresponding effect on the achievement of the organizational set goals in PW Company Ltd Abuja by a factor of 0.121. Also, the R<sup>2</sup> of 0.374 indicates that up to 37.4% as the extent of the variability in the achievement of the organizational set goals in PW Company Ltd Abuja is accounted for by the independent variables survivors of job loss are still willing to work, it follows that other extraneous variables could be

responsible for the remaining 53% variability in achievement of the organizational set goals in PW Company Ltd Abuja. Hypothesis 2 was therefore accepted and we conclude that, the survivors of job loss are not willing to working jointly for the achievement of the organizational set goals in PW Company Ltd Abuja

#### 4.2. Discussion of Major Findings

In this study, the tested hypotheses formed the basis of discussion and the observed T-test values shows positive and negative relationship between the independent variables and the dependent variables.

The analysis in hypothesis 1, the findings were that, effects of job loss which yielded a beta (P) value of 0.712, t-value of 0.227, and a p-value of 0.017, was significant since p-value is less than 0.05 level of significance. This implies that a unit change in the level of the effects of job loss (a Unit increase or decrease) will significantly have a corresponding effect on the affected individual employees in PW Company Ltd Abuja by a factor of 0.712. Also, the R<sup>2</sup> of 0.630 indicates that up to 63% as the extent of the variability in the affected individual employees is accounted for by the independent variable's effects of job loss, it follows that other extraneous variables could be responsible for the remaining 37% variability in individual employee in pokobros Group. Hypothesis-I was therefore rejected and we conclude that, there has been an effect of job loss on affected individual employees in PW Company Ltd Abuja, this study agrees with the studies conducted by Anyim, (2015), investigated job loss and its effects on employees in Nigeria. The current adverse economic climate which has been persistent has driven many organizations out of business and those that survived were forced to restructure their operations.

The analysis in hypothesis 2, the findings were that, survivors of job loss are still committed to work which yielded a beta (P) value of 0.012, t-value of 0.483, and a p-value of 0.07, was not significant since p-value is greater than 0.05 level of significance. This implies that a unit change in the level of the Survivors of job loss are still willing to work (a unit increase or decrease) will significantly not have a corresponding effect on the achievement of the organizational set goals in PW Company Ltd by a factor of 0.121. Also, the R<sup>2</sup> of 0.374 indicates that up to 37.4% as the extent of the variability in the achievement of the organizational set goals in PW Company Ltd is accounted for by the independent variables Survivors of job loss are still willing to work, it follows that other extraneous variables could be responsible for the remaining 53% variability in achievement of the organizational. set goals in PW Company Ltd Hypothesis 2 was therefore accepted and we conclude that, the survivors of job loss are not willing to working jointly for the achievement of the organizational set goals in PW Company Ltd Abuja. This is in line with the research conducted by Ladan, (2012), studied Impact of job loss on Surviving Employees: A Study of Selected Banks in Nigeria. This study examines the impact of job loss on survivors in Nigerian banking industry as it continues to restructure and downsize its workforce. The extents of this on survivors consciously affect their productivity and thus have an adverse effect on the Banks performance. This study is therefore predicated on the nude factors responsible for survivors' reactions and its implications on their performance.

## 5. Conclusion and Recommendations

### 5.1. Conclusion

Based on the findings, the following conclusions were reached; Job loss is an unavoidable phenomenon in the manufacturing industry due to downsizing, job obsolescence due to technological advancement, merger or acquisitions. Job loss has effect on the affected individual employee of PW company Abuja. Also, the survivor of job loss is not willing to working jointly for the attainment of organizational goal of PW company Ltd.

### 5.2. Recommendations

The study made the following recommendations:

- The management of PW Company Ltd Abuja needs to embark on conscious assessment of the employees to know whether job loss is actually necessary before starting the process. They should ensure that, the absence of employees due to job loss will have an insignificant impact on the attainment of organizational goal before embarking on the downsizing. Also, job loss should always be the last resort; consider converting: staff from full time to part time employment, reducing or freezing salaries or bonuses, cutting cost of administration or encourage the employee to take accrued annual leave. This would reduce the possibilities of job loss effect on PW Company Ltd.
- The management of PW Company Ltd Abuja and other organizations should always ensure that, employees penciled down for job loss should be notified on time, encouraged, motivated, counseled and advised professionally to enable them see the possibilities of surviving the impact or regain employment within a very short time. This will reduce the multiplier effect of job loss on employees and the immediate family members and their relations. When the management deems it fit to prepare the minds of staff and also pays promptly those employees affected by job loss, the surviving staff will see it as a consolation to this unavoidable employer decision and will be motivated to work when they survive it.

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