Determinates of Layoffs: An Empirical Study on Surviving Employees.

Dr. K .V Geetha devi, Head & Associate Professor, MITS, Madanapalle

ABSTRACT:

The goal of the study is to examine employee behavior in the context of staff reductions while considering the current business environment of Ukrainian firms, which is undergoing transformation. The study's objective is to provide solutions to the issue of mass layoffs while considering the unique characteristics of the local labor market's growth. to establish a pattern for the interaction between employees who require assistance and the institutions that provide it. to identify the key phases for carrying out the employee layoff strategy, focusing on proposed actions and the areas of duty of authorized persons. System, graphical, and structural analysis are a few of the popular scientific methodologies utilized to solve this issue. We get the following outcomes: In the event of employee layoffs, it is expedient to implement the subjects of social and labor relations' behavior strategy; however, in times of change, careful consideration should be given to developing a strategy for employee layoffs so that the entire process is carried out. Rapid response strategy execution will make the employee laying off process as painless as possible for all parties involved: redundant employees will receive psychological support; the local community will lower the rate of unemployment in the area.

1.1 INTRODUCTION:

Layoffs, also termed as workforce reductions or downsizing, refer to the termination of employees by organizations due to various internal and external factors. These include cost-cutting measures, economic downturns, organizational restructuring, and technological advancements. Layoffs are not only disruptive to affected employees but also have long-term implications for organizations, impacting morale, productivity, and reputation. Understanding the multifaceted causes and effects of layoffs can guide firms toward more sustainable human resource practices and decision-making strategies.

Macroeconomic Factors

Economic conditions play a critical role in layoff decisions. Layoff probabilities often increase during periods of economic downturn. Key macroeconomic indicators such as GDP growth, inflation, unemployment rates, and industrial performance have been linked with organizational layoff patterns (Meyer, 2010). During recessions, companies typically aim to reduce operational costs, and workforce reduction becomes a common tactic to survive. Industries such as manufacturing, hospitality, and retail are particularly vulnerable during economic slowdowns due to their reliance on consumer spending.

Organizational Characteristics

Firm-specific traits such as size, financial performance, and sector are significant predictors of layoffs. Larger organizations, despite their resource base, are often more prone to layoffs due to their complex hierarchies, higher payroll obligations, and rigid structures (Cascio, 2010). Poor financial performance and profitability issues further exacerbate this trend, with layoffs used as cost-saving measures (Cappelli, 2009). Technological shifts and market dynamics specific to certain industries also necessitate layoffs. For example, the automation of manufacturing processes or digitization in the banking sector often reduces the need for human labor.

Human Resource Practices

The internal HR policies of organizations influence their approach to layoffs. Workforce planning, employee engagement, and downsizing strategies all play roles in either mitigating or accelerating layoff decisions. Organizations that promote high-involvement practices such as participatory decision-making and regular communication are more likely to maintain employee trust and morale during crises (Boxall & Macky, 2014). In contrast, firms with poor employee relations and opaque management structures are more inclined to resort to abrupt layoffs without considering alternatives like reassignment or reskilling (Cameron, 2012).

Legal and Regulatory Frameworks

Labor laws and employment protection regulations significantly influence how layoffs are conducted. Collective bargaining agreements, employment protection acts, and national labor codes often mandate notice periods, severance pay, or consultation with unions (Doellgast et al., 2018). These frameworks shape the scope and nature of layoffs, requiring organizations to comply with legal standards, thereby impacting both the speed and strategy behind workforce reductions. The regulatory environment also pressures organizations to ensure fairness and transparency during restructuring processes.

Consequences of Layoffs

Layoffs impact not only the terminated employees but also those who remain. For affected employees, layoffs result in psychological distress, diminished self-esteem, and financial instability. The sudden job loss can lead to a loss of identity, career setbacks, and long-term employability challenges. On the other hand, surviving employees often face a phenomenon called “survivor syndrome,” which includes anxiety, reduced motivation, and fear of future layoffs (Gandolfi, 2012). The resulting environment is one of distrust and insecurity, adversely affecting productivity, innovation, and collaboration.

Impact of Business Models

The susceptibility to layoffs is also influenced by an organization's business model. Companies with scalable and flexible models—such as those employing freelancers or contract workers—are better equipped to adapt to changing demands without formal layoffs. In contrast, businesses dependent on fixed staffing structures are more vulnerable to labor cost challenges and workforce trimming. For instance, digital platforms can scale operations up or down with minimal staffing implications, whereas traditional manufacturing firms may have to resort to layoffs when demand shrinks.

