



THE EFFECT OF JOB INSECURITY AND JOB STRESS  
ON TURNOVER INTENTION WITH JOB SATISFACTION AS A MEDIATION  
VARIABLE

Oleh

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Abstrak

Study this aim for knowing the influence of job insecurity and job stress on the turnover intention with job satisfaction as variable mediation employee at PT. Graha Maju Property Palembang. Study this done with use approach quantitative with sample 130 employee at PT. Graha Maju Property Palembang. Data processing using Structural Equation Modeling (SEM) with the Smart PLS program. Research results show that job insecurity and job stress are influential and significant to turnover intention. Job satisfaction has a significant effect on turnover intention and can partially mediate the relationship between job insecurity and job stress among employees at PT. Graha Maju Property Palembang.

**Kata Kunci:** job insecurity, job stress, job satisfaction, turnover intention

PENDAHULUAN

High turnover rates have become a major issue in almost every organization, currently high levels of turnover intentions have become a serious problem for many companies (Rathakrishnan et al., 2016). The turnover process is basically initiated by a condition called the employee's intention or desire to leave the organization (Widjaja et al., 2018).

PT. Graha Maju Properti Palembang has a problem, namely the high level of employee turnover. Employee turnover data at PT. Graha Maju Properti Palembang has a fluctuating percentage showing that there are employees who are laid off or move to other companies or agencies every year. In 2018-2019 there was an increase in the number of employees leaving from 27 people to 35 people, the percentage rate also increased from 10.3% to 17.7%. In 2020, there were 114 employees who were laid off due to layoffs due to the co-19 pandemic so that

the percentage increased again by 54.2%. In 2021 the number of employees decreased to 112 and the number of employees leaving was 33 people, but the percentage dropped to 25.9% considering the number of employees leaving was not as many as in 2020. In 2022 the number of employees leaving was 13 people with a percentage of 24, 3%.

Related to job insecurity PT. Graha Maju Properti Palembang has all of its employees with contract status or temporary employees. Contract employees or temporary employees last for one year of extension. So that employees here feel that their work status is threatened because they can be terminated at any time. This situation needs to get the company's attention because when employees feel insecure in doing work and are full of worries, it will indirectly raise the employee's intention to leave the company.



Another problem that can affect employee turnover intention at PT. Graha Maju Properti namely work stress. Work stress is shown by the many demands of the tasks given by the company. The demands of the tasks implemented at PT. Graha Maju Properti Palembang has additional working hours on holidays. The additional working hours of employees who are required in a month must enter once on a holiday makes employees at PT. Graha Maju Properti Palembang works carelessly not in accordance with company procedures. This condition can lead to accumulation or accumulation of work, which in turn will cause employees to become stressed because of the many demands of tasks.

One of the factors that employees feel satisfied at work is that employees will try their best to carry out their job duties. PT. Graha Maju Properti Palembang carries out routine salary payments to employees which are adjusted at the end of each month, with the aim that employees can meet their needs and also get job satisfaction. But at PT. Graha Maju Properti Palembang employees only get a basic salary, employees also expect meal allowance and work benefits. In addition to expecting a salary that is in line with expectations, in the form of completeness, attention, support, appreciation. An employee of course expects feedback in the form of appreciation for the contribution he has made to the company. Therefore work satisfaction must be maintained in order to reduce turnover intention in the company.

Based on the phenomena and research gaps that exist in the research above, the authors conducted this study regarding "The Influence of Job Insecurity and Job Stress on Turnover Intention with Job Satisfaction as a Mediation Variable

for Employees at PT. Graha Maju Properti Palembang" which is interesting to do.

## LITERATURE REVIEW

### 1. Turnovers Intention

Turnover intention is the tendency or intention of employees to voluntarily stop working from their jobs or move from one workplace to another according to their own choice (Yasadiputra & Putra, 2014).

### 2. Job Insecurity

Schaufeli (2016) job insecurity is a psychological condition in which the employee shows confusion caused by the company's changing or unstable environmental conditions (perceived impermanence).

### 3. Job Stress

Job stress is a condition of tension that creates a physical and psychological imbalance that affects the condition of an employee (Yuliantoro, 2022).

