

The effect of downsizing on the surviving workers morale Research into the opinions of a sample of workers in the Diwaniyah textile factory

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Abstract : This study's objective is to determine the impact of aspects of downsizing { administration procedures, support programs, selection criteria, Communication channels, job security) on the surviving workers' morale using data obtained from a sample of 118 Workers in the Diwaniyah textile factory. It was found that layoffs affected the worker's morale who survived the layoff process, and the data was analyzed using multiple regression equations. The results practical to the study showed a significant effect of layoffs on the surviving worker's morale.

Keywords: Downsizing, the surviving worker's morale, Administrative Procedures.

Introduction: Organizational change can affect the lives and livelihoods of individuals. This can be achieved through restructuring, reorganization, and reform at the organizational rate. In these organizations, demotion is a common outcome of job loss and in some cases, it can pave the way for the organization to evolve and thrive. Factors of Many leads to job loss, including reforms and technological innovations, privatization, job losses, and lower costs of labor. There is no generally agreed-upon concept used to describe job loss. Examples of terms used for downsizing include non-resumption, downsizing, etc. The term "downsizing" refers to widespread layoffs related to the loss of employment resulting from inefficiency in the outcomes achieved as well as the behavior and performance of workers, as well as the loss of employment due to thinning or restructuring of the workforce. Privatization occurs, for example. Downsizing is a strategy adopted by organizations to reduce the number of workers, and then reduce costs. Alternatively, with the economic recession continuing, many companies find it difficult to maintain a workforce of large. After that, the organizations lay off the services of some workers because they have become unnecessary; In turn, it leads to a reaction among workers and affects them psychologically and physically, which leads to a loss of morale among workers who survived the downsizing process and job insecurity. Economic constraints have forced most organizations to make the difficult decision to lay off workers and invest in capital to control costs and remain competitive. Some of the common cost-cutting strategies used by organizations include employee reduction, salary increases, hiring cuts, and bonus cuts. Hence, a reduction in the number of workers plays an important fundamental role in the overall organizational restructuring process and may impact the morale of the surviving workers of these organizations in some way. Given this background, this study explores the side effects of workforce reductions and their implications for the morale of workers surviving.

1- Literature review

Downsizing Represents the way by which an organization reduces the worker's number, intending to reduce costs. This downsizing can have various Long-term reasons aimed at improving the quality and service provided (Okoye, 2010). It is also a process Through which the administration seeks to reduce the number of workers to save costs and avoid redundancies (Ndung'u, 2012). On the other hand (Tirivavi,2017) sees it as a way to reduce expenses and costs and adapt to changes in technological, and organizational restructuring. (Chandra,2014) We talk about downsizing when an employee or part of the workforce is dismissed as redundant, and this can have various reasons, for example; economic conditions, rationalization Industry and installation of savings and machinery for new workers, etc. Downsizing also occurs due to various factors like business closures, radical restructuring and reduction of production; acquisitions; Technological and economic impacts downturns, etc. Management must be aware that there are times when they will have to make losses and sometimes the company will need to be restructured. At such times, employers may need to reduce the number of workers by firing workers (ATSHAN,2016).

Research related to research variables has indicated that downsizing also has some pros and cons. The characteristics of downsizing include radical reshoring of jobs, reducing layoffs, reducing layoffs, continuous improvement of performance, and encouraging creativity (Cascio,2002). Otherwise, downsizing has some negative repercussions as

