

ANALYSIS OF FACTORS THAT INFLUENCE THE TURNOVER INTENTION OF LAYOFF SURVIVOR EMPLOYEES

Rafif Abdul Aziz¹, Putri Mega Desiana²

^{1,2}Universitas Indonesia, Depok, Indonesia

Correspondence email: rafif.abdul11@ui.ac.id

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ABSTRACT

This study aims to analyze the influence of job insecurity and perceived organizational support on turnover intention, with employee involvement as a mediating variable. The research sample is employees who experienced layoffs in the 2021-2023. The research was conducted on 163 people who survived layoffs and worked in technology companies. Data collection is done by filling out questionnaires distributed via Google Forms media. The results of this study indicate that job insecurity and perceptions of organizational support have a direct and significant effect on turnover intentions among employees who survive layoffs. Employee involvement also mediates these two variables with turnover intention. This study is expected to help technology companies deal with remaining employees after layoffs. Companies can reduce the possibility of employees wanting to leave the company by increasing employee enthusiasm.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh job insecurity dan perceived organizational support terhadap turnover intention dengan employee engagement sebagai variabel mediasi. Sampel penelitian adalah karyawan yang tidak mengalami pemutusan hubungan kerja pada periode tahun 2021-2023. Riset dilakukan terhadap 163 layoff survivor yang bekerja di perusahaan teknologi. Pengumpulan data melalui pengisian kuesioner yang disebarakan melalui media Google Forms. Hasil penelitian ini menunjukkan bahwa job insecurity dan perceived organization support berpengaruh langsung dan signifikan terhadap turnover intention pada karyawan yang selamat dari layoff. Employee engagement juga mampu memediasi kedua variabel tersebut dengan turnover intention. Studi ini diharapkan dapat membantu perusahaan teknologi untuk menangani karyawan yang tersisa setelah terjadi pemutusan hubungan kerja. Perusahaan dapat mengurangi kemungkinan karyawan ingin keluar dari perusahaan dengan cara meningkatkan semangat karyawan dalam bekerja.



INTRODUCTION

Rapid technological developments are currently driving digitization in various aspects of life (Rydén, 2015). This triggered an industrial revolution that revolutionized business processes and innovation in the products offered. This growth caused an increase in the number of technology companies worldwide, including Indonesia. A technology company or tech company is defined as a company that produces products or utilizes the latest technology as part of the company's business model (Hooton, 2018). The rapid development of technology in the technology industry sector is not always profitable for companies, and the massive growth has an impact on increasing competitive pressures that occur between technology companies (Datta et al., 2010). For this reason, technology companies allocate large investments for research and development purposes (Hooton, 2018). This causes technology companies to have large operational expenses, so they depend on investors to run their companies. This condition causes technology companies to be vulnerable to changes both caused by external factors such as macroeconomic conditions and internal factors such as organizational changes, so companies need to change their policies and financial structures to adapt to changes. One of the policies that technology companies often implement is through downsizing or laying off (Hossen et al., 2023).

Layoff is a process of reducing the number of employees in large numbers carried out by companies to increase efficiency and productivity (Datta et al., 2010; Gandolfi & Littler, 2012; Thomas, 2014). Layoff implementation is intended to deal with problems that are generally related to financial reasons, although there are some non-financial reasons, such as mergers or organizational restructuring (Datta et al., 2010; Hossen et al., 2023). One of the layoff periods that has occurred massively in recent years occurred in the second quarter of 2020. The main cause behind the large layoffs in 2020 was the COVID-19 pandemic that was occurring throughout the world. The occurrence of the Covid-19 pandemic has had a significant impact on various countries around the world, including Indonesia. Restrictions on local and global community activities cause business process disruptions that affect company revenues and performance, thus encouraging companies to make layoffs to survive this situation. The impact of the layoff was not only felt by those who were laid off or layoff victims but also by those who survived the layoff or layoff survivors (Hossen et al., 2023; Thomas, 2014). Some of the negative impacts felt by layoff survivors include reduced work motivation, reduced trust in the company, reducing employee morale and commitment which can lead to decreased job satisfaction to foster turnover intention (Malik et al., 2010; Thomas, 2014). The company certainly avoids this, especially with regard to turnover intention, because layoff survivors are generally employees who perform at their best, so the company retains them during the layoff period.

Turnover intention is an encouragement or consideration from employees to leave the company or organization (Omar et al., 2012). One of the causes of turnover intention in layoff survivor employees is negative perceptions of the company when a layoff occurs. Employees will think that the company cannot guarantee its employees' position, so employees will feel that their work is insecure because they can become layoff victims at any time (Thomas, 2014). This can reduce perceived organizational support and increase job insecurity among employees. Research from Thomas (2014) on decreasing levels of perceived organizational support and Jung et al. (2021) regarding the increase in employee job insecurity shows that these two conditions can increase employee turnover intention. These two conditions will also impact various performance indicators, such as employee engagement. Research from Khajuria & Khan (2022) and Alshaabani et al. (2021) stated that perceived organization support levels amongst employees positively affect their employee engagement. The level of perceived organizational support held between employees is directly proportional to the level of employee engagement, so if perceived organizational support decreases, employee engagement will also reduce (Neves & Eisenberger, 2014). Conversely, according to research by Asfaw & Chang (2019), the level of job insecurity is inversely proportional to employee engagement, where if job insecurity increases, it will decrease employee engagement (Sverke

et al., 2002). employees who are not tempted by layoffs tend to worry about the future of their jobs and the potential for further layoffs that may befall them (Sweeney & Quinn, 2009). This study aims to determine the effect of perceived organizational support and job insecurity on turnover intention in layoff survivor employees and to analyze the mediating effect of employee engagement. The research will be conducted with SEM analysis using LISREL towards layoff survival employees from technology firms.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Turnover Intention

