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The effect of COVID-19 to organizational changes and job satisfaction in turnover intention

Rizki Febriani*, Achmad Mulyi & Eka Kadharpa
Universitas Muhammadiyah Malang, Malang, Indonesia

ABSTRACT: The COVID-19 pandemic has affected organizational changes in companies. They try to adapt to the conditions that occur to survive. The research was conducted at a manufacturing company in Indonesia. 694 samples were collected and analyzed using smart-pls. The results of this study indicate that demographic factors, namely the amount of family income and marital status, are factors that affect turnover intention. Organizational changes have an indirect effect on the turnover intention by mediating job satisfaction, which means that better organizational changes will increase job satisfaction and will reduce the level of employee turnover intention in the company.

Keywords: covid-19; organizational change; job satisfaction; turnover intention; demographic factors

1 INTRODUCTION

Currently, the world is facing a COVID-19 pandemic that has not yet ended. The socio-economic implications of the COVID-19 pandemic underline the fact that all business industries, both small, medium, and large scale, are affected by the COVID-19 outbreak. Large-scale social restrictions and a decreasing level of purchasing power have an impact on the supply and demand sides. Organizations have had to change the way they do business, and with the majority of people working remotely or from home, business procedures have had to adapt swiftly in order to stay afloat. The global COVID-19 pandemic has also caused businesses to reconsider how they operate. In the short term, they will have to make considerable changes to their business strategies, in the long run, they will have to adjust and struggle to achieve their initial goals.

Hinings (1996) described the role of interests in organizational change as "a motivation to improve or protect a particular distribution of organizational resources." Managing organizational change processes is a significant challenge for businesses, as it represents a direction for them to develop organized action plans to become more effective (Gomes 2009). Identifying the reasons for creating a transition process is just as important as implementing and reviewing the change. Managing organizational change processes poses several important issues that must be identified and managed, especially those related to the perceived outcomes of a change process. It's crucial to consider how it affects employees' relationships with the company.

Organizational changes in the company are made to adapt to the external environment that occurs. This effort is expected to have a positive impact on organizational members because the changes will make it easier for them to work in a different environment. Gomes (2009) states that there is a positive relationship between organizational changes and job satisfaction. In his study, he presents important ideas related to organizational communication. Human resource managers must be aware that the evolving process of change affects the bond between the organization and


*Corresponding Author

Ekonomi Umm

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 Rizky Febriani

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Organizational changes in the company are made to adapt to the external environment that occurs. This effort is expected to have a positive impact on organizational members because the changes will make it easier for them to work in a different environment. Gomes (2009) states that there is a positive relationship between organizational changes and job satisfaction. In his study, he presents important ideas related to organizational communication. Human resource managers must be aware that the evolving process of change affects the bond between the organization and

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employees, especially in job satisfaction. Developing an organizational change process must be done by involving workers in it because its impact on employee job satisfaction is proven.

On the other hand, research (Demirovi et al. 2020), shows that employees believe their place in the organization will alter if they are treated unfairly. All of this makes employees feel anxious about their future prospects at the company, and they are unsure of what role they will play, lowering job satisfaction.

Turnover intention is defined as the possibility of an employee leaving work within a certain period. Among the theoretical models and various research studies, the turnover intention is considered to be one of the best factors for predicting turnover behavior and shows significant explanatory power. Employee turnover intention is a worrying issue for the company because they are the driving force behind the company's wheels.

Employee turnover has become a common problem for every business in every country. There are several reasons for how employees are separated from their jobs or companies. However, in broad terms, they can be grouped into two, namely voluntary and forced turnover. The main difference between the two is where this turnover initiative came from. Forced turnover occurs when the employee turnover decision comes from the company management, such as in the case of dismissal (Shaw & Jenkins 1998). This case occurs if the employee is not working properly or has made a mistake that is against company policies and norms. Turnover like this does not bother the company much because the company wants this turnover with a specific purpose.

Voluntary turnover, on the other hand, occurs when the decision that causes the change comes from the employee himself. This is commonly known as resigning or leaving a job. If this is what employees do, it will cause harm to the company, especially if these employees are superior and have good performance.

Some of the factors that influence this turnover intention are job satisfaction and organizational changes (Bonenberger et al. 2014; Demirovi et al. 2020; Ivanishkina et al. 2020; Kadar et al. 2016; Nguyen 2021; Zahednezhad et al. 2020). The literature shows that high levels of job satisfaction can reduce labor turnover and help workers work more effectively. Overall job satisfaction is assumed to have a negative impact on turnover intention (Nguyen 2021). Findings show (Zahednezhad et al. 2020) that job satisfaction affects labor retention considerations. The results of this study provide valuable references for managers to increase job satisfaction to retain employees in the health sector.