it potentially leads to a decline in the spirit of cooperation, fear, loss of trust, decreased performance, limited production, and high turnover. Employee loyalty, innovation, and creativity are declining (Okoye,2010). On the other hand; the surviving worker's morale also refers to the emotional and mental state of an individual or group regarding work and tasks, and morale is an emotion related to enthusiasm (Olewe,2001). Surviving worker's morale is a broad term because various employee performance theories mainly focus on employee loyalty and morale (Fernandez and Hassink, 2018). Today's modern managers are aware that the company's production and profits are directly affected by workers' attitudes, and good managers think about how to deal with this. However, since managing the surviving worker's morale is a relatively new concept, managers need to develop techniques to measure morale, which is difficult because it is invisible. Therefore, instead of asking general questions, it is necessary to adjust the situation by knowing the specific points where bad attitudes exist and how prevalent they are (Fader,2020). Therefore, the surviving worker's morale is considered one of the most important factors that enhance workers' professional activity, since It includes a lot of functions and positives in the process of professional (Bocccardi et al; & Sartori,2017). Related studies have shown that many factors affect the morale of surviving workers, especially the action ambiance, worker relations, and leadership (Martono &Larasat,2020; Obi& Peter, 2021; Dibua & Okoli, 2018; Octanisa & Ariani,2018; Hillary,2018; Chandra,2018; Utamajaya& Sriathi,2015;2015; & Palupiningdah,2014; Baskoro,2014; Ngambi,2011). Based on what is suggested in the management literature on research variables, downsizing will affect the surviving worker's morale in some way.

2- The main purpose of the research

The research of current aims to determine the effect of downsizing on the surviving worker's morale in Workers in the Diwaniyah textile factory.

3- Question of research

Explaining the extent to which downsizing on the surviving workers' morale in Workers in the AL Diwaniyah textile factory.

4- research hypotheses

1. H one: there is a relationship between downsizing and the surviving worker's morale.

- H two: there is a direct significant impact of downsizing on the worker's morale.

6- methodology

Research sample and community

A Worker in the Diwaniyah textile factory was selected as a representative location to conduct the study. The study involved distributing questionnaires to a sample of the target people, resulting in a sample size of 118 people. The study used statistical tools represented by (SPSS version 25) to obtain rates of proportions and frequencies that were classified according to (gender, age; marital; educational background; scientific specialization; and seniority). Table 1 shows the characteristics of the sample definition.

T. 1: sample description.

Demographic variables	(n= 118)	percent (%)
Gender:		
- Female:	77	67%
- Male:	41	33%
-Total:	118	100%
-Age		
- less 30:	35	28%
- 31to 40 years:	31	26%
-41to 50 years:	29	26%
- More 51:	23	20%
Total	118	%100
Social status:		
-Married:	81	69%
-Unmarried:	25	21%
- divorce	5	5%
Widower:	7	5%
Total	118	100%
Education:		

Bachelors	25	21%
diploma	42	35%
preparatory school	51	44%
Total	118	%100
-experience		
- less 5 years	7	5%
- 6 to 10 years	18	15%
- 11 to 15 years	24	20%
- 16to 20 years	29	25%
- 21to 25 years	19	17%
- More 26	21	18%
Total	118	%100

The tools

To complete the consist of the study and provide sufficient information in this regard, the study relied on various reliable sources, which contributed greatly to the completion of the research variables to define the research sample more precisely. As for the application aspect, to complete the study, achieve its objectives, and verify the hypotheses, the study obtained data and evaluated them by examining the answers of the respondents. The collected survey questions were adopted according to a 5-point Likert, and based on reliable standards in public administration research, accepted approaches, available time, and suitability to the expected research objectives. The data collection tool represented by the questionnaire is one of the most important, common, and used methods in social human research. It consists of a set of questions centered around the research topic. The research was based on bringing the questionnaire tool by referring to reliable sources, the questionnaire tool for downsizing (Mwende; 2017), and the questionnaire tool for the morale of Workers (Hasink and Fernandez; 2018).

A- test reliability and Validity

The settlement of survey information is one of the substantial points to consider. Cronbach's alpha, which has a value between 0 and 1, is often used for this purpose. If its value is 0, it can be concluded that the survey questions are not clear. On the other hand, if they are completely clear, its value is equal to 1. Values in between indicate the degree of stability of the survey questions so that there is an opportunity to adopt and generalize the results obtained from the sample responses. Validity may be calculated by taking the square root of the reliability which is also called test validity. This means that the scale measures what the researcher wants to measure. This study produced the reliability and validity results shown in T. (two).

Table 2: results of test Reliability, and Validity.

