# THE INFLUENCE OF JOB REDUNDANCIES TOWARD INTENTION TO LEAVE WITH JOB INSECURITY AS THE INTERVENING VARIABLE: A CASE STUDY OF A FOUR-STAR HOTEL IN INDONESIA DURING PANDEMIC COVID-19

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## ABSTRACT

Pandemic Covid-19 has caused the hospitality, travel, and tourism industry around the world to face a major loss. One way to minimize the loss in these sectors is by implementing job redundancies. This option was also implemented by one of the hotels in Pontianak, West Kalimantan, Indonesia. However, job redundancies are not implemented without costs. Employees will experience continuous fear or job insecurity which will result in employees' willingness to find a new job or intention to leave. Therefore, the purpose of this research is to find out if job redundancies influence the intention to leave with job insecurity as the intervening variable towards the survivors of the redundancy program at the hotel. This research is using the quantitative method as its research approach. The data collection method is conducted by distributing an online questionnaire. The data has passed the validity and reliability tests. The first until third hypotheses tests are using t-test while the fourth hypothesis is using Sobel test. The results of the research show that job redundancies influence job insecurity by 57.9%. Both job insecurity and job redundancies influence the intention to leave by 72%. Finally, job redundancies indirectly influence the intention to leave through job insecurity. The recommendations are to conduct business process re-engineering or service process re-designing to maintain the viability of the business, instead of opting for job redundancies. Job redundancies should be the last resort when previous options are not working as this will affect employee turnover rate in the future.

**Keywords:** job redundancies; intention to leave; job insecurity; Covid-19

## INTRODUCTION

Pandemic Covid-19 has changed the way businesses are conducted. It has also affected the operations of the functional departments in companies. The human resource department is one of the functional departments which been majorly affected since pandemic Covid-19 emerged in Wuhan, Hubei, China in late December 2019. To prevent the spreading of the virus, companies were trying to restrict the mobility of their employees and impose lockdowns and social isolation initiatives through working limitations (Moraa & Kipngetich, 2021). Companies of all sizes in various industries experienced significant revenue reductions and budget shortfalls. These resulted in hiring freezes and layoffs, salary freezes, cancelled bonuses, and pay reductions, changes in how work is done (i.e. teleworking), and increased employee stress and burnout (Aguinis & Burgi-Tian, 2021).

Education and hospitality sectors are some of the industries affected by the pandemic. Schools and universities are closed down. While in the hospitality sectors, MICE (Meeting, Incentive, Conference, and Exhibition) specifically; events, conferences, conventions, and sports leagues are postponed and cancelled. These drive down travel and tourism for business and pleasure. Other service businesses which are affected by the pandemic are restaurants, bars, and cafes. This is due to curfews and lockdowns imposed by the government (Combs, 2020).

Due to this situation, the hospitality, travel, and tourism industry around the world is facing a major loss due to the pandemic (Irandu, 2020 in Moraa & Kipngetich, 2021). This results in employees in this sector are losing their jobs. In the United States, the leisure and hospitality industry lost 7.7 million jobs in April 2020, which represents 47% of total positions (Franck, 2020). In the UK and some European countries, the estimated loss of jobs is around 24.3 million. In African countries, about 20 million jobs in both formal and informal sectors are projected to be lost if the pandemic goes on (Moraa & Kipngetich, 2021).