The COVID-19 pandemic is forcing the world to adapt so that it can continue to survive. Amid increasing business threats, companies must make various changes in various aspects to ensure their existence. Changes that lead to positive things will certainly help employees carry out their duties better. Perceptions of organizational change that are implemented or planned reflect employee evaluation of the reasonableness of changes made by management (Demirovi et al. 2020). Organizational changes that are considered unfair will reduce the level of job satisfaction and job motivation of those who continue to work (Schouteten 2009). Conversely, if the company can describe fairness in each change, this will increase the job satisfaction of employees.

Given the importance of finding a formula for companies to reduce turnover intention, especially during the COVID-19 pandemic, this study focuses on things that examine the relationship between organizational change, job satisfaction, and turnover intention.

2 METHOD

Information for this study was collected from employees of manufacturing companies in Indonesia. Sampling was conducted in March April 2021, at which time many companies were affected by the COVID-19 pandemic. Questionnaires were distributed to employees using google form. The number of questionnaires collected was 694. Demographic information indicated for marital status that 95.2% were divorced. In terms of the number of children, 93.1% had between 1 and 3 children. The average family income received was more than 3 million (42.7%), while the department that filled out the most questionnaires was the milled parts section, 73.1%.

Several constructs' metrics were extracted from existing scales and studies. The organizational changes variable is taken from Ito (2007) which consists of four indicators, namely organizational changes is fair, organizational changes change status, organizational changes of number of employees, and organizational changes for job responsibility. Job satisfaction variables (adapted from Rundmo & Iversen 2007) consist of satisfaction with qualifications and responsibility, management, fellow employees, and overtime. The last variable, turnover intention comes from Colarelh (1984) and Meyer and Allen (1984) and consists of thinking of quitting the job, planning find new job, stopping work, being easy to find employment, and work not being attractive.

The steps of data analysis were organized as follows: following the completion of the explanation, the questionnaire was circulated by sharing the google form. The data collected from the questionnaire was tabulated. The Outer Model was investigated. Reliability and validity tests were among the tests performed on the outer model. Cronbach's Alpha was employed to measure reliability in this study. The minimal Cronbach's Alpha value is 0. The Cronbach's Alpha value must be at least 0.7. Cronbach's Alpha should be between 0.8 and 0.9 on a scale of one to ten. The Average Variance Extracted (AVE) number also indicates reliability. For convergent validity, AVE results must be more than 0.7 and less than 0.5. Reflective indicators must also be assessed for discriminant validity by looking at cross loading; Inner Model testing should be performed. Perform Hypothesis Testing was done on the inner model, which is also known as the structural model. In this study, the t-count and p-value values were used to test hypotheses. If the t-value is greater than 1.96 and the p-value is less than 0.005, the study's findings are regarded to be important.

3 RESULT AND DISCUSSION

Based on Table 1, it is seen that the R-square for the Job Satisfaction variable is 0.670, which means that Job Satisfaction is influenced by Organizational Changes by 67.0%, while the other 33.0% is influenced by other factors. The R-square value for the Turnover Intention variable is 0.098, which means that Turnover Intention is influenced by Job Satisfaction and Organizational Changes by 9.8%, while the other 90.2% is influenced by other factors.

Table 1. Score of R-square.

Construct	R Square
Job Satisfaction	0,670
Turnover Intention	0,098

Meanwhile, the Organizational Changes and Demographic Factors, which consist of Department Parts, Age, Marital Status, Children, and Family Income, are independent variables that affect the dependent variable, so they do not have an R square.

The Q2 number on PLS indicates the goodness of fit. In a regression analysis, the value of Q2 corresponds to the coefficient of determination (R-square / R2). The greater the R2, the more closely the model matches the data. The Q-Square value is greater than 0 (zero) indicating that the model has predictive relevance, while the Q-Square value is less than 0 (zero) indicating that the model has less predictive relevance (Imam Gozali 2006: 26). In this research model, the Q-square value generated in the overall model equation is 70.24%, so this means that the structural model has good predictive relevance, and is suitable for use in predictions.

3.1 Direct effect of exogenous variables on endogenous variables

This direct effect shows the magnitude of the direct effect of exogenous variables on endogenous variables without involving the mediating variable (Table 2).

Table 2. Direct effect.

Direct Effect	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Children -> Turnover Intention	0,001	0,002	0,040	0,029	0,977
Department parts -> Turnover Intention	-0,009	-0,009	0,040	0,215	0,830
Family Income -> Turnover Intention	-0,098	-0,096	0,035	2,803	0,005
Marital Status -> Turnover Intention	-0,074	-0,075	0,030	2,435	0,015
Job Satisfaction -> Turnover Intention	-0,208	-0,211	0,082	2,536	0,012
Organizational Changes -> Job Satisfaction	0,819	0,822	0,024	34,824	0,000
Organizational Changes -> Turnover Intention	-0,091	-0,095	0,071	1,276	0,203

The estimation results of the inner model for the direct influence of Children on Turnover Intention show the path coefficient value of 0.001 with a p-value of 0.977 which is greater than alpha 0.05 (error level $\alpha = 5\%$), which shows the direct effect of Children on Turnover Intention is not significant. This means that many or at least the number of children do not have a significant effect on increasing or decreasing Turnover Intention.

