The Effect Of Downsizing On Turnover Intention With Organisational Commitment As A Mediating Variable

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ABSTRACT

The researchers at Exel Mandiri Inovasi set out to learn how layoffs affected their workers' intentions to leave the company and found that the presence of strong organizational commitment had a mediation role. Exel Mandiri Inovasi Company personnel made up the sample population (n=69). Total sampling was used to calculate the sample size, and we found that we needed 69 samples to adequately represent the population. This research used a "Saturated Sample (Total Sampling) or Census" sample approach and a "Non Probability Sampling" sampling method. There were a total of 69 participants in this research. Smart Partial Least Square (SmartPLS) and SPSS for Window are used to analyze the data. The findings demonstrated that downsizing has an effect on turnover intent. Lowered employee dedication to the company is another negative consequence of massive downsizing. An increased level of dedication to the company has been shown to reduce the likelihood of employee turnover. With regards to Exel Mandiri Inovasi Company's goal to turn over new leaf, organizational commitment functions as a go-between.

Keywords: downsizng, organizational commitment, turnover intention, path analysis.

INTRODUCTION

Today's business competition is getting tougher and many companies are increasingly aware of the importance of human resources. When it comes to achieving organisational goals, human resources can make all the difference. When a business grows, it will face several challenges related to its human resources. Serious HR issues in the workplace include employees' desire to leave the company. Workers who move to a new workplace from their previous workplace are said to experience turnover. The term "turnover intention" (or "intensity to leave") refers to a scenario where employees openly seek employment elsewhere, preferably in a different company (Abdullah, 2012). Turnover intention is broadly defined as an employee's desire to leave an organisation or company because they are unhappy there and want to find a better job elsewhere.

Downsizing is one of the factors that can affect a company's goal of having a high turnover rate. Basically, downsizing is the reduction of an organisation's workforce by measures such as cost cutting, pension benefit reform, and staff casualisation (Hellgren, Nswell, & Sverke, 2005).

This is supported by previous research that found a correlation between downsizing and employee turnover, such as research conducted by Abdul Aziz (2018) which concluded that there is a statistically significant correlation between downsizing and employee turnover.

Employee turnover can be influenced by factors other than layoffs, such as the level of dedication of the organisation to its employees. Organisational loyalty can be considered a state of mind that determines how dedicated an employee is to his or her employer (Robbins & Judge, 2008). Similar to what Hacket and Guinon found in Utaminingsih (2014), an increase in organisational commitment affects the reduction of retirement programs. This means that the level of satisfaction and the number of worker absences will be influenced by the level of worker commitment. Workers as a result will remain with the company. Supporting this claim are the findings by Carrolle et al. (2021) which showed that organisational commitment has a positive and significant effect on exit intention. In particular, we will refer to the research findings conducted by Abdul Aziz (2018) on the significant effect of downsizing on employee turnover intention and its consequential impact on employee commitment.

While researchers have looked far and wide, few studies have examined the impact of organisational membership on employees' intention to leave their jobs; this study may differ from its predecessors in terms of methodology, and is most likely inspired by recent events. This study includes employees who are still working at PT Exel Mandiri Inovasi after the company underwent a reorganisation or downsizing of its organisational structure. This is considered important to investigate as any changes made within the organisation will almost certainly affect employee productivity.

Based on this background, researchers are interested in examining research entitled "The Effect of Downsizing on Turnover Intention with Organisational Commitment as a Mediating Variable".

Problem Formulation

From the above backbone outline, the problem solving hypothesis is as follows:

1. How much of a positive and significant impact will downsizing have on PT Exel Mandiri Inovasi employees leaving their jobs?
2. What effect, if any, does downsizing have on the level of employee commitment at PT Exel Mandiri Inovasi in Lawang?
3. How much of a negative and significant effect does organisational commitment have on employees of PT Exel Mandiri Inovasi in Lawang intending to leave their jobs?
4. Does organisational commitment play a role in mitigating the impact of layoffs on employees of PT Exel Mandiri Inovasi in Lawang?

