

The Effect of Layoffs on the Performance of Survivors at Healthcare Organizations

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Abstract

For years, workers of an organization have strived to strengthen it and expand it with fresh concepts and strategies to accomplish new objectives. The layoff is, by definition, a spontaneous release from an institution, i.e. a compulsory resignation for certain purposes of employee categories, of permanent or temporary personnel (economic reasons, downsizing personal management). Outsourcing is a way of reducing costs and changing fixed costs to varying expenses for companies. It transfers work or researches to outside households, which lead to job losses. Finishing is a major business challenge, forced disconnected jobs and survivors. This sudden dismantling was triggered by the economic depression, which increased with corruption by governments. The COVID-19 spread around the world is further overcome day by day. When the layoff is mass, companies may notify the workers of the reasons for the reduction. Some hospitals issued departed personnel a warning for clarifying things and preparing the workers even though they could do serious harm. This form of warning illustrates a pandemic COVID-19 by delivering unemployment until layoffs explain the financial downturn for workers. Certain hospitals and organizations offer warning without consideration about the discharged workers on the same day. Moreover, this existed in tiny clinics, where there were not very significant layoffs. Substantial government institutions, including A.U.B.M.C., B.M.G. and other hospitals, prefer cuts as a remedy. This research aims to determine the effect of forced termination health care institutions on survivors' effectiveness, performance, quality of service, and relational results.

Keywords: A.U.B.M.C., Performance, Layoffs, COVID-19, pandemic, Healthcare Organizations, Hospitals,

Introduction

The work is carried out by independent parties which do not belong to the company's staff. (Professor Lisa, 2008). Offshoring specifically refers to using an independent foreign provider; for example, an offshore company belongs to a foreign company. This research will shed light on the impact of the mass layoffs in the health sector from December 2020 on Lebanon and the worldwide shock of the COVID-19 pandemic. The decision on layoff is an extremely difficult decision on human resources, managers and employees; it will completely change the organization's workflow and a new hierarchy. In contrast, the small number of dismissals in small-scale healthcare sectors such as the French LE Vant Hospital quietly dismissed approximately 10% of its staff from January 2020 onward and small numbers. However, the small number of fired employees was very small compared to the large number of the medical center A.U.B.M.C. once done.

In both organizations, the impact of employee layoff treatment, the threat of hospitals and the loss of loyalty due to layoffs was negative for both victims and survivors; how this forced end will influence the workflow in the healthcare sector throughout Lebanon under the threat of COVID-19. This is measured by contrasting the success with the performance of pre-layoffs. Since we are closed, a survey can't be conducted for the survivors because we are locked out. An online contact interview is the only way to gather notes (Skype). A.U.B.M.C. Laboratory and Pathology Managers and The French Hospital Nursing Manager reacted successfully to improvements in behaviours, employee retention, efficiency and other influences. Changes between the layoff region indicate that layoffs are not the best answer in any country because workflow, quality, and quantity of service negatively impact hospital service performance, especially during these pandemic days. The research findings indicate that Cuts are not the best option for hospitals, so it is not possible to retain the existing workers in a current demanding danger climate.

Research Aim and Objectives

This initiative aims to refer to the detrimental effects of the dismissal on victims and the survivors. However, it is one of the remedies directly related to the concerns of health care organizations. Research the loyalty of surviving workers to this hospital by changing efficiency before and during their layoffs.

Literature Review

Over the past two decades, almost all organizations have merged into the wide-ranging mass layoff event. (Martinez, James, & Brandes, 2008). Downsizing workers is a proposed series of policies and strategies for reducing staff, aiming to boost the efficiency of the business. (Deepak K. Blueprint, 2010). Worldwide global rivalry impacts the conditions for demand between all companies, such that they measure and protect the exact costs of their structure. (English edition Deepak K. Datta 2010). A health care agency provides the same budgetary issues, makes layoffs and reduces alternatives to the continuity of the operation as all other forms of organizations. Historically, hospitals have become the

safest location to select and operate because of necessity for their work and job protection, especially with patients in total touch (nurses, therapists, and phlebotomists).