In Indonesia, as of 1st April 2020, around 1,200 hotels have been temporarily closed. The large scale of social restrictions guidelines limited religious gatherings, public facilities, social and cultural activities, as well as transportation. Due to this condition, hospitality employees were given unpaid leave or terminated (Enrico, 2020). 90% of tourism employees were given unpaid leaves. The unemployment rate has reached 6.65 thousand in March 2020 (SMERU Research Institute, 2010). Faced with such a situation, many companies have taken actions to temporarily lay off employees, reduce the number of employees or their wages (Enrico, 2020).
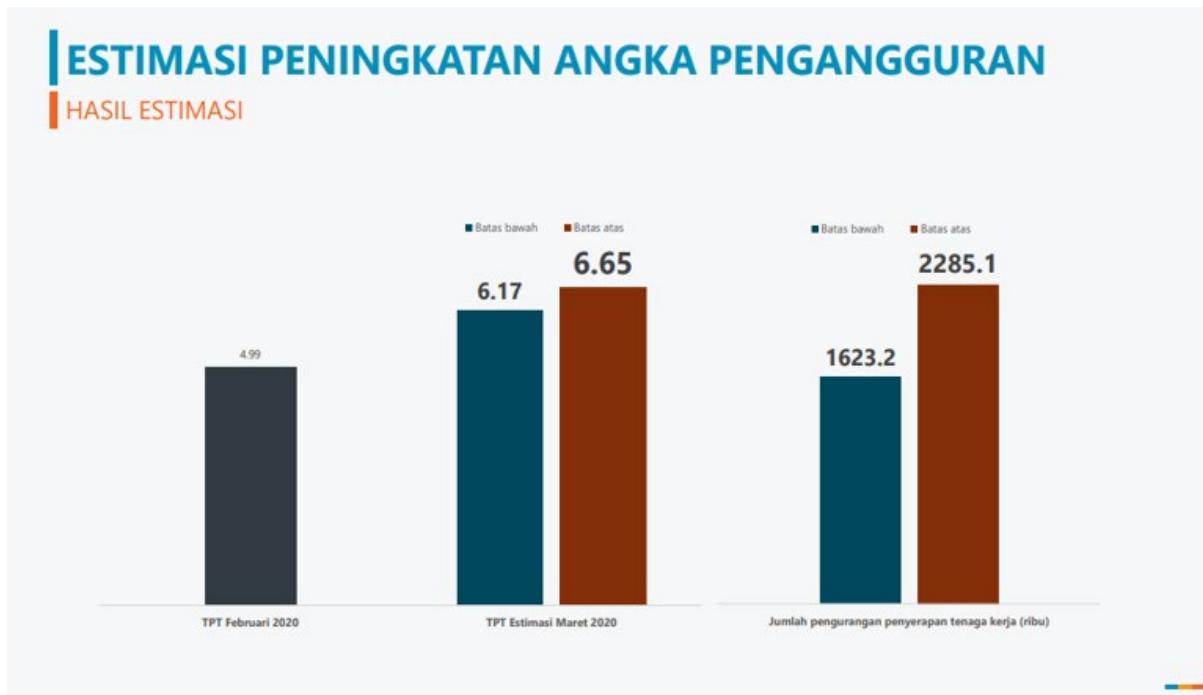
**Figure 1. Estimation of Increment in Unemployment Rate in Indonesia**
Source: SMERU Research Institute (2010)

The threat of Covid-19 induced fear caused mental health in employees worldwide. One of the problems incurred is job insecurity. This is due to the unpredictable and uncontrollable nature of the pandemic. When an individual loses his/her autonomy and a sense of control over the environment and one's overall life situation, these will create a detrimental effect on one's mental health (Huber et al., 2011; Lo & Cheng, 2014). Tasks and priorities are changing rapidly, so do companies' policies and activities change in response to the changes in the pandemic situations. This creates ambiguity in employees' roles and responsibilities. In ambiguous situation, employees experience continuous fear due to instability in employment such as future employability, loss of income and social support, work-related monetary and non-monetary benefits (Jofre-Bonet et al., 2018).

Employees' perceptions of job insecurity are the subjective and unconscious perceptions of job losses. These perceptions have been increased due to organizational restructuring and scale-downs (Niesen et al., 2018).

Facing this situation, the role of human resource management has become much tougher to ensure job security for all employees. The human resource manager has to take into consideration the interests of both employers and employees. Employers are concerned about reducing working hours, while employees are concerned about the possible job losses arising out of this (Sulaiman et al., 2020).

As a continuation, perceived job insecurity increases an employee's willingness to find a new job (Ashford et al., 1989) and is a potential cause of increasing employee turnover intent (UON Research, n.d.; Arnold & Feldman, 1982), when connected with stress (Staufenbiel & König, 2010). This can cause serious damage to an organization unless they take preventive measures (Şahin , 2011).

This study is conducted at a four-star hotel in Pontianak, West Kalimantan, Indonesia. Due to Covid-19, the phenomenon of job redundancies was experienced by the management of the hotel in the forms of restructuring and scaling-down of the business. At the beginning of Covid-19, the hotel closed its operation for 2 months (May and June 2020) to prevent the

spreading of the virus. Once they were back in operation, employees worked with changes in their working hours, shifts, and job descriptions. They were paid 50% of their salary and were trained to multitask and to have multi-skills. They were also asked to perform cooperation and do a split shift in any events for cost efficiency. Therefore, the objective of this research is to find if job redundancies influence the turnover intention of the survivors of the redundancy program with job insecurity as the intervening variable at the hotel during the pandemic of Covid-19.

## LITERATURE REVIEW

Redundancy according to human resource management literature, refers to the dismissal based on operational reasons, especially when commercial and economic aspects of the business are not performing well. It occurs if an employee is dismissed purely because the role previously performed by the employee is no more needed by the employer, not because of performance or personal act. Redundancy, therefore, particularly refers to the termination of a position, not a person, and is considered to be the 'last resort' (Munshi, 2018). Practically, redundancies will create potentially damaging effects not only on those who leave but also on the survivors (Campbell, 1999).