Turnover Intention is defined as a conscious desire by employees to leave the company through a cognitive process where employees actively consider leaving and looking for other job alternatives (Mobley et al., 1978). Turnover Intention and Turnover have a close relationship but are two different concepts. Turnover Intention is a perception or consideration by employees about leaving their company, while turnover is the real action of employees leaving their company (Anuar & Johari, 2012; Hinshaw & Atwood, 1984). Turnover Intention is a process or initial symptom employees feel before turnover occurs, so Turnover Intention can be a good predictor for predicting employee turnover (Albattat & Som, 2013). It can be concluded that almost every turnover generally begins with a turnover, while turnover does not always end with a turnover.

Employee Engagement

Employee engagement refers to the level of employee work attachment to their organization. Dressler (2013) believes employee engagement is a psychological condition of employees who feel connected, involved, and committed to their work towards the company. In their research, Schaufeli & Bakker (2004) stated that three things characterize engagement: vigor, dedication, and absorption. Vigor is characterized as having a high level of energy, mental toughness, and persistence when working, being found to give maximum effort to work, and completing work with full perseverance or resilience when facing difficulties and joy. Dedication has the characteristics of pride, views, and dedication, as well as employee sacrifice in carrying out their work, and it is shown with enthusiasm. The third is absorption, which states that focus and enjoyment create interest when employees feel involved in their roles, work, and activities. This can make it difficult to disengage and feel that time is passing quickly when carrying out work.

Job Insecurity

According to Greenhalgh & Rosenblatt (1984), job insecurity is a feeling of being powerless to continue one's job because of conditions and situations that threaten one's job. This feeling is a negative reaction that employees have due to changes in their jobs, giving rise to anxiety and fear about the continuation of their jobs (Sverke et al., 2002). Employee job insecurity is based on subjective perception, depending on each individual's situation (Sverke et al., 2002). Several factors that influence this, according to Greenhalgh & Rosenblatt (1984), include 1) Organizational and environmental conditions, which include things such as organizational changes, forms of organizational communication, and organizational support; 2) Individual characteristics and job positions such as socio-economic status, age and type of contract; 3) Personal characteristics such as personality.

Perceived Organizational Support

Perceived organizational support (POS) is a general employee belief in the extent to which the company or organization appreciates all employee contributions to the organization and cares about the welfare of its employees (Eisenberger et al., 1997). Perceived organizational support fulfills the socio-emotional needs of its employees by providing the perception that the organization provides reciprocity for

employee performance by showing the organization's readiness to assist its employees when needed (Khajuria & Khan, 2022; Eisenberger et al., 1997). Related to this, workers' beliefs about how the company values their existence are important in determining their behavior, demonstrated through the reciprocal relationship between employers and employees (Eisenberger et al., 1986; Shanock & Eisenberger, 2006).

Hypothesis

Job insecurity is an adverse reaction often felt by employees who are layoff survivors due to layoffs. (Sverke et al., 2002). This can lead to further negative impacts on employee welfare behavior and attitudes either toward the work or the company, one of which is employee engagement (De Witte et al., 2015; Sverke et al., 2002). The result of research by Asfaw & Chang (2019) found a negative relation between job insecurity and employee engagement. The study stated that employees with a higher perception of job insecurity tend to have lower employee engagement. Another study by Yu et al. (2020) also obtained similar results where employee engagement was discovered to have a significant negative relationship with job insecurity. From this explanation, the first hypothesis is determined as follows.

H₁: Job insecurity affects employee engagement

Perceived organizational support is defined as an employee's perception of how much a company values all employee contributions to the organization and cares about the welfare of its employees (Thomas, 2014). Khajuria & Khan, (2021) conducted research in the form of a literature study to find out the relationship between POS among employees and the level of employee engagement. The study compared 27 studies, and previous research showed the same results where POS had a positive relationship with employee engagement. This is because employees with a high POS level will also have high commitment and engagement towards their job and company. Another study by Alshaabani et al. (2021) and Dai & Qin (2016) produced the same output on the relationship between POS and employee engagement, both of which have a positive relationship. From this explanation, the first hypothesis is determined as follows.