Research Objectives

In connection with the problem formulation stated above, the objectives of this study are as follows:

1. To obtain strong evidence of the impact of layoffs at PT Exel Mandiri Inovasi in Lawang on employees' intention to leave their jobs.
2. For the purpose of gathering hard evidence about the impact of layoffs on employees of PT Exel Mandiri Inovasi in Lawang, Indonesia.
3. For the purpose of gathering hard data on the impact of organisational commitment on the likelihood that employees of PT Exel Mandiri Inovasi in Lawang will leave their current position, or change jobs.
4. To obtain empirical evidence that PT Exel Mandiri Inovasi in Lawang's organisational commitment plays a role in mitigating the impact of downsizing on staff turnover intentions.

Research Benefits

The results of this study are expected to be useful at the theoretical, empirical, and applied levels. The benefits of research are as follows.

1. Theoretical Benefits

    The benefits of science can be classified as follows:
    a. The expectation is that the findings of this study will make an empirically robust contribution to the conversation about the relationship between downsizing, organisational commitment, and turnover intention, which can then inform future research.
    b. The results of this study are expected to provide useful knowledge for the advancement of management science, particularly human resource management.

2. Practical Benefits

    Practical benefits can be classified as follows:
    a. To the Scientist

        This research gives scholars the opportunity to gain a more in-depth knowledge of human resources, and also gives them the chance to

use the theoretical frameworks they have learnt in the classroom, allowing them to communicate their findings in the most effective way possible.

b. Regarding Business

The hope is that the findings of this study will serve as a wake-up call for executives, who can then use them to help their companies address human resource issues including downsizing, organisational commitment and turnover intention.

c. We hope that future researchers can use these findings as a starting point to utilise and refine this research design.

THEORETICAL STUDIES

1. *Downsizing* (X)

According to (Brockner, 1992) in Haruman (2002) there are three dimensions of downsizing that affect employees, namely:
a. Changes in working conditions
b. Job insecurity
c. Feeling of fairness

2. Organisational Commitment (Z)

The definition of organisational commitment according to Allen and Meyer (1991) is an employee's loyalty to the organisation, which leads to a strong commitment to achieving organisational goals, employee loyalty leads to the employee's willingness to try to be part of the organisation and be strongly associated with the organisation, where commitment to the organisation is measured by the following indicators:
a. Affective Commitment
b. Continuance Commitment
c. Normative Commitment

3. *Turnover Intention* (Y)

Referring to the opinion of Simamora (2004), the following are indicators of turnover intention:
a. Intention to leave
b. Intention to look for another job
c. Thoughts about quitting

RESEARCH METHODS

Research Design

This study uses quantitative research methodology. Quantitative research is focused on examining numerical (or numerically based) data using statistical analysis techniques to test hypotheses that have been proposed. This study describes the causal relationship between the variables of downsizing, organisational commitment, and turnover intention. This study uses a survey approach to research as it relies on a sample drawn from the general population.

Population and Sample

A total of 70 PT Exel Mandiri Inovasi employees were surveyed for this study, however only 69 responded to the questionnaire as one participant was absent due to illness. The data for this study was obtained by sending questionnaires to all employees who volunteered to take part in the study.

Research Instruments

Likert scale is used as a measuring tool in this study to get accurate and reliable results. Respondents are expected to indicate their level of agreement or disagreement with a series of research questions using a questionnaire. The researcher used a 5-point "strongly agree" scale, a 4-point "agree" scale, a 2-point "disagree" scale, a 1-point "strongly disagree" scale, and a 1-point "strongly disagree" scale in this study.

Data Collection Technique

Data collection by the Questionnaire method includes distributing a series of written questions and answers to each respondent (Arikunto, 2016). Scholars use questionnaires as a research tool, using a closed question approach.

Data Analysis Technique

In this study, we tested the hypotheses using Structural Equation Modeling (SEM) techniques based on the Partial Least Squares (PLS) approach. To model structural relationships, partial least squares (PLS) is a technique that can directly analyse latent variables, indicator variables, and measurement error. In this study, we used the graph analysis method by means of the Smart PLS (Partial Least Square) statistical software package.

RESULTS AND DISCUSSION

Respondent Characteristics

1. Characteristics of Respondents Based on Gender

The table below shows data relating to the gender of the PT Exel Mandiri Inovasi respondents studied:

Table 1. Characteristics of Respondents Based on Gender

Jenis Kelamin	Frekuensi	Persentase
Laki-laki	55	80%
Perempuan	14	20%
Jumlah	**69**	**100.00%**

Source: Primary data processed, 2023

The data in the table above shows that the majority of respondents were male (55 out of a total of 80%), and only 14 were female (20% of the sample).

