



Received: March 11, 2023

Revised: June 02, 2023

Accepted: July 30, 2023

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HUMAN RESOURCE MANAGEMENT | RESEARCH ARTICLE

The Effect of Job Satisfaction and Job Insecurity on Employee Turnover Intention

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Abstract: The objectives of this study are: 1. To determine the effect of job satisfaction and job insecurity partially on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju. 2. To determine the effect of job satisfaction and job insecurity simultaneously on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju. This research is a quantitative study with two independent variables and one dependent variable with the test tools to be used, namely 1) validity test, 2) reliability test, 3) multiple linear regression test, t test (partial) and f test (Simultaneous). The sample used in this study was 30 respondents. Research data processing using multiple linear regression with SPSS version 24.0 software tools to read the direction of the influence of the independent variable on the dependent variable partially t test and f test. The results showed that job satisfaction has no influence and is not partially significant on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju. Job discomfort has a significant effect partially on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju. The results also show that job satisfaction and job insecurity have no influence and are not significant simultaneously on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju.

Keywords: Job Satisfaction, Job Insecurity, Turnover Intention.**JEL Classification Code:** J28, J63, M12, M51

1. INTRODUCTION

Organization can be interpreted as a structured entity or group that is used as a means or container for individuals or groups together with the same goal to achieve goals that cannot be completed individually, one form of organization is a company. According to Ambarwati in Hairi and Syahrani (2021) According to Ambarwati in Hairi and Syahrani (2021), an organization is a container or means of a group of individuals or groups who work together in a measurable manner and have a structured system, have a leader who can control it rationally to achieve the goals set together. Every company always wants the production produced according to the planning target, with the final hope of reaping profits in order to survive and develop. In carrying out activities, companies have various power resources such as humans, capital, technology, materials, and information to be carried out into outputs dedicated to achieving success. In the company human power is a sector of power that has the largest share that can affect the productivity of the company because humans are planners, thinkers, organizers and drivers of organizational wheels (Hasibuan, 2020). This means that the goals in the company are planned, determined, worked on, managed, and achieved depending on how the quality of humans in contributing to taking a role in the company.

Companies or organizations are expected to be able to show their existence positively so that they can be described as being able to show good performance in the eyes of others and besides that, increasing individual employee productivity will encourage human resource performance which results in a decrease in employee turnover intention. (Milinia 2023). The high turnover intention in a company is a major problem faced by all companies that have an impact on activities and productivity. The company will feel burdened if it knows that its employees have the desire to leave the company, especially if these employees can be classified as employees who have high dedication to the company and have good work quality. Many losses will be borne by the company if employees

have the desire to leave the company. The main thing that will be a problem in the company is that the funds spent by the company to carry out the employee recruitment process to the various training provided to employees will be in vain (Agustin 2022). Some of the reasons why employees turnover or turnover intention, one of which is the lack of job satisfaction provided by the company, especially in providing salaries, incentives, and bonuses and the uncomfortable feelings felt by employees in working in their work environment.

2. LITERATURE REVIEW

2.1. Human Resource Management

According to Cashmere (2019) Human resource management is a system that is useful for managing human activities starting from planning needs, then recruiting, then selecting, providing training, developing, providing compensation, career advancement, ensuring security, strengthening industrial relations to making regulations on employee termination in order to achieve organizational goals and improve stakeholder welfare. Furthermore Badriyah (2019) also argues that human resource management is part of management science which focuses its attention on regulating the role of human resources in organizational. Meanwhile, according to Wibowo (2022) concludes his opinion that human resource management is essentially a strategic and integrated human resource management policy and approach designed to maximize the relationship between human resources and the organization.

2.2. Job Satisfaction

According to Suhartini in Qurniadi, et al (2023) job satisfaction is an emotional attitude that is pleasant and loves his job. Satisfaction in work is job satisfaction that is enjoyed in work by getting praise for work results, placement, equipment and a good work environment atmosphere. Meanwhile, according to Luthans in Mardjono, et al (2023) job satisfaction is the result of employee perceptions of how well their job provides what is considered important. A similar opinion was also expressed by Sutrisno in Ampauleng (2023) job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received in work situations, and matters concerning physical and psychological factors.