Indeed, they or their non-caregivers in the health institution are no longer healthy. According to official figures, in April 2007 alone, 126,047 staff lost their employment in numerous industries inside U.S. organizations. These forced ends pushed the corporate ladder up to middle management, bosses and seniors. (Brandes, Kyrgyzstan, & James, 2008). Considering medical institutions, the healthcare system of St Joseph in California has dropped by 1.7%, which reflects a decrease of 9,000 workers. Considering Lebanon, the American University of Beirut Medical Center 'A.U.B.M.C.' and the American University of Beirut 'A.U.B.' are the most devastating mass layoffs. After the Lebanese government business, A.U.B.M.C. is the second largest organization. On 19 June 2020, President Dr Fadlo Khuri sent an email detailing the reasons for the decision to lay off, in which 25% of employees compelled to discharge the 850 workers are no longer non-workers (Khuri, 2020). Some tiny hospitals adopt the fired approach in various strategies and fewer individuals, including Del la Vant, Jabal Amel Hospital, and others.

Criteria and process of layoffs in the hospitals

Whether for a collective of workers or persons, decision-making is highly emotionally challenging for managers and personnel (G. Mujtaba, Bahaudin, 2020). The criterion utilized by all organizations to filter workers is the degree of success calculated by years of service, beginning with skill, preparation, know-how, participation, productivity and workload. Mass redundancies of ethnicity, sex or faith should be far from discriminatory. The last-hired/first-fired selection and employee status-part time are often used as the first force for layoffs. In other terms, three pure concepts, contribution, wants, and competitiveness will refer to workers who are chosen for layoffs. Edward Henry, 1995. The workforce pool is created, the workers are laid off. How can this personnel knowledge phase be carried out? To take account of diversified backgrounds and perspectives, diversity in terms of age, gender, ethnicity and every other protected category is equally essential. Segal HR magazine focuses on the conditions for termination. Representatives cannot be chosen exclusively if they fall within a protected category to participate in the commission. Selecting people who are not eligible alone will damage the preparation system and reverse legal proceedings. Because the organization's highest management committee usually acts as the pool from which participants are chosen, and the diversity of representatives is significant, the management phase starts at drawbacks for organizations with insufficient management diversity. (Schmidt, 2009)

Impact of Layoffs on Victims

For both staff who have been released and survivors, dealing and mourning layoffs are not easy. Two forms of individual layoffs were recorded by Perlin & Schooeler (1978). That's why this category of terminated workers belongs to problem-focus handling, after abrupt unemployment, to try and escape the tension. The one who tries to decrease the pressured ending of the Rough with a stress case and this person belongs to the Coping Symptom. Example of Dealing with Symptoms: seeking family assistance

for funding is more likely to be emotional and experience distress for longer periods (Charlotte, 1995). Studies say that workers are laid off in five steps of grievance:

- Rejection and negation. Some workers cannot instantly acknowledge the termination; they are stunned for hours or days.
- Anger: workers shall resist and seek arbitration with H.R., bosses and subordinates to justify a termination judgment.
- Negotiation: certain workers seek compromises with the management to guarantee the firing is not a victory.
- Depression: the sense of denial, hopelessness, self-pity no more.
- Acceptance: acknowledge the defeat and continue and challenge, strive for alternatives and pursue fresh career prospects to refuse despair.
- This is not a simple move that relies on the victim's disparity's physiological acceptance and strength. (Germany, Jan 2011).

Impact of layoffs on Survivors

Studies suggest that during the layoffs of their community, survivors would experience varying reactions (Jayanthiladevi et al., 2020). The survivors agree the layoffs depend on this Survivors would react more adversely when:

- In their view, dismissals have been performed wrongly. The group's management morale was poor before the start of the company.
- The survivors were nearby, and they were nice to the laypeople. But until now, the reactions are also in pursuit of additional hypotheses and discusses the numerous causes that stimulate the various reactions of dismissals. (Church of Joel Brockner, 2004).

The burden that remaining workers suffer, depending on the understanding of the danger and power, according to Lazarus and Folkman (1984). Perception of control is their capacity to control the threat's effects in their environments, whereas expectations of danger determine their physical and psychological well-being in their surroundings. (Chairman, 2004). Brockner, Davy and Carter (1985) indicated that after the dismissal of their co-workers, the sense of guilt created by the positive inequality was one (Brockner, Greenberg, Brockner, Bortz, Davy, & Carter, 1986). After the analysis, however, the findings revealed that the above variables would influence the reactions of the survivors that can usually be as follows:

- Work loss threat: apprehension of abrupt employment loss can contribute to health concerns even if layoff does not represent a specific move in future. If the dismissed employee is similarly senior, work named, duties, skills and age in the survivor's work, the possibility of unemployment would rise, as the two have the same template. (Moron & Burkina Faso, 2001)
- Overcomers generate frustration or resentment: this anger is translated into animosity towards an institution, particularly where there has been little fairness through layoffs. (Philippians, 1999)

- Minimize job commitment due to feelings of vulnerability and anger, and there will remain a loss of enthusiasm among the survivors left in post-releases.