### 4. Job Satisfaction

Sutrisno (2019) Job satisfaction is an employee's attitude towards work related to work situations, cooperation between employees, rewards received at work, and matters relating to physical and psychological factors.

### 5. Influence Job insecurity to turnover intention

Psychological contract theory arises because of the negative impact of job insecurity, including the threat of fear that it will even have an impact on employees' desire to leave the company (Ashford et al., 1989).

The results of this study were strengthened by De Cuyper & De Witte, (2006) who stated that psychological contract theory factors were closely related to job insecurity factors, especially those related to threats to present a long



working life and optimism for the future so that turnover intention can occur.

H<sub>1</sub>: Job insecurity has a positive and significant effect on turnover intention.

6. Influence Job insecurity against Turnover intention through Job satisfaction

Setiawan & Putra, (2016) psychological contract theory creates a feeling of insecurity in individuals will result in low job satisfaction for a person with the environment or company where he works, individuals who have high job satisfaction with the company tend not to leave the organization and look for another job.

H<sub>2</sub>: Job insecurity on turnover intention has a partial and significant mediating effect through job satisfaction.

7. Influence Job insecurity to Job satisfaction

Silla et al., (2010) stated that psychological contract theory is a condition of uncertainty in the organization that will cause serious problems, one of which is job insecurity which can have an impact on employee job satisfaction. Mahaputra et al., (2013) stated that the psychological contract theory of employees who feel high job insecurity will increasingly have low job satisfaction.

H<sub>3</sub>: Job insecurity has a negative and significant effect on job satisfaction.

8. Influence job stress to turnover intention

Psychological contract theory is a violation that has been agreed upon, as well as the provision of work that exceeds individual capabilities, will increase employee stress at work, where high job stress is also understood as one of the antecedents of a strong employee desire to

leave the company (Nwankwo et al., 2013).

H<sub>4</sub>: Job Stress has a positive and significant effect on Turnover Intention.

9. Influence Job stress against Turnover intention through Job satisfaction

Liu et al. (2019) Psychological contract theory for employees who often experience pressure at work resulting in job stress, the employee will feel dissatisfied at work and will think about leaving the company.

H<sub>5</sub>: Job stress on turnover intention has a partial and significant mediating effect through job satisfaction.

10. Influence Job stress to Job satisfaction

Psychological contract theory can cause job stress on employees when they cannot meet the demands of their work in terms of the ability, meaning, or desire of employees to know the function of personnel as a result of conditions or events that are felt at work, and feel pressured at their jobs, then these employees are unable to complete their work properly, then these employees feel dissatisfied with their work (Nwankwo, 2013).

H<sub>6</sub>: Job Stress has a negative and significant effect on Job Satisfaction.

11. Influence job satisfaction to turnover intention

Psychological contract theory is unrealistic desires and can lead to the perception that companies cannot fulfill their promises during the recruitment process, so employees feel they are not getting job satisfaction which in the end employees will increase turnover intention (Yasadiputra & Putra, 2014).

H<sub>7</sub>: Job Satisfaction has a negative and significant effect on Turnover Intention. Based on the description these



follow the framework conceptual in research:

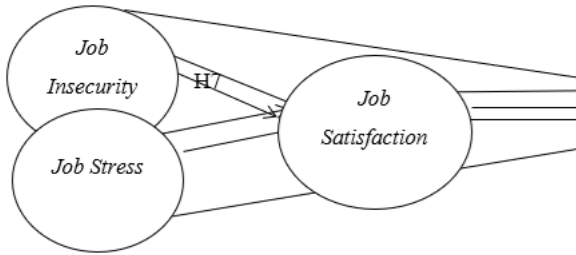


Figure 1. Framework Conceptual Study

**METODE PENELITIAN**

The research type is a study quantitative. The population in this study were all employees at PT. Graha Maju Properti Palembang, totaling 130 people. The sample for this study uses a saturated sample, which is a sampling technique when all members of the population are used as a sample or another term for a saturated sample is a census. The sample size used is from all employees at PT. Graha Maju Palembang as many as 130 people. In this study using PLS-based SEM.