2.3. Job Inconvenience

According to Sastrowinoto in Fanzuri et al., (2021) discomfort is a person's displeasure with certain situations and conditions because these conditions deviate from the limits of comfort, so that people will experience discomfort. Meanwhile, according to Alghamdi (2019) work discomfort as a subjective experience resulting from a person's perception and interpretation of the actual work environment. This means that similar environmental situations can produce different attitudinal responses in each employee. Then according to Saylor in Fanzuri et al., (2021) job discomfort is a feeling of tension, anxiety, worry, stress and uncertainty in relation to the nature and existence of the next job felt at work.

2.4. Turnover Intention

According to Tampubolon and Sagala (2020) turnover intention is a hope that has been contemplated and thought about arising from within an employee to leave the company of his own accord to establish a relationship through his activities and activities. Meanwhile, according to Deswarta et al., (2021) turnover intention is a desire caused by company environmental factors, compensation and so on. A similar opinion is also expressed by Muryati et al., (2022) turnover intention is the intention or desire of employees to leave and move from the company where they currently work.

3. RESEARCH METHOD AND MATERIALS

3.1. Data Type and Source

In terms of its nature, data is categorized into two, namely qualitative data and quantitative data:

- a. According to Sugiyono (2019), Quantitative data is data in the form of numbers or graded qualitative data.
- b. According to Sugiyono (2019), Qualitative data is data in the form of words, sentences, schemes, and images.

Based on the explanation above, the author draws the conclusion that quantitative data is data in the form of numbers or data sourced from statistical results. Meanwhile, qualitative data is data in the form of words, documents, and an overview of the object of research. Based on its source, data can be categorized into two categories: primary and secondary:

- a. According to Sugiyono (2019), Primary data is a data source that directly provides the data to data collection.
- b. According to Sugiyono (2019), Secondary data is a source that does not directly provide data to data collectors

Based on the explanation above, the researcher draws the conclusion that primary data is data processed by the researcher himself. Meanwhile, secondary data is data obtained from other parties or other sources.

3.2. Population and Sample

According to SuSugiyono, (2019) According to Sugiyono, population is a generalization area consisting of: objects or subjects that have certain qualities and characteristics set by researchers to study and then draw conclusions. This study uses a limited population, namely a population with clear quantitative boundaries, so the population in this research is all employees at PT. Suraco Jaya Abadi Motor Mamuju Regency as many as 30 employees. According to SuSugiyono, (2019) According to Sugiyono, the sample is part of the number and characteristics that researchers consider truly representative. In this study the population size is unknown or unlimited. According to Sugiyono (2019), Total sampling, namely all members of the population are used as samples so that the sample in this study is 30 respondents.

3.3. Data Collection Methods

The data collection method is an important thing in research, because this method is a strategy or method used by researchers to collect the data needed in their research. Researchers obtain data and information related to this research activity by means of:

- a. Observation (Observation), observation is to make direct observations to the object of research to see up close the activities that are taking place Sugiyono, (2019). Observations carried out in this study by observing and recording the behavior, habits and behavior of employees on the move, as well as observing objects, attributes or equipment used by employees at work.
- b. Interview, is a way of collecting data used to obtain information directly from the source Sugiyono, (2019). The purpose of the interview is to obtain preliminary information related to issues or problems that exist in the object, so that the researcher can determine exactly what problems or variables should be studied.
- c. Questionnaire, according to Sugiyono, (2019) is a data collection technique that is done by giving a set of questions or written statements to respondents to answer. Measurement of variables in this research questionnaire uses a Likert scale, this Likert scale is used to measure

the attitudes, opinions and perceptions of a person or group related to phenomena in research. Sugiyono, (2019).

Table 1. Likert Scale Scoring System

| Code | Meaning | Score |
|------|-------------------|-------|
| SS | Strongly Agree | 5 |
| S | Agree | 4 |
| KS | Disagree | 3 |
| TS | Strongly Disagree | 2 |
| STS | Strongly Disagree | 1 |

3.4. Data Processing and Analysis Techniques

Analyzing data is an effort or strategy to manage information obtained from conducting research so that it becomes meaningful data, so that the nature of the information can be understood and used to provide answers to problems that arise, including in the research activities carried out. The research approach used in this research is quantitative research with an associative method approach, with the aim of being able to see the relationship between the research variables with the dependent variable and the independent variable. To make it easier for researchers to manage and analyze data, Microsoft Excel software is used to help tabulate data, and IBM SPSS software for data processing.

