



Analysis of Job Satisfaction, Job Stress, and Job Insecurity on Employee Turnover Intention at a Manufacturing Company in the Industrial and Chemical Sector in North Sumatra

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Abstract. The study aims to analyze the effect of job satisfaction, job stress, and job insecurity on employee turnover intention at a Manufacturing Company in the Industrial and Chemical Sector in North Sumatra. The study was conducted on 96 employees at a Manufacturing Company in the Industrial and Chemical Sector in North Sumatra with a purposive sampling technique. The data collection technique used a survey method by distributing questionnaires and processed by SPSS. The analytical method used in this research was multiple linear regression analysis. The results indicate that job satisfaction has a significant positive effect on turnover intention, job stress has a negative effect on turnover intention, and job insecurity has a significant positive effect on turnover intention.

Keywords: Turnover intention · job satisfaction · job stress · job insecurity

1 Introduction

Turnover intention is a form of employee behavior based on the desire to quit his job or the decision to move to a new company for reasons that can be personal or due to problems from the organization (company). The employee's intention to move or leave his job can decrease employee performance. The desire to move cannot be separated from job satisfaction, job stress, and job insecurity. High turnover can hurt the company, which can cause the loss of experienced employees. Therefore, companies must manage employee problems, including employee stress, because stress can affect job satisfaction and employee commitment to company loyalty, which results in poor organizational performance [1].

One of the industrial and chemical manufacturing companies in North Sumatra experienced fluctuations in turnover intention, where the average turnover per year was 16.7% in 2020 and 8.5% in 2022. Based on Satrya, and Susilo [2], the normal benchmark for a company's turnover intention is between 5–10% per year or around 0.1%–0.74% per month [3]. The intention or intention to quit work is the best predictor of turnover [4]. An employee's intention to leave work can predict turnover better than the expression of feelings towards work [5].

The Theory of Reasoned Action explains that thoughts and attitudes determine the individual's desire to behave. Thinking is closely related to a person's thought process before making a decision, while attitude is an action that occurs, when thinking has changed the awareness of the results of thinking into an intention to do something [6]. One of the actions related to behavior is a turnover intention or individual desire to move or quit an organization (company). The intention to move is considered a potential loss of human resources for a company [7].

Turnover intention is a form of employee behavior based on the desire to quit their job or the decision to move from the old company to the new company for reasons that could be personal or organizational (company) aggression. This intention may impact employee performance [8]. Turnover intention is a tangible form of the seriousness of individual thinking to look for other alternative jobs better than before [9]. The causes of turnover intention can be work stress, work environment, job satisfaction, and organizational commitment [4].

The need for job satisfaction is based on the participation of employees who have carried out their job with full responsibility and high dedication by following the job description they received. The main consequence of job satisfaction is that employees can feel well about the implementation or suitability between the work done and the compensation received [10]. Implementation of employee satisfaction can effectively keep employees from switching intentions.

Job stress can arise because expectations at work are not following what employees expect, which cannot be controlled directly by employees. Job stress can create inequality between the demands or workload of employees with the skills they have. The workload given by the company can cause a psychological response for employees, both positive and negative. The workload that matches their job description can provide a positive response as employees tend to do work happily and impact company performance. Conversely, suppose the workload given is inappropriate or excessive without paying attention to employees' physical and psychological abilities. In that case, a negative reaction will be seen from employees, namely inner conflicts that trigger work stress [9].

Another factor that can trigger turnover intention is job insecurity. An uncertain job that causes insecurity or fear is job insecurity [11]. Job insecurity is a sense of worry that arises from an employee about his job due to an inappropriate job description or other things, which can impact insecurity about the consequences of work. It includes uncertainty about the continuity of work in the future, so it creates a feeling of discomfort for employees to do the work. Job insecurity can affect employees to cause a turnover. From these conditions, the hypotheses that can be put forward are: H1: Job satisfaction has a significant positive effect on turnover intention. H2: Job stress has a significant negative effect on turnover intention. H3: Job Insecurity has a significant positive effect on turnover intention (Fig. 1).

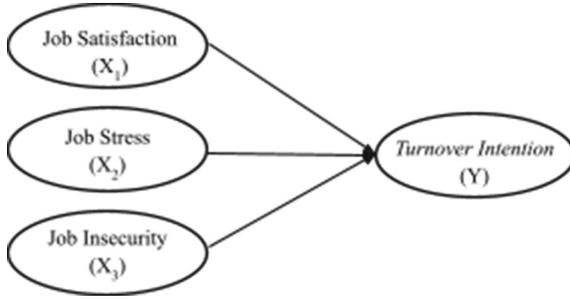


Fig. 1. Conceptual Outline Chart.