H₂: Perceived organizational support has a positive effect on employee engagement

Based on research by Wang et al. (2020) regarding the effect of professional identity on turnover intention in hotel workers in China by mediating employee engagement and job statistics. The results of this study show that the lower the employee engagement level, the more likely it is that employees will want to leave the company. Employee engagement is a psychological condition of employees who feel connected, involved, and committed to their work towards the company (Dessler, 2013). Employee engagement is related to positive emotions, where employees with high levels of employee engagement tend to work in positive emotional conditions. Conversely, if employee engagement is low, employees will be less enthusiastic about doing their jobs (Hazleton, 2014). Another study conducted by Naufer & Kumar (2020) shows that a strong negative correlation occurs between turnover intention and employee engagement. This shows that employees who feel connected to their company have a lower probability of leaving it. From this explanation, the hypothesis is determined as follows:

H₃: Employee engagement affects turnover intention

Job insecurity is a negative reaction often felt by layoff survivors who are worried about employees' powerlessness to keep their jobs due to layoffs (De Witte et al., 2015; Sverke et al., 2002). This can have an impact on employee work behavior, which will reduce the level of employee trust in the company so that it can foster a desire to leave the company (Blackmore & Kuntz, 2011). Research by Jung et al. (2021) tested hotel employees in South Korea to see the correlation between job engagement and job insecurity on turnover intention. This research indicates that perceptions of job insecurity positively correlate with turnover intention. Another study showed the same results, where job insecurity significantly correlates with turnover intention. If an employee has a high sense of job insecurity, then the

employee will have a strong urge to leave the company, and vice versa. From this explanation, the hypothesis is determined as follows.

H₄: Job insecurity has a positive effect on turnover intention

According to Neves & Eisenberger (2014) employees believe that with their best performance, the company will also provide the best support for employees as a form of credit and appreciation for the contributions made by their employees. If the company is deemed unable to provide proper support for what has been done by its employees, then employees can grow turnover intention (Thomas, 2014). Research conducted by Islam et al. (2019) tested bank employees in Malaysia to see the mediated effect of organizational commitment on the relationship between perceived organizational support and turnover intention. The results indicate that POS has a significant negative correlation with turnover intention. Another study by Wang & Wang (2020) Similar results showed that frontline employees' POS level had a negative and significant relationship with turnover intention. This shows that turnover intention will increase if employees have a low POS level. From this explanation, the hypothesis is determined as follows.

H₅: perceived organizational support affects turnover intention

Perceived organizational support is closely related to employee commitment and engagement, where employees with high POS levels will be more willing to give their dedication and take risks for the company (Thomas, 2014). Research by Alshaabani et al. (2021) and Dai & Qin (2016) show a positive and significant relation between employee engagement perceived and organizational support, while research done by Wang et al., (2020) showed the role of employee engagement as a mediating variable on turnover intention. Research conducted by Nadeem et al. (2019) described the role of work engagement as a variable that mediates POS and turnover intention, where work engagement can increase POS levels and reduce employee turnover intention. Another study showing the role of employee engagement as a mediating variable was conducted by Nargotra & Sarangal (2021) where employee engagement was able to mediate POS and intention to stay variables, which is the opposite of the turnover intention (Presbitero & Teng-Calleja, 2020). From some of these studies, the hypothesis is determined as follows.

H₆: Employee engagement mediates the relationship between perceived organizational support and turnover intention

Research conducted by Asfaw (2019) and Yu et al. (2020) shows that there is a negative and significant relation between employee engagement and employee engagement variables. While research from Wang et al. (2020) showed the role of employee engagement as a mediating variable on turnover intention. Research done by Jung et al. (2021) indicates that job insecurity and turnover intention were mediated by job engagement. From some of these studies, the hypothesis is determined as follows.

H₇: Employee engagement mediates the relationship between job insecurity and turnover intention

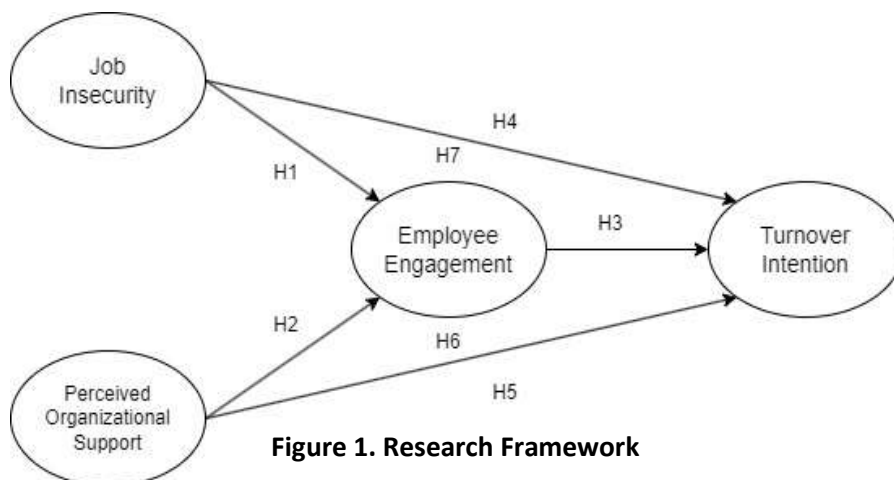


Figure 1. Research Framework

Table 1. Operationalization of Job Insecurity

Variable	Variable Number	Item
Job insecurity	JI 1	I am very sure that I will be able to keep my job
	JI 2	I am certain of my job environment
	JI 3	I think that I will be able to continue working here
	JI 4	There is only a small chance that I will become unemployed
	JI 5	I fear that I might get hired
	JI 6	I worry about the continuation of my career
	JI 7	I fear that I might lose my job
	JI 8	I feel uncertain about the future of my job