3.5. Testing the Quality of Research Instruments

Testing the quality of research data, a researcher's initial perception, is highly dependent on the quality of the questionnaire statements used in collecting data. In this research, two parts were used to test the quality of the data, namely.

a. Instrument Validity Testing

According to SuSugiyono, (2019) The validity or validity test is used to determine the extent of the accuracy and accuracy of a measuring instrument in performing its measuring function. This test is carried out by comparing the results of r_{count} with the results of r_{tabel} , the significant level used by this study is 0.05. r_{count} is seen from the pearson correlation output from SPSS, while r_{tabel} is seen from the r distribution table, but what must be known first is Degree Of Freedom and then combined with the level of significance of the research used. Degree of freedom formulation: $df = N - 2$

Info : $N =$ Number of samples
 $2 =$ Number of independent variables

Decision parameters for validity testing:

- When the number $r_{count} > r_{tabel}$ the research instrument items are valid
- When the number $r_{count} < r_{tabel}$ the research instrument item is invalid

b. Reliability Testing

According to Sugiyono, (2019) reliability testing means the extent to which the measurement results can be trusted. This means that a measurement result can be trusted if several measurements are carried out on the same subject, relatively the same measurement results are obtained as long as the aspects measured in the subject have not changed in other words, the questionnaire is said to be reliable or reliable if a person's answer to a statement is consistent or stable over time.

Decision parameters for reliability testing:

- When the Cronbach's alpha number > 0.60 is said to be reliable
- When the Cronbach's alpha number < 0.60 , it is said to be unreliable.

3.6. Data Analysis Testing

In this study, the data analysis test used multiple linear regression analysis because it has two independent variables and one dependent variable. According to Ghozali (2018: 46), multiple linear regression models are used to test the effect of the independent variable on the dependent variable. In multiple regression, the independent variables that are taken into account have an influence on the dependent variable, the number of which is more than one....

Multiple regression equation: $Y = \alpha + b X_{11} + b X_{22} + e$

Info :

Y = Turnover Intention

α = Constant

b = Regression Coefficients Line

X_1 = Job Satisfaction

X_2 = Job Inconvenience

e = Error (Variables not included in the model)

3.7. Research Hypothesis Testing

a. Partial Test (t statistical test)

Ghozali, (2018) argues that t statistical testing is carried out to witness the ability of all independent variables independently (partially) in describing the behavior of the dependent variable. Testing individually is used with the strategy of comparing the $t_{\text{estimated}}$ and $t_{\text{estimated}}$ numbers. To see the $t_{\text{estimated}}$ number, the method used pays attention to the results of the coefficient regression analysis, while looking at the $t_{\text{value}_{\text{tabel}}}$, the method used is the determination of the degree of freedom or degree of freedom, using the amount of error worth 5% or 0.05. Furthermore, it looks for it in the t distribution table.

$$\text{Formulation } t_{\text{estimated}} = a/2 ; N - K - 1$$

Description:

a = Confidence level

N = Sample

K = Total independent variables

Parameters for deciding the effect of the partial test:

- When the number $t_{\text{count}} > t_{\text{estimated}}$ = partial effect
- When the $t_{\text{calculated}} < t_{\text{estimated}}$ = has no partial effect
- Parameters for determining significance decisions:
- When the significance number < 0.05 = significant
- When significance > 0.05 = not significant

b. Simultaneous Test (F statistical test)

According to Sugiyono (2019), The F statistical test is carried out with the aim of showing all independent variables included in the model that have a joint (simultaneous) influence on the dependent variable. This F test is done by comparing the F_{count} value with the $F_{\text{value}_{\text{tabel}}}$. To find out the F_{count} value by looking at the results of the Analysis Of Variance (ANOVA^a) regression analysis at the SPSS output. while to find out the $F_{\text{value}_{\text{tabel}}}$, first determine the degree of freedom or degree off freedom, namely DF1 (numerator or denominator) and determine DF2 (denominator or numerator) then determine the level of significance, and see the F distribution table.

