

Open Access Article

Issues and Challenges of Employee Retrenchment during COVID-19 in Malaysia

Nor Azilah Husin^{1*}, Aza Azlina Md. Kassim², Salina Rasli¹

¹ Faculty of Business and Accountancy, Universiti Selangor, 40000 Shah Alam, Selangor, Malaysia

² School of Economics & Management, Xiamen Malaysia University, 43900 Sepang, Selangor, Malaysia

Received: June 25, 2021 ▪ Reviewed: July 19, 2021 ▪ Accepted: August 24, 2021 ▪ Published: August 30, 2021

Abstract:

Employee retrenchment is a recurring topic in discussing human resource management issues. Due to various market issues and challenges, the administrative level has been forced to retrench its staff. This paper aims to explain cases and implications of employee retrenchment from the viewpoint of retrenched workers from four different industries: We conducted interview sessions via phone conversation to prompt additional questions and explain the issues and challenges associated with retrenched workers. Employees do not embrace the retrenchment process and its negative consequences, including demotivation, frustration, and unemployment. The issues are lack of the retrenchment process, employee compensation, and retrenchment criteria. The challenges found are the unemployment rate increase, struggle to survive the cost of living, social and psychological disorders, less organizational productivity, and worse health conditions. This finding would shed light on the predicament of the retrenched employees and give direction to the human resource management to act accordingly.

Keywords: employee, retrenchment, compensation, cost of living, psychological disorders.

马来西亚新冠肺炎期间员工裁员的问题和挑战

摘要:

员工裁员是讨论人力资源管理问题时反复出现的话题。由于各种市场问题和挑战，行政层被迫裁员。本文旨在从来自四个不同行业的裁员的角度解释员工裁员的案例和影响：我们通过电话交谈进行采访，以提示其他问题并解释与裁员相关的问题和挑战。员工不接受裁员过程及其负面后果，包括士气低落、沮丧和失业。问题在于缺乏裁员流程、员工薪酬和裁员标准。发现的挑战是失业率上升、生活成本、社会和心理障

Corresponding Author: Nor Azilah Husin, Ph.D., Faculty of Business and Accountancy, Universiti Selangor, Selangor, Malaysia; email: nor_azilah@unisel.edu.my

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>)

碍、组织生产力下降以及健康状况恶化。这一发现将揭示被裁员的困境，并指导人力资源管理部门采取相应行动。

关键词：员工、裁员、补偿、生活费用、心理障碍。

1. Introduction

Employee retrenchment is described as dismissing employees in a critical situation, such as facing a threat (Donovan & Ho, 2020). Redundancy, business-critical to loss of sales, failure to maintain the business in a competitive market, economic crisis, and rightsizing exercises are examples of critical situations. Due to structural changes in a company, retrenchment is a perpetual measure to reduce surplus employees. The connection between employers and employees will be disrupted entirely (Kumar & Talukdar, 2021). On the other hand, retrenchment is the termination of a worker's job due to a scheduled closure or downsizing. It is related to economic change, business organization, or increased use of technology (Parker, 1971). Job losses are now more likely to occur unexpectedly due to business failure than as a result of planned restructuring under competitive capitalism (Weller, 2012). The effect of job insecurity, job loss, and unemployment on physical and mental health is well documented (Bohle et al., 2001). Most employees experience job insecurity after a job loss, which seems to be a life factor that results in consistent unemployment unless a new job is secured instantly. Employee retrenchment is a widespread and ongoing problem that most human resource management departments face. Most managerial levels have difficulty deciding to retrench and offer a valuable return to workers in such a predicament. Therefore, before retrenching the employees, employers have to understand the process and risk of retrenchment critically. Hence, we are motivated to find out the real experience of the retrenched employees on their layoffs. This paper aims to explain the issues and challenges associated with employee layoffs. As such, we performed semi-structured interviews to investigate recent cases of retrenched employees.

2. Literature Review

2.1. The Recent Situation of Retrenchment

Employee costs in most industries exceed 40 percent of the business budget; hence, retrenchment is seldom used as a cost-cutting tool, particularly in crisis times (Tao et al., 2020). The need for organizational restraint was due to the organization's internal dynamics. Ochieno (2013) stated that a few organizations had received a corporate strategy incorporating innovative change and development, low corporate productivity, corporate expenses, authoritative or administrative changes, financial plunges, and rebuilding due to combinations and acquisitions. However, the COVID-19 pandemic has impacted the entire world in the

present case. It has negatively impacted company earnings, and job losses are the only way to keep businesses afloat. This once-in-a-lifetime occurrence also occurred in Malaysia. Many companies were paralyzed by the Movement Control Order (MCO), and the government could not provide meaningful assistance to employers. Several companies have halted development and operation as a pandemic result. Most organizations have issues with their supply chain and importing services. They do not allow international trade until the host country has established itself. As a result, productivity decreases, there is little or no business, and profits slide downward.