Measures	numbers of item	coefficient of Cronbach alpha	Validity
Downsizing:			
Administrative Procedures	6	0.85	0.92
Support program	6	0.87	0.93
Selection Criteria	6	0.88	0.93
Communication channels	6	0.93	0.96
Job security	6	0.90	0.94
Total	30	0.90	0.94
The worker's morale:	8	0.88	0.93

Table (2) explains the Alpha of Cronbach value coefficient for administrative procedures was 85%, and the validity is 92%; which is within the acceptable range for information represented by this questionnaire. It is also clear that Cronbach's alpha for the support programs center is 87% and the stability coefficient is 93%; the Cronbach alpha for the selection criteria center is 88% stability is 93%, and the Coefficient of Cronbach alpha for communication was. The Cronbach alpha for the channels axis is 93% the stability coefficient is 96%, and the Cronbach alpha for the questions about the security of the job is 90% and, the reliability is 94%. The value of of Cronbach's alpha for all of the questions about downsizing is 90% and, the reliability coefficient is 94%. For the morale of the surviving workers center, its value is 88% and, the reliability coefficient is 93%. Therefore, these results are clear evidence that the questionnaire is characterized by stability, which allows the researcher the possibility to generalize the results that emerged from the data, adopt the questionnaire, and apply the results to the research community.

B- Test for normal distribution of data

This test means a field distribution of the collected data. The distribution is symmetrical when the values of the measures of central tendency, such as the arithmetic mean, the median, and the mode, match. Obtaining a normal distribution curve for the data depends on the nature and size of the sample. In behavioral studies, this distribution acquires great importance to ascertain whether the data follows a normal distribution. Or not, which gives the researcher the freedom to choose the appropriate statistics for this data, and thus the researcher can use laboratory statistics if the data is normally distributed and use nonparametric statistics if the data is not normally distributed. There are many tests presented by researchers in this field, and for the purposes of the current study, the researcher will rely on the most common test to ensure the evenness of the data distribution, which is the Kolmogorov-Smirnov test. The test results shown in Table (3) show that the level of significance of the test statistic has It reached (0.090, 0.200) for the study variables (downsizing and employee morale), respectively. It is higher than the standard level of (0.05) and therefore it is not significantly significant. This means that all data for the study variables are subject to a normal distribution and therefore laboratory statistics can be used in analysis and testing.

Table (3): Results of the normal distribution test for the study variables

		One-Sample Kolmogorov-Smirnov Test	
		downsizing	employees morale
		118	118
N	Normal		
	Parameters	Mean	3.8182
Most	Extreme	Std. Deviation	.59352
		Absolute	.058
Differences		Positive	.044
		Negative	-.058
Test Statistic		.058	.055
Asymp. Sig. (2-tailed)		.090 ^c	.200 ^{c,d}

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C- Confirmatory structural validity of the downsizing variable

The downsizing variable was measured through five sub-dimensions: (administrative procedures (6) questions, support program (6) questions, selection criterion (6) questions, communication channels (6) questions, job security (6) questions). As it becomes clear by following the values of the critical ratio shown in Table (4), it turns out that it is greater than (2.56) at a significance level (0.01), and this indicates the feasibility and validity of these parameters. As for the model conformity indicators, the results showed, after conducting seven modification indicators, that all of them met the acceptance rule assigned to them. Thus, the structural model obtained a high level of conformity, which confirms that the reduction variable is measured by five sub-dimensions, as follows:

Table (4) Confirmatory structural echo parameters for the downsizing variable scale

Table 4. Confirmatory structural equation parameters for the downsizing variable scale						
Path s			Estimate	S.E.	C.R.	P
AP1	<---	Administrative Procedures	1.209	.134	8.989	***
AP2	<---	Administrative Procedures	1.000			