Equation formula

$$F\text{-Estimated} : DF1=K - 1$$

$$DF2 =N - K$$

Info : N= Number of samples
K= Number of variables

Decision-making criteria for the level of simultaneous influence:

- If $F_{count} > F_{table}$ = declared Simultaneously Affected
- If $F_{count} < F_{table}$ = declared Not Simultaneously Affected

4. RESULTS AND DISCUSSION

4.1. Data Quality Testing Results

a. Validity Test Results

Ghozali (2018), suggests that validity testing is used to measure whether each statement item made on the questionnaire is valid or not. This test is carried out by comparing the r_{count} value with the r value. To find out the value of r_{count} by looking at the SPSS output in the Pearson Correlation column. Meanwhile, to find out the value of r_{tabel} with steps, the first is to determine the significance of the research, then look for the degree of freedom, after that see the product moment distribution table.

$$df=N - 2$$

$$= 30 - 2$$

$$= 28$$

Product Moment value (r_{tabel}) significance level $0.05 = 0.361$.

Decision parameters:

- When $r_{count} > r_{tabel}$ the research instrument items are valid
- When $r_{count} < r_{tabel}$ the research instrument item is invalid

Table 2. Validity Test Results

| Variables | Instrument Item | Pearson Correlations | Product Moment | Decision |
|------------------------|-----------------|----------------------|----------------|----------|
| Job Satisfaction (X1) | X1.1 | 0.528 | 0,361 | Valid |
| | X1.2 | 0.529 | | |
| | X1.3 | 0.634 | | |
| | X1.4 | 0.742 | | |
| | X1.5 | 0.495 | | |
| | X1.6 | 0.529 | | |
| | X1.7 | 0.609 | | |
| | X1.8 | 0.390 | | |
| | X1.9 | 0.857 | | |
| | X1.10 | 0.666 | | |
| Job Inconvenience (X2) | X2.1 | 0.407 | 0,361 | Valid |
| | X2.2 | 0.423 | | |
| | X2.3 | 0.616 | | |
| | X2.4 | 0.440 | | |
| | X2.5 | 0.714 | | |
| | X2.6 | 0.512 | | |
| | X2.7 | 0.405 | | |
| | X2.8 | 0.422 | | |
| | X2.9 | 0.523 | | |
| | X2.10 | 0.459 | | |

| Variables | Instrument Item | Pearson Correlations | Product Moment | Decision |
|------------------------|-----------------|----------------------|----------------|----------|
| Turnover Intention (Y) | Y . 1 | 0.554 | 0,361 | Valid |
| | Y . 2 | 0.457 | | |
| | Y . 3 | 0.407 | | |
| | Y . 4 | 0.589 | | |
| | Y . 5 | 0.378 | | |
| | Y . 6 | 0.571 | | |
| | Y . 7 | 0.484 | | |
| | Y . 8 | 0.373 | | |
| | Y . 9 | 0.599 | | |
| | Y . 10 | 0.560 | | |

The results of testing the validity of table 1, show that each instrument item proposed in this study has a r_{count} value greater than r_{tabel} (0.361), this means that all instrument items proposed in this research variable are said to be valid and qualify for reliability testing.

b. Reliability Test Results

Ghozali (2018) states that reliability testing is a questionnaire measuring tool contained in the indicators of each variable, a questionnaire or questionnaire is said to be reliable or reliable if the respondent's response to the statement offered is consistent or stable over time. This test is carried out by comparing the Cronbach's Alpha Value with the Cronbach's Alpha Standard Value (0.60).

Decision parameters:

- When the Cronbach's Alpha number > 0.60 is considered reliable
- When the Cronbach's Alpha number < 0.60 is considered unreliable

Table 3. Reliability Test Results

| Variable Name | N of Items | Cronbach's Alhfa | Cronbach's Alhfa Standard | Ket. |
|--------------------|------------|------------------|---------------------------|----------|
| Job Satisfaction | 10 | 0,795 | 0,60 | Reliable |
| Job Inconvenience | 10 | 0,643 | 0,60 | Reliable |
| Turnover Intention | 10 | 0,651 | 0,60 | Reliable |

The results of testing table 3 related to the results of reliability testing, it is concluded that all variable statements in this study show a Cronbach's alpha value greater than the standard Cronbach's alpha value (0.60), so it is said that all statements in the proposed variables are considered reliable or fairly reliable and consistent, meaning that they are eligible for data analysis.

