**Participant 4 Transcript**

| Demographic Information | |
| --- | --- |
| Age Group | (4) 36 - 45 |
| Gender | (2) Female |
| Organisational Level | (1) Employee in non-managerial role |
| Familiar with retrenchments | (2) Yes |
| Currently a survivor of retrenchments | (1) Yes – on the safe list |
| Aware of company wellness programme | (2) Yes |

| Time | Interviewer/Participant | Question/Response |
| --- | --- | --- |
| 0:0:0.0 --> 0:0:2.110 | Interviewer | Hi there. How are you doing? |
| 0:0:2.670 --> 0:0:3.720 | Participant | Good and yourself? |
| 0:0:4.330 --> 0:1:22.630 | Interviewer | I'm good. Thank you. So I just want to start off with thanking you by accepting to participate in this study. It's very much appreciated and the study is based on the company that you work for and basically the topic of the research is around the retrenchments. And more in depth the current and recent retrenchments that took place in 2022. So that would be my focus area. But now, based on previous literature, what we find is that often more attention is given to those employees that leave the company. So you know those people that have been retrenched and very minimal attention is given to those employees who have remained inside the company and these are considered or what we call the survivors of retrenchments? So that's basically just a very brief overview of my study, so I'm obviously just going to be focusing on those people that have remained inside the company and then just understanding what your feelings and perceptions are around the retrenchments and everything that you know happened during that time. So I just want to confirm that you are still willing to continue with the study? |
| 0:1:23.980 --> 0:1:24.730 | Participant | Yes. |
| 0:1:25.140 --> 0:1:33.420 | Interviewer | Great. And then I have started the recording. I just want to confirm that it is okay with you to allow me to continue recording the session? |
| 0:1:33.920 --> 0:1:34.340 | Participant | Yes. |
| 0:1:34.960 --> 0:1:58.850 | Interviewer | Great. Thank you so much. I just want also make it clear that if at any point you feel like you want to withdraw from this interview or you do not want to answer specific question, obviously given the sensitive nature of the topic, you are welcome to say, look, I don't want to answer this question or you can just stop me and say look, I want you to drop out of this interview alright. |
| 0:1:57.750 --> 0:1:59.830 | Participant | No problem. Sorry about that. Okay. |
| 0:1:59.830 --> 0:2:27.90 | Interviewer | No, not a problem. I've received your informed consent letter. I just want to start off with asking some basic demographic information. So you can just stop me when I get to the age group that you would fall into. So I've got an age group here for 18 or younger 19 to 25, 26 to 35, 36 to 45… |
| 0:2:24.600 --> 0:2:27.430 | Participant | Yes, 36 to 45. |
| 0:2:27.820 --> 0:2:49.620 | Interviewer | Okay, great. Thank you so much. And then what gender would you describe yourself as? |
| 0:2:50.40 --> 0:2:50.910 | Participant | As female. |
| 0:2:51.550 --> 0:3:0.410 | Interviewer | Female. Right. And then tell me your organisational level. Would you consider yourself an employee in a non-managerial role or in a managerial role? |
| 0:3:0.900 --> 0:3:1.380 | Participant | Non-managerial. |
| 0:3:2.90 --> 0:3:13.720 | Interviewer | Great. Thank you. Alright. So then I'm gonna move on to some of the questions. Hopefully you're going to take too much of your time. So I just want start off with asking, are you familiar with retrenchments? |
| 0:3:14.480 --> 0:3:15.120 | Participant | Yes. |
| 0:3:15.820 --> 0:3:22.560 | Interviewer | Alright. And then are you currently a survivor of the retrenchments, so obviously being in the company and you weren't retrenched? |
| 0:3:23.60 --> 0:3:23.730 | Participant | Correct. |
| 0:3:24.280 --> 0:3:28.510 | Interviewer | Alright, tell me, were you ever initially on the retrenchment list? |
| 0:3:30.0 --> 0:3:43.190 | Participant | No, actually previously when it all started two years ago. Yes. |
| 0:3:39.550 --> 0:3:44.660 | Interviewer | Okay, alright. So you initially were on the retrenchment list and then you were taken off? |
| 0:3:44.910 --> 0:3:45.460 | Participant | Yes. |
| 0:3:45.630 --> 0:3:51.750 | Interviewer | Okay, great. And then tell me are you aware of the employee wellness program that the company offers you? |
| 0:3:52.420 --> 0:3:52.840 | Participant | Yes. |
| 0:3:53.500 --> 0:4:19.160 | Interviewer | Okay, great. Alright. So then tell me, you say that you were a victim. So when I say a victim, that is one of the employees that was retrenched, right? So technically, now that you've been taken off of that retrenchment list you are no longer a victim. You're a survivor. |
| 0:4:11.540 --> 0:4:41.180 | Participant | But can I explain that like we were all on the list, all of us, when this initially started the first wave. Yeah, we are all on the list and then we were taken off. So I'm confused if I'm correct of saying I was. |