AP3	<---	Administrative Procedures	1.411	.189	7.463	***
AP4	<---	Administrative Procedures	1.225	.176	6.981	***
AP5	<---	Administrative Procedures	1.296	.174	7.445	***
AP6	<---	Administrative Procedures	.822	.147	5.603	***
SP1	<---	Support program	.799	.087	9.158	***
SP2	<---	Support program	.557	.093	5.965	***
SP3	<---	Support program	.666	.089	7.452	***
SP4	<---	Support program	.840	.086	9.790	***
SP5	<---	Support program	1.000			
SP6	<---	Support program	.723	.081	8.908	***
SC1	<---	Selection Criteria	.954	.142	6.696	***
SC2	<---	Selection Criteria	.762	.132	5.776	***
SC3	<---	Selection Criteria	.884	.127	6.986	***
SC4	<---	Selection Criteria	.659	.121	5.465	***
SC5	<---	Selection Criteria	.905	.148	6.126	***
SC6	<---	Selection Criteria	1.000			
CC1	<---	Communication channels	.856	.099	8.601	***
CC2	<---	Communication channels	1.000			
CC3	<---	Communication channels	1.105	.089	12.357	***
CC4	<---	Communication channels	.935	.085	10.976	***
CC5	<---	Communication channels	.687	.086	7.990	***
CC6	<---	Communication channels	.561	.089	6.299	***
JS1	<---	Job security	.856	.099	8.601	***
JS2	<---	Job security	1.000			
JS3	<---	Job security	1.105	.089	12.357	***
JS4	<---	Job security	.935	.085	10.976	***
JS5	<---	Job security	.687	.086	7.990	***
JS6	<---	Job security	.561	.089	6.299	***

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D- Confirmatory structural validity of the worker morale variable

We then measured the employee morale variable with a one-dimensional (8) questions. As it became clear by following the values of the critical ratio shown in Table (5), it became clear that it is greater than (2.56) at a significance level (0.01), and this indicates the feasibility and validity of these parameters. As for the model conformity indicators, the results showed, after conducting four modification indicators, that all of them met the acceptance rule assigned to them. Thus, the structural model achieved a high level of conformity, which confirms that the employee morale variable is measured unidimensionally and as Next.

Table (5) Parameters of the confirmatory structural echo of the employee morale variable scale

Paths			Estimate	S.E.	C.R.	P
EM1	<---	employee morale	.923	.086	10.726	***
EM2	<---	employee morale	.864	.078	11.055	***
EM3	<---	employee morale	1.230	.092	13.429	***
EM4	<---	employee morale	.814	.073	11.154	***
EM5	<---	employee morale	1.000			
EM6	<---	employee morale	.653	.102	6.400	***
EM7	<---	employee morale	.803	.100	8.017	***
EM8	<---	employee morale	.698	.090	7.730	***

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E- Discuss the results

Below are the standard deviations, arithmetic means, and relative importance for the downsizing variable, including a detailed summary and diagnosis of the research dimensions and questions centered around the dependent variable, the morale of the surviving workers and my agencies:

Downsizing:**administrative procedures****Table 6: administrative procedures.**

Q		5	4	3	2	1	Mean	Std.	Relative importance
1	Freq	37	32	18	19	12	3.0870	0.98731	5
	%	0.34	0.26	0.14	0.14	0.13			
2	Freq	43	31	18	15	10	4.1052	0.85567	1
	%	0.40	0.27	0.16	0.10	0.07			
3	Freq	38	34	24	12	10	3.36841	0.914612	4
	%	0.23	0.34	0.24	0.209	0.07			
4	Freq	40	36	38	30	11	3.8157	0.90783	3
	%	0.39	0.307	0.167	0.095	0.04			
5	Freq	36	35	22	16	9	3.0174	1.12872	6
	%	0.32	0.299	0.199	0.119	0.06			
6	Freq	41	25	18	22	12	3.9911	0.82542	2
	%	0.27	0.201	0.154	0.159	0.21			
Total							3.56421	0.109273	

Analysis results shown in Table 6 showed that the dimension related to administrative procedures has a scale with 6 questions. The comprehensive mean of arithmetic for this dimension has been reached (3.56421) and the standard deviation was (0.109273), thus indicating the agreement between this dimension. The research sample's

answers to the questions related to this dimension were high. We found that question two had the highest mean of arithmetic of (4.1053), and a deviation of (0.85468). Thus, it is clear to us that the rate of responses to this question was high.

support Program

Table 7: Description Support Program.