4.2. Multiple Linear Regression Analysis Results

Ghozali (2018) states that the multiple linear regression model is used to test the effect of the independent variable on the dependent variable, in multiple regression the independent variables that are taken into account affect the dependent variable, which is more than one. The study uses multiple linear regression analysis because it has three independent variables (capital, production and price), while the dependent variable (income). Multiple Linear Regression Formulation: $Y = a + b X_{11} + b X_{22} + b X_{33} + e$

Table 3. Multiple Linear Regression Analysis Results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|-------------------|-----------------------------|------------|---------------------------|--------|-------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 18,483 | 9,591 | | 1,927 | 0,065 |
| | Job Satisfaction | -0,140 | 0,170 | -0,148 | -0,827 | 0,415 |
| | Job Inconvenience | 0,544 | 0,220 | 0,443 | 2,476 | 0,020 |

a. Dependent Variable: Turnover Intention

Table 3, shows the results of multiple linear regression analysis, the results obtained: $Y = 18.483 + -0.140 X_1 + 0.544 X_2 + e$

The results of the multiple linear regression equation are interpreted as follows:

- a. The Constant (a) value is 18.483 or the state when the turnover intention variable (Y) has not been influenced by other variables, meaning that if there is no change in the variables of job satisfaction and job insecurity, the value of employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju Regency is 18.483.
- b. Coefficients Regression of job satisfaction with a negative direction of -0.140. Indicates that the job satisfaction variable has a negative effect on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju Regency, meaning that every increase in the job satisfaction variable can reduce employee turnover intention by -0.140 assuming other variables do not change or are constant.
- c. Coefficients Regression of job insecurity with a positive direction of 0.544. Indicates that the work discomfort variable has a positive influence on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju Regency, meaning that every increase in the work discomfort variable will increase employee turnover intention, by 0.544 assuming other variables do not change or are constant.

4.3. Research Hypothesis Testing

a. Partial Hypothesis Testing Results (t Statistical Test)

Ghozali, (2018: 98)Ghozali, (2018: 98) states partial testing is used to determine the ability of independent variables to describe the behavior of the dependent variable individually. Partial testing or t statistical test is done by comparing the t-estimated value with the t value

- When the $t_{calculated} > t_{estimated}$ is considered to have a partial effect
- When the $t_{calculated} < t_{estimated}$ is considered to have no partial effect

Determination of significance:

- When significance < 0.05 considered Significant
- When significance > 0.05 considered Not Significant

To find out the value of $t_{calculated}$ by looking at the SPSS output table coefficients column t. while to find out the value of t-estimated how to first determine the probability / significance of the study, then determine the degree of freedom, after that see the t distribution table student one tailed test.

Formulation of the formula

$$t \text{ table} = \begin{matrix} a/2 & ; & N - K - 1 \\ 0,05/2 & ; & 30 - 3 - 1 \\ 0,025 & ; & 26 \end{matrix}$$

Value $t_{estimated} = 2.052$

Table 4. The Results of Testing The First Research Hypothesis

| Coefficients ^a | | | | |
|---------------------------|---------|---------|--------|-------|
| Model | t count | t tabel | b1X1 | Sig. |
| Job Satisfaction | -0,827 | 2,052 | -0,140 | 0,415 |

a. Dependent Variable: Turnover Intention (Y)

Table 4 the results of testing the first research hypothesis the effect between job satisfaction on employee turnover intention shows the $t_{estimated}$ value $-0.827 < t_{estimated} 2.052$ is interpreted as having no partial effect, the significance value is $0.415 > 0.05$ is interpreted as insignificant. The results of this analysis are interpreted that job satisfaction has no effect and is not partially significant on

employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju Regency. This does not answer the researcher's initial perception, in other words, the first hypothesis proposed in this study is rejected.

Table 5. The results of testing the second research hypothesis

| Coefficients ^a | | | | |
|---------------------------|---------|---------|-------|-------|
| Model | t count | t tabel | b2X2 | Sig. |
| Job Inconvenience | 2,476 | 2,052 | 0,544 | 0,020 |

a. Dependent Variable: Turnover Intention (Y)

Table 5 the results of testing the first research hypothesis the influence between job insecurity on employee turnover intention shows the $t_{\text{calculated}}$ value 2.476 > $t_{\text{estimated}}$ 2.052 interpreted as partial effect, the significance value is 0.020 < 0.05 interpreted as significant. The results of the analysis are interpreted that job insecurity has a partially significant effect on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju Regency. This has answered the researcher's initial perception, in other words, the second hypothesis proposed in this study is accepted.

b. Simultaneous Hypothesis Testing Results (F Test)

Simultaneous statistical testing or simultaneous testing is carried out with the aim of describing all the abilities of independent variables included in the model that have a simultaneous influence on the dependent variable. Simultaneous hypothesis testing criteria are carried out by comparing f_{count} with f_{table} . the significance level used is 5% or 0.05.