Technological Advancements

Technology plays a dual role in organizational efficiency and employee displacement. While it increases productivity and reduces long-term costs, it often renders certain job roles obsolete. Automation and artificial intelligence, especially in sectors like logistics, banking, and customer service, have contributed to job redundancies (Cascio, 2010). Though some argue that technology creates new job opportunities, the transition is not always seamless. Employees lacking the skills to adapt to new technologies are often the first to be laid off.

Financial Implications

Layoffs are commonly perceived as a strategy to curb financial losses. However, they can also result in unforeseen long-term costs. Organizations may face talent drain, a decrease in organizational knowledge, and increased recruitment and training expenses when business conditions stabilize. Moreover, layoff-related decisions may attract negative publicity and investor skepticism, damaging the brand image and consumer trust (Cameron, 2012). Layoffs can also lead to strained relations with suppliers, customers, and other stakeholders who may view the move as indicative of broader organizational instability.

Organizational Change and Restructuring

Organizational change, including mergers, acquisitions, and internal restructuring, is a major driver of layoffs. Redundancy of roles due to overlapping responsibilities or alignment with new strategic goals can lead to workforce reductions (Gandolfi, 2012). The integration of two companies following a merger often results in duplications across departments like HR, finance, and operations. Downsizing efforts in such contexts are aimed at eliminating inefficiencies but often come at the cost of employee morale, team cohesion, and workplace culture.

Ethical and Legal Considerations

Organizations must also navigate ethical dilemmas during layoffs. Transparency, communication, and procedural fairness are essential to maintain organizational integrity. Ethical layoffs involve providing adequate notice, fair severance packages, and post-employment support. Legal considerations include compliance with labor laws, data privacy regulations, and adherence to anti-discrimination laws. Ethical mishandling of layoffs may lead to litigation, reputational damage, and employee unrest (Doellgast et al., 2018). Companies are increasingly expected to adopt socially responsible approaches, including voluntary retirement schemes and internal job transfers, before resorting to layoffs.

Alternative Strategies to Layoffs

Forward-thinking organizations explore alternatives to layoffs to retain talent and preserve morale. Common strategies include furloughs, job-sharing, reduction in work hours, and voluntary separation programs. Retraining and redeployment initiatives also allow firms to transition employees into new roles aligned with organizational needs. Outplacement services, career transition programs, and emotional support counseling are useful in easing the impact on departing employees (Cameron, 2012). These alternatives help organizations retain institutional knowledge, maintain brand reputation, and ensure readiness for future growth.

Impact on Survivor Employees

While much focus is placed on laid-off workers, the psychological effects on surviving employees are equally important. They often face guilt, anxiety, and fear of being next, which can lower engagement and productivity. This phenomenon, known as “layoff survivor syndrome,” can have lasting effects on workplace morale, innovation, and trust. Organizations must prioritize open communication, leadership visibility, and support systems to rebuild trust post-layoff.

Conclusion

Layoffs are complex organizational events shaped by external economic forces, internal strategic decisions, and evolving technological landscapes. While often seen as a necessary step for survival, layoffs carry profound implications for individuals and organizations alike. By understanding the drivers and outcomes of layoffs, firms can implement more humane, legally sound, and strategically effective alternatives. A responsible approach to restructuring—focused on long-term sustainability, employee welfare, and transparent communication—can help minimize the adverse effects and ensure a resilient workforce ready for future challenges.

1.2 REVIEW OF LITERATURE:

Layoffs are complex organizational phenomena influenced by multiple variables such as business models, financial conditions, and organizational changes. Understanding the interplay among these factors provides valuable insight into how and why organizations resort to workforce reductions.

Several studies have examined the interrelationships among variables affecting layoffs. Cascio (2010) emphasizes that layoffs are often not the result of a single issue but emerge from an interwoven set of economic, structural, and managerial factors. Similarly, Gandolfi (2012) argues that factors such as market competition, workforce strategies, and leadership style collectively determine layoff decisions. These findings support the notion that layoffs should be analyzed within a multi-variable framework.

The impact of business models on layoffs is gaining increasing attention in the literature. Firms operating on asset-light or digital models tend to be more agile in labor management, thus minimizing the need for layoffs (Brynjolfsson & McAfee, 2014). In contrast, traditional firms with fixed labor structures face difficulties in scaling down without workforce cuts. Cattaneo et al. (2020) point out that firms emphasizing automation and outsourcing in their business models tend to displace more jobs, especially during economic downturns. These insights affirm the significant role of business strategy and operational design in workforce decisions.