There are three approaches to redundancies or retrenchment, which are: Workforce reduction strategies, which focus on reducing headcount and are usually implemented in a top-down, speedy way. The problem with this strategy is that it is difficult to predict exactly who will be eliminated and who will remain. Work redesign strategies focus on reducing work (in addition to or instead of reducing the number of workers) through redesigning tasks, reducing work hours, and merging units. Systematic strategies – to a greater extent, this focuses on changing culture, attitude, and values. It does not only focus on reducing the workforce (Cameron, 1998 in Moraa & Kipngetich, 2021).

Insecurity- or uncertainty-defining features comprise ambiguous, complicated, volatile, inconsistent, and unpredictable conditions, prompting an individual and the general public to dwell on their competency and ability to reason, and reliability of the knowledge and information available (Brashers, 2001).

Job insecurity threatens identity whether it is role identity, social identity, and personal identity (Burke, 2020). Job uncertainty brings to the surface fear of poverty, leading to marginalization, stigmatization, and social exclusion (Rafi et al., 2019).

To measure job insecurity, this study adapted the multi-item scales by Pienaar et al. (2013) and Akgunduz and Eryilmaz (2018). In line with the increased focus on subjectivity, research has drawn a distinction between a cognitive and an affective component of job insecurity (Borg, 1992). This conceptualization distinguishes between the ideas and thoughts about losing one's job, on the one hand, and the feelings and fears associated with that cognition, on the other. The latter distinguished between a quantitative dimension (dealing with the risk of losing the job in its totality) and a qualitative dimension (the risk of losing important qualitative dimensions of the job, such as pay increases or career progression) (Pienaar et al., 2013).

Job insecurity can spread among employees for two specific reasons. First, changes in an organization caused by quantitative job insecurity, such as layoffs, downsizing, and mergers, affect certain groups within the organization, inducing their perceptions of job insecurity.

Second, certain threats or stressors can be interpreted similarly or collectively by employees of different work units (Mauno et al., 2014).

Job insecurity is measured between cognitive (4 items: "I am very sure that I will be able to keep my job"; "I am certain/sure of my job environment"; "I think that I will be able to continue working here"; "There is only a small chance that I will become unemployed"; all items reverse coded) and affective job insecurity (4 items: "I fear that I might get fired"; "I worry about the continuation of my career"; "I fear that I might lose my job"; "I feel uncertain about the future of my job") (Pienaar et al., 2013).

Turnover intent is the intention of organizational members to attempt to abandon their qualifications as members and to quit their current jobs (Meyer & Allen, 1984). There is a strong and consistent relationship between turnover intent and actual turnover rate (Cotton & Tuttle, 1986; Lee & Jeong, 2017). Job insecurity increases employee turnover intent (Stiglbauer et al., 2012), and managing stress caused by job insecurity is critical for its reduction (Jung et al., 2021). Efforts to reduce perceived job insecurity were required to prevent the loss of excellent personnel (Akgunduz & Eryilmaz, 2018). Job insecurity affects turnover intent by impeding employees from fulfilling their basic needs (Urbanaviciute et al., 2018). Job insecurity increases the inclination to arrive late and leave early at the workplace (Karatepe et al., 2020).

Intention to leave is also defined as an individual intention to leave the organization voluntarily. It is measured through two indicators, the intention to work in other workspaces and the intention to leave the organization as soon (Tzafrir et al., 2015).
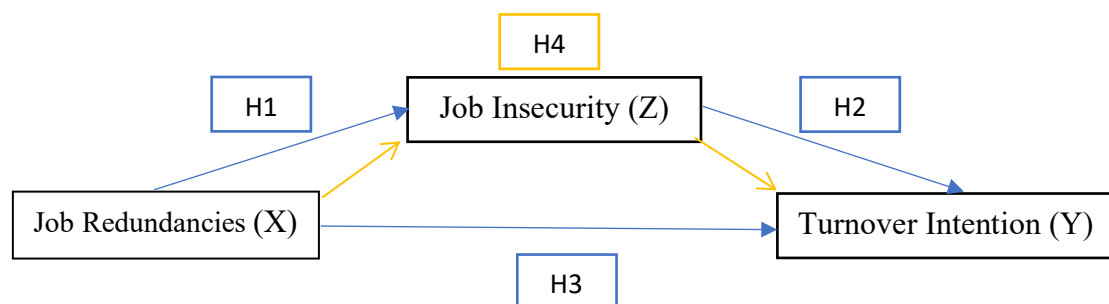


**Figure 2. Research Model**
Source: Prepared by the writer (2021)

## RESEARCH METHOD

This research is using a quantitative approach with path analysis to find out the influence of job redundancies toward turnover intention with job insecurity as the intervening variable. The variable of job redundancies (X) might have a direct effect on the variable of turnover intention (Y) and an indirect effect through the variable of job insecurity (Z). The research is conducted towards the survivors of the redundancy program. Questionnaires were designed in Google forms and were distributed through links sent to Line ID or Whatsapp numbers of the hotel employees.