2. Characteristics of Respondents Based on Age

The table below shows data relating to the age of the PT Exel Mandiri Inovasi respondents studied:

Table 2. Characteristics of Respondents Based on Age

Usia	Frekuensi	Persentase
< 20 tahun	3	4.3%
20- 29 tahun	21	30%
30-39 tahun	34	50%
40-49 tahun	6	8.5%
> 49 tahun	5	7.2%
Jumlah	**69**	**100.00%**

Source: Primary data processed, 2023

The table above shows that most of the respondents (34 out of 66) were aged between 30 and 39 (50%). After that, the majority of respondents (n=21) were between 20 and 29 years old, totalling 30%; those aged 40 to 49 years old made up 8.5%; those aged 50 years or older made up 7.2%; and those less than 20 years old made up 4.3%..

3.   Characteristics of Respondents Based on Length of Service

The table below shows data relating to the length of service of the respondents of PT Exel Mandiri Inovasi under study:

Table 3. Characteristics of Respondents Based on Length of Service

Lama Bekerja	Frekuensi	Persentase
< 3 tahun	21	30%
3-5 tahun	35	50%
> 5 tahun	13	20%
Jumlah	**69**	**100.00%**

Source: Primary data processed, 2023

The table above shows that most respondents (35 out of 75) have worked between three and five years. This represents 50% of the sample. After that, the largest group of respondents consisted of those with a work history of less than three years (21 people, or 30%) and more than five years (13 people, or 20%).

4.   Characteristics of Respondents Based on Education

The table below shows data relating to the education of the respondents of PT Exel Mandiri Inovasi under study:

Table 4. Characteristics of Respondents Based on Education

Pendidikan	Frekuensi	Persentase
SMA	14	20%
Diploma	24	35.7%
Sarjana	28	40%
Pascasarjana	3	4.3%
Jumlah	**69**	**100.00%**

Source: Primary data processed, 2023

The data in the table above shows that of the total number of respondents, 28 (or 40%) had no more than a bachelor's degree. Those with a four-year degree came in second (24 people, or 35.7%), those with an associate's degree came in third (14 people, or 20%), and those with no formal education at all came in last (three people or 5%). (4,3%).

Data Analysis Results

1.   Convergent Validity

Convergent validity is an index evaluated based on the correlation between the item/component measure and the construct measure, indicated by the beta normalisation factor, which describes the degree of correlation between the measurement (index) and the construct. An individual bias index measurement is considered high if the correlation coefficient is more than 0.7 with the target construct, while an outer loading value in the range of 0.5 to 0.6 as stated by a Chinese source cited by Imam Ghozali is considered adequate.

The validity of a reflective indicator can be evaluated by looking at the correlation between the item score and the construct score. The evolution of indicators in a structure is reflected in the measurement because the evolution of other indicators in the same structure is interrupted or leaves the same pattern. As a result, reflective indicators were used in this study, as they are well suited for measuring subjective experience.

Table 5. Convergent Validity Test Results

No	Indikator	Loading Faktor	Stdev	T-Stat	P-Values	Keterangan
	Downsizing					
1	X.1	0.763	0.049	15.699	0.000	Terpenuhi
2	X.2	0.821	0.042	19.366	0.000	Terpenuhi
3	X.3	0.826	0.035	23.523	0.000	Terpenuhi
4	X.4	0.727	0.055	13.220	0.000	Terpenuhi
5	X.5	0.785	0.045	17.499	0.000	Terpenuhi
6	X.6	0.884	0.020	43.986	0.000	Terpenuhi
7	X.7	0.748	0.060	12.358	0.000	Terpenuhi
8	X.8	0.882	0.022	40.968	0.000	Terpenuhi
9	X.9	0.722	0.049	14.745	0.000	Terpenuhi
	Organisational Commitment					
1	Z.1	0.887	0.019	47.313	0.000	Terpenuhi
2	Z.2	0.859	0.027	31.349	0.000	Terpenuhi
3	Z.3	0.829	0.030	27.499	0.000	Terpenuhi
4	Z.4	0.739	0.053	13.907	0.000	Terpenuhi
5	Z.5	0.742	0.054	13.609	0.000	Terpenuhi
6	Z.6	0.819	0.040	20.422	0.000	Terpenuhi

