

Effect of Job Insecurity on Job Satisfaction and Turnover Intention of Employees at Agro Tourism

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ABSTRACT : The purpose of this study was to analyze the influence of job insecurity and job satisfaction on Turnover Intention. The study was conducted in Tegallalang, Gianyar Regency, Bali. The number of respondents used was 62 employees using the census method. Data collection uses interviews and questionnaires, data analysis techniques use path analysis. The results showed that Job Insecurity had a positive and significant effect on Turnover Intention. Job insecurity has a negative and significant effect on job satisfaction. Job satisfaction has a negative and significant effect on Turnover Intention. Job satisfaction can mediate the relationship between Job Insecurity to Turnover Intention.

Keywords: *Job Insecurity, Job Satisfaction, Turnover Intention*

I. INTRODUCTION

Tourism is currently a leading sector for the people of Bali and is also one of the development sectors which is currently being highlighted by the government. Bali has a variety of diverse tourism potential from natural tourism potential to cultural tourism potential, in line with the hospitality of the local community to make Bali a major tourist destination in Indonesia. In addition to being able to add foreign exchange, the tourism sector also carries a commitment for the community, this is because the majority of Balinese society's economic activities are engaged in the field.

The development of tourism in Bali which is increasingly rapidly recently gives more attention to companies engaged in tourism because it will have an impact on the increasingly stringent level of competition. Thus the company must have high competitiveness to remain in the competition and changes. To be able to realize it is needed for quality human resources in the company. Human resources are important factors that companies have to achieve success (Santhanam et al., 2017). For the company to be achieved, the company in terms of carrying out human resource management must be able to maintain and pay attention to employees so as not to want to get out of the company (turnover intention) because employees feel they are not considered during work in the company (Riani & Putra, 2019).

Employee desires to leave the company are phenomena that are often found in an organization. Turnover Intention is associated with the inflow and outflow of employees at a company and is indeed considered one of the most important phenomena of the organization, therefore leaders are required to have the capacity to analyze, understand, and manage the consequences (Skelton et al., 2020). Turnover that occurs certainly will harm the company, where employees are valuable assets that are sorted by the company (Lin & Huang, 2021). Turnover Intention can also cause ineffectiveness in the company because it causes loss of experienced employees and must train new employees again (Kim et al., 2017). The cause of the emergence of employee intentions to leave the company because of the status of work, the existence of unhealthy jealousy, and competition between employees who made employees felt Job Insecurity (De Witte et al., 2016).

From the results of interviews with agro tourism managers, 8 employees left the company in January, and in February, 6 employees left the company because they have found a better workplace in another company. Tripathi & Pandey (2017) state that Turnover Intention has a positive effect on turnover, this shows that the higher the intention of employees to move or leave the company, the greater the employee turnover level will occur. One of the causes of employees deciding to get out of the company is low job satisfaction. Chen & Wang (2019) stated in the study that job satisfaction had a negative and significant effect on Turnover Intention. Employees who feel satisfaction in doing work will work optimally to complete their duties, but if employees often feel anxious and uncomfortable with their work, the employee feels dissatisfied with the company. Job satisfaction represents how much experience individual and pleasure in the organization (Daley, 2017). This is a reflection of the combination between individual personal interests and what is given by the organization. Job satisfaction is feedback achievement that can give birth to awards, therefore job satisfaction will be very important for every individual. Job satisfaction is something that cannot be measured by its own observations

but job satisfaction can be measured only by one's opinion itself states that they are satisfied or not them to the work they do (Devi & Sintaasih, 2016). Employees with a low level of satisfaction will show negative attitudes, both towards their work and their work environment, so that employees feel insecure in themselves and feel anxiety in their work, until the end employees will have the intention to move and leave their work. Employees who feel satisfaction at work such as satisfaction with salary, promotion, and work security can reduce their intention to exit the organization

Based on the results of an interview with 5 agro-tourism employees, indicating the low level of job satisfaction. Employees stated that they were not satisfied in doing their work because of the reward system they received, not satisfied with The opportunity to get a promotion in the company. In addition, there was also an indication of the felt job insecurity indication, the employee stated that they felt anxious in doing their work because they were afraid of being dismissed from their work now and they also stated that it felt difficulty in determining the job schedule (Abildgaard et al., 2018).