Through the years of service, survivors can experience betrayal from the abrupt dismissals. Losing job protection would decrease their morale and impact the consistency and quantity of their work results. Understaffing allows the job duties to be overwhelmed to execute layoffs; this adds to further uncertainty and apprehension. (Philippians, 1999). The inability to trust the administrators and subordinates of the H.R. organization and the current stress and strained job atmosphere would cause the survivors to seek to vote for a withdrawal solution and become active with a new organization (Obaid aldarmaki, 2019). The transfer of survivors with these various influences or phases varies from one survivor to another, but all these effects influence the survivors' future results (Figure 1).

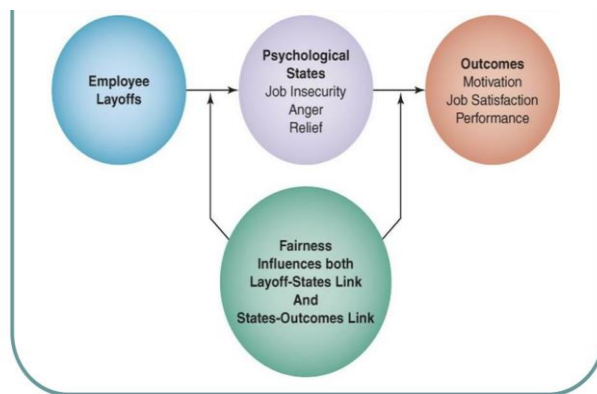


Figure 1: Responses of layoff Survivors (Brockner J. , 1988)

Workers responses differently to layoffs, Bronkner says. Employee firing triggers depressive conditions, lack of equity and less performance. Survivors will experience insecurity, frustration and relief in their work. On the side of performance, performance, encouragement and work satisfaction will decline. All of this will happen when you believe the company is not equal. (The Substance Expert, 1988)

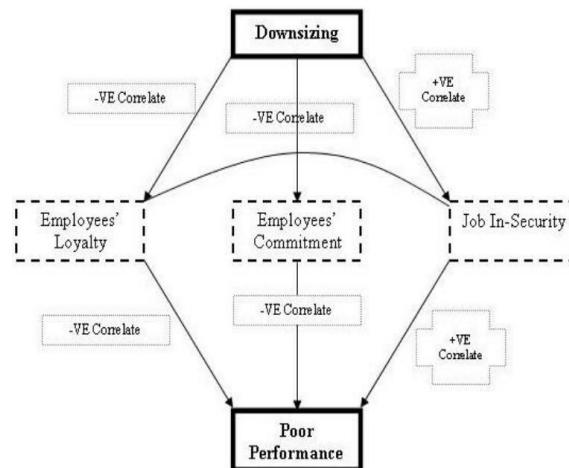


Figure 2: The incorporated computational model, downgrade and downsizing results (ur Rehman, 2012)

This figure 2 demonstrates that declining efficiency is wasteful. When downsizing takes place in a business, workers' dedication to safety and loyalty is deeply impacted. Survivors are faced with severe psychiatric problems that are regrettably affecting bad results.

Advantages and disadvantages of layoffs

Layoffs were part of lowering expenses as part of the cost-cutting process of an organization (Gandolfi, 2008). A mechanism for improving efficiency, economic opportunities, the rivalry between hospitals to avoid bankruptcy (Neto, 2018). The final resort, not the first, needs to be laid off regardless of its detrimental consequences. (Switzerland, 2008). Payments have the following advantages for hospitals:

- Minimize expenses by bringing down the pay of certain workers.
- Lowering the expense of labour in terms of payment, benefits, overtime and travel, and the workflows, but with the existing staff picking up the same wage as before, all the lost work duties of layoffs boost hospital benefit.
- Allows managers in their team to retain their strongest workers and exclude dead people that are insufficiently eligible to remain in the team based on the appraisal and evaluation of their performance;
- Hospitals will get rid of redundancies, including needless functional nursing. For instance, a nurse will be phlebotomy, combining two positions into one human.
- A modern concept would not lose any resources in the hospital.
- Hospitals assume that the survivors are more efficient and that layoffs improve revenues.