**HASIL DAN PEMBAHASAN**

**Evaluation of the Measurement Model**

In this study, the evaluation of the measurement model was carried out at the dimension and variable levels. At the dimensional level, validity testing is carried out to prove whether the indicators in a construct are able to reflect the construct itself. Here are the loading table dimension level factors performed: Table 1. Dimension Level Loading Factor Value

Indicator	Loading Factor (LF) Value	Informati on
Jl01	0.8	Valid

Jl02	0.8	Valid
Jl03	0.8	Valid
Jl04	0.8	Valid
Jl05	0.9	Valid
Jl06	0.8	Valid
Jl07	0.8	Valid
Jl08	0.8	Valid
Jl09	0.8	Valid
JS01	0.9	Valid
JS02	0.8	Valid
JS03	0.8	Valid
JS04	0.9	Valid
JS05	0.8	Valid
JS06	0.8	Valid
JS07	0.8	Valid
JS08	0.9	Valid
JS09	0.9	Valid
JSF01	0.7	Valid
JSF02	0.7	Valid
JSF03	0.8	Valid
JSF04	0.8	Valid
JSF05	0.7	Valid
JSF06	0.8	Valid
JSF07	0.7	Valid
JSF08	0.8	Valid
JSF09	0.7	Valid
JSF10	0.8	Valid
JSF11	0.7	Valid
JSF12	0.8	Valid
JSF13	0.7	Valid
JSF14	0.8	Valid
JSF15	0.8	Valid
JSF16	0.8	Valid



17	JSF	78	0.7	Valid
18	JSF	46	0.7	Valid
	TI01	13	0.9	Valid
	TI02	35	0.9	Valid
	TI03	21	0.9	Valid
	TI04	22	0.9	Valid
	TI05	21	0.9	Valid
	TI06	41	0.9	Valid
	TI07	31	0.9	Valid
	TI08	96	0.8	Valid
	TI09	23	0.9	Valid

Source: Results of PLS Data Processing (2023)

Based on table 1. above shows that all indicators on exogenous and endogenous variables have shown to be valid. Whereas for measure reliability and convergent validity of each variable could be seen in table 2. Following:

Table 2. Composite Reliability and Average Variance Extracted Values

Variable	Composite reliability	Average Variance Extracted (AVE)
Job Insecurity (X1)	.967	0.763
Job Satisfaction (Z)	.967	0.622
Job Stress (X2)	.967	0.768

Based on the table estimate above, all variables have more CR value big of 0.70, then all variables have a level of good reliability (reliable). Likewise with the AVE value on all variables more than 0.50. This means that all variables have good convergent validity.

Turnover Intention (Y)	0	0.851
	.981	

Source: Results of PLS Data Processing (2022)

Based on the table 2. estimate above, all variables have more CR value big of 0.70, then all variables have a level of good reliability (reliable). Likewise with the AVE value on all variables more than 0.50. This means that all variables have good convergent validity.

### Hypothesis Test

To assess the significance of the direct effect of the structural model, it can be seen from the t-statistic values between the independent variables and the dependent variable in table 3 below:

Table 3. Significance Test Live

Variable	Original sample	T Statistics	P Values
Job Insecurity (X1) -> Job Satisfaction (Z)	0.315	- 2,723	0,004
Job Insecurity (X1) -> Turnover Intention (Y)	.221	0 2,010	0,023
Job Satisfaction (Z) -> Turnover Intention (Y)	0.272	- 2,748	0,003
Job Stress (X2) -> Job Satisfaction (Z)	0.345	- 3,706	0,000
Job Stress (X2) -> Turnover Intention (Y)	.241	0 2,074	0,020

Source: Results of PLS Data Processing (2023)

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Job Stress (X2) -> Job Satisfaction (Z)	0.345	- 3,706	0,000
Job Stress (X2) -> Turnover Intention (Y)	.241	0 2,074	0,020

Based on table 3. job insecurity has a significant effect on turnover intention, indicated by the T Statistics value, which is 2.010, which is greater than 1.96 and the P Value, which is 0.023, which is less than 0.05. While the original sample value of 0.221 indicates that the direction of the relationship between job insecurity and turnover intention is positive. Referring to this it can be concluded that hypothesis 1 is accepted.