No	Indikator	Loading Faktor	Stdev	T-Stat	P-Values	Keterangan
7	Z.7	0.800	0.044	18.123	0.000	Terpenuhi
8	Z.8	0.845	0.035	23.934	0.000	Terpenuhi
9	Z.9	0.758	0.044	17.253	0.000	Terpenuhi
	Turnover Intention					
1	Y.1	0.824	0.040	20.434	0.000	Terpenuhi
2	Y.2	0.835	0.043	19.600	0.000	Terpenuhi
3	Y.3	0.879	0.029	30.127	0.000	Terpenuhi
4	Y.4	0.855	0.035	24.577	0.000	Terpenuhi
5	Y.5	0.791	0.063	12.627	0.000	Terpenuhi
6	Y.6	0.738	0.050	14.616	0.000	Terpenuhi
7	Y.7	0.801	0.044	18.273	0.000	Terpenuhi
8	Y.8	0.863	0.032	26.644	0.000	Terpenuhi
9	Y.9	0.872	0.026	33.439	0.000	Terpenuhi

Source: Primary data processed, 2023

The figure below shows the outer loading values in the outer model generated after running the SmartPLS programme for all indicators in Figure 1 below:
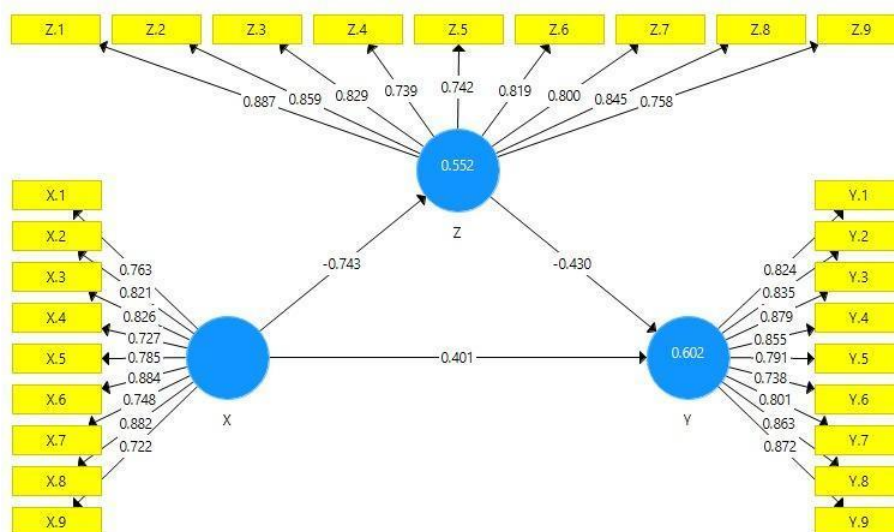

Figure 1 Outer Model
Source: Primary data processed, 2023

2. *Discriminant Validity*

Discriminant Validity is a measurement model with a reflectance index whose evaluation is based on cross loading measurements with constructs..

Table 6. Results of Discriminant Validity Test Using Cross Loading

No	Indikator	X	Z	Y	Ket.
	Downsizing				
1	X.1	**0.763**	-0.616	0.537	Terpenuhi
2	X.2	**0.821**	-0.593	0.552	Terpenuhi
3	X.3	**0.826**	-0.560	0.602	Terpenuhi
4	X.4	**0.727**	-0.511	0.420	Terpenuhi
5	X.5	**0.785**	-0.497	0.485	Terpenuhi
6	X.6	**0.884**	-0.611	0.628	Terpenuhi
7	X.7	**0.748**	-0.605	0.604	Terpenuhi
8	X.8	**0.882**	-0.690	0.608	Terpenuhi
9	X.9	**0.722**	-0.605	0.673	Terpenuhi
	Organisational Commitment				
1	Z.1	-0.649	**0.887**	-0.610	Terpenuhi
2	Z.2	-0.653	**0.859**	-0.592	Terpenuhi
3	Z.3	-0.541	**0.829**	-0.532	Terpenuhi
4	Z.4	-0.558	**0.739**	-0.516	Terpenuhi
5	Z.5	-0.642	**0.742**	-0.599	Terpenuhi
6	Z.6	-0.609	**0.819**	-0.561	Terpenuhi
7	Z.7	-0.517	**0.800**	-0.601	Terpenuhi
8	Z.8	-0.635	**0.845**	-0.642	Terpenuhi
9	Z.9	-0.586	**0.758**	-0.636	Terpenuhi
	Turnover Intention				
1	Y.1	0.593	-0.610	**0.824**	Terpenuhi
2	Y.2	0.634	-0.535	**0.835**	Terpenuhi
3	Y.3	0.590	-0.650	**0.879**	Terpenuhi
4	Y.4	0.644	-0.645	**0.855**	Terpenuhi
5	Y.5	0.603	-0.603	**0.791**	Terpenuhi
6	Y.6	0.639	-0.627	**0.738**	Terpenuhi
7	Y.7	0.563	-0.607	**0.801**	Terpenuhi
8	Y.8	0.527	-0.538	**0.863**	Terpenuhi
9	Y.9	0.562	-0.594	**0.872**	Terpenuhi