Furthermore, the Cuts could be part of an extensive strategic strategy within the organization, such as a scheduled and thoughtful decrease in scale, consolidation or reduction in reach. In Hoskisson and Hitt (1994), Down Scoping is described as "the mechanism through which corporations underline their core businesses.

Research Strategy (Data Collection Method)

Data collection is obtained from a contrast made in the last few months between two layoff industries, a case study by A.U.B.M.C. and LeVent hospitals, which will lead an interview with managers to discern the effect of dismissals survivor results. The interview is a data collection technique or process. Interviews are typically related to case research. Case research is used in subjects about real-life phenomena. The case may be an analysis of a person, community, organization, transition process, occurrence or some other form of topic. This research reflects on the situation mentioned by a health system manager that suffered from a negative occurrence, the layoffs. The judgment on the matter and the main considerations to be investigated is one big action before an analysis is performed. When established, the dynamics of the subjects and their settings should be known by the study. A case study typically differentiates the analysis technique since it contains actual life environments. In order to study a real-life scenario, the study should be able to include observations from extensive and in-depth studies, contributing to consistent explanations and hypothesis advances. The relationship between the

case and its circumstances recognizes the organization's environment, decisions, and consequences. (the Philippines. M.)

Case studies were commonly used in companies and administration. Still, they were criticized for little incomprehension at the same time, precisely the capacity to generalize, maintain efficiency, and add theoretically to facts. Over time, skepticism has declined since observational research has shown the usefulness of case studies that enable the participant to obtain a deeper interpretation of the situation and the occurrence analyzed by more logical hypotheses focused on the case itself and its circumstances. Reason-effect can track whether or not the hypothesis that has been applied is right. True judgments can be taken based on true behaviour and opinions by others who have observed and experienced the issue. Four case studies are available:

- Single case analysis, a crucial case or a case that can be analyzed serious or special. In order to give an incentive to observe and evaluate a phenomenon, a case should be chosen.
- Multiple case studies: multiple case studies are required. In order to be compared and to have valid results, cases are carefully picked.
- Case study holistic: it applies to the theoretical unit. If the entire organization is involved with the research, it is a holistic study.

Embedded case study: it is the reverse of holistic analysis, where the investigation investigates, instead of researching in total, a certain portion of the organization, divisions or units. In this research, two administrators are interviewed to discuss interactions with their healthcare agency's layoffs. Managers will address the impact of the cuts on their company and their staff, considering the focus added on the efficiency of managers' duties when confronting shortages. The interview would comprise questions about the influence of layoffs, not just on the success of survivors but also on the effects of the quality treatment given to clients on the visits of these two organizations seeking medical care. The interview includes critical tailored care for patients.

Research Methodological Choice

The preference technique is a qualitative mono approach that takes place online because of the pandemic and the lock-up of just one form of data set. In order to express the phenomena studies, qualitative study methodology is typically correlated with interpretive theory. In comparison, qualitative analysis starts with an inductive approach to theoretical growth, through which science leads to the development of a hypothesis or theory. Analysis happens in order to establish a logical structure following the collection of evidence. Either mono approach or multi-method analysis may be qualitative research:

- Qualitative mono process study: utilizes a specific method of data collection, such as interviews.
- Qualitative analysis multi-methods: Hiring more than one method by utilizing interviews to add linked accounts.

This research relies on one form of data collection and is thus called a qualitative mono method study. The interview explores the connection between layoffs and the impact on survivors in the health care organization.

Techniques and/or Procedures for Data Analysis

An online interpretation is made via Skype with the hospital manager. Prepared queries concentrate on efficiency improvements, including effectiveness, expertise, job satisfaction... Mainly qualitative research for reply is methods to be used. Conclusions are focused on responses and the under-reporting of the real-life climate. Two administrators of the clinics, LeVant and A.U.B.M.C., have been consulted. Questions are designed to capture relevant evidence that confirms the idea of employee firing, primarily their success after being confronted with a workforce shortage.

Findings And Analysis

Layoffs immediately inflate the country's economic problem, and the unemployed risk survivors might ask if they are next. The widespread layoffs of survivors from psychological, social, and other causes took place months ago in numerous health industries, owing to the economic recession that began last November 2019. Because of COVID 19 and the social distance crisis, surveying survivors and several interviews in both hospitals are challenging. An interview with the American University of Beirut and LeVant Hospital managers was conducted using the online contact form Skype (Al-Mashrek). The interview outlines and analyzes the effects of the dismissals on the remaining employee classes.