Another important factor besides job satisfaction that can affect the high turnover intention is job insecurity. Job insecurity can be defined as a condition associated with fear of a person will lose his job or prospect of demotion or decrease in positions and other threats to working conditions that cause a decline in psychological well-being and decreased job satisfaction (Brahmannanda & Dewi, 2020). The results of research that examined the effects of Job Insecurity on Turnover Intention showed a positive relationship between these variables. Job insecurity is conceptualized as uncertainty and lack of control of the future continuation of employment, in other words, Job Insecurity is based on individual perceptions and interpretation of the work environment that explains which attitudes and behaviors developed by employees, thus affect the effectiveness of the organization (Niesen et al., 2018). Job insecurity causes a negative impact on companies, both in psychological aspects and non-psychological aspects. Lee & Jeong (2017) state that the psychological term from Job Insecurity shows a threat felt to a person's work situation. While the non-psychological impact that emerges from job insecurity is the tendency to decrease employee job satisfaction

Cheung et al. (2019) state, when employees feel insecure in doing their work, will reduce employee job satisfaction and indirectly cause employee intentions to get out of the company. This phenomenon that occurs in this agro tourism can have a negative impact that can disrupt the effectiveness and efficiency of the company. Turnover can harm the company because every time there are employees who come out need recruitment costs, selecting and training again to new employees. So in this case, there is a need for attention from the company to reduce the level of employee turnover that occurs in the company (Jimenez. et al., 2017).

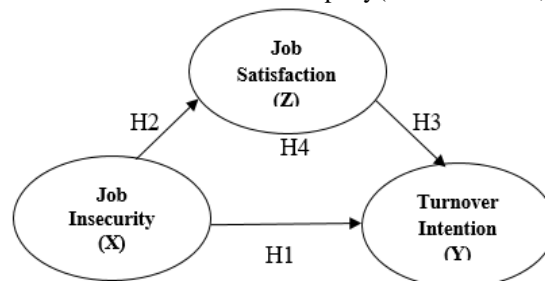


Fig. 1 Conceptual framework

Based on the results of previous studies, it can be stated by the following hypotheses:

- H1: Job insecurity has a positive and significant effect on Turnover Intention.
- H2: Job insecurity has a negative and significant effect on job satisfaction.
- H3: Job satisfaction has a negative and significant effect on Turnover Intention.
- H4: Job satisfaction mediates the influence of job insecurity on Turnover Intention.

II. RESEARCH METHODS

The design of the research used is a quantitative research that specifically is associative causality. The sampling technique used is saturated samples, where the sampling technique is by taking the entire population as a sample of 62 people. So the sample used is 62 people. The method used in this study was interview and questionnaire

Job insecurity in this study is the perception of employee psychology conditions that show confusion or feel insecure because of uncertain environmental conditions and change. Job insecurity indicators in this study: Threats to aspects of work; The threat of loses overall work; Helplessness,

Job satisfaction in this study is how a pleasant and unpleasant emotional state experienced by employees while doing their work with their own business. Indicator of Job Satisfaction in this study: The Work Itself, Salary, Promotion of opportunities, Work Relations

Turnover Intention in this study is the desire or intention of employees to leave where he works now to a new workplace. Intention Turnover Indicator in this study: The emergence of the desire to leave the company, the emergence of the desire to find new jobs, the desire to leave the company in the coming months

III. RESULTS AND DISCUSSION

This study uses data analysis techniques with path analysis (path analysis) to test hypotheses of direct influence and indirect job insecurity, job satisfaction, and turnover intention. The completion of the path analysis was divided into two models, namely the first model of the influence of job insecurity on job satisfaction and the second model was the influence of job insecurity and job satisfaction with Turnover Intention.