2 Research Methods

This research is a quantitative study using indicators from question items, in which several values or scores are given with a Likert scale reference, where the scoring or score is adjusted to the perception of each individual. The Likert scale in this study was used to measure job satisfaction and job stress of several employees to determine the phenomenon of turnover intention. Data collection in this study was carried out using a questionnaire distributed to a predetermined number of respondents, where the questionnaire contained a list of questions with a reference score or value from the Likert scale so that filling out the questionnaire was based on the perceptions and experiences of respondents [12].

The research location was in a manufacturing company in the industrial and chemical sectors that produce gloves made of porcelain, located in Deli Serdang Regency, North Sumatra. The research period was from January to March 2022. Purposive sampling was used as a sampling technique. The sampling criteria in this study were all employees who still survived and worked in the company and did not change places of work during the research process.

The formula for determining the number of samples used in this study was the Slovin formula, so the number of samples used was 96 respondents. Data were processed using SPSS. Data analysis was carried out with descriptive statistics, feasibility test of research instruments, classical assumption test, and hypothesis testing by comparing the t-table value and the t-count value for a significance level of 5%.

3 Results and Discussion

Table 1 exhibits the minimum, maximum, average, and standard deviation values of each variable.

The validity test (Table 2) is used to determine the quality of the data or the degree of validity of an instrument in measuring the indicators to be measured by comparing the r-count and r-table with a significance level of 5% to test both directions or find out whether an independent variable is significant or not on the dependent variable. The provisions in the validity test are that if the r-count is greater than the r-table, then the quality of the data is said to be valid. In this study, the r-table is known to be 0.206 while

Table 1. Descriptive Statistics Test

	N	Min	Max	Mean	Std. Dev
Job Satisfaction	96	34	45	40.32	3.090
Job Stress	96	33	45	38.95	3.140
Job Insecurity	96	34	45	41.89	2.289
Turnover Intention	96	30	45	39.46	2.790
Valid N (listwise)	96				

Table 2. Validity Test

Pearson Correlation	Job Satisfaction	Person Correlation	Job Stress
X1.1	0.770	X2.1	0.713
X1.2	0.401	X2.2	0.435
X1.3	0.667	X2.3	0.604
X1.4	0.589	X2.4	0.568
X1.5	0.628	X2.5	0.518
X1.6	0.550	X2.6	0.518
X1.7	0.722	X2.7	0.489
X1.8	0.321	X2.8	0.417
X1.9	0.743	X2.9	0.535
X3.1	0.561	Y1	0.372
X3.2	0.820	Y2	0.521
X3.3	0.530	Y3	0.619
X3.4	0.820	Y4	0.619
X3.5	0.376	Y5	0.522
X3.6	0.371	Y6	0.611
X3.7	0.235	Y7	0.476
X3.8	0.317	Y8	0.522
X3.9	0.820	Y9	0.521

the r-count shown at Table 2. It seen that the r-count of each variable is greater than the r-table, so the quality of the data is said to be valid.

A reliability test is used to see the internal consistency of the indicators of a construct in a reliable study. The reliability test can be measured by looking at the statistical value of Cronbach's Alpha for each variable; provided that it must be greater than 0.006, then the indicators of a construct in a study can be said to be consistent and reliable. This

Table 3. Reliability Test

Variable	Cronbach’s Alpha	N of Items
Job Satisfaction	0.767	9
Job Stress	0.725	9
Job Insecurity	0.666	9
Turnover Intention	0.642	9

Table 4. Coefficient

Model	Unstandardized Coefficient		t	Sig.
	B	Std. Error		
(Constant)	4.063	3.668	1.108	.271
Job Satisfaction	.509	.115	4.440	.000
Job Stress	−.087	.107	−.810	.002
Job Insecure	0.437	.105	4.147	.000

study uses a significance level of 5% so that the results of the reliability test can be seen as Table 3.

From Table 3, it can be seen that the statistical value of Cronbach’s Alpha Statistics is greater than 0.006 so that the internal indicators of a construct in a study can be relied upon for consistency (Table 4).