Source: Primary data processed, 2023

According to the results of the tests that have been carried out, it is found that the criteria for each variable downsizing, organisational commitment, and turnover intention have met discriminant validity..

3. *Construct Validity and Reliability*

While considering latent variable coefficients, construct validity and reliability are two indicators used to evaluate observable constructs. There are two measures-intraclass correlation and Cronbach's Alpha-that can be used to assess the

reliability of the group's collective judgement. A high reliability structure is defined as one that achieves a measurement of more than 0.70. This approach was used for realism testing to strengthen the composite realism results. When the observed value is more than 0.70, we call the variable reliable.

Table 7. Composite Reliability Test Results

No	Variabel	Composite Reliability	Syarat	Keterangan
1	*Downsizing*	0.931	>0.700	Terpenuhi
2	Komitmen Organisasional	0.935	>0.700	Terpenuhi
3	*Turnover Intention*	0.943	>0.700	Terpenuhi

Source: Primary data processed, 2023

The test results in table 7 show the results of satisfactory composite reliability, namely Downsizing (X) = 0.931, Organisational Commitment (Z) = 0.935, and Turnover Intention (Y) = 0.943. So it can be concluded that each construct has high reliability.

Table 8. Cronbach's Alpha Test Results

No	Variabel	Cronbach's Alpha	Syarat	Keterangan
1	Downsizing	0.928	>0.700	Terpenuhi
2	Komitmen Organisasional	0.934	>0.700	Terpenuhi
3	Turnover Intention	0.943	>0.700	Terpenuhi

Source: Primary data processed, 2023

The test results in table 8 using the Cronbach's Alpha value obtained a test result value that meets the test criteria greater than 0.70 so that each variable downsizing, organisational commitment, and turnover intention has met construct reliability.

Hypothesis Test Results

Hypothesis testing in this study was carried out by testing the p-value. The research hypothesis can be considered accepted if the p-value <0.05 (Yamin and Kurniawan, 2011). The following are the results of hypothesis testing obtained from this study using the path coefficient in the SmartPLS output below:

Table 9. Path Coefficients Test Results

No	Pengaruh	Koef. Jalur (Original Sample)	T Stat	P - Values	Keterangan
1	*Downsizing* (X) → *Turnover Intention* (Y)	0,401	2,387	0,017	Signifikan
2	*Downsizing* (X) → Komitmen	-0,743	10,370	0,000	Signifikan

	Organisasional (Z)				
3	Komitmen Organisasional (Z) → *Turnover Intention* (Y)	-0,430	2,626	0,009	Signifikan
4	*Downsizing* (X) → Komitmen Organisasional (Z) → *Turnover Intention* (Y)	0.320	2,420	0,016	Signifikan

Source: Primary data processed, 2023

The following is an explanation of hypothesis testing based on the P-values given in table 9:

1. The first hypothesis tests whether layoffs have a positive and statistically significant effect on employee turnover plans. The analysis results in table 9 show that the impact of downsizing on turnover intention is estimated at 0.401 with a t-statistic of 2.38 and a significance level of 0.017. These results show that the t-statistic is greater than the t-table value (t-stat > 1.960) and the significance level is smaller than 0.05 (p-value 0.05), so it is reported that downsizing has a significant and positive effect on turnover intention, meaning that the greater the downsizing, the greater the effect on turnover intention.

2. The second hypothesis tests whether or not downsizing has a negative effect on organisational commitment. The analysis of Tabulation 9 shows that downsizing has a negative effect on organisational commitment (with a t-statistic of 10.370 and a significance level of 0.000) and that this effect is statistically significant (with a p-value of 0.000). The results show that the t-statistic value is greater than the t-table value (t-stat > 1.960) and the significance level is lower than 0.05 (p-value 0.05), indicating downsizing has a significant and negative effect on organisational commitment. . That is, the greater the downsizing, the less employee commitment, and vice versa.