Findings (Descriptive Statistics)

Questions	A.U.B.M.C. Manger	Le Vant Manager
I. Do your survivors think the cuts were rational in your department?	850 workers in one day were losing quite sadly. Survivors never thought it was fair. You fault yourself for sitting and not helping your mates	The seamless layoffs in minimal volumes simplify the workforce condition. Yet, they felt it was unfair.
II. Have job loyalty and dedication to the enterprise impacted layoffs?	Honestly, indeed, does layoff impact workers attitudes to work (commitment) and conduct (stress, distress, performance)?	Few workers felt they might get better and get a new career, but after they realized the freezing in the world, they quit making attempts to support this hospital, which they could abandon without warning!
III. How can you characterize the post-layoff department's work environment?!	Survivors thought that the layoffs endangered them. Unnecessary staffing is exhausting them.	Over duties and understaffing was exhausted by workers. For the same wage, changes get longer.
IV. What is the effect on the total efficiency of	In the face of expertise, efficiency and job quantity, output declined as	The efficiency was diminished when workers were reduced, and

layoffs?	opposed to previous results. In close interaction with patients, nurses or workers cannot provide the same time and treatment before leaving.	assignments could be completed very quickly
V. Since cuts, have the companies experienced turnover?	Occurrence of workplace instability and the risks of workers	Yeah, often senior management and workers will see a stronger chance and more work protection in the Middle East Gulf.

Analysis

The survived workers recorded the views of both of Mrs E.I.D. and Mr Kurdi's replies. The first issue affects all supervisors about the honesty and the justice of the firing. The response from the big A.U.B.M.C. and LE VANT small hospitals was about the same. They see this as unjust and dangerous in the future, as the fired worked in both hospitals for years and unexpectedly came out. But LA VANT workers are less at risk since the layoffs were performed very quickly by a nurse or a nurse or some other placed employee every month. From these replies, we can see that the cuts are fearful, without fairness, despite any compensation or wages paid for some time. The second issue concerned the effects that dismissals will have on work productivity and hospital dedication. The vast amount of involuntary firing surprised workers at A.U.B.M.C., and the sad moments they encountered generated a potential danger and fear for them. Workers' perceptions shift unconsciously and impact their happiness by not performing their job as before. Since the happiness of workers shifts downward, the loyalty to the hospital is influenced by the uncertainty of the future and the fear that employees will be sacrificed, for example, during the second layoffs.

The happiness of the job will, in effect, impact their success at work, and their efficiency, quantity, and abilities will decrease fully compared with the pre-release range. LAVANT often shifts the dangerous sensation and the danger to survivors, who encounter an illness triggered by an immobilization threat. Yet, some staff are searching for good employment and resources in the hospital to illuminate his career and personality. If we all realize, termination involves freezing and updating positions, seeking to make further benefit and preventing full shutdown. Like Mr Kurdi, they once learned there are no potential targets in the hospital; they lose confidence and determination. Until now, the consequences at both hospitals have been the same. The third issue is about improving workers' job practices following their unemployment. How the workers would be accomplished varies. Managers examined the current environment by any employee. Employees sound uneasy and don't have to question bosses about the recent cuts in hospitals.

Depression amongst individuals building a world full of anxiety is seen in functioning under pressure and struggling to accomplish all activities. The fourth topic was the study of improvements in workforce efficiency. Comparison of workforce efficiency figures between pre-employment and post-employment.

Ms Eid said that multi-tasks applied to a job nursery or laboratory technological worker that conducts every employee would be less efficient because little time would be taken to develop fresh, skilled, and successful ideas. The poor efficiency of workers, the standard of facilities and emerging issues would be decreased, the patient's discontent, rather than the economic and pandemic crisis. The fifth problem is the effect on turnovers of layoffs. After months of layoff, several workers plan to revoke the A.U.B.M.C., and LE VANT managers interviewed. They report that good workers who feel overworked are searching for new positions, mostly due to the economic recession outside Lebanon. These staff are searching for a career with fewer strains.

Summary of Findings and Analysis

Tasks completed by ten nurses, for example, can only be achieved by five lengthy, abruptly generated shift hours and spare time. The team spirit and support within hospital departments improves with a healthy climate. This collaboration results in high standards of service and customer loyalty. All is missing now because of these dismissals. As we know from the responses, dismissals split the balance between workers and personnel. This creates a bridge that does not confidence and threatens to ever risk Work. Employee opinions on the legitimacy of the firing have little bearing on any institutional acts or the role of the staff in the organizations. In both the A.U.B.M.C. and LE VANT hospital, the possibility of work loss and the job instability once generated triggered by layoffs produce a psychological impact demonstrated by the extreme tension, distress caused by the loss of social assistance by near laid mates.