Since the limitation of the researcher to meet the employees in person due to the location and pandemic, the links were distributed by the managers or supervisors of the departments concerned to the survivors of the redundancy program. Of 62 employees, 41

returned the questionnaires. The sampling technique used was non-probability sampling with a convenient sampling method. According to Glen (2015), convenient sampling or accidental sampling or grab sampling method is where you include people who are easy to reach, which does not include a random selection of participants.

Based on the research model, the independent variable is job redundancies (variable X), job insecurity as the intervening variable (variable Z), and turnover intention as the dependent variable (Y). The indicators of the variables are as follow:

| Variable | Indicators | Questions | Measurement |
|---|---|---|---|
| Job Redundancy (X) | Workforce reduction strategies | There is a reduction in the number of employees in my department. | Likert scale |
| | | There is a reduction in the number of employees in charge in one shift. | |
| | Work redesign strategies | There is a reduction of working hours in my department. | |
| | | My job description is redesigned due to the low operational of the company. | |
| | | Some departments are merged due to the low operational of the company. | |
| | Systematic strategies | There is a change in company culture during pandemic situations. | |
| | | There is a change in attitude expectation during pandemic situations. | |
| | | There is a change in the company's value during pandemic situations. | |
| Job Insecurity (Z) | Cognitive | I am very sure that I will be able to keep my job. | Likert scale |
| | | I am certain/sure of my job environment. | |
| | | I think that I will be able to continue working here. | |
| | | There is only a small chance that I will become unemployed. | |
| | Affective | I fear that I might get fired. | |
| | | I worry about the continuation of my career. | |
| | | I fear that I might lose my job. | |
| | | I feel uncertain about the future of my job. | |
| Turnover Intention (Y) | Intention to work in other workspaces | I plan to find a better career opportunity outside my workplace | Likert Scale |
| | | I don't plan to have my future career at my current workplace | |
| | Intention to leave from the organization as soon | I plan to resign from my current workplace soon | |
| | | I plan to move to another workplace soon | |

**Figure 3. Indicators of Job Redundancies and Job Insecurity**
Source: Prepared by author (2021); Job Redundancy (Cameron, 1998 in Moraa & Kipngetich, 2021); Job Insecurity (Pienaar et al., 2013); Turnover Intention (Tzafrir et al., 2015)

The questionnaire is measured using the Likert scale. The respondents are required to choose one option from the five options in each statement of the questionnaire, ranging from strongly disagree as to the lowest point, disagree, neutral, agree, and strongly agree as to the highest point.

| Score | Measurement Scale |
|---|---|
| 1 | Strongly Disagree |
| 2 | Disagree |
| 3 | Moderate |
| 4 | Agree |
| 5 | Strongly Agree |

**Figure 4. Score in Likert Scale**
Source: Prepared by author (2021)

The instrument testing starts from validity and reliability tests on non-samples of 30 employees from another hotel in Jayapura. The validity test is tested with the Pearson Product-Moment Correlation method. To determine the reliability of this research, the writer uses Cronbach Alpha's method.

After validity and reliability tests, the next instrument used is the classical assumption test which consists of normality test and heteroscedasticity test. Normality test is a procedure used to discover whether the data comes from a normally distributed population or is in a normal distribution. The heteroscedasticity test is used to test there is a regression model residual variance inequality from each observation. The coefficient of determination test (r) is used to test how good a model regression is by matching it with the data obtained.

The hypothesis test is used to prove if the hypothesis of the research is valid or not. Based on the research model, the hypotheses can be formulated as follow:
1. Job redundancies have a significant influence on the job insecurity of the survivors of the redundancy program.
2. Job insecurity has a significant influence on the turnover intention of the survivors of the redundancy program.
3. Job redundancies directly have a significant influence on the turnover intention of the survivors of the redundancy program.
4. Job redundancies indirectly have an influence on turnover intention through job insecurity of the survivors of the redundancy program.