Due to the pandemic, management has reduced employees, layoffs, and work hours. Relocation has become a global phenomenon and is regarded as one of the most challenging ways to change an organization. As a result of the COVID-19 pandemic, job losses in the country rose by 42 percent annually in the first quarter of 2020, according to the Employment Insurance Scheme (EIS) of the Social Security Organization (SOCSO). According to EIS, the COVID-19 impact on the employment loss has impacted many companies by the first quarter of 2020, resulting in a 37 percent demand rise and a 42 percent inability to operate. This trend was projected to accelerate starting in April 2020, with job losses increasing from 50 to 200 percent year over year for each subsequent quarter in 2020. In 2020, the unemployment rate came to 4 from 3.2 percent in 1997, particularly during the Asian financial crisis, and 3.7 percent during the 2018 Great Recession. Besides, figures from the Malaysian Employers Federation warned that most businesses would struggle to remain afloat after the adverse economic effects of the pandemic. More than two million people are expected to lose their jobs due to the recession. Before March 2020, this number included new graduates and 610,000 unemployed people.

2.2. Employee Retrenchment

Retrenchment is "the discharge of surplus labor or workers by an employer for some reasons other than disciplinary action." Some employers may call it downsizing, rightsizing, reorganization, or layoff to strategize or restructure their companies, but all of these terms imply retrenchment. There must be redundancy before the retrenchment can be justified. There must be a surplus of labor, or the conditions of the employee's work functions have ceased or reduced to the point that the job no longer exists to prove redundancy. Employees earning less than RM2,000 monthly and manual workers, regardless of their monthly wages, are covered by the Employment Act 1955 (EA) and the

Employment (Termination and Layoff Benefits) Regulations 1980 (Regulations). The employee's length of service determines the duration of the notification period for workers covered by the EA:

- 1) The duration of employment for less than two years: the notice should not be less than four weeks;
- 2) The duration of employment for two or more years but less than five years: the notice should not be less than six weeks;
- 3) The duration of employment for five or more years: the notice should not be less than eight weeks.

Additionally, the practice Code of Conduct for Industrial Harmony 1975 (the "Code") in Malaysia stated that if it is found that there is redundancy, the Industrial Court ("Court") has encouraged the retrenchment exercise. Clause 22(a) of the Code states that if retrenchment becomes necessary despite having taken appropriate measures, the employer should consider the following criteria, among others:

- i. An employee who is past the average retiring age;
- ii. Assisting in co-operation with the Ministry of Human Resources for the employees to find work outside the undertaking;
- iii. Spreading termination of employment over a more extended period;
- iv. Ensuring that no such announcement is made before the employees and their representatives or trade union have been informed.

Hence, the employers must adhere to the Employment Act of 1955 and the Code of Conduct for Industrial Harmony of 1975. Furthermore, the employer should follow the proper procedures in retrenching the employees (Atshan, 2016). The goal of this law and regulation is to prevent any employee misconduct. If the employer engages in fraud or disagrees with the employee, the said employee can appeal.

3. Methodology

The data was collected via detailed interviews over two months from August to September 2020. We obtained a list of respondents from the Social Security Administration (SOCSO), and respondents were then selected at random. We discussed the study's goal with the participants, and no pressure was placed on the members to partake in the exploration. The meeting was upheld by the utilization of a rundown of inquiries. The two meetings were held via telephone because of the pandemic. Some notes were taken during the interview, and some information was exchanged with the other respondents. Four respondents were questioned in total to get an insight into the retrenchment process and its implications for them.

4. Findings

4.1. The Case of Retrenched Workers

Case 1: The initial interview was done with an employee from Malaysia's oil and gas industry. The employee was an executive who worked for the

corporation for four years. In 2014, the company laid off 2000 workers throughout its Malaysian divisions. The employee was called in by management and asked to sign the retrenchment agreement based on the interview. Inferable from the conversation, the administration had given some amount of remuneration. Workers were shocked because the employees chosen were among those who had worked for the company for over three years. In other words, the workers' decision to retrench was made at random. The management did not specify the reasons for the layoffs, but they agreed to do it nevertheless. There is no way to overturn the final verdict, so they were compelled to sign the contract and accept the settlement.

Case 2: The second interview session was with a private network and technology firm. The respondent was ahead of schedule for a managerial role to handle management risk and business strategy. The respondent had worked for a corporation for 12 years, but top management had decided to retrench the workers. The respondent was taken aback by the decision and sought an explanation for it. Others also dismissed the respondent's frustration with the situation. The decision was made, and the organization provided substantial compensation to alleviate any feelings of frustration or disappointment.

Case 3: The third interview was with an employee from the creative design industry. The employee has been with the company for approximately 15 years and holds a top position in a department. As a result of being chosen by the corporation to be retrenched, the employee was naturally disappointed and unhappy. Compared to the junior employee who stayed in business, the tenured employee did not believe he was selected to be retrenched. Employees ask about the retrenchment requirements and procedures, which must adhere to Malaysian laws and regulations. However, the answer given was ambiguous. There was no way to challenge a top management decision that had already been made. However, an organization can compensate the employee and offer benefits. Employees are paid based on length of employment and are given insurance as a gesture of gratitude.