The estimation results of the inner model for the direct effect of the Department of Parts on Turnover Intention show the path coefficient value of -0.009 with a p-value of 0.830, which is greater than alpha 0.05 (error level $\alpha = 5\%$), thus showing the direct effect of the Department of parts on Turnover Intention is insignificant. This means that any Department of Parts (milled parts, packing parts, bandrol parts, or punch cutter parts) has no significant effect on increasing or decreasing Turnover Intention.

The estimation results of the inner model for the direct effect of Family Income on Turnover Intention show a path coefficient value of -0.098 with a p-value of 0.005 which is smaller than alpha 0.05 (error level $\alpha = 5\%$), which shows the direct effect of Family Income on Turnover Intention is significant. The effect is negative, which means that the higher the Family Income, the lower Turnover Intention will be. On the other hand, the lower the Family Income, the higher the Turnover Intention.

The estimation results of the inner model for the direct effect of Marital Status on Turnover Intention show the path coefficient value of -0.074 with a p-value of 0.015 which is smaller than alpha 0.05 (error level $\alpha = 5\%$), which shows the direct effect of Marital Status on Turnover Intention is significant. The effect is negative, which means that if the marriage status is divorced, the Turnover Intention will be lower. On the other hand, if the individual is single (not married), then there is a tendency for Turnover Intention to be higher.

The estimation results of the inner model for the direct effect of Job Satisfaction on Turnover Intention show a path coefficient value of -0.208 with a p-value of 0.012 which is smaller than alpha 0.05 (error rate $\alpha = 5\%$), which shows the direct effect of Job Satisfaction on Turnover Intention is significant. The effect is negative, which means that the higher the Job Satisfaction, the lower Turnover Intention will be. On the other hand, the lower the Job Satisfaction, the higher the Turnover Intention.

The estimation results of the inner model for the direct effect of Organizational Changes on Job Satisfaction show a path coefficient value of 0.819 with a p-value of 0.000 which is smaller than alpha 0.05 (error level $\alpha = 5\%$), which shows the direct effect of Organizational Changes on the job satisfaction is significant. The effect is positive, which means that the better the Organizational Changes, the more Job Satisfaction will be. On the other hand, the less good the Organizational Changes are, the lower the Job Satisfaction will be.

The estimation results of the inner model for the direct effect of Organizational Changes on Turnover Intention show the path coefficient value of -0.091 with a p-value of 0.203 which is greater than alpha 0.05 (error rate $\alpha = 5\%$), which shows the direct effect of Organizational Changes

on Turnover Intention is insignificant. This means that good or bad Organizational Changes have no significant effect on increasing or decreasing Turnover Intention.

3.2 Indirect effect of exogenous variables on endogenous variables

This indirect effect shows the magnitude of the direct effect of exogenous variables on endogenous variables by involving the mediating variable (Table 3).

Table 3. Indirect effects.

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Organizational Changes -> Job Satisfaction -> Turnover Intention	-0,170	-0,173	0,067	2,551	0,011

The path coefficient value for the indirect effect between Organizational Changes through Job Satisfaction on Turnover Intention of -0.170 indicates a p-value of 0.011 which is smaller than 0.05 , so it can be concluded that the indirect effect between Organizational Changes through Job Satisfaction on Turnover Intention is significant. In other words, the better the Organizational Changes, the greater the increase in Job Satisfaction, and an increase in Job Satisfaction will reduce Turnover Intention. On the other hand, the less good the Organizational Changes, the lower the Job Satisfaction, and thus if the Job Satisfaction is low, it will lead to high Turnover Intention.

4 CONCLUSION

The discussion above states that the demographic variables that affect the level of turnover intention are family income and marital status. This can be a special concern by the company where the standard salary must be determined by the workload of the employees. As for the marital status, companies should pay more attention to employees who are still single, because the likelihood of them leaving the company is high. Companies should try to find things that can keep them in the company, for example, regarding the adequacy of salaries, workplace conditions, and so on.

Furthermore, the better the organizational changes made by the company, the higher the job satisfaction of the employees, and this can reduce the level of turnover intention. COVID-19 indeed forces companies to make changes here and there. It is feared that this change will have a bad effect on employee job satisfaction, but if these changes can be made with full attention to the conditions of the employees, of course, they will feel very helpful and not the other way around. The company must make every effort to make changes that lead to positive things.

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