Hypothesis Test Design

First Statistical Hypothesis

H01: Job redundancies do not influence job insecurity significantly.

P1 = 0

Ha1: Job redundancies influence job insecurity significantly.

$P1 \neq 0$

According to Campbell (1999), redundancy affects the organizational justice, one of it is interactional justice. This justice highlights the interpersonal treatment by both the management team and their immediate line manager or supervisor in the forms of communication and interaction. This will influence their level of organisational commitment, job satisfaction, turnover intention, and job insecurity.

Second Statistical Hypothesis

H02: Job insecurity does not influence turnover intention significantly.

P2 = 0

Ha2: Job insecurity influences turnover intention significantly.

$P2 \neq 0$

According to Jung et. al. (2021), due to Covid-19, job insecurity significantly affects the turnover intent, mediated by the engagement of deluxe hotel employees. The negative impact of job insecurity is higher in Generation Y than Generation X.

Third Statistical Hypothesis

H03: Job redundancies directly do not influence turnover intention significantly.

P3 = 0

Ha3: Job redundancies directly influence turnover intention significantly.

$P3 \neq 0$

According to Moraa & Kipngetich (2021), there was a negative significant influence of job redundancy on employee retention in the hospitality industry. Therefore, the influence was significant.

Fourth Statistical Hypothesis

H04: Job redundancies indirectly do not influence turnover intention through job insecurity.

P4 = 0

Ha4: Job redundancies indirectly influence turnover intention through job insecurity.

$P4 \neq 0$

This will be found out in this research if job redundancies influence the turnover intention of the survivors of the redundancy program with job insecurity as the mediating factor.

Hypotheses 1-3 are tested using t-test, while hypothesis 4 is tested using Sobel test. Sobel test is to test whether a mediator carries the influence of an Independent Variable to a Dependent Variable (Preacher & Leonardelli, 2014). Besides those tests, the researcher also conducts a multicollinearity test to test if X (job redundancies) and Z (job insecurity) on Y (intention to leave).

## RESULTS AND DISCUSSION

To test the research instrument, validity and reliability test are conducted. The test of 30 respondents with the level of significance 5%, the $r_{table}$ is 0,361.

The results of the validity test could be seen in below table:

**Table 1. Validity test of Job Redundancies (X)**

| Variable | Questionnaire | r-count | r-table | Result |
|---|---|---|---|---|
| Job Redundancies | Q1 | 0,657 | 0,361 | Valid |
| | Q2 | 0,799 | 0,361 | Valid |
| | Q3 | 0,751 | 0,361 | Valid |
| | Q4 | 0,829 | 0,361 | Valid |
| | Q5 | 0,798 | 0,361 | Valid |
| | Q6 | 0,738 | 0,361 | Valid |
| | Q7 | 0,856 | 0,361 | Valid |
| | Q8 | 0,703 | 0,361 | Valid |

Source: Prepared by author using SPSS (2022)

From the result of the table above, the $r_{test}$ is greater than the $r_{table}$ which means all questions for the job redundancies variable are valid.

**Table 2. Validity test of Job Insecurity (Z)**

| Variable | Questionnaire | r-count | r-table | Result |
|---|---|---|---|---|
| Job Insecurity | Q1 | 0,586 | 0,361 | Valid |
| | Q2 | 0,701 | 0,361 | Valid |
| | Q3 | 0,828 | 0,361 | Valid |
| | Q4 | 0,721 | 0,361 | Valid |
| | Q5 | 0,495 | 0,361 | Valid |
| | Q6 | 0,832 | 0,361 | Valid |
| | Q7 | 0,788 | 0,361 | Valid |
| | Q8 | 0,609 | 0,361 | Valid |

Source: Prepared by author using SPSS (2022)

From the result of the table above, the $r_{test}$ is greater than the $r_{table}$ which means all questions for the job insecurity variable are valid.

**Table 3. Validity test of Turnover Intention (Y)**

| Variable | Questionnaire | r-count | r-table | Result |
|---|---|---|---|---|
| Turnover Intention | Q1 | 0,651 | 0,361 | Valid |
| | Q2 | 0,527 | 0,361 | Valid |
| | Q3 | 0,600 | 0,361 | Valid |
| | Q4 | 0,446 | 0,361 | Valid |

Source: Prepared by writer using SPSS (2022)

From the result of the table above, the $r_{test}$ is greater than the $r_{table}$ which means all questions for the intention to leave variable are valid.