Case 4: This case interview included hotel and hospitality industry workers. The hotel agreed to lay off staff and provided the Voluntary Separation Scheme (VSS) or Mutual Separation Scheme to the workers (MSS). The hotel offers the VSS to the employees who meet the requirements in this situation. Employees can choose whether or not to accept the offer. The hotel issued a statement stating that the company would not be firing anyone but would accept applications from workers interested in VSS. Management clarified the terms and conditions of VSS before the announcement. As a result of the current situation affecting the hospitality industry, the employees refused the offer. They realized that the hotel was losing money, so all company operations were temporarily halted.

Data compiled from the four cases highlighted common issues and challenges that suggested employee

retrenchment. The issues included the process of retrenchment, employee compensation, and employee criteria to retrench. Furthermore, the challenges are unemployment, struggle to survive the cost of living, social and psychological disorders, and less organizational productivity. All the cases in this study do not involve the industrial court and are based on the retrenched worker's sharing experience.

4.2. Issues of Employee's Retrenchment

This study highlighted several issues caused by retrenchment that are also crucial to management processes.

4.2.1. Lack of Retrenchment Process

As the employee said, one of the practical problems with the retrenchment process was that his retrenchment went unnoticed. The meeting with workers was called by senior management, and a decision was reached. Employees were not allowed to appeal the ruling or condemn it. Furthermore, senior leadership failed to justify their decision, given that the selection requirements were not transparent. As a result, the employer could not provide any relevant reason for laying off the workers. In the meantime, the organizations are taking no steps to help those affected by the COVID-19 pandemic. No solution has been found to resolve the current situation instead of retrenching staff.

Additionally, the notion that turnarounds necessitate immediate action can be found throughout the turnaround literature. Given their company decline approach, mythical turnaround managers like Frank Lorenzo, Carl Icahn, and Al Dunlap are frequently presented as people suitable for turnaround situations. The willingness to take ruthless and radical action is one of these people's characteristics (Shein, 2013). They have been explicitly characterized as "aggressive cost-cutters." Retrenchment aggressiveness can be divided into two categories. Volume aggressiveness hurts turnaround performance, while time aggressiveness positively correlates with turnaround achievement.

As a result, surviving and outperforming declining companies begin the strategic retrenchment changes and complete them quickly, but they do not make significant cuts. Organizations that start the retrenchment process late and execute it slowly, on the other hand, are more likely to underperform (Barbero et al., 2020). Retrenchment must be carefully planned and managed to be an effective reform strategy. Workers who remain after retrenchment must be told that their jobs are secure, and they must be prepared to meet the demands of the increased workload. The management must take care of employee wages to boost their morale.

4.2.2. Employees Compensation

Management provides a Voluntary Separation Scheme (VSS) package in most cases. Compensation terms, qualifications, and conditions that favor workers

are part of the VSS. The beneficial deals apply based on the duration of service provided by the employee. While management assumed that they were meeting the needs of the staff based on the benefits of the VSS, the employees made it clear that they were still dissatisfied.

Nevertheless, they must survive and search for new means of employment. When it comes to layoffs and retrenchments of any institution size, no prior permission is required. In the event of a reduction, workers will be entitled to a two-month notice or payment instead of compensation. The commission also discovered that the rate of retrenchment pay in an operating company should be higher than in a closed company (Kumar & Talukdar, 2021). Employees become demotivated due to their anger, and some of them make different decisions. Retrenchment pay is aimed to ensure that the amount paid would be adequate to keep the affected employee employed until they find new employment (Mohamed et al., 2018a).

4.2.3. Retrenchment Criteria

The issue of retrenchment requirements is always questionable by the employee. The earlier case highlights that the senior employees are usually the first chosen for termination. However, according to the laws and regulations of the Malaysian Code of Conduct for Industrial Harmony 1975 (the Code) endorsed in February 1975, the employer must properly select the category of employees to retrench. It is aimed at reducing the level of dissatisfaction among the parties involved. Clause 22(b) of The Malaysian Code of Conduct for Industrial Harmony 1975 mentioned that the employer should utilize objective criteria that include the following:

- a. Need for the efficient operation of the establishment or undertaking;
- b. Ability, experience, skill, and occupational qualifications of individual employees required by the establishment or undertaking under (i) and consideration of the length of service and status (non-citizens, casual, temporary, permanent);
- c. Age;
- d. Family situations;
- e. Other criteria may be formulated in the context of national policies.

However, the criteria selection has been deemed unfair. It does not justify the selection reasons, according to Munjuri (2011), who studied two specific methods practiced in retrenchment, which are first in, first out (FIFO) and last in, first out (LIFO). The method of FIFO is to identify the senior employees in each class who are laid off; unsatisfactory performance/performance appraisal. The last in, first out (LIFO) process refers to the young or new employees usually retrenched. The enacted flexibility speaks to the seniority-based retrenchment provision. It would be critical to replace the "last come, first served" rule with something more general, like logical and unbiased eligibility requirements (Kumar & Talukdar,

2021). At the same time, unsatisfactory performance and failure to meet company standards are usually evaluated.