Table 1. Substructure regression equation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
Sub structure I.						
1	(Constant)	21.528	.881		24.437	.000
	Job Insecurity	-.841	.146	-.597	-5.757	.000
R I square: 0.356 Sig. F: 0.000 Z= 21.528-0.841 X + e ₁						
Sub structure II						
1	(Constant)	5.039	1.214		4.149	.000
	Job Insecurity	.622	.076	.659	8.201	.000
	Job satisfaction	-.198	.054	-.296	-3.678	.001
R II square: 0.754 Sig.F: 0.000 Y= 5.039 + 0.622X - 0.198Z + e ₂						

The β_2 value of -0.841 means the job insecurity variable has a negative effect on job satisfaction. This shows that if the job insecurity variable decreases, the job satisfaction variable will increase by 0.841. The value of β_1 of 0.622 means the job insecurity variable has a positive effect on Turnover Intention. This shows that if the job insecurity variable increases, the Turnover Intention variable will also increase by 0.622. The β_3 value of -0.198 means the job satisfaction variable has a negative effect on Turnover Intention. This shows that if the job satisfaction variable increases, the Turnover Intention variable will decrease by 0.198. Based on structural 1 and structural model 2, the calculation of the standard error value is as follows

$$Pe_1 = \sqrt{1 - R^2}$$

$$Pe_1 = \sqrt{1 - R^2} = \sqrt{1 - 0.356} = 0.802$$

$$Pe_2 = \sqrt{1 - R^2} = \sqrt{1 - 0.754} = 0.496$$

Based on the calculation of the standard value of errors, obtained Error Model I of 0.802 and Error Model II standard of 0.496. The calculation of the total coefficient of determination is as follows:

$$\begin{aligned} R^2_m &= 1 - (e_1)^2 - (e_2)^2 \\ &= 1 - (0.802)^2 - (0.496)^2 \\ &= 0.842 \end{aligned}$$

The total coefficient of determination of 0.842 has the meaning that 84.2 percent of Turnover Intention variations are influenced by job insecurity and job satisfaction, while the remaining 15.8 percent is influenced by other factors that are not included in the research model.

Sobel test

The Sobel Test is an analytical tool for testing the significance of indirect relationships between independent variables with the dependent variable mediated by the mediator variable. The Sobel Test is formulated by the following equations and can be calculated using the Microsoft Excel 2010 application. If the Z calculation value is greater than 1.96 (with a job satisfaction 95 percent), the mediator variable is considered significantly mediating the relationship between bound variables and independent variables

$$Z = \frac{ab}{\sqrt{b^2s_a^2 + a^2s_b^2 + s_a^2s_b^2}}$$

$$a = 0,597$$

$$S_a = 0,146$$

$$b = 0,296$$

$$S_b = 0,054$$

$$Z = \frac{0,597 \cdot 0,294}{\sqrt{(0,294^2 \cdot 0,146^2) + (0,597^2 \cdot 0,054^2) + (0,146^2 \cdot 0,054^2)}}$$

$$Z = 3,234$$

Effect of Job Insecurity on Turnover Intention

From the results of the SPSS calculation, it was found that the results of the SIG test. F of 0,000 where smaller than the significant value is 0.05 (0,000 < 0.05). These results indicate that job insecurity has a simultaneous effect on job satisfaction. From the results of the SPSS calculation, the comparison of the value of Sig.t is equal to 0,000 less than the significant value used (0,000 < 0.05), and the beta value on the standardized coefficients is 0.659 which indicates in a positive direction. This shows that job insecurity has a positive and significant effect on turnover intention which means **H1 is accepted**. This means that the lower the job insecurity felt by employees, Turnover Intention will also be lower, and vice versa, the higher the job insecurity, the turnover intention will also be higher. These results support previous studies conducted by Lee & Jeong (2017) show that more and more employees feel insecure to maintain their current work, the more they will think of leaving the organization. Akgunduz & Eryilmaz (2018) found that Job Insecurity significantly influenced the desire to exit the organization.

Effect of Job Insecurity on Job Satisfaction

From the results of the SPSS calculation, the comparison of the value of sig.t is equal to 0.000 less than the significant value used (0.000 < 0.05), and the beta value at the standardized coefficients is -0.597 which indicates in the negative direction. This shows that job insecurity has a negative and significant effect on job satisfaction which means **H2 is accepted**. This means that the higher the inconvenience or job insecurity felt by employees, employee job satisfaction will be lower. The influence of job insecurity on job satisfaction obtains negative and significant results due to employees who are helpless with the threat of the threat in their work will make the employee feel the job insecurity, so the job insecurity has a significant effect on job satisfaction. These results support previous studies conducted by Elvianita & Muchtar (2020) and Guarnaccia et al. (2018) state that job insecurity has a negative effect on job satisfaction. Masum et al. (2016) also stated that job insecurity has a negative effect on job satisfaction.