The results of the reliability test could be seen in below table:

**Table 4. Reliability Test Result**

| Variable | Cronbach's Alpha | Criteria | Result |
|---|---|---|---|
| Job Redundancies | 0,932 | 0,7 | Reliable |
| Job Insecurity | 0,904 | 0,7 | Reliable |
| Intention to Leave | 0,752 | 0,7 | Reliable |

Source: Prepared by writer using SPSS (2022)

From the results of the tables above, the data of job redundancies (X), job insecurity (Z), and intention to leave (Y) are reliable because all the Cronbach's alpha values are greater than 0.7.

The classical assumption test used for this research is the normality test and heteroscedasticity test. The normality test in this research uses Kolmogorov-Smirnov. Firstly, the test is conducted for the data of job redundancies (X) and job insecurity (Z). The result of the test is as follows:

**Table 5. Normality Test for Job Redundancies (X) towards Job Insecurity (Z)**

**One-Sample Kolmogorov-Smirnov Test**

|  |  | Unstandardized Residual |
|---|---|---|
| N |  | 41 |
| Normal Parameters[a,b] | Mean | .0000000 |
|  | Std. Deviation | 4.66062105 |
| Most Extreme Differences | Absolute | .116 |
|  | Positive | .116 |
|  | Negative | -.097 |
| Test Statistic |  | .116 |
| Asymp. Sig. (2-tailed) |  | .179[c] |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Prepared by author using SPSS (2022)

Based on the result above, it shows that the significant value is greater than 0.05 ( 0.179 )0.05 This means the data of this research is normally distributed.

For the Heteroscedasticity test, this research uses Spearman's Rank Correlation test. The result of the test is as follows:

**Table 6. Heteroscedasticity Test for Job Redundancies (X) towards Job Insecurity (Z)**

**Coefficientsª**

| Model | | Unstandardized Coefficients B | Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 2.700 | 1.885 | | 1.432 | .160 |
| | X | .042 | .076 | .089 | .558 | .580 |

a. Dependent Variable: ABSRES1

Source: Prepared by author using SPSS (2022)

The table above, shows there is no heteroscedasticity in the data since the significant value (2-tailed) is $0.580 \geq 0.05$.

The hypothesis test is done using the t-test method with a significant level of 0.05. The first hypothesis testing is to test the influence of job redundancies (X) towards job insecurity (Z).

**Table 7. First Hypothesis Test (Job Redundancies (X) towards Job Insecurity (Z))**

| Variable | Sig - Value | Criteria | Result |
|---|---|---|---|
| H1 (X → Z) | 0,00 | < 0,05 | Ha is Accepted |

Source: Prepared by author (2022)

According to the result of the t-test above, it can be seen that the significant value of job redundancies (X) is 0.000 which is smaller than 0.05. Therefore, $H_0$ is rejected and Ha is accepted, which means job redundancies influence job insecurity. To find out how significant the influence of job redundancies' (X) is towards job insecurity (Z), the Coefficient of Determination ($R^2$) test is conducted. The result of the coefficient of determination is as follows:

**Table 8. Coefficient of Determination ((Job Redundancies (X) towards Job Insecurity (Z))**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. An error of the Estimate |
|---|---|---|---|---|
| 1 | .579ª | .336 | .319 | 4.720 |

a. Predictors: (Constant), X

Source: Prepared by author using SPSS (2022)

Based on the result of the coefficient of determination above, it shows that the coefficient of determination ($R^2$) is 0.579 (57.9 %). It means that job redundancies influence

job insecurity by 57.9% and the remaining 42.1% is affected by other factors not discussed in this research. Therefore, the path equation of the first model is: Z = 579 X

This is supported by the findings of some researchers. According to Frone (2018), downsizing could threaten employees and their jobs. According to Niesen et al. (2018), organization restructuring increases employees' job insecurity.

For the second and third hypotheses, a normality test is conducted for the data of job redundancies (X) and job insecurity (Z). The result of the normality test is as follows

**Table 9. Normality Test for Job Redundancies (X) and Job Insecurity (Z) toward Intention to Leave Y)**

**One-Sample Kolmogorov-Smirnov Test**

|  |  | Unstandardized Residual |
|---|---|---|
| N |  | 41 |
| Normal Parameters[a,b] | Mean | .0000000 |
|  | Std. Deviation | 2.18639048 |
| Most Extreme Differences | Absolute | .083 |
|  | Positive | .083 |
|  | Negative | -.069 |
| Test Statistic |  | .083 |
| Asymp. Sig. (2-tailed) |  | .200[c,d] |

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

d. This is a lower bound of the true significance.

Source: Prepared by author using SPSS (2022)

Based on the result above, it shows that the significant value is greater than 0.05 ( 0.200 〉 0.05 ). This means the data is normally distributed.