Q		5	4	3	2	1	Mean	Std.	Relative importance
1	Freq	17	15	45	27	14	3.1404	0.16647	4
	%	0.134	0.096	0.4038	0.23	0.115			
2	Freq	3	8	18	56	33	3.1053	0.65568	5
	%	0.009	0.048	0.14423	0.509	0.288			
3	Freq	5	16	52	30	15	3.56842	0.76613	2
	%	0.028	0.125	0.47115	0.259	0.115			
4	Freq	3	7	34	40	34	3.4358	0.80784	3
	%	0.009	0.03	0.29	0.355	0.2987			
5	Freq	19	19	44	21	15	4.01575	0.12873	1
	%	0.15384	0.151	0.392	0.192	0.125			
Total							3.453134	0.112053	

Analysis results shown in Table 7 showed that the dimension related to the support Program was measured with 6 questions. The comprehensive mean of arithmetic for this dimension has been reached (3.453134) and the standard deviation was (0.112053), thus indicating the agreement between this dimension. The research sample's answers to the questions related to this dimension were high. We found that question 5 had the highest mean of arithmetic of (4.01575), and a deviation of (0.12873). Thus, it is clear to us that the rate of responses to this question was high.

selection Criteria

Table 8: Description selection Criteria.

Q		5	4	3	2	1	Mean	Std.	Relative importance
1	Freq	19	44	16	25	14	4.1403	0.16646	1
	%	0.1438	0.404	0.115	0.211	0.115			
2	Freq	3	8	18	46	43	3.1052	0.85567	5
	%	0.009715	0.038	0.134	0.423	0.3846			
3	Freq	5	16	42	40	15	3.76841	0.914612	3
	%	0.029	0.115	0.385	0.34	0.115			
4	Freq	3	7	34	40	34	3.0057	0.90783	7
	%	0.010	0.037	0.288	0.36	0.298			
5	Freq	17	19	44	23	15	3.0174	1.12872	6
	%	0.144	0.146	0.40	0.182	0.125			
6	Freq	18	36	35	18	11	3.86911	0.82542	2
	%	0.1433	0.311	0.306	0.134	0.114			
7	Freq	14	20	27	34	23	3.1117	0.9431	4
	%	0.105	0.173	0.22	0.30	0.19			
Total							3.43119142	0.82028042	

Analysis results shown in Table 8 showed that the dimension related to selection criteria was measured with 6 questions. The comprehensive mean of arithmetic for this dimension has been reached (3.43119142) and the standard deviation was (0.82028042), thus indicating the agreement between this dimension. The research sample's answers to the questions related to this dimension were high. We found that question 1 had the highest mean of arithmetic of (4.1403), and a deviation of (0.16646). Thus, it is clear to us that the rate of responses to this question was high.

communications channels**Table 9: Description of communication channels.**

Q		5	4	3	2	1	Mean	Std.	Relative importance
1	Freq	19	12	35	37	15	4.1763	0.16646	1
	%	0.143	0.086	0.317	0.336	0.11			
2	Freq	3	8	18	46	43	4.1052	.80067	2
	%	0.008	0.049	0.134	0.423	0.384			
3	Freq	5	16	42	40	15	3.654841	.98712	4
	%	0.027	0.115	0.385	0.365	0.11			
4	Freq	3	7	34	40	34	3.86157	.09783	3
	%	0.008	0.039	0.28	0.36	0.29			
5	Freq	17	19	43	23	15	3.5474	0.152	5
	%	0.124	0.163	0.40	0.18	0.125			
6	Freq	0	11	21	51	35	3.0011	.82542	6
	%	0	0.077	0.18	0.471	0.28			
Total							3.724470332	0.406653945	

Analysis results shown in Table 9 showed that the dimension related to channels of communication was measured with 6 questions. The comprehensive mean of arithmetic for this dimension has been reached (3.724470332) and the standard deviation was (0.406653945), thus indicating the agreement between this dimension. The research sample's answers to the questions related to this dimension were high. We found that question 1 had the highest arithmetic of (4.1763), and a deviation of (0.16646). Thus, it is clear to us that the rate of responses to this question was high.