Conclusion

Many experiments display the consequences of termination on survivors through countries in diverse fields which explain varying outcomes. Results are defined by the type of institution, organization and victims' society that have lost in layoffs (hospital, business company... E.T.C.), economic prosperity and finance, while they control the outcomes. This qualitative research reveals that dismissals impact job satisfaction, protection at work and, above all, the efficiency of workers, owing to abrupt shifts in the hierarchy of health organizations in Lebanon. Output is influenced by the demand for workers to operate very rapidly, very harshly or for too many duties at a time. As a result, workers have difficulty concentrating on their jobs and may not have adequate resources to train or fix any error in which the job is overcharged. The results and review of the interviews in assumptions indicates how unemployment impact survivors in hospitals are extremely negative, as it impacts the morale of the staff and the organization in general. The study questions of the research Survivors are met with high psychological impacts that impair their efficiency, how they describe their work and their job culture's security. Trust between the corporation and its staff is usually missing. Staff are terrified to be shot if the country's financial downturn lasts. Whether they take the appropriate actions, Labour law assists the organization in dismissing staff. Layoffs would not be the only option to rescue any corporation from its financial difficulties. They may be the beginning of their downfall and lose their prestige among another rivalry.

Limitations

This year, the COVID 19 struck the planet and put them under lockout worldwide. The lockdown and social isolation make it challenging for the research to gather evidence to interview victims and survivors from two hospitals, particularly after their co-workers' layoffs. True evidence would improve the research approach by measuring the outcomes correctly and in terms of figures as the survey would be performed on the survivors of the two hospitals. Their success and working environments would be equivalent between pre-and post-release leave. Data collection was complicated to obtain. Most healthcare institutions were attempting to conceal the dismissals, declining to supply layoff records, and only two hospitals gave us information and allowed interviews with managers. The research was restricted by collecting knowledge from numerous publications on each person's dismissals, reasons, and effects. The concerns of the survivors themselves could be addressed in more real terms. Still, online interviews were the only means of estimating an improvement in the success of survivors since starting. Due to their late answers, the managers' interview was challenging, particularly in A.U.B.M.C., because the layoffs were great. Another challenge was waiting before the interview questions were addressed. This adds to a lack of time to hope and ask about solutions. Another challenge faced by the pandemic Covid-19 in Lebanon was the incredibly short time to complete this mission, primarily because of the Beirut explosion on 4 August. For more than a week, ice us all.

Recommendations

Before any conclusions are made and the last step to be taken, mainly in big organizations, including A.U.B.M.C., H.R. should make a proper report. We propose the following from this research and the results: Furthermore, International H.R. managers should choose their layoffs in court due to their previous results. Before the time for layoffs, Layoff workers should be informed, and H.R. meetings should not be explicitly pressured without warning. To retain all workers before and after unemployment confident and dedicated, THE HOSPITALS can be highly truthful. The managers should intend and establish a strong partnership with the survivors to maintain their work. The survivors can have a fresh and valuable atmosphere of confidence to remove their concerns from the next names of the hospital burn. The impact of quitting a work or job instability is reduced through psychotherapy with all abusers and victims by a hospital clinical team; Minimizing the survivors' burden would improve their efficiency and deliver the same output as the previous layoffs. The institution should respect and handle patients and patients to not risk the prestige of their reactions in other hospitals. Like all workers of the company, the administrators can strive to cover personnel shortages. A disclosure includes a fair procedure, which administers the requirements for determining whether certain workers ought to be revealed rather than others, to guarantee that the choice to reveal employees is not rendered easy or fair enough nor, at least, restricts the reasons offered when selecting employees who are disclosed. Adding the social aspects of this and reminding workers in a given protocol should be taken into account. The personnel and management should consult and remind the employee of the decision taken independently. In addition, a commission can be set up to support workers locate or at least link them to employee-requesting organizations. They should obtain a letter of recommendation that contains the company's expertise and success in the years they work for, making it easier for new employment. However, survivors can still be helped by consultation when further advantages or, at least, more securities should be required to get them out of the effort and the uncertainty of their liberation. The

facts contributing to a judgment on the cuts should be motivated and consulted by the staff. Employees and workers are all individuals, and research can take place from here about the significance of the psychological condition.

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