The result of the Heteroscedasticity test is as follows:

**Table 10. Heteroscedasticity Test for Job Redundancies (X) and Job Insecurity (Z) toward Intention to Leave (Y)**

**Coefficients[a]**

| Model |  | Unstandardized Coefficients B | Unstandardized Coefficients Std. Error | Standardized Coefficients Beta | t | Sig. |
|---|---|---|---|---|---|---|
| 1 | (Constant) | 3.012 | 1.131 |  | 2.662 | .011 |
|  | X | -.003 | .044 | -.013 | -.067 | .947 |

| | | | | | |
|---|---|---|---|---|---|
| Z | -.042 | .045 | -.182 | -.930 | .358 |

a. Dependent Variable: ABSRES2

Source: Prepared by author using SPSS (2022)

From the table above, it shows there is no heteroscedasticity in the data since the significant value of the X variable is 0.947≥ 0.05 and the Z variable is 0.358≥ 0.05.

To find out if there is a relationship between job redundancies (X) and intention to leave (Y); job insecurity (Z) and intention to leave (Y), a multicollinearity test is performed. The result is as follows:

**Table 11. Multicollinearity Test for Job Insecurity (Z) towards Intention to Leave (Y), Job Redundancies (X) towards Intention to Leave (Y)**

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. | Tolerance | VIF |
| 1 | (Constant) | -2.985 | 1.915 | | -1.559 | .127 | | |
| | X | .203 | .075 | .372 | 2.696 | .010 | .664 | 1.505 |
| | Z | .241 | .076 | .437 | 3.162 | .003 | .664 | 1.505 |

a. Dependent Variable: Y

Source: Prepared by author using SPSS (2022)

Based on the above result, it is proven that both job redundancies (X) and job insecurity (Z) variables have relationships toward intention to leave (Y) since the tolerance values of X and Z (0.664) are bigger than 0.1 and VIF (Variance Inflation Factor) values (1.505) are smaller than 10.

The second and third hypothesis tests also use the t-test method with a significant level of 0.05. The result of the second and third Hypothesis tests is as follows:

**Table 12. Hypothesis Test Job Insecurity (Z) towards Intention to Leave (Y), Job Redundancies (X) towards Intention to Leave (Y)**

| Variable | Sig - Value | Criteria | Result |
|---|---|---|---|
| H2 (Z → Y) | 0,010 | < 0,05 | Ha is Accepted |
| H3 (X → Y) | 0,003 | < 0,05 | Ha is Accepted |

Source: Prepared by author (2022)

According to the result of the t-test above, it can be seen that the significant value of job insecurity (Z) is 0.003 which is smaller than 0.05. Therefore, for the second hypothesis, $H_0$ is rejected and Ha is accepted, which means job insecurity influences intention to leave. For the third hypothesis, it can be seen that the significant value of job redundancies (X) is 0.010 which is smaller than 0.05. Therefore, $H_0$ is rejected and Ha is accepted, which means job redundancies influence intention to leave.

The second hypothesis is supported by the meta-analytical research conducted by Podsakoff et al. (2007) who claims that job insecurity was a major stressor that is directly related to low job satisfaction and high levels of job continuation. The same finding by Hanafiah (2013) states that the increase of employees' feelings of job insecurity will lead to an increase in their intention to leave the organization. Other studies also state that when employees feel insecure, their turnover intention is increased (Brougham & Haar, 2020; Ashford et al., 1989; Davy et al., 1991).

The third hypothesis is supported by the study by Campbell (1999). The redundancy process has affected the redundancy survivors' behavior. They have started to search for alternate career opportunities outside of the organization.

As for the fourth hypothesis, it is to find out if job insecurity (Z) is the mediator between job redundancies (X) and intention to leave (Y). Therefore, the Sobel test is conducted as follows:

$$Z = \frac{ab}{\sqrt{(b^2 SE_a^2 + a^2 SE_b^2)}}$$

Where:
a        = coefficient regression of independent variable towards mediating variable (0.573)
b        = coefficient regression of mediating variable towards dependent variable (0.241)
SEa      = standard error of estimation from the influence of independent variable towards mediating variable (0.129)
SEb      = standard error of estimation from the influence of mediating variable towards dependent variable (0.076)

**Table 13. Hypothesis Test Job Insecurity (Z) mediate the influence of Job Redundancies (X) towards Intention to Leave (Y)**

| Variable | Z-count | Z-table | Result |
|---|---|---|---|
| H4 (X → Z → Y) | 2,58 | 1,96 | Ha is Accepted |

Source: Prepared by author (2022)

Based on the above equation, it obtains Zcount = 2.58 where Z > 1.96, therefore $H_0$ is rejected and Ha is accepted, Z variable can mediate the influence of X towards Y or job redundancies indirectly influence intention to leave through job insecurity.