4.3. The Challenges of Employee's Retrenchment

The finding of the interview session highlights the challenges and the implication of the retrenchment.

4.3.1. Unemployment Rate Increase

With the requirements of various industries in this day and age, people may have difficulty finding new jobs. The majority of retrenched workers have difficulty finding another job with equal pay and benefits. In the sense of the labor market, other job seekers with similar skills and work experience will flood the market. However, the fact still stands that not all businesses can recruit new workers at the moment. They are attempting to reduce operating, recruiting, and training costs.

This scenario indicates that in addition to salary cuts faced by all employees who lost their jobs due to retrenchment, routine employees have a minor but additional drawback. Moreover, the time to find a decent new job tends to increase in parallel with the past job's usual intensity. This scenario emphasizes the significance of unemployment in technological adaptation measures. Adjustments to new jobs do not seem as smooth as in the empirical literature (Blien et al., 2021). According to Barros and Moreira (2015), unemployment is intolerable. It feels like a failure, resulting in dissatisfaction, financial issues, and social reputation, among other things. To further understand this concept, the current study defines unemployment as being out of work for a period exceeding 30 days, given the lack of competitive advantage.

4.3.2. Struggle to Survive the Cost of Living

According to Azlan Awang, a senior member of the Malay Economic Action Council, approximately 60 percent of Malaysian employees will struggle to survive the cost of living during the pandemic after being unemployed for a week (The Edge Markets, 2020). To stay afloat, employees must work in several positions simultaneously. This is done to supplement their respective salaries and cover living expenses. The studies of Mohamed et al. (2018b) indicated that workers had to rationalize spending to meet the needs of the interim period of unemployment. This came in the form of reductions in immediate consumption, termination of insurance contracts, not to mention selling or holding assets. Even if alternative employment is found, employees and their families may have to accept lower living standards if the new job includes lower pay and fewer benefits.

Some respondents admitted that they have yet to make payments on their mortgage or car loan. However, they chose not to borrow money out of fear of not being able to repay. A few others reported that they still rely on banks, family, and friends to get by financially. Still, this becomes more noticeable as the level of routine intensity increases. This is due to the negative impact of

periodic intensity on the number of days between getting laid off and finding new employment. Furthermore, a study discovered that the initial degree of routine power increases the likelihood of switching to a different line of work. Such workers earn lower-than-average wages in their new jobs (Blien et al., 2021).

4.3.3. Social and Psychological Disorders

Employees were usually demotivated and disappointed after the retrenchment process. There are compelled to follow the decision, although they disagree with it. Dealing with both of these issues can, in turn, cause a great deal of physical and mental stress that can lead to social and psychological problems. These problems, in general, are likely to worsen if unemployment continues.

Due to their poor self-esteem and unemployed status, they avoid socializing and attending events (Chandra, 2014). When anyone directly inquired about their situation, the feeling became even worse. Furthermore, they feel humiliated and powerless if they are asked to bring gifts that they cannot afford due to financial constraints. Workers who are reluctant to put their new work skills to use and those who are not intrinsically motivated or praised for their efforts and abilities are more likely to experience psychological instability in their new position (Mohamed et al., 2018b). Events at the macro-social level, such as unemployment and its relationship with psychological factors like well-being, have sparked increased interest in the social sciences in recent years. One of the reasons for the substantial increase in research on the subject is that unemployment has one of the most devastating effects on one's well-being, whether it is short-term or long-term (Parker et al., 2016). Unemployment has long been linked to several negative physical and psychological consequences: increased alcohol consumption, heart disease, an increase in the prevalence of mental health issues, depression and other psychopathologies, low self-esteem, psychological well-being, and a negative relationship when it comes to life satisfaction and happiness (Zhou et al., 2019). Well-being is known to be influenced by various factors, including marital status, age, and financial resources, among others (Ferreira et al., 2015). According to Sage (2019), unemployment is one factor that contributes to the decline of one's well-being, self-esteem, and physical and mental health. Unemployment has such negative consequences because of its importance in people's lives.

4.3.4. Less Organization Productivity

Employee retrenchment can result in low morale within the company. This possibility arose because companies were willing to fire skilled and knowledgeable workers. For example, a long-serving employee with only specialized skills can be chosen for retrenchment (Mohamed et al., 2018a, 2018b). Those future workers with essential skills, it is assumed, can

continue to contribute to the organization's success. Since rehiring new workers is expensive, human resource management and top management can efficiently plan the entire retrenchment process (Wandera, 2013). Long-term unemployment can decrease individual productivity at work. As a result of this situation, the number of unemployed people has increased. Unemployed people, job seekers, and others in similar groups are frustrated due to this situation. Furthermore, they will be motivated to commit crimes somehow, whether directly or indirectly (Soemarsono et al., 2021).

On the other hand, given the selection criteria's prejudice and uncertainty, employers do not disclose reasonable explanations for layoffs. Retrenchment must be carried out equally, without being tainted by any unequal legal procedure. Although retrenchment is legal and otherwise, lawful retrenchment exercises could be ruled unconstitutional simply because the workers want to be retrenched (Anantaraman, 2005).