Value of f_{table} =

DF1= K - 1 DF2

= N - K

= 3 - 1

= 30 - 3

= 27

$f_{\text{table}} = 3.354$

Table 6. The results of testing the third research hypothesis

| ANOVA ^a | | | | | | |
|--------------------|----------------|---------|-------------|--------|-------|--------|
| Model | Sum of Squares | df | Mean Square | F | Sig. | |
| 1 | Regression | 152,487 | 2 | 76,243 | 3,090 | 0,062b |
| | Residuals | 666,313 | 27 | 24,678 | | |
| | Total | 818,800 | 29 | | | |

a. Dependent Variable: Turnover Intention
b. Predictors: (Constant), Job Discomfort, Job Satisfaction

The results of simultaneous testing of job satisfaction and job insecurity variables in table 6, show the value of $F_{\text{calculated}}$ 3.090 > F_{table} 3.354 which means that it has no simultaneous / simultaneous effect, and the significance value of 0.062 > 0.05 is interpreted as insignificant. This answers the researcher's initial perception that job satisfaction and job insecurity have no simultaneous insignificant effect on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju Regency. In other words, H_0 is rejected and H_3 is accepted, which means that the third hypothesis proposed in this study is accepted.

4.4. Discussion

The Effect of Job Satisfaction on Employee Turnover Intention

The results of data analysis obtained in this study using partial statistical tests, showing the $t_{\text{estimated}}$ value -0.827 < $t_{\text{estimated}}$ 2.052 is interpreted as having no partial effect, the significance value is 0.415 > 0.05 is interpreted as insignificant. The results of this analysis are interpreted that job

satisfaction has no effect and is not partially significant on employee *turnover intention* at PT. Suraco Jaya Abadi Motor Mamuju Regency.

The Effect of Job Insecurity on Employee Turnover Intention

The results of this partial research conducted show the value of t -estimated $2.476 > t$ -estimated 2.052 is interpreted as partially influential, the significance value is $0.020 < 0.05$ is interpreted as significant. The results of the analysis are interpreted that job insecurity has a partially significant effect on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju Regency.

The Effect of Job Satisfaction and Job Insecurity on Employee Turnover Intention

The research results of the simultaneous test hypothesis test show the value of F -calculated $3.090 > F$ -Estimated 3.354 which means that it has no simultaneous / simultaneous effect, and the significance value of $0.062 > 0.05$ is interpreted as insignificant. This answers the researcher's initial perception that job satisfaction and job insecurity have no simultaneous insignificant effect on employee turnover intention at PT. Suraco Jaya Abadi Motor Mamuju Regency.

5. CONCLUSION

The study concludes that job satisfaction does not have a significant partial effect on employee turnover intention at PT Suraco Jaya Abadi Motor, Mamuju Regency. In contrast, job insecurity was found to have a significant impact on turnover intention, suggesting that employees who feel insecure in their jobs are more likely to consider leaving the organization. The combined influence of job satisfaction and job insecurity was found to be insignificant, indicating that these two factors do not work together in shaping turnover intention. Instead, they appear to operate independently, with job insecurity playing a more prominent role in driving turnover. The value of this research lies in its practical implications for organizational management and its contribution to the academic literature on turnover. From a managerial perspective, the findings highlight the importance of addressing job insecurity to reduce employee turnover. Management should focus on improving communication, providing clear career development paths, and fostering a sense of stability and security in the workplace. In terms of originality, this study adds to the growing body of research that challenges the assumption that job satisfaction alone is sufficient to retain employees, emphasizing the need for a more holistic approach to understanding employee turnover. However, the research has limitations, including a small sample size of 30 respondents, which may affect the generalizability of the findings. Future studies should consider using larger and more diverse samples to enhance the robustness of the results. Additionally, the study only examined job satisfaction and job insecurity as variables, leaving out other potential factors such as organizational commitment, leadership, and work-life balance. Future research should explore these variables to provide a more comprehensive understanding of turnover intention, offering a richer basis for both academic and practical applications in the field of human resource management.

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