job security**Table 10: Description of job security.**

Q		5	4	3	2	1	Mean	Std.	Relative importance
1	Freq	3	6	18	37	54	3.1403	1.16646	7
	%	0.008	0.029	0.1342	0.326	0.50			
2	Freq	17	19	44	23	15	3.0174	1.14072	2
	%	0.1356	0.143	0.404	0.182	0.125			
3	Freq	3	7	34	40	34	3.8157	0.90783	6
	%	0.009	0.039	0.288	0.3657	0.288			
4	Freq	3	8	18	46	43	4.1052	0.85567	5
	%	0.008	0.03	0.134	0.4232	0.384			
5	Freq	0	11	21	51	35	3.9911	0.82542	8
	%	0	0.068	0.172	0.471	0.288			
6	Freq	5	3	21	51	38	4.0788	0.81081	4
	%	0.018	0.009	0.172	0.471	0.326			
7	Freq	5	16	42	40	15	3.36841	0.914612	3
	%	0.0288	0.135	0.385	0.345	0.105			
8	Freq	19	12	35	37	15	4.2367	0.84457	1
	%	0.153	0.097	0.2976	0.336	0.114			
Total							3.71928	0.140877987	

Analysis results shown in Table 10 showed that the dimension related to job security was measured with 6 questions. The comprehensive mean of arithmetic for this dimension has been reached (3.71928) and the standard deviation was (0.140877987), thus indicating the agreement between this dimension. The research sample's answers to the questions related to this dimension were high. We found that question 8 had the highest mean of arithmetic of (4.2367), and a deviation of (0.84457). Thus, it is clear to us that the rate of responses to this question was high.

Morale of Workers**Table 11: Description of workers' morale.**

Q		5	4	3	2	1	Mean	Std.	Relative importance
1	Freq	16	19	44	23	15	4.0174	0.12872	2
	%	0.144	0.143	0.404	0.182	0.125			
2	Freq	4	10	21	49	34	3.1503	0.1563	7
	%	0.020	0.062	0.171	0.4618	0.278			
3	Freq	19	12	35	37	15	4.36841	0.98760	1
	%	0.152	0.097	0.3	0.333	0.10			
4	Freq	5	3	21	51	38	3.8157	0.90783	4
	%	0.018	0.010	0.17	0.4718	0.32			
5	Freq	6	5	18	35	54	3.2104	0.1663	8
	%	0.0287	0.029	0.1341	0.309	0.50			
6	Freq	5	16	41	40	15	3.7611	0.82542	3
	%	0.0288	0.115	0.385	0.345	0.125			
7	Freq	3	8	18	46	43	3.2364	0.84327	5
	%	0.008	0.049	0.144	0.423	0.374			
8	Frequ	3	7	34	40	34	3.2852	0.87567	6
	%	0.009	0.039	0.288	0.365	0.288			
Total							3.6094524	0.12652	

Analysis results shown in Table 11 showed that the dimension related to the morale of surviving workers was measured with 6 questions. The comprehensive mean of arithmetic for this dimension has been reached (3.6094524) and the standard deviation was (0.12652), thus indicating the agreement between this dimension. The research sample's answers to the questions related to this dimension were high. We found that question 3 had the highest mean of arithmetic of (4.36841), and a deviation of (0.98760). Thus, it is clear to us that the rate of responses to this question was high.

F- Test hypothesis**Hypothesis one: Analysis of correlation**

In this paragraph, we review the results of testing the correlation relationships for the research variables by extracting the rates of the Pearson correlation for the downsizing variable, as it is an independent variable of employee morale.

H0- There is no relationship between downsizing and the morale of Workers.

H1- There is a relationship between downsizing and the morale of Workers.

Table 11 presents the results of analyzing the data related to research variables, through which the following results were reached.