| 0:4:30.490 --> 0:4:58.410 | Interviewer | No, that's absolutely perfect. So yes, then you at that point you would have been considered a victim, but then were taken off and now you're still within the company, so that's fine. So then tell me, now that you were taken off of that list, what was actually done? Did the company maybe seek an alternative job for you or did they make any other reasonable accommodation for you to remain within the company? |
| 0:4:59.510 --> 0:5:0.250 | Participant | Yes, they did. |
| 0:5:1.740 --> 0:5:7.180 | Interviewer | Alright, so was that looking at other potential jobs or? |
| 0:5:8.700 --> 0:5:41.10 | Participant | Yep. Yeah, they did advise us to. I mean, obviously they did. Okay, at that time they didn't actually do anything at that time because I was not affected. So I wouldn't know how they handle the situation, but from what I see, yes, the ones that were affected were given opportunities to look for other jobs somewhere at the time also you know. Yes, I guess so. |
| 0:5:41.770 --> 0:6:16.170 | Interviewer | Okay, great. And then tell me, from your personal perspective, what did the company actually do to help you cope with some of the personal experiences that you had to deal with during those retrenchments? Yeah. And not only during, like afterwards as well, you know, because I think, when people leave, there are feelings and things that remain behind. What would you say were some of those things that the company did to just help you get through those really challenging times? Did you have like one-on-one meetings and stuff to see how you guys feel about the whole situation? |
| 0:6:26.650 --> 0:6:36.640 | Participant | So yeah, as I said from other you colleague members. I wouldn't know exactly how far it all went? Yeah. |
| 0:6:35.310 --> 0:6:51.220 | Interviewer | Okay. And then personally in your own capacity, what did you do in order to cope with those experiences? So would you say you reached out to the employee wellness program or you know, just chatting amongst other colleagues and stuff like that? |
| 0:6:52.360 --> 0:6:56.940 | Participant | Just chatting with friends from outside. Yeah. |
| 0:6:55.940 --> 0:7:0.260 | Interviewer | Okay and you didn't make use of the employee wellness program at all? |
| 0:7:0.900 --> 0:7:3.200 | Participant | No, I didn’t at all. |
| 0:7:4.70 --> 0:7:13.580 | Interviewer | OK, great. No, that's fine. And then, so you said you had one-on-one discussions. Was that with your direct manager, was that with HR? |
| 0:7:14.40 --> 0:7:14.760 | Participant | No, direct. |
| 0:7:15.920 --> 0:7:16.740 | Interviewer | With your direct? |
| 0:7:16.920 --> 0:7:17.250 | Participant | Yeah. |
| 0:7:17.950 --> 0:7:27.870 | Interviewer | Great, alright. And then, was it helpful that it at least you know alleviated some of the the challenges that you were experiencing at that time? |
| 0:7:28.310 --> 0:7:37.410 | Participant | Yes, I mean obviously at the time we need clarity, so we had to have one of those you know. So yeah. |
| 0:7:38.480 --> 0:7:51.730 | Interviewer | Alright, so then looking at some of the colleagues who were retrenched, you know, were some of these colleagues people that you actually worked with, you know, whether that was in your team or that you dealt with on a daily basis? |
| 0:7:53.490 --> 0:7:58.660 | Participant | Not really. It's people that I have never dealt with. Yeah. |
| 0:7:57.530 --> 0:8:3.970 | Interviewer | Alright. So what would you say the relationships were like with some of the people that were retrenched? |
| 0:8:4.970 --> 0:8:8.960 | Participant | That’s just colleagues. I had to say, yeah. |
| 0:8:9.940 --> 0:8:13.580 | Interviewer | Right. And are you still in contact with any of these people? |
| 0:8:14.730 --> 0:8:18.580 | Participant | Not really. Once in a blue moon. |
| 0:8:17.160 --> 0:8:37.850 | Interviewer | Okay, alright. So now looking at yourself again. Looking at what's been going on after you know, everyone left, they were all retrenched. What would you say it was like internally for you? Would you say there was a greater extent of workload? |
| 0:8:39.390 --> 0:8:46.620 | Participant | No, not really on my side. No, it didn't really affect me that much. Yeah. |
| 0:8:45.420 --> 0:9:6.350 | Interviewer | Okay. Would you say that some of the processes and job functions were streamlined? Did this retrenchment process at all help the company in terms of improving processes or you know improving finances or would you say it was a bit more, you know, it left some more detrimental effects to you, some of the colleagues that remained inside the company? |
| 0:9:7.920 --> 0:9:18.640 | Participant | As I said like now, I didn't actually deal with those colleagues like in walkways. No, that makes sense, yeah. |