When retrenchment has been completed, the workload for remaining employees increases due to the additional duties provided by the departed. Maintaining patience and emotional support is crucial when working with displaced workers. It offers a safe gateway for pent-up grievances and gives employees the required focus to resume work. Cutting expenses should not decrease the number of employees, but instead, it should reduce unnecessary and repetitive jobs. The workers play a vital role in keeping the company afloat and providing quality goods and services. A job loss for workers would lower the customers' level of services in the future (Simiyu & Auka, 2018). Retrenchment has ramifications beyond those who lose their jobs (Okibo, 2012). Administrative and legal costs, severance payments, low morale, and lower productivity among remaining employees are expenses (Oundo, 2009). Skill imbalances, increased overtime, work backlogs, lowered morale, and lower productivity of the surviving workforce are downsizing ramifications. The psychological damage that layoffs inflict on remaining workers is too heinous to conceive (Cawe, 2006). Productivity, organizational commitment, attitudes toward co-workers, perceived job security, and perceived job content are among the retrenchment effects investigated. Retrenchment can be seen as a threat to employers because it hurts them. When an organization faces a threat, it makes sense that improving controls and coordination of organizational action would be a top priority (Oundo, 2009).

4.3.5. *Worse Health Condition*

Employees who have been laid off must cope with much uncertainty if they do not have adequate support from their families and friends. Depression, tension, and sleeping disorders are all linked to severe stress. It may also trigger headaches, appetite swings, feelings of worthlessness, and gastrointestinal issues. Since stress

and well-being are closely related, workers under much stress are more likely to develop chronic health issues.

Moran et al. (2019) discovered that people under moderate or high financial stress are more likely to develop coronary heart disease (CHD). It is twice as common in people under mild financial stress and three times more likely to be found in people under severe financial pressure. This finding suggests that financial stress can affect the well-being of employees.

Employees who have been dismissed are not entitled to any medical care. The situation becomes even worse when the retrenched employee cannot pay for medical care. According to a study by Barry (2008), job loss is a unique life event with various adverse effects on physical and mental health, including depression and impaired psychosocial functioning. Mental health results from a complex interplay of biological, psychological, social, environmental, and economic factors, while social environments include material, behavioral, and psychosocial factors, all of which significantly impact health. The potential adverse effects of job loss on health may exacerbate the individual's employability concerns. This can have severe consequences for the public finances, as deteriorating health in the workplace increases job loss costs beyond measures of increased unemployment insurance benefits and reduced tax and benefit contributions (Kuhn et al., 2009). This is especially important in light of the Covid-19 pandemic that will significantly impact public healthcare and social insurance costs. There was little to no evidence for lowering physical health, such as BMI and blood pressure. Still, there was plenty of evidence for mental health issues, which corresponded to the effects on self-perceived health. This is particularly evident in increasing smoking, drug use, and anxiety/depression drug use (Been et al., 2020).

5. Conclusion

This paper aims to review the experiences of several employees on the subject of retrenchment. The novelty of this paper lies in sharing experiences from the retrenchment process and identifying issues and challenges of retrenchment. The highlighted issues include the process of retrenchment, employee compensation, and criteria to retrench. Furthermore, the challenges are unemployment, general survival, social and psychological disorders, and less organizational productivity. The finding suggests that when the employers make mistakes that lead to unfair dismissal proceedings, a complicated and lengthy court procedure and often relatively high court favors the employees. Employers must comply with the various requirements and standards to ensure that the retraining exercise is lawfully performed and not liable for unfair dismissal.

Acknowledgments

We would like to thank the Selangor State Government - Menteri Besar Incorporation Fund for

funding this paper under grant no: I/SEM-MBI/SS/2020/05.