Research conducted by Asfaw (2019) and Yu et al. (2020) shows that there is a negative and significant relation between employee engagement and employee engagement variables. While research from Wang et al. (2020) showed the role of employee engagement as a mediating variable on turnover intention. Research done by Jung et al. (2021) indicates that job insecurity and turnover intention were mediated by job engagement. From some of these studies, the hypothesis is determined as follows.

H₇: Employee engagement mediates the relationship between job insecurity and turnover intention

RESEARCH METHOD

This study used a quantitative approach with a cross-sectional research design where data collection or information collection is carried out once by surveying large and representative data. Samples were taken using a purposive sampling technique, which was carried out by distributing questionnaires using Google Forms. The target sample for this research is active employees from technology companies who have been laid off in the last 2 years (2021-2023), totaling 163 respondents. Each respondent was given a screening question beforehand to select the respondent's suitability with the criteria. The specified criteria are: a) do you work in a technology company; b) whether the company where you work has made a layoff in the last 2 years (2021-2023); c) whether you were at the company during the layoff period.

The instrument questions posed will be related to the variables used in this study, namely job insecurity as measured using a questionnaire from Pienaar et al., (2013) and Akgunduz & Eryilmaz (2018) which contains 8 items. Perceived organizational support using a questionnaire from Eisenberger et al. (1986) with a total of 8 items.

Table 2. Operationalization of Perceived Organizational Support

Variable	Variable Number	Item
Perceived organizational support	POS 1	The organization cares about my well-being.
	POS 2	The organization strongly considers my goals and values.
	POS 3	The company takes care of me
	POS 4	The company cares about my opinion
	POS 5	The organization is willing to help me when I need a special favor.
	POS 6	Help is available from the organization when I have a problem.
	POS 7	The organization would forgive an honest mistake on my part.
	POS 8	If given the opportunity, the organization will not take advantage of me.

Table 3. Operationalization of Employee Engagement

Variable	Dimensions	Variable Number	Item
Employee engagement	Vigor	EE 1	At my work, I feel bursting with energy
		EE 2	At my job, I feel strong and vigorous
		EE 3	When I get up in the morning, I feel like going to work
	Dedication	EE 4	I am enthusiastic about my job
		EE 5	My job inspires me
		EE 6	I am proud of the work that I do
	Absorption	EE 7	I am immersed in my work
		EE 8	I get carried away when I am working
		EE 9	I feel happy when I am working intensely

Employee engagement is taken from the UWES or Utrecht World Engagement Scale, which has then been developed and returned by Schaufeli et al. (2006) which contains 9 items. Turnover intention using a questionnaire from Mitchel (1981) with a total of 4 items.

Each instrument was measured using a Likert scale with a rating weight of 1 to 6 to assess each question with information 1) strongly disagree, 2) disagree, 3) somewhat disagree, 4) somewhat agree, 5) agree, 6) strongly agree. A pre-test will be done on all instruments, and a minimum of 30 respondents will be utilized to test the validity through the component matrix values and the reliability through Cronbach's alpha. All instruments were declared valid because they had component matrix values above 0,50 and were declared reliable because the instrument generated Cronbach's alpha values above 0,60.

Data analysis and processing were performed using SPSS and LISREL applications. Validity tests, reliability tests, and descriptive analyses were carried out using SPSS. A validity test is done by looking at the value of the component matrix and is said to be valid if the value is above 0,50. The reliability test was carried out by looking at the value of Cronbach's alpha, and it was said to be reliable if the value was above 0,60 (Malhotra et al., 2016) descriptive analysis looks at the general description of the data obtained, such as mean, standard deviation, etc. The structural equation model (SEM) method was used to conduct the relationship analysis from the variables used in this study. SEM analysis was carried out using LISREL software. SEM is a multivariate analysis technique used to analyze the relationship patterns of each variable used in research, between variables and their indicators and one variable to another (Hair et al., 2019).

This model is built by several dependent variables and independent variables. The SEM analysis method uses a combination of two analytical approaches, namely factor analysis and regression analysis. The components contained in the SEM analysis model consist of 2 types of models, which are Measurement Models and Structural Models, 2 types of variables, which are latent variables and observable variables, and 2 types of errors, which are measurement errors and structural errors (Ullman, 2006).

Table 4. Operationalization turnover intention

Variable	Variable Number	Item
Turnover intention	TI 1	I plan to be with the company for quite a while
	TI 2	Sometimes I get so irritated that I think about changing jobs
	TI 3	I often think about leaving my job
	TI 4	I would leave if I could find a better-paying job.