According to Sugiyono [12], the multiple linear regression equation in this study can be formulated.

$$Y = a + b1X1 + b2X2 + b3X3 + e \tag{1}$$

The constant value (a) is 4.063, meaning that if the value of job satisfaction, job stress, and job insecurity is ignored = 0 then the turnover intention value = decreases by one unit 4.063. The regression coefficient for the job satisfaction variable is +0.509, meaning that if job satisfaction is increased by one point, the turnover intention value will increase by 0.509. The regression coefficient for the job stress variable is −0.087, meaning that if job stress decreases by one point, the turnover intention value also decreases by 0.087. The regression coefficient for the job insecurity variable is +0.437, meaning that if job insecurity is increased by one point, the turnover intention value will increase by 0.437.

The F-test is conducted to determine the effect of the independent variables simultaneously on the dependent variable and whether the effect was significant or not. From the results of the output, it is obtained that the F-value with a significance value of 0.000 means less than 0.05, then H0 is rejected and H1 is accepted. Thus it can be concluded that the variables job satisfaction, job stress, and job insecurity have a simultaneous or joint influence on turnover intention. The results can be seen in Table 5.

Table 5. Hypothesis Test

	Sum of Squares	df	F	Sig.
Regression	417.132	2	37.975	0.000
Residual	336.857	92		
Total	753.990	95		

The t-test is conducted to determine the effect of the independent variable partially on the dependent variable, and whether the effect was significant or not. The results of the t-test for each independent variable from job satisfaction, job stress, and job insecurity to turnover intention are:

$$Y = 4.063 + 0.509X_1 - 0.087X_2 + 0.437X_3 + e \quad (2)$$

The regression coefficient for the job satisfaction variable is +0.509, meaning that H1 is accepted. Job satisfaction is a key factor that can help employees to meet their basic needs for work completion compensation, such as food, housing, clothing, job status, and appropriateness of the work environment [4]. This gives rise to reactions of individuals (employees) in responding to job transfers, whether to stay or leave work at the old company to switch to a new company. In general, when employees are satisfied with what they get in their work environment, they do not have the desire to change places and leave their old jobs. The higher the level of employee satisfaction, the lower the intention to move or quit the job. This is supported stated that job satisfaction has a positive effect on turnover intention [3, 8, 11, 13].

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The regression coefficient for the job stress variable is -0.087, meaning that H2 is accepted. Job stress is a form of response in which an employee experiences a level of boredom in thinking. This response indicates the assessment results to deal with work pressure situations that exceed the capacity of physical and psychological abilities [14]. When an employee experiences job stress, the employee loses the ability to make the right decisions. As a result, employees are no longer focused on their work, so the company's operations are disrupted. Other effects that can be seen are physically easy fatigue, often daydreaming, avoiding, difficulty controlling emotions, and decreased work productivity. The higher the employee's stress level, the greater the employee's intention to move or quit his job [5, 8, 9, 11, 13, 15, 16].

Table 6. Coefficient of Determination

R	0.744
R-square	0.553
Adjusted R-square	0.559
Std. Error of the Estimate	1.914

The regression coefficient for the job insecurity variable is $+0.437$, which means that H3 is accepted. Job insecurity is a feeling of concern that arises from an employee about the job received due to an inappropriate job desk or other things, which can impact insecurity about the consequences of work which includes uncertainty about the continuity of work in the future so that it creates a sense of discomfort from employees to do the job. The long-term consequence is the intention to change places of work to get a job by following under the job desk and competencies possessed. The higher the level of job insecurity, the higher the employee's intention to move or quit his job.

Based on the Table 6, it is known that the Adjusted R-Squared value is 0.539 or 53.9%, signifying job satisfaction, job stress, and job insecurity variables affect turnover intention by 53.9% while the remaining 46.1% is influenced by other variables not discussed in this study.

4 Conclusion

Based on the results of the research and discussion above, it can be concluded that (1) Job satisfaction has a significant positive effect on turnover intention. In general, when employees are satisfied with what they get in their work environment, they do not have the desire to change job and leave their old jobs. The higher the level of employee satisfaction, the lower the intention to move or quit the job. (2) Job stress has a significant negative effect on turnover intention. When employee experiences work stress, the employee loses the ability to make the right decisions. The higher the employee's stress level, the greater the employee's intention to move or quit his job. (3) Job insecurity has a significant positive effect on turnover intention. Job insecurity can raise an employee's worry about the incompatibility of the work received. The higher the level of job insecurity, the greater the employee's intention to change jobs.

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