References

- [1] ANANTARAMAN, V. (2005). Relief for unfair dismissals: Law and practice in Malaysia. *The Malayan Law Journal*, 6.
- [2] ATSHAN, N.G. (2016). *The law of retrenchment in Malaysia*. Master's thesis, Universiti Utara Malaysia. Retrieved from <https://www.researchgate.net/publication/320270026>
The Law of Retrenchment in Malaysia Nassrullah Ghaleb Atshan Master of Law Universiti Utara Malaysia December 2016
- [3] BARBERO, J.L., MARTÍNEZ, J.A., & MORENO, A.M. (2020). Should declining firms be aggressive during the retrenchment process? *Journal of Management*, 46(5), 694-725. <https://doi.org/10.1177/0149206318811563>
- [4] BARROS, R.M., & MOREIRA, A.S. (2015). Unemployment, self-esteem, and life satisfaction: an exploratory study in Portugal with beneficiaries of the Social Inclusion Income. *Revista Psicologia Organizações e Trabalho*, 15(2), 146-156. <https://doi.org/10.17652/rpot/2015.2.476>
- [5] BARRY, M.M. (2008). *The influence of social, demographic and physical factors on positive mental health in children, adults and older people*. Retrieved from <http://hdl.handle.net/10379/2684>
- [6] BEEN, J., KEET, J., & SUARI-ANDREU, E. (2020). *The effects of job loss on health*. Retrieved from https://www.netspar.nl/assets/uploads/Session-1f_Been_Keet.pdf
- [7] BLIEN, U., DAUTH, W., & ROTH, D.H. (2021). Occupational routine intensity and the costs of job loss: evidence from mass layoffs. *Labour Economics*, 68, 101953. <https://doi.org/10.1016/j.labeco.2020.101953>
- [8] BOHLE, P., QUINLAN, M., & MAYHEW, C. (2001). The health and safety effects of job insecurity: An evaluation of the evidence. *The Economic and Labour Relations Review*, 12(1), 32-60. <https://doi.org/10.1177/103530460101200104>
- [9] CAWE, M. (2006). *Factors contributing to employee engagement in South Africa*. Master's thesis, University of Witwatersrand. Retrieved from <https://d1wqtxts1xzle7.cloudfront.net/54870160>
- [10] CHANDRA, D. (2014). A study on socio-economic impact of retrenchment on workers—with special reference to Allahabad. *Management and Labour Studies*, 39(2), 229-248. <https://doi.org/10.1177%2F0258042X14535157>
- [11] DONOVAN, & HO. (2020). *Retrenchment of workers due to COVID-19*. Retrieved from <https://dnh.com.my/retrenchment-of-workers-due-to-covid>
- [12] FERREIRA, J.A., REITZLE, M., LEE, B., FREITAS, R.A., SANTOS, E.R., ALCOFORADO, L., & VONDRACEK, F.W. (2015). Configurations of unemployment, reemployment, and psychological well-being: A longitudinal study of unemployed individuals in Portugal. *Journal of Vocational Behavior*, 91, 54-64. <https://doi.org/10.1016/j.jvb.2015.09.004>
- [13] KUHN, A., LALIVE, R., & ZWEIMÜLLER, J. (2009). The public health costs of job loss. *Journal of Health Economics*, 28(6), 1099-1115. <https://doi.org/10.1016/j.jhealeco.2009.09.004>
- [14] KUMAR, J., & TALUKDAR, J. (2021). Industrial disputes act and retrenchment. *Supremo Amicus*, 23. Retrieved from <https://supremoamicus.org/wp-content/uploads/2021/02/jitendra-kumar-Jutirani-Talukdar.pdf>
- [15] MOHAMED, A.A.A., BAIG, F.B.S., AHMAD, M.H.B., & KASI, A. (2018a). Occupational stress: an analysis of the causes. *Indian Journal of Public Health Research & Development*, 9(12), 2638-2641.
- [16] MOHAMED, A.A.A., ISHAN JAN, M.N., AHMAD, M.H., & KASI, A. (2018b). Minimizing psychological impact on workers in genuine redundancy: formulating guidelines for employer. *International E-Journal of Advances in Social Sciences*, 4(12), 239-244. <https://doi.org/10.18768/ijaedu.478263>
- [17] MORAN, K.E., OMMERBORN, M.J., BLACKSHEAR, C.T., SIMS, M., & CLARK, C.R. (2019). Financial stress and risk of coronary heart disease in the Jackson heart study. *American Journal of Preventive Medicine*, 56(2), 224-231. <https://doi.org/10.1016/j.amepre.2018.09.022>
- [18] MUNJURI, M.G. (2011). A survey of the criteria used by commercial banks in Kenya to determine employees to retrench. *International Journal of Business Administration*, 2, 57-81. <https://doi.org/10.5430/ijba.v2n2p57>
- [19] OCHIENO, C.N. (2013). Effects of retrenchment on organizational performance at the Telkom Kenya, Eldoret branch. *Journal of Emerging Trends in Economics and Management Sciences*, 4(4), 409-416.
- [20] OKIBO, S.S. (2012). Effect of Retrenchment on Service Delivery of Retained Civil Servants - A Study of Selected Ministries in Kisii Central District, Kenya. *International Journal of Business and Social Science*, 3(4), 138-144. Retrieved from <http://ijbssnet.com/journal/index/1050>
- [21] OUNDO, A.J. (2009). *The process of implementation of staff retrenchment programme in Rift Valley Railways Western Region, Kisumu*. Thesis, University of Nairobi. Retrieved from <http://41.204.161.209/handle/11295/13421>
- [22] PARKER, P.D., JERRIM, J., & ANDERS, J. (2016). What effect did the global financial crisis have upon youth well-being? Evidence from four Australian cohorts. *Developmental Psychology*, 52(4), 640-651. <http://dx.doi.org/10.1037/dev0000092>
- [23] PARKER, S.R. (1971). *Effects of the redundancy payments act: A survey carried out in 1969 for the department of employment*. London: HMSO.