RESULT AND DISCUSSIONS

Demographic Analysis

Demographic analysis was conducted on 163 respondents who are employees of technology companies who are layoff survivors. The questionnaire was limited to criteria such as minimum length of work in a company for 6 months, permanent and full-time employee, and already in the company when layoff occurs. Those who did not meet the criteria cannot contribute to the questionnaire. Based on the respondent data obtained in Table 1, 58,2% are male, 41,8% are female respondents, and the majority were aged between 21-30 years (54,60%) and 31-40 years (26,38); this means most of them are gen Z and millennials. Based on their education, more than half of them held a bachelor's degree, with 62,57% or 102 respondents. Most respondents worked at the staff level, which might indicate that most were in their careers' first stage. Based on their work background, most respondents worked at the staff level, with 98 respondents or about 60%, with the corporate sector mostly coming from e-commerce companies, with 68 respondents or 41% (Table 1).

Table 5. Demographic Statistics

Item	Characteristic	Frequency	Percentage
Gender	Male	95	58,2%
	Female	68	41,8%
Age	<21 tahun	5	3,06%
	21 - 30 years old	89	54,60%
	31 - 40 years old	43	26,38%
	41 - 50 years old	18	11,04%
	> 50 years old	7	4,29%
Education	Undergraduate	12	7,36%
	Diploma	22	13,49%
	Bachelor's Degree	102	62,57%
	Master's Degree	25	15,33%
	Doctoral Degree	2	1,22%
Length of work	<2 Years	45	27,60%
	2-5 Years	74	45,39%
	5-8 Years	27	16,56%
	>8 Years	17	10,42%
Levels	Staff	98	60,12%
	Lower Manager	35	21,47%
	Middle Manager	19	11,645%
	Higher Manager	11	6,74%
Corporate sector	E-commerce	55	33,74%
	Transportation	37	22,69%
	Tourism	24	14,72%
	Financial	21	12,88%
	Others	26	15,95%

Table 2. Validity and Reliability Test Results

Variable	Indicator	SLF ¹⁾	Error	CR ²⁾	VE ³⁾	Result
Job Insecurity				0,97	0,79	Reliable
	JI 1	0,91	0,17			Valid
	JI 2	0,91	0,17			Valid
	JI 3	0,87	0,23			Valid
	JI 4	0,87	0,24			Valid
	JI 5	0,93	0,13			Valid
	JI 6	0,90	0,18			Valid
	JI 7	0,84	0,30			Valid
	JI 8	0,88	0,23			Valid
Perceived organization support				0,95	0,69	Reliable
	POS 1	0,83	0,32			Valid
	POS 2	0,86	0,26			Valid
	POS 3	0,84	0,30			Valid
	POS 4	0,78	0,40			Valid
	POS 5	0,79	0,37			Valid
	POS 6	0,82	0,33			Valid
	POS 7	0,85	0,28			Valid
	POS 8	0,86	0,26			Valid
Employee Engagement				0,98	0,82	Reliable
	EE 1	0,91	0,17			Valid
	EE 2	0,89	0,21			Valid
	EE 3	0,87	0,24			Valid
	EE 4	0,93	0,13			Valid
	EE 5	0,90	0,19			Valid
	EE 6	0,90	0,19			Valid
	EE 7	0,90	0,18			Valid
	EE 8	0,95	0,10			Valid
	EE 9	0,92	0,15			Valid
Turnover intention				0,95	0,82	Reliable
	TI 1	0,87	0,24			Valid
	TI 2	0,88	0,22			Valid
	TI 3	0,93	0,13			Valid
	TI 4	0,93	0,13			Valid

(1) Standardized Loading Factor, (2) Construct Reliability, (3) Variance Extracted

Measurement Model

Model analysis was performed using a structural equation model (SEM) to measure the structural model with LISREL software. To test the validity of variables, this study uses CFA (Confirmatory Factor Analysis) to examine the SLF (Standard Loading Factor) output value for each indicator within variables: job insecurity, perceived organizational support, employee engagement, and turnover intention. The instrument is said to be valid if it has a standardized loading factor (SLF) value > 0,50 or greater than the

t-value when the loading factor is $> 1,645$, while a reliable indicator is determined if the Composite Reliability (CR) value $> 0,70$ and Variance Extracted (VE) value $> 0,50$ (Malhotra et al., 2016). The validity test result shows that all indicators possess a standardized loading factor greater than 0,5, so each indicator is considered valid. Similar results were also obtained in the reliability test, where all indicators were declared valid with a Composite Reliability value higher than 0,70 and a Variance Extracted value higher than 0,50 (Table 2).