The fourth hypothesis is supported by Campbell (1999). The feelings of insecurity and uncertainty caused by the redundancy process have resulted in many employees having the intention to leave the organization which is not the case previously. This will affect the future of the organization, as they are losing control of the employee turnover. Redundancy does not only affect the emotions and attitudes of survivors, furthermore, it may also turn these reactions into behaviors that are going to put the success of the organization at stake.

To find out how significant the influence of job redundancies (X) and job insecurity (Z) toward intention to leave (Y), the result of Coefficient of Determination ($R^2$) is as follows:

**Table 13. Coefficient of Determination Test for Job Redundancies (X) and Job Insecurity (Z) toward Intention to Leave (Y)**

**Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Errorrity of the Estimate |
|---|---|---|---|---|
| 1 | .720ᵃ | .518 | .493 | 2.243 |

a. Predictors: (Constant), Z, X

Source: Prepared by author using SPSS (2022)

Based on the result of the coefficient of determination above, it shows that the coefficient of determination ($R^2$) is 0.720 (72 %). It means that job redundancies (X) and job insecurity (Z) influence intention to leave (Y) by 72% and the remaining 28% is affected by other factors not discussed in this research. Therefore, the path equation of the first model is: Y = 0,372 X + 0,437 Z.

## CONCLUSION AND RECOMMENDATION

Based on the research results, all Ha's of the hypotheses are accepted. The first hypothesis, job redundancies influence job insecurity by 57.9%. The second hypothesis, job insecurity influences the intention to leave. The third hypothesis, job redundancies influence intention to leave. Both job redundancies and job insecurity influence intention to leave by 72%. Finally, job redundancies indirectly influence intention to leave through job insecurity at the four-star hotel in Pontianak.

Looking back to the pandemic situation in early 2020, physical distancing is one way to slow down the spreading of the Covid-19 virus. This affects the slowing down of the hotel businesses and their operations. Facing this challenge, job redundancies are unavoidable to be implemented in the hotel in May and June 2020. However, from the above research results, job redundancies are one of the roots of job insecurity that further leads to intention to leave.

For theoretical implications, this research is expected to give understanding to human resources scholars and practitioners about job redundancies practice, the impact to the organizations in the long run, and why it should be avoided in the first place.

As the managerial implications, the hotel management should avoid job redundancies in the first place. This is supported by Munshi (2018) who said that redundancy is not such an effective long-term strategy for a firm's survival and business retention. The management of the hotel could re-engineer the business processes or re-design their service processes to help surviving the business.

Re-engineering the business processes could be applied in the sales and marketing division related to rooms. Since the hotel cannot rely on full occupancy during pandemics, the sales and marketing division could come out with a 'pay now stay later' program. This will assist the revenue management of the hotel. Seeing the unpredictable state of the pandemic, it is advisable that the 'stay later' period does not have an expiration date to attract more

memberships to the program and to help members feeling more secure in purchasing the program.

Re-designing the service processes could be done by changing the type of service distribution. Instead of guests visiting the hotel, the hotel could reach out to the guests. This is most applicable in the Food and Beverage division where they can focus on selling takeaway food instead of dining-in; selling frozen food with cooking instructions is most applicable for guests who prefer to stay at home. Services in banquet events could also shift from dining-in to providing takeaway food in boxes, so guests could celebrate with the host while the eating part could be done at home.

Unless all the above re-engineering and re-designing efforts cannot maintain the viability of the business; job redundancies could be implemented as the last resort. The implementation should also consider ethical standards and should be communicated openly to employees to exhibit fairness of the process. As Moraa & Kipngetich (2021) mentioned in their research, employees should be included in some of the decisions that will affect the employees and their working conditions. Any challenges faced by the organization should not be hidden from the employees so that there will be the 'WE' feeling that the employees will be able to work together with the management to go through the challenges. This includes the challenge of employee turnover. The fairness of this process will affect the survivors of the redundancy program. If the process is perceived as fair by the survivors, they are less likely to have job insecurity and are less likely to have intention to leave in the future. Therefore, the human resource manager will have more control over employees' turnover rate in the future.

Future researchers could conduct a qualitative study about the impact job redundancy practices in more depth. Besides job insecurity and intention to leave, there are more variables might be influenced by job redundancy practices such as the survivors' morale, mental and physical health, well-being, etc. These research might be useful for human resources practitioners in the future.

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