- [24] SAGE, D. (2019). Unemployment, well-being and the power of the work ethic: Implications for social policy. *Critical Social Policy*, 39(2), 205-228. <https://doi.org/10.1177%2F0261018318780910>
- [25] SHEIN, J. (2013). *Reversing the slide: A strategic guide to turnarounds and corporate renewal*. San Francisco, California: Jossey-Bass.
- [26] SIMIYU, T.W., & AUKA, D.O. (2018). Effect of retrenchment practices on performance of surviving employees in State Corporations of Nakuru county. *International Journal of Science and Research*, 7(5), 126-137. <https://doi.org/10.21275/ART20178292>
- [27] SOEMARSONO, A.R., FITRIA, I., NUGRAHENI, K., & HANIFA, N. (2021). Analysis of mathematical model on impact of unemployment growth to crime rates. *Journal of Physics: Conference Series*, 1726, 012003. <https://doi.org/10.1088/1742-6596/1726/1/012003>
- [28] TAO, Y., XU, G., & LIU, H. (2020). Compensation gap, retrenchment strategy and organizational turnaround: a configurational perspective. *Journal of Organizational Change Management*, 33(5), 925-939. <https://doi.org/10.1108/JOCM-11-2019-0340>
- [29] THE EDGE MARKETS. (2020). *60% of Malaysian workers will struggle to survive beyond a week of unemployment, says MTEM senior fellow*. Retrieved from <https://www.theedgemarkets.com/article/60-malaysian-workers-will-struggle-survive-beyond-week-unemployment-says-mtem-senior-fellow>
- [30] WANDERA, H.T. (2013). The effects of retrenchment/staff rationalization: a case of KTDA Ltd. *Journal of Human Resources Management and Labor Studies*, 1(1), 9-33. Retrieved from <http://jhrmls.com/journals/jhrmls/Vol 1 No 1 June 2013/2.pdf>
- [31] WELLER, S.A. (2012). Financial stress and the long-term outcomes of job loss. *Work, Employment and Society*, 26(1), 10-25. <https://doi.org/10.1177/0950017011426307>
- [32] ZHOU, Y., ZOU, M., WOODS, S.A., & WU, C.H. (2019). The restorative effect of work after unemployment: an intraindividual analysis of subjective well-being recovery through reemployment. *Journal of Applied Psychology*, 104(9), 1195-1206. <https://doi.org/10.1037/apl0000393>
- ah_Ghaleb_Atshan_Master_of_Law_Universiti_Utara_Malaysia_December_2016
- [3] BARBERO, J.L., MARTÍNEZ, J.A. 和 MORENO, A.M. (2020). 衰退的公司在裁员过程中是否应该积极进取? 管理杂志, 46 (5), 694-725. <https://doi.org/10.1177/0149206318811563>
- [4] BARROS, R.M., & MOREIRA, A.S. (2015). 失业、自尊和生活满意度: 在葡萄牙与社会包容收入的受益人进行的一项探索性研究。心理学组织与工作杂志, 15(2), 146-156. <https://doi.org/10.17652/rpot/2015.2.476>
- [5] 巴里, M.M. (2008). 社会、人口和物理因素对儿童、成人和老年人积极心理健康的影响。取自 <http://hdl.handle.net/10379/2684>
- [6] BEEN, J., KEET, J. 和 SUARI-ANDREU, E. (2020)。失业对健康的影响。取自 https://www.netspar.nl/assets/uploads/Session-1f_Been_Keet.pdf
- [7] BLIEN, U., DAUTH, W., & ROTH, D.H. (2021)。职业常规强度和失业成本: 来自大规模裁员的证据。劳动经济学, 68, 101953. <https://doi.org/10.1016/j.labeco.2020.101953>
- [8] BOHLE, P., QUINLAN, M., & MAYHEW, C. (2001)。工作不安全对健康和安全的影 响: 证据评估。经济与劳资关系评论, 12(1), 32-60. <https://doi.org/10.1177/103530460101200104>
- [9] CAWE, M. (2006)。影响南非员工敬业度的因素。硕士论文, 威特沃特斯兰德大学。取自 <https://dl1wqtxts1xzle7.cloudfront.net/54870160>
- [10] 钱德拉, D. (2014)。关于裁员对工人的社会经济影响的研究——特别是关于阿拉哈巴德。管理和劳动研究, 39(2), 229-248. <https://doi.org/10.1177%2F0258042X14535157>
- [11] 多诺万和何。(2020)。由于新冠肺炎而裁员。取自 <https://dnh.com.my/retrenchment-of-workers-due-to-covid>
- [12] FERREIRA, J.A., REITZLE, M., LEE, B., FREITAS, R.A., SANTOS, E.R., ALCOFORADO, L., & VONDRACEK, F.W. (2015)。失业、再就业和心理健康的配置: 葡萄牙失业人员的纵向研究。职业行为杂志, 91, 54-64. <https://doi.org/10.1016/j.jvb.2015.09.004>
- [13] KUHN, A., LALIVE, R., & ZWEIMÜLLER, J. (2009)。失业的公共卫 生成本。卫生经济学杂志, 28 (6), 1099-1115. <https://doi.org/10.1016/j.jhealeco.2009.09.004>
- [14] KUMAR, J. 和 TALUKDAR, J. (2021)。劳资纠纷法案和裁员。至上之友, 23。取自 <https://supremoamicus.org/wp->