Structural Model

Structural model analysis was performed to examine the relation between the variables used by matching the results of structural model data processing from the research model to the values contained in the Goodness of Fit Index (GFI). The results of the SEM analysis describe a GFI value of $0,79 < 0,80$ (poor fit) and an RMSEA value of $0,084 > 0,08$ (marginal fit). In terms of incremental fit measures, NFI $0,97 \geq 0,90$ (good fit), NNFI $0,97 \geq 0,90$ (good fit), CFI $0,97 \geq 0,90$ (good fit), IFI $0,97 \geq 0,90$ (good fit), and RFI $0,94 \geq 0,90$ (good fit), and shows that the structural equation model fulfills the incremental fit measure requirements (Table 3). Then for the parsimonious fit measure requirements the normed chi-square value is 2,144, the value between 1 - 3 (good fit), and the PNFI value of 0,84 is located at $0,80 - < 0,90$ (marginal fit/good enough), indicating that the structural equation model meets the parsimonious fit measure requirements, which means that overall the structural equation model in this study has a comparative fit with the baseline model (null model).

Hypothesis Testing

The hypothesis was tested using structural equation modeling (SEM) and LISREL software. Confirmatory factor analysis, standard factor loading, and t- t-value illustrated the relationship between variables. The standard loading factor illustrates the impact between variables. The higher the SLF value, the more these variables impact the objective variable, while the t-value decides whether a hypothesis is accepted or not. The hypothesis is accepted if t-value $> t$ -table. The t-value criteria used in this study is 1,645 at a significance level of 5%.

Table 3. Goodness of Fit Test

Indicator	Goodness of Fit		Result	
	Good Fit	Marginal Fit		
Goodness of Fit Index (GFI)	$\geq 0,90$	$0,80 - < 0,90$	0,79	Poor Fit
Root Mean Square Error (RMSEA)	$< 0,08$	$0,08 - < 0,10$	0,084	Marginal Fit
Normed Chi-Square (χ^2/df)	1 – 3		2,144	Good Fit
Parsimony Normed Fit Index (PNFI)	$\geq 0,90$	$0,80 - < 0,90$	0,84	Marginal Fit
Normal Fit Index (NFI)	$\geq 0,90$	$0,80 - < 0,90$	0,97	Good Fit
Non-Normed Fit Index (NNFI)	$\geq 0,90$	$0,80 - < 0,90$	0,97	Good Fit
Comparative Fit Index (CFI)	$\geq 0,90$	$0,80 - < 0,90$	0,97	Good Fit
Incremental Fit Index (IFI)	$\geq 0,90$	$0,80 - < 0,90$	0,97	Good Fit
Relative Fit Index (RFI)	$\geq 0,90$	$0,80 - < 0,90$	0,94	Good Fit

Table 4. Hypothesis Testing

Hypothesis	Hypothesis Path	Standardized Coefficient	t-value	t-table	Result
H1	JI -> EE	-0,15	-2,38	1,645	Accepted
H2	POS -> EE	0,64	8,97	1,645	Accepted
H3	EE -> TI	-0,30	-3,79	1,645	Accepted
H4	JI -> TI	0,44	6,55	1,645	Accepted
H5	POS -> TI	-0,22	-2,79	1,645	Accepted
H6	POS -> EE -> TI	-0,19	-3,51	1,645	Accepted
H7	JI -> EE -> TI	0,04	2,03	1,645	Accepted

Based on Table 3, out of the 7 proposed hypotheses, 5 have a direct effect, and 2 have an indirect effect; all of these hypotheses are accepted and are significant. A hypothesis will be accepted based on the t-table or critical value; if the t-table value is more than 1,645, then the hypothesis is accepted, and otherwise, if the t-table value is less than 1,645, then the hypothesis is rejected. The first hypothesis, namely H1, states that there is a relationship between the JI and EE variables and produces a t value of -2,38, meaning that these two variables have a significant negative relationship, and this value is higher than 1,645, so the hypothesis is accepted. The second hypothesis, namely H2, shows that there is a relationship between the POS and EE variables and produces a t-value of 8,97, meaning that these two variables have a significant positive relationship, and this value is higher than 1,645, so the hypothesis is accepted. The third hypothesis, namely H3, shows that there is a relationship between the EE and TI variables and produces a t value of -3,79, meaning that these two variables have a significant negative relationship, and this value is higher than 1,645, so the hypothesis is accepted.

The fourth hypothesis, namely H4, states that there is a relationship between the JI and TI variables and produces a t value of 6,55, meaning that these two variables have a significant positive relationship, and this value is higher than 1,645, so the hypothesis is accepted. The fifth hypothesis, namely H5, states that there is a relationship between POS and TI variables and produces a t-value of -2,79, meaning that these two variables have a significant negative relationship, and this value is higher than 1,645, so the hypothesis is accepted. Then the sixth and seventh hypotheses, respectively H6 and H7, state that the EE variable mediates the relationship between JI and TI and POS with TI. Determination of the mediation effect is calculated by calculating the total effect.

From Table 5, it is known that H6 has a total effect value of -0.412, which shows that as a mediating variable, EE can strengthen the relationship between POS and TI. In H7, a total effect value of 0.485 was obtained; this shows that EE can also strengthen the relationship between JI and TI. The resulting total effect value shows that the H7 path is the best for reducing turnover intention in layoff survivor employees. The form of the final model, along with the t-value and t-table in this study, can be seen in the following Figure 2.