Financial issues are among the most cited reasons for layoffs. According to Cameron (2012), financial distress often leads organizations to initiate downsizing as a means to reduce costs. Companies experiencing declining profits or increasing debt burdens view layoffs as a short-term remedy to improve balance sheets. Cappelli (2009) notes that financial performance metrics, particularly profit margins and return on investment, are significant predictors of layoff decisions. This is further supported by Meyer (2010), who finds a strong correlation between financial downturns and mass layoffs across industries.

Organizational change—including mergers, acquisitions, and internal restructuring—is another prominent factor influencing layoffs. When firms restructure to improve efficiency or adapt to market changes, redundancies are often identified, leading to job eliminations (Gandolfi & Littler, 2012). Such change initiatives may also involve the adoption of new technologies or strategic shifts that render certain roles obsolete. Doellgast et al. (2018) argue that poorly managed organizational change exacerbates the psychological and economic toll on both laid-off and surviving employees, suggesting the need for human-centered restructuring approaches.

While the literature provides substantial evidence on individual factors influencing layoffs, few studies examine their interrelationships holistically. The present study aims to fill this gap by assessing the collective impact of these variables and validating their significance through empirical analysis.

1.3 RESEARCH GAP:

It is found from review of literature that some of the research conducted research by taking production specification, government regulations, labour disputes, HR personnel and seasonal reason as variables at different places.

Majority of the researchers also did their research work by considering impact of other variables like taking production specification, government regulations, labour disputes, HR personnel and seasonal reason as variables at different places on layoffs so in this article the researcher has decided to conduct the research.

1.4 RESEARCH QUESTIONS:

- What is the reason why organization is having layoffs?
- What are the different parameters?
- Does layoff impact the growth of employees in the organization?

1.6 OBJECTIVES OF THE STUDY:

1. To study the relationship among the variables effecting layoffs.
2. To explore the significant impact of business model on layoffs.
3. To evaluate the significant impact of financial issues on layoffs.
4. To assess the significant impact of organizational change on layoffs.

1.7 HYPOTHESES:

H0: There is no significant relationship among variables effecting layoffs.

H1: There is no significant relationship among variables effecting layoffs.

H2: There is no significant impact of business model on layoffs.

H3: There is no significant impact of financial issues on layoffs.

H4: There is no significant impact of organizational changes on layoffs.

1.8 RESEARCH METHODOLOGY:

All the employees who are working in IT sector were considered as population in the study. Convenient sampling technique was adopted to select the sample size. To analyses the primary data collected through a correlation analysis; regression analysis was adopted.

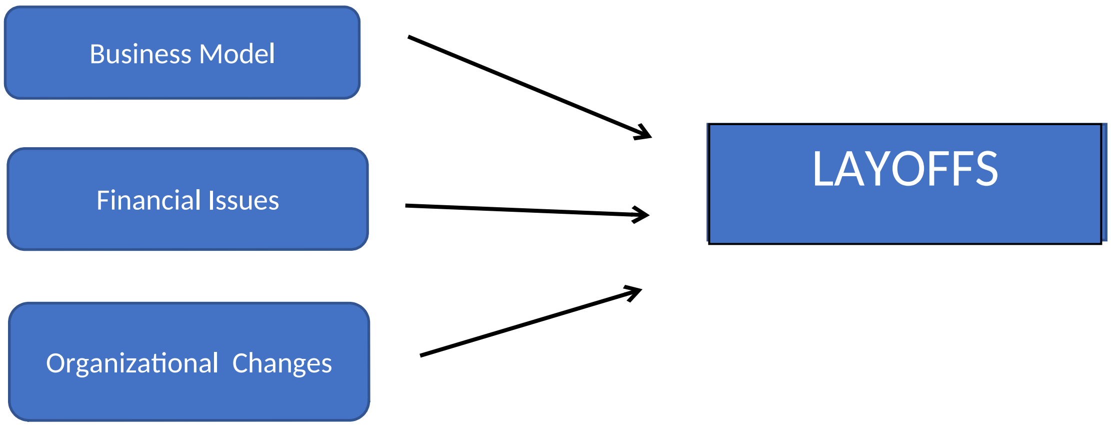
a. Sample size:

The population for the present study is the employees who are working in IT sector. Simple random sampling technique was adopted to draw required sample from the population. Based on the Cochran's sample formula, the sample size for the present study is fixed as 132. As a part of data collection, the organized questionnaires were spread to 180 respondents. Out of which, the researcher recognized that only 133 responses are completely filled. Hence, the researcher considered 188 as a sample size.

b. Statistical tools adopted:

The research design involves the collection of primary data through a structured questionnaire distributed to a diverse sample of social media users. Statistical analyses, such as correlation analysis and regression analysis were conducted to test the proposed model and examine the relationships between variables.