Table 11: test of Correlation

R			
		Downsizing	workers Morale
Downsizing	"(P- correlation)"	1	.880**
	"Sig. (2-tailed)"	.000	
	n	118	
Workers morale	Pearson correlation	.880**	1
	Sig. (2-tailed)	.000	
	n	118	

"(Correlations is significant at the 0.01 rate (2-tailed))"**

From Table (11) it can be seen that the correlation between downsizing and employee morale is 0.88, which is a significant value (Sig. = 0.00). Since this value is below the 5% or 1% significance limit, hypothesis H0 is rejected

and hypothesis H1 is accepted. Based on the above, we conclude that there is a significant relationship between downsizing as an independent variable and employee morale.

As for the sub-relationships, according to Table (12), they exist between the downsizing (procedures of administrative, programs of support, Selection Criteria, communication channels, and job security) and the morale of Workers.

Table 12: sub–Correlations Result

		Downsizing					
		workers Morale	procedures of Administrative	program of support	criteria of selection	communications channels	job security
workers Morale	Pearson R	1	0.87	0.77	0.92	0.76	0.51
	Sig. (2- tailed)		0.000	0.000	0.000	0.000	0.000
	N	118	118	118	118	118	118

Table (12) we can see that the correlation coefficient between administrative procedures and the morale of employees is 0.87, which is a significant rate (. Sig.) below the significance scale of 5% and 1% respectively. The difference between programs of support and the morale of employees is 0.77, which is a significant rate (Sig) below the significance rate of 5% and 1% respectively, and the correlation coefficient rate with inspection criteria employee morale is 0.92, which is the significant value (. Sig.) below the significance rate of 5% and 1% respectively. % is the correlation coefficient value between communication channels and employee morale is 0.76, which is a significant value (Sig) below the significance rate of 5% and 1% respectively, and finally, the correlation coefficient rate between job security and employee morale is 0.51, which is a significant value (Sig) below the significance rate of 5% and 1% respectively.

Hypothesis two: effect analysis

In this paragraph, we review the results of testing the effect of the research variables by extracting the values of the downsizing variable, as it is an independent variable on employee morale.

H0: There is no effect between downsizing and the morale of Workers.

H1: There is a significant effect between downsizing and the morale of Workers.

Table 13 shows the linear regression results function

Table 13: presents the rates of the determination and the corrected determination

Model Summary				
Model	R	"R Square"	"Adjusted R Square"	"Std. An error in the Estimate"
1	.889a	0.774	0.595	1.65521

a. Predictors: (Constant), administrative procedures, support Program, Selection Criteria, channels of Communication, and Job security

From Table (13), the determination coefficient is 0.774 and the adjusted determination is 0.59 This means that the (model of linear regression) explained 77% of the total variance and the remaining variance due to other factors not considered in this study.

T. 14 test of Variance (ANOVA)

"Model Summary"					
Model	"Sum of Squares"	df	"Mean Square"	F	Sig.
1 Regression	9.939	5	1.987	0.726	.000a
Residual	13.698	5	2.741		
Total	23.637	10			

a. Dependent Variable: workers morale

b. Predictors: (Constant), administrative procedures, support Program, Selection Criteria, channels of Communication, and Job security

From Table (14) it can be seen that the value of F is 0.726, which corresponds to a significant value of Sig.=0.00 at 5% and 1%, which is evidence that the model is significant. Hence, based on the results presented in Tables (13 and 14), the study rejects the H0 hypothesis and accepts the H1 hypothesis that the axis of downsizing has a significant impact on employee morale.

G- Conclusions

This study provides a basis for a better relationship between downsizing and the surviving worker's morale. Specifically, the study aims to examine whether the impact of downsizing on the surviving worker's morale in the Diwanayah textile factory varies. From the findings, the researcher concluded that the downsizing of the Diwanayah textile factory under consideration had a significant impact on employee morale. This was because the majority of the surviving workers felt highly traumatized due to the dismissal of other workers in their workplace. The research also concluded that the cost-cutting process had a significant effect on the job security of the surviving workers. This is because, according to the survey, the majority of respondents do not feel safe in their workplace and are not being given opportunities, so are considering changing jobs in search of alternative opportunities.

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