Table 5. Total Effect

Hipotesis	Variable	Direct Effect	Indirect Effect	Total Effect
H6	POS -> EE -> TI	-0,22	$0,64 * (-0,30) = -0,192$	-0,412
H7	JI -> EE -> TI	0,44	$(-0,15) * (-0,30) = -0,045$	0,485

Discussion

This research examined the relationship between job insecurity, perceived organizational support, employee engagement, and turnover intention among layoff survivor employees in technology companies. The uncertain conditions of technology companies require technology companies to carry out layoffs to adapt to changes. Layoff survivor employees are generally the company's best employees, so they are selected to be retained during the layoff period. For this reason, companies need to retain existing layoff survivor employees to maintain the company's performance and sustainability. However, the facts on the ground indicate that layoff survivor employees themselves have the potential to want to leave the company. The results obtained in the research revealed that turnover intention among layoff survivor employees was significantly influenced by the three variables tested: job insecurity, perceived organizational support, and employee engagement. This shows that the desire of layoff survivor employees to leave the company after the layoff is implemented can be reduced by providing support and ensuring job security to create a sense of involvement and attachment of layoff survivor employees to their company.

This research found that employee engagement variables can influence turnover intention among layoff survivor employees. Technology employees generally have high involvement in the company, this is because technology companies have a culture and work environment that is more flexible and has minimal bureaucracy, making it easier for employees to participate in conveying aspirations and ideas in their work. This feeling tends to decrease among layoff survivor employees. The research results show that the level of involvement of layoff survivor employees is at a rather low level so employees tend to reduce their involvement and participation in the company. When employees feel less involved and attached to their company, it will be easier for employees to intend to leave the company.

The dimension that influences the level of involvement of layoff survivor employees is the dimension of dedication, which is related to the employees' sense of ownership, enthusiasm, and pride in their work. Employees who survive a layoff tend to be less dedicated to their work. The biggest factor that forms dedication to layoff survivor employee involvement is when employees feel enthusiastic about their work. Technology employees who are enthusiastic about their work will encourage them to provide innovative ideas to help get the job done. Employees will also show a positive work attitude, such as coming to the office on time and completing work within the specified time. When employees feel enthusiastic, they will feel more at home working at their company.

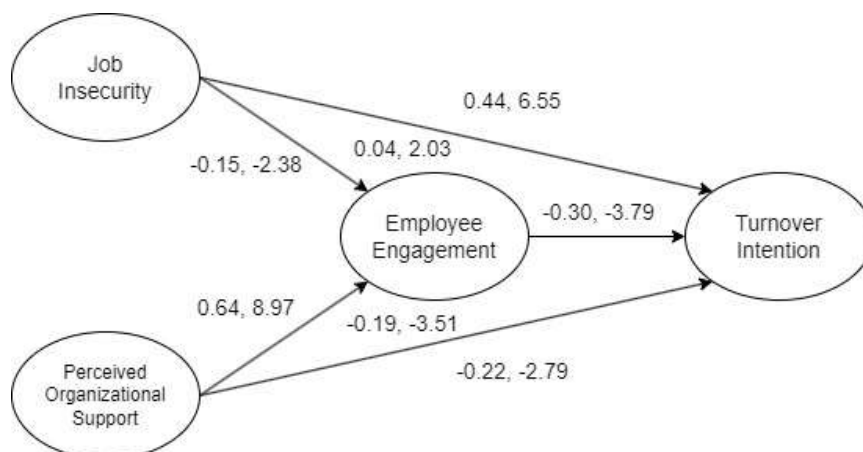


Figure 2. Final Framework

Therefore, by increasing employee enthusiasm, companies can make employees feel more comfortable staying in the company. To increase employee enthusiasm for work, companies can provide work and projects according to their employees' passions and things they like. Apart from that, companies can also provide awards for their employees' achievements in the form of benefits, recognition, and awards so that employees are even more enthusiastic in completing the job well. In this way, it is hoped that employee engagement will increase and employees will become more comfortable staying in the company. Companies can also create various joint activities outside the office without involving work, both offline, such as joint sports and online for employees who work outside the office together to increase employee ties with their colleagues and superiors so that later employees will be more enthusiastic about their work and encouraged to be more involved at work.

Job insecurity is the variable with the strongest influence of the three variables tested in influencing turnover intention, and for this reason, companies need to emphasize their attention to the job insecurity felt by layoff survivor employees. The research results show that layoff survivor employees in technology companies highly perceive job insecurity. The main factor that causes job insecurity felt by layoff survivor employees is created by employees' concerns about the possibility of losing their jobs in the future. Employees feel that their jobs at the company are unsafe because the condition of technology companies tends to be sensitive to change, the company may reintroduce the layoff policy, and when this is done, they think that they could be the next victim, then encourage employees to intend to leave the company and look for other jobs that can provide them with job security.