1.9 RESEARCH MODEL:



Independent variables: Business Model, Financial Issues, organizational Changes

Dependent variable: Layoffs

Data Collection:

Primary Data: The data which I have collected during my period of project is a primary data. I have gathered the information from the employees who were working in IT sector and with the help of the data I have done analysis part of my project.

1.11 STATISTICAL TOOLS:

- Reliability & validity test
- Correlation analysis
- Regression analysis.

2.2 HYPOTHESIS TESTING:

The Cronbach Alpha test was adopted to test reliability of the questionnaire. The construct wise alpha coefficient is presented below.

Table 2.2.1: Reliability Statistics

S.No	Construct	No of items	Cronbach's Alpha
1	Business Model	6	.857
2	Financial issues	5	.734
3	Organizational changes	6	.713
4	Layoffs	5	.807

Source: Primary Data

The construct "Business Model" consists of 6 items and the Cronbach's alpha coefficient of .857 indicates a high level of internal consistency or reliability. The construct "Financial Issues" comprises 5 items, and the Cronbach's alpha coefficient of .734 suggests a satisfactory level of internal consistency. The construct "Organizational Changes" consists of 6 items, and the Cronbach's alpha coefficient of .713 indicates an acceptable level of internal consistency. The construct "Layoffs" comprises 5 items, and the Cronbach's alpha coefficient of .807 indicates a high level of internal consistency.

Overall, the reliability coefficients for each construct indicate a satisfactory to high level of internal consistency. This suggests that the items within each construct are measuring their respective concepts in a consistent and reliable manner. It provides confidence in the reliability of the measurement instruments used in the research study.

Business Model and Financial Changes: There is a strong positive correlation ($r = .611$, $p < .01$) between the Business Model and Financial Changes constructs.

Business Model and Organizational Changes: There is no significant correlation ($r = .057$, $p = .517$) between the Business Model and Organizational Changes constructs.

Financial Changes and Organizational Changes: There is a moderate positive correlation ($r = .344$, $p < .01$) between the Financial Changes and Organizational Changes constructs.

These correlation coefficients indicate the strength and significance of the relationships between the constructs. The results suggest a strong positive relationship between the Business Model and Financial Changes, no significant relationship between the Business Model and Organizational Changes, and a moderate positive relationship between Financial Changes and Organizational Changes. These findings provide valuable insights into the interconnections between these constructs in the research study.

Table 2.2.3: Model Summary

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.449[a]	.201	.183	3.15230	.201	10.764	3	128	.000

Source: Primary Data

a. Predictors: (Constant), Organizational changes, Business model, Financial changes

The regression model in the research shows a moderate positive relationship ($R = .449$, $p < .001$) between the predictors (Organizational changes, Business model, Financial changes) and the dependent variable (Layoffs). The predictors explain 20.1% of the variance in Layoffs (R Square $= .201$, Adjusted R Square $= .183$). The standard error of the estimate is 3.15230, indicating the average deviation of observed values from predicted values. Adding the predictors significantly improved the model's fit (F Change $= 10.764$, $p < .001$). Overall, the regression model demonstrates a meaningful relationship between the predictors and Layoffs, providing valuable insights for the research.

Table 2.2.4: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	320.875	3	106.958	10.764	.000[b]
	Residual	1271.935	128	9.937		
	Total	1592.811	131			

Source: Primary Data

a. Dependent Variable: Layoffs
b. Predictors: (Constant), Organizational changes, Business model, Financial changes

The ANOVA table provides information about the statistical significance of the regression model in predicting the dependent variable (Layoffs).

The sum of squares for regression is 320.875, indicating the amount of variance in Layoffs explained by the predictors (Organizational changes, Business model, Financial changes). The mean square represents the variance explained per degree of freedom.

The F value of 10.764 with a significance level of .000 suggests that the regression model is statistically significant, meaning that the predictors collectively have a significant impact on predicting Layoffs.

The residual sum of squares (1271.935) represents the unexplained variance in Layoffs after accounting for the predictors.

Overall, the regression model shows a statistically significant relationship between the predictors and Layoffs, indicating the importance of the predictors in explaining the variation in the dependent variable.