Effect of Job Satisfaction on Turnover Intention

From the results of the SPSS calculation, the comparison of the value of sig.t is 0.001 less than the significant value used (0.001 < 0.05), and the beta value on the standardized coefficients is -0.296 which indicates in the negative direction. This shows that job satisfaction has a negative and significant effect on turnover intention which means **H3 is accepted**. This means that the higher employee job satisfaction, the wishes of employees leaving the company and find other jobs will be lower. The effect of job satisfaction with Turnover Intention obtained negative and significant results due to employees who are satisfied with the work done now and feel satisfied with good working relationships with fellow employees will feel job satisfaction, so job satisfaction has a significant effect on turnover intention. These results support previous studies conducted by Lu & Gursoy (2016) also stressed that job satisfaction has a negative effect on Turnover Intention in the context of the hospitality industry. Januartha & Adnyani (2019) found that job satisfaction had a negative relationship to Turnover Intention. This was also supported by research by Chen & Wang (2019) show very significant negative relationships. This indicates that the higher job satisfaction, the lower Turnover Intention.

Job Satisfaction Mediates the Influence of Job Insecurity on Turnover Intention

Based on the results of the Sobel test showed that the $Z = 3.234 > 1.96$ which means that the job satisfaction variable significantly mediated the relationship between Job Insecurity on Turnover Intention. Thus the **H4 is accepted**. This means that the higher the job insecurity felt by employees, employee job satisfaction will be lower so that it will increase the wishes of employees to leave the company and find new jobs. In this study, it can be explained that employees have a very low turnover intention level due to the low level of job insecurity and high job satisfaction. Evidenced by the average answer score of respondents to the Job Insecurity included in the low category, the average answer score of respondents to job satisfaction included in the high

category, and the average answer score of respondents to turnover intention included in the very low category. Setiawan & Putra (2016), Pertiwi & Piartrini (2020) found that job satisfaction partially mediated the influence of Job Insecurity on Turnover Intention. Heryanda (2019) suggests that partial job satisfaction can mediate the influence of Job Insecurity on Turnover Intention.

Research implications

The theoretical implications of the results of this study provide evidence on the development of human resource management science, especially in job insecurity, job satisfaction, and Turnover Intention. This research has been able to explain the model of the theory used as a basis in the preparation of hypotheses, namely the role of job satisfaction mediation on the influence of job insecurity on turnover intention. The results of the theoretical model explained that the factors that influence the Turnover Intention Employees are the existence of job satisfaction through job insecurity. Theoretically, this research also provides an understanding that the lower the employee job insecurity, employee job satisfaction will be higher, so the turnover intention will also be lower. The practical implications of the results of this study are expected to be additional information to other researchers who intend to examine Job Insecurity, Job Satisfaction, Turnover Intention.

Research limitations

The number of respondents was only 62 people and only discussed the behavior of agro tourism employees so that the results of this study cannot be generalized in other companies. This research can still be developed by changing variables with other variables that can affect Turnover Intention outside the model described in this study.

IV. CONCLUSION

Job insecurity has a positive and significant effect on Turnover Intention. This means the lower the employee job insecurity, the Turnover Intention will also be lower. Job insecurity has a negative and significant effect on job satisfaction. This means the higher the employee job insecurity, employee job satisfaction will be low. Job satisfaction has a negative and significant effect on Turnover Intention. This means that the higher employee job satisfaction, the Turnover Intention will be lower. Job satisfaction can mediate the relationship between Job Insecurity to Turnover Intention. This means to reduce the turnover intention of employees, namely by reducing the job insecurity thus will result in employee job satisfaction increase and will reduce turnover intention. For futures research, it should be considered to examine variables, factors, and other indicators outside the job insecurity and job satisfaction to determine Turnover Intention, such as compensation, communication, organizational commitment, and others.

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