Generation Z generally dominates employees in technology companies, so communication between employees tends to be more informal than in multinational companies and government agencies. Management can take advantage of this by approaching layoff survivor employees through their superiors. The approach can be carried out through regular communication by showing transparency regarding the reasons for implementing the layoff so that employees understand the reasons and do not fear that the company has the heart to lay off its employees without a clear reason. Apart from that, communication can also be carried out to convince employees that they are selected and valuable employees for the company so that the company guarantees and protects the continuity of their work. That way, employees will feel that their jobs are safe, so they no longer need to worry about losing their jobs and thinking about leaving the company. Communication can be done offline and online because some technology companies implement the work from anywhere (WFA) work system so that communication can be done practically anytime and anywhere.

One of the causes of concern among technology employees after the layoff was implemented was the possibility of changes and developments in new technology being applied by the company. This can cause employees to worry about their job security due to limited knowledge and skills regarding this technology, so employees worry that they will be replaced by new employees who have mastered the technology. For this reason, companies can train employees to learn and adapt to new technology that is applied to the company system so that employees will feel more secure in their jobs and be confident that their presence is needed by the company and will not be replaced by new employees. This will certainly make employees feel more at home in their work and reluctant to leave the company.

Apart from that, this research also found a significant relationship between job insecurity and employee engagement. Employees' feelings of insecurity regarding the continuity of their work will affect their level of involvement, in this case, enthusiasm for their work. This is because employees who feel their work is unsafe will have negative thoughts, reducing their enthusiasm for their work and reducing work input. This will affect the work attitudes shown by layoff survivor employees, such as less involvement in work and company activities or disappearing when needed when carrying out WFA. When employees feel these two things, it is very likely that employees will intend to leave the company.

Therefore, by increasing job security for layoff survivor employees, the company will increase employee enthusiasm, giving rise to the employee's desire to stay in the company.

Apart from that, turnover intention is also influenced by perceived organizational support or employees' perceptions regarding the extent of support shown by the company. Layoff survivor employees tend to think that the company does not provide proper support to employees by implementing the layoff. Furthermore, employees who feel they do not receive company support will consider leaving the company and looking for a new company that values them more. This shows that by providing support to layoff survivor employees, companies can create employees' desire to stay with the company.

Two factors shape layoff survivors' employees' perceptions of company support. The first factor comes from the extent to which the company cares about the values and goals of employees. Therefore, if the company pays more attention to the individual goals and values of layoff survivor employees, they will be more comfortable and reluctant to leave the company because they feel appreciated by the company for the concern they show for the individual values and goals of their employees. Employees themselves have their values and goals in working for a company, generally, some of the reasons employees work for technology companies are because of the high salaries and the possibility of being able to work from anywhere (WFA). The main lifeblood of a technology company is the information technology division which is tasked with creating programs to build websites and applications. Technology workers are a field of work that has high demand in the current labor market, so they expect a high salary for the value they have. On the other hand, technology employees are generally introverts, so they prefer to work outside the office, such as at home or in a cafe, to increase their productivity. For this reason, companies can provide support by ensuring that these things are met but that they are still in accordance with their needs. and company capabilities and must be adjusted to the employee's performance. The second factor influencing the perception of company support for layoff survivor employees is the extent to which the company exploits employees when they have the opportunity. Employee exploitation is one potential consequence of implementing a layoff. The exploitation carried out is related to workload because the reduction in the number of employees encourages companies to hand over work that is usually carried out by those affected by layoff, thereby increasing the workload of layoff survivor employees. This is generally not balanced by appropriate benefits, so employees feel that the company is not treating them fairly and choose to leave the company to look for more humane work. For this reason, companies can show concern by paying attention to their employees' workload by not providing additional workload beyond their capabilities and providing additional work deadlines so that employees do not feel burdened in carrying it. In addition, companies can offer certain bonuses and benefits for employees who are willing to take on more workload. That way, employees will feel that the company provides support through fair and humane treatment.

This research also reveals a relationship between perceived organizational support and employee involvement and the role of employee involvement in mediating organizational support and employees' desire to leave the company. By increasing the company's support for its values and goals and employee awareness of the company's exploitation, employees will feel more enthusiastic about their work. This is because employees will feel more appreciated for their work contributions so employees will reciprocate this support through involvement in work. When a company is able to provide support and increase employee involvement, employees will feel more at home in their work.

CONCLUSION

The results of this study show that turnover intention among layoff survivor employees is influenced by job insecurity, perceived organizational support, and employee engagement. Job insecurity has a significant and positive influence on turnover intention. The increasing concerns of layoff survivors about

their job insecurity can encourage employees to leave their companies to avoid subsequent layoffs. For this reason, companies need to reduce these concerns to prevent layoff survivor employees from giving rise to the intention to leave the company. Meanwhile, perceived organizational support is stated to have a significant and negative influence on turnover intention. Layoff survivor employees tend to think that the company does not provide proper support with the implementation of layoff. Therefore, companies need to provide support through employee values and goals so that employees feel appreciated and are reluctant to leave the company. Employee engagement has a significant and negative influence on turnover intention. Layoff survivor employees will feel more psychologically and emotionally attached to their work when they are enthusiastic about work; this tends to encourage them to be more loyal and reluctant to leave the company where they work. For this reason, companies can reduce the possibility of employees wanting to leave the company by increasing the enthusiasm of employees on the job.

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