| 0:9:19.280 --> 0:9:34.80 | Interviewer | And then those people that are still in the company, what would you say the general consensus is there? Like, do you think that people are feeling a bit fatigued, burnt out? Do you think people are, they've got more workload? |
| 0:9:37.930 --> 0:9:45.950 | Participant | I wouldn’t know because I said that we never discussed such. So yeah, no, I wouldn't know. |
| 0:9:47.840 --> 0:10:8.270 | Interviewer | And then looking at the culture and in general, just from what you've seen, you know, would you say that there's an increase or a decrease in morale or commitments, some of the emotional changes that happened with some of those employees that are still inside the company or people talking from what you can see or what you've heard? |
| 0:10:10.190 --> 0:10:26.230 | Participant | Not in that sense. Here, I said, I'm normally alone, so I wouldn't know. |
| 0:10:19.590 --> 0:10:26.550 | Interviewer | Right. So you wouldn't know if it's more positive, if there's a more positive culture, or more negative culture after these retrenchments? |
| 0:10:27.360 --> 0:10:28.330 | Participant | I really don't know. |
| 0:10:29.390 --> 0:10:35.950 | Interviewer | All right. And then tell me to what extent are you familiar with the labour legislation that talks to retrenchments? |
| 0:10:37.340 --> 0:10:38.710 | Participant | Nah, I'm not really familiar. |
| 0:10:39.670 --> 0:10:52.220 | Interviewer | Okay. And then you know, just from your own thinking, do you think that the retrenchment process itself was quite fair or do you think something could have been done better? |
| 0:10:54.370 --> 0:11:2.360 | Participant | It was quite fair. I mean, I’m not going to know if there will be another way that was supposed to be done, you know. |
| 0:11:3.480 --> 0:11:13.330 | Interviewer | Alright, tell me, was there any support in terms of this whole retrenchment process from external parties to come in and help and make sure that everything is legal? |
| 0:11:15.150 --> 0:11:15.560 | Participant | I don’t know. |
| 0:11:19.230 --> 0:11:30.580 | Interviewer | Right. And then, do you, in your opinion, do you think management offered enough support after these retrenchments? Do you think that they could have done anything better to support you? |
| 0:11:32.830 --> 0:11:38.430 | Participant | As I said, I wouldn't know because I wasn't in that boat. So even from outside I wouldn't know. |
| 0:11:39.30 --> 0:11:51.610 | Interviewer | Alright, but even in terms of just, you know, general like after the retrenchments, do you think there's anything they could do better to just make things a bit more comfortable, you know, considering all the changes that took place? |
| 0:11:50.270 --> 0:12:0.360 | Participant | Of course. Yeah, I don't know how to answer that. I think I’ll skip that part there. |
| 0:12:0.930 --> 0:12:8.840 | Interviewer | Alright, no that's fine. And then what would you say your level of commitment to the company is right now? |
| 0:12:10.440 --> 0:12:14.520 | Participant | From 10? From 1 to 10? |
| 0:12:15.150 --> 0:12:16.400 | Interviewer | Yeah, you can. You can give a number. |
| 0:12:16.110 --> 0:12:21.540 | Participant | Ah. Nine. Nine or eight. |
| 0:12:22.470 --> 0:12:25.530 | Interviewer | Nine. So that's a relatively high level commitment then. |
| 0:12:25.370 --> 0:12:26.580 | Participant | Of course, yes. |
| 0:12:26.220 --> 0:12:33.550 | Interviewer | Okay, no that’s great. And then your level of trust in management, what would you say that would be? You can also give a number for that one. |
| 0:12:36.210 --> 0:12:38.140 | Participant | Eight on my side. |
| 0:12:39.20 --> 0:12:44.900 | Interviewer | Alright. Do you think there's anything that the company could do to improve your level of trust in them? |
| 0:12:45.910 --> 0:12:46.750 | Participant | No, not really. |
| 0:12:47.520 --> 0:12:51.230 | Interviewer | Okay. No, that's good. Alright. Is there anything else that you want to add? |
| 0:12:53.750 --> 0:12:58.760 | Participant | No, thank you. So no, not at this point, no. |
| 0:12:59.420 --> 0:13:4.290 | Interviewer | Okay. That's all good. That's all the questions I have for you. That was nice and quick. |
| 0:13:22.450 --> 0:13:23.390 | Participant | Of course. |
| 0:13:5.580 --> 0:13:28.250 | Interviewer | But yeah, I just want to thank you so much once again for participating. I just also want to mention that all responses will remain absolutely confidential. Your name will also not be used. I know it's never nice to say you're just a number but in this event you will just be a number because we want make sure that your name isn't included at all. Alright. |
| 0:13:28.680 --> 0:13:29.240 | Participant | Alrighty. No. |
| 0:13:29.630 --> 0:13:42.560 | Interviewer | If there is anything else that I'm not sure of, I will just pop you an e-mail, but I highly doubt that would be the case. But yeah, once again, thank you so much and you must have a lovely day. |
| 0:13:41.930 --> 0:13:44.910 | Participant | Thank you Candice. Bye. |
| 0:13:44.210 --> 0:13:46.370 | Interviewer | Alright, take care. Bye. |