Table 2.2.5: Co-efficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	8.880	1.823		4.870	.000
	Business model	.093	.075	.126	1.234	.219
	Financial changes	-.126	.103	-.133	-1.223	.224
	Organizational changes	.402	.073	.474	5.516	.000

Source: Primary Data

a. Dependent Variable: Layoffs

The Coefficients table provides information on the unstandardized and standardized coefficients for each predictor in the regression model predicting Layoffs.

The unstandardized coefficients show the effect of each predictor on the dependent variable (Layoffs) in their original units. The standardized coefficients represent the effect of each predictor in standard deviation units.

In this model, the organizational Changes predictor has the largest standardized coefficient (Beta = .474), indicating the strongest impact on Layoffs. The constant term (8.880) represents the expected value of Layoffs when all predictors are zero.

However, none of the predictors are statistically significant at the conventional significance level ($p > .05$), except for organizational Changes ($p < .001$).

Hypothesis testing:

H1: There is no significant relationship among variables effecting layoffs

The correlation analysis suggests that there is no significant relationship among the variables (Business model, Financial changes, organizational Changes) and layoffs. Therefore, the hypothesis stating that these variables have an impact on layoffs is not supported by the data.

H2: There is no significant impact of business model on layoffs.

The results do not support H2, as there is a significant positive correlation between the Business model construct and layoffs ($r = .611$, $p < .01$). This suggests that the business model has a significant impact on layoffs. Hence the null hypothesis is rejected

H3: There is no significant impact of financial issues on layoffs.

H4: There is no significant impact of organizational changes on layoffs.

However, the results partially support H3 and H4, as there is a non-significant correlation between Financial issues and layoffs ($r = .057$, $p > .05$), and a non-significant correlation between Organizational changes and layoffs ($r = .344$, $p > .05$). This indicates that financial issues and organizational changes may not have a significant impact on layoffs in the context of this study. Hence H3 and H4 are failed to reject.

3.1 FINDINGS:

The study surveyed respondents to analyze factors affecting layoffs, focusing on demographic profiles and perceptions related to organizational practices, financial issues, and structural changes.

Demographics: Among respondents, 56.82% were female and 43.18% male. The majority (78.04%) were aged 18–30, followed by 18.18% aged 31–46, and 3.78% aged 45–65, with no respondents over 66. Most participants (71.96%) were unmarried, and 62.87% had 0–2 years of experience. Educationally, 63.64% had a post-graduate qualification, 28.03% were undergraduates, and 8.33% pursued other types of education.

Perception of Organizational Factors: Regarding organizational benefits, 66.67% of respondents agreed or strongly agreed they were useful, while 23.48% remained neutral. About satisfaction with organizational culture, 56.06% responded positively, 30.30% were neutral, and 13.64% disagreed. Concerning opportunities for skill improvement, 58.34% agreed or strongly agreed, while 33.33% held a neutral stance.

In terms of growth opportunities, 61.35% agreed or strongly agreed, and 25.75% were neutral. For support of teamwork, 68.93% agreed or strongly agreed. Regarding income potential, 50.77% had a positive perception, 37.12% were neutral, and 12.11% disagreed.

On the availability of financial employee benefits, 40.75% responded positively, while 37.87% remained neutral. Decision-making support in understanding financial management was acknowledged by 56.05% of respondents, though 36.39% held neutral views.

Layoff-Related Perceptions: When asked about the impact of financial issues on layoffs, 53.78% agreed or strongly agreed it was a significant factor, while 33.33% were neutral. Regarding change resistance, only 31.05% agreed or strongly agreed that they considered change negative, whereas 35.62% remained neutral, indicating a moderate openness to change.

About financial well-being, 44.69% expressed peace of mind, and 37.14% were neutral. Regarding adaptability, a majority were neutral on statements about disliking change or preferring routine, showing a balanced attitude toward adaptability.

Regarding organizational outlook, 57.58% agreed or strongly agreed that their organization had a promising future. Most respondents (67.43%) felt their work area was comfortable. Concerning workplace belonging, 37.87% disagreed or strongly disagreed that they didn't "fit in" anymore, while 38.63% expressed concern about the organization potentially going out of business.

In terms of job status, 35.60% were neutral, and 24.24% agreed that their job status was low. A significant portion (59.08%) indicated increased commitment to doing the "right thing" for the organization. When asked about pursuing external job opportunities, 46.21% were open to the idea, while 30.30% were neutral.