参考文献:

- [1] 安纳塔拉曼, 诉 (2005)。不公平解雇的救济: 马来西亚的法律和实践。马来西亚法律杂志, 6。
- [2] ATSHAN, N.G. (2016)。马来西亚的裁员法。硕士论文, 马来西亚北方大学。取自 https://www.researchgate.net/publication/320270026_The_Law_of_Retrenchment_in_Malaysia_Nassrull

- content/uploads/2021/02/jitendra-kumar-Jutirani-Talukdar.pdf
- [15] MOHAMED, A.A.A., BAIG, F.B.S., AHMAD, M.H.B., & KASI, A. (2018a). 职业压力：原因分析。印度公共卫生研究与发展杂志, 9(12), 2638-2641。
- [16] MOHAMED, A.A.A., ISHAN JAN, M.N., AHMAD, M.H., & KASI, A. (2018b). 最大限度地减少对真正裁员工人的心理影响：为雇主制定指导方针。国际社会科学进展电子期刊, 4(12), 239-244。
<https://doi.org/10.18768/ijaedu.478263>
- [17] MORAN, K.E., OMMERBORN, M.J., BLACKSHEAR, C.T., SIMS, M., & CLARK, C.R. (2019). 杰克逊心脏研究中的财务压力和冠心病风险。美国预防医学杂志, 56 (2), 224-231。
<https://doi.org/10.1016/j.amepre.2018.09.022>
- [18] MUNJURI, M.G. (2011). 对肯尼亚商业银行用于确定裁员员工的标准的调查。国际工商管理杂志, 2, 57-81。
<https://doi.org/10.5430/ijba.v2n2p57>
- [19] OCHIENO, C.N. (2013). 裁员对肯尼亚电信埃尔多雷特分公司组织绩效的影响。经济与管理科学新趋势杂志, 4(4), 409-416。
- [20] OKIBO, S.S. (2012). 裁员对保留公务员服务提供的影响 - 肯尼亚纪井中央区选定部委的研究。国际商业与社会科学杂志, 3(4), 138-144。取自
<http://ijbssnet.com/journal/index/1050>
- [21] OUNDO, A.J. (2009). 基苏木裂谷铁路西部地区员工裁员计划的实施过程。论文, 内罗毕大学。取自
<http://41.204.161.209/handle/11295/13421>
- [22] PARKER, P.D., JERRIM, J. 和 ANDERS, J. (2016). 全球金融危机对青年福祉有何影响？来自四个澳大利亚队列的证据。发展心理学, 52 (4), 640-651。
<http://dx.doi.org/10.1037/dev0000092>
- [23] 帕克, S.R. (1971). 裁员支付法的影响：1969年为就业部进行的一项调查。伦敦：高铁。
- [24] SAGE, D. (2019). 失业、福祉和职业道德的力量：对社会政策的影响。关键社会政策, 39 (2), 205-228。
<https://doi.org/10.1177%2F0261018318780910>
- [25] 希恩, J. (2013)。逆转幻灯片：扭亏为盈和企业更新战略指南。加利福尼亚州旧金山：乔西-巴斯。
- [26] SIMIYU, T.W., & AUKA, D.O. (2018). 裁员行为对纳库鲁县国有企业幸存员工绩效的影响。国际科学与研究杂志, 7(5), 126-137。
<https://doi.org/10.21275/ART20178292>
- [27] SOMARSONO, A.R., FITRIA, I., NUGRAHENI, K., & HANIFA, N. (2021). 失业率增长对犯罪率影响的数学模型分析。物理学杂志：会议系列, 1726, 012003。
<https://doi.org/10.1088/1742-6596/1726/1/012003>
- [28] TAO, Y., XU, G., & LIU, H. (2020). 薪酬差距、裁员战略和组织转型：配置视角。组织变革管理杂志, 33 (5), 925-939。
<https://doi.org/10.1108/JOCM-11-2019-0340>
- [29] 边缘市场。(2020)。MTEM高级研究员表示, 60%的马来西亚工人将在失业一周后难以生存。取自
<https://www.theedgemarkets.com/article/60-malaysian-workers-will-struggle-survive-beyond-week-unemployment-says-mtem-senior-fellow>
- [30] 万德拉, H.T. (2013). 裁员/员工合理化的影响：KTDA有限公司的案例。人力资源管理和劳动研究杂志, 1(1), 9-33。取自
http://jhrmls.com/journals/jhrmls/Vol_1_No_1_June_2013/2.pdf
- [31] WELLER, S.A. (2012). 财务压力和失业的长期后果。工作、就业和社会, 26 (1), 10-25。
<https://doi.org/10.1177/0950017011426307>
- [32] ZHOU, Y., ZOU, M., WOODS, S.A., & WU, C.H. (2019). 失业后工作的恢复效应：通过再就业对主观幸福感恢复的个体内分析。应用心理学杂志, 104 (9), 1195-1206。
<https://doi.org/10.1037/apl0000393>