Based on table 4. job insecurity has a significant effect on turnover intention through job satisfaction, shown by the T Statistics value, which is 1.964, which is greater than 1.96 and the P Value, which is 0.026, which is less than 0.05. While the original sample value of 0.085 indicates that the direction of the relationship between job insecurity and turnover intention through job satisfaction is positive. Referring to this it can be concluded that hypothesis 2 is accepted.

Based on table 3. job insecurity has a significant effect on job satisfaction, indicated by the T Statistics value, which is 2.723, greater

Source: Results of PLS Data Processing (2023)

A look at the significance test variable mediation could see in table 4 below:

Table 4. Significance Test Mediation

Variable	Original sample	T Statistics	P Values
Job Insecurity (X1) -> Job Satisfaction (Z) -> Turnover Intention (Y)	0,085	1,964	,026
Job Stress (X2) -> Job Satisfaction (Z) -> Turnover Intention (Y)	0,094	2,005	,024

Source: Results of PLS Data Processing (2023)

than 1.96 and the P Value, which is 0.004, which is less than 0.05. While the original sample value of -0.315 indicates that the direction of the relationship between job insecurity and job satisfaction is negative. Referring to this it can be concluded that hypothesis 3 is accepted.

Based on table 3. job stress has a significant effect on turnover intention, shown by the T Statistics value, which is 2.074, which is greater than 1.96 and the P Value, which is 0.020, which is less than 0.05. While the original sample value of 0.241 indicates that the direction of the relationship between job stress and turnover intention is positive. Referring to this it can be concluded that hypothesis 4 is accepted.

Based on table 4. Job stress has a significant effect on turnover intention through job satisfaction, shown by the T Statistics value, which is 2.005, which is greater than 1.96 and the P Value, which is 0.024, which is less than 0.05. While the original sample value of 0.094 indicates that the direction of the relationship



between job stress and turnover intention through job satisfaction is positive. Referring to this it can be concluded that hypothesis 5 is accepted.

Based on table 3. Job stress has a significant effect on job satisfaction, shown by the T Statistics value, which is 3.706, which is greater than 1.96 and the P value, which is 0.000, which is less than 0.05. While the original sample value of -0.345 indicates that the direction of the relationship between job insecurity and job satisfaction is negative. Referring to this it can be concluded that hypothesis 6 is accepted.

Based on table 3. Job satisfaction has a significant effect on turnover intention, indicated by the T Statistics value, which is 2.748, which is greater than 1.96 and the P Value, which is 0.003, which is less than 0.05. Meanwhile, the original sample value of -0.272 indicates that the direction of the relationship between job insecurity and job satisfaction is negative. Referring to this it can be concluded that hypothesis 7 is accepted.

## KESIMPULAN

Based on the test results regarding the effect of job insecurity and job stress on the turnover intention with job satisfaction as a mediating variable for employees at PT. Graha Maju Property Palembang above, it can be concluded that, Job insecurity has a positive and significant effect on turnover intention of employees at PT. Graha Maju Property Palembang. Job insecurity has a positive and significant effect on turnover intention through job satisfaction for employees at PT. Graha Maju Property Palembang. Job stress has a positive and significant effect on turnover intention of employees at PT. Graha Maju Property Palembang. Job insecurity has a positive and significant effect on turnover intention through job satisfaction for employees at PT. Graha

Maju Property Palembang. Job stress has a negative and significant effect on job satisfaction of employees at PT. Graha Maju Property Palembang. Job satisfaction has a negative and significant effect on turnover intention of employees at PT. Graha Maju Property Palembang. This study has limitations, namely the data collection method was carried out using a survey method which was carried out by filling out questionnaires, which were based on the perceptions of respondents' answers, so that conclusions were drawn based on data collected through the use of a written questionnaire instrument through interviews but sometimes the answers were given by the sample. does not show the real situation. Therefore, in further research, other methods can be used, for example through more in-depth interviews with respondents so that the information obtained can be more accurate.

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