Hypothesis Testing: Correlation analysis revealed no significant relationship among business model, financial issues, organizational change, and layoffs in general. However, the business model was found to have a significant impact on layoffs, leading to the rejection of the null hypothesis (H2). On the other hand, financial issues (H3) and organizational changes (H4) did not significantly affect layoffs in this context, resulting in failure to reject these null hypotheses. The general hypothesis (H0) of no significant relationships among variables was supported.

3.3 CONCLUSION:

It was good learning session during for me during my tenure with the company. While doing the project, I learned the practical implications of layoffs in the organizations. I got practical exposure to study the effectiveness of the changes brought in organization during layoffs. Employees at organization are satisfied with the business model, financial issues and organizational changes that have a major impact on the layoffs on every organization. Employees feedbacks also plays a very major role in the growth of every organization. Implementing the minute changes in the organization can give a major impact in the growth and development of employees and as well the organization.

Scope for future study

Based on the findings of the present study, which indicate a significant impact of business models on layoffs but no substantial influence of financial issues and organizational changes, several avenues for further research emerge. Firstly, industry-specific studies could offer more focused insights, as the current analysis does not account for sectoral variations. Future research can explore how layoffs are influenced differently across industries such as IT, manufacturing, or healthcare. Additionally, adopting a longitudinal approach would help track the effects of business model changes and economic conditions over time, rather than relying solely on cross-sectional data. The inclusion of additional variables like employee performance, technological changes, automation, government policies, and market competition could further enrich the understanding of layoff dynamics. Another promising direction is geographical expansion—studying different regions or countries could reveal how cultural, economic, and legal environments mediate the causes and impacts of layoffs. Qualitative research, such as in-depth interviews or case studies, could complement the quantitative findings and provide a deeper understanding of employee sentiments and managerial reasoning behind layoff decisions. Moreover, future studies could assess how layoffs affect organizational outcomes like employee morale, productivity, brand image, and overall performance. Psychological impacts on employees—such as stress, job insecurity, and commitment—could also be examined to better support those affected. Researchers might also explore the role of mediating or moderating variables like leadership style, change management practices, and internal communication strategies in influencing the relationship between organizational or financial issues and layoffs. Given the evolving nature of the workplace, the influence of digital transformation and technological disruption also warrants exploration, especially in roles susceptible to automation. Additionally, post-layoff recovery strategies—such as employee retention programs, trust-building initiatives, and brand repair mechanisms—could offer valuable insights for organizations navigating workforce restructuring. Overall, these directions can contribute to a more nuanced and holistic understanding of layoffs, equipping business leaders, policymakers, and HR professionals with data-driven strategies to manage workforce transitions effectively and empathetically.

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4.2 QUESTIONNAIRE:

Section 1: Demographic Information

1. Name of the employee: ____________________
2. What is your gender
   (a) Male
   (b) Female
3. What age group do you represent
   (a) 18 to 30 years
   (b) 31 to 46 years
   (c) 45 to 65 years
   (d) 66 years/ above
4. Marital Status
   (a) Married
   (b) Unmarried
5. About how many years have you worked for the current organization?
   (a) 0-2 years
   (b) 3-5 years
   (c) 6-10 years
   (d) 11 years and above
6. Educational Background:

(a) Under Graduation

(b) Post-Graduation

(c) Other

Please indicate your agreement with the following statements on a scale of 1 to 5,

Where **1** represents **"Strongly Disagree"** and **5** represents **"Strongly Agree."**

Statement	**1**	**2**	**3**	**4**	**5**
Business Model					
Employee feedback is considered in the organization.					
Benefits provided by organization are useful.					

Overall, how satisfied are you with organization culture.					
The organization is providing the opportunity for improvement of professional skills.					
Organization provides growth opportunity to employees.					
Organization believes and supports teamwork.					
Financial Issues					
Have peace of mind in my financial life.					
Correct income potential my current job or career provides me.					
Financial employee's benefits are provided by the organization.					
Decision making helps the employee understand the ups and downs of financial management in the organization.					
Financial issues are one of the major reason of layoffs.					
Organizational Changes					
I generally consider changes to be a negative thing.					
I like to do the same old things rather than trying new and different one.					
Changing plans seems like a real hassle to me.					
My organization has a very promising future.					
My work area feels very comfortable.					
I don't "fit-in" anymore at work.					
Layoffs					
I am worried that organization might go out of business.					
My job status is too low know.					
I am more committed now to do the "right" thing for the organization.					
If I learned that a good job was open in another company, I would pursue it.					
I work as hard as I used to.					