3. In the third hypothesis, we tested the negative and positive effects that organisational commitment itself has. The analysis results in Table 9 show that organisational commitment negatively affects turnover intention, with a path coefficient of -0.430, a t-statistic significance level of 2.626, and a p-value of 0.009. The results show that the t-statistic is greater than the t-table (t-index > 1.960) and the significance level is smaller than 0.05 (p-value 0.05), indicating that organisational commitment has a negative and statistically significant effect on turnover intention. This means that higher levels of organisational commitment are associated with less likelihood that employees will leave their current position.

4. The fifth hypothesis tested whether organisational commitment moderates the effect of layoffs and other forms of downsizing on employee turnover intention. The analysis results in Table 9 show that layoffs have an effect on turnover intentions when organisational

commitment is used as a mediator, resulting in a path coefficient of 0.320, a t-statistic of 2.420, and a significance level of 0.016. These results show that the t-statistic is greater than the t-table (t-index > 1.960) and the significance level is less than 0.05 (p-value 0.05), indicating that downsizing has a significant and positive effect on turnover intention through organisational commitment, such that downsizing increases, organisational commitment decreases and turnover intention increases.

DISCUSSION

The Effect of Downsizing on Turnover Intention

Referring to the results of the hypothetical research test on the effect of downsizing on switching intentions shows that the latter is positively and significantly influenced by the former; that is, the greater the downsizing, the greater the influence on switching intentions.

Effect of Downsizing on Organisational Commitment

Downsizing has a negative and significant effect on organisational commitment; the more drastic the downsizing, the less committed employees remain. This effect is more pronounced as downsizing becomes more severe.

Effect of Organisational Commitment on Turnover Intention

The results of the research based on the hypothesis of a negative and significant impact of downsizing on organisational commitment indicate that the magnitude of downsizing has a direct correlation with the extent to which organisational commitment is affected.

The Effect of Downsizing on Turnover Intention with Organisational Commitment as mediation

The results of research on the hypothesis of the effect of downsizing on turnover intention through organisational commitment as a mediator show that downsizing has a positive and statistically significant effect on turnover intention. This means that the greater the downsizing, the greater the impact on less committed employees, and vice versa.

CONCLUSIONS
Conclusion
1. As a result of the downsizing, a significant and positive increase in employees' intention to leave the company can be seen. The findings of this study indicate that layoffs can reduce PT Exel Mandiri Inovasi in Lawang and there is a possibility of employees quitting their jobs in the future.
2. Layoffs have a negative and real impact on the organisational commitment of PT. Exel Mandiri Inovasi workers in Lawang. The findings of this study indicate that workers of PT Exel Mandiri Inovasi in Lawang lack commitment to the company after downsizing.
3. Workers' decision to leave the company is significantly and negatively affected by organisational commitment. The findings of this study suggest that a greater sense of organisational commitment can reduce the likelihood

of employees leaving the company.
4. The impact of downsizing on turnover intentions of PT. Exel Mandiri Inovasi employees in Lawang can be mitigated due to the strong commitment of its employees to the company.

Research Limitations

Researchers have tried to conduct and carry out research in accordance with scientific procedures, however, it still has shortcomings:
1. Only two variables, "Downsizing" and "Organisational Commitment", were shown to influence switching intention in this study. However, many other factors can also affect the intention to transfer.
2. The research subjects were employees of PT Exel Mandiri Inovasi. Different research results are possible if the study is conducted on different objects.

Advice

Based on the research conclusions above, the researcher can put forward the following suggestions:
1. If you own a business
High turnover rates can be partially reduced by developing a more co-operative work environment. You can do this by crafting policies that don't unfairly penalise one party. When employees are happy in their work environment, they are more committed to the company as a whole, which in turn reduces the likelihood that they will leave their positions in the near future.
2. Researchers in this study only considered the impact of downsizing on PT Exel Mandiri Inovasi employees' willingness to leave the company and their dedication to the company as a whole as mediating variables. Future researchers are encouraged to include more supporting variables so that their work ultimately produces more interesting results. In addition to job stress, office environment, work culture, salary, and other factors, there are many more that may influence a person's willingness to leave their current position.

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