



## THE EFFECT OF JOB INSECURITY AND WORK STRESS ON JOB SATISFACTION AND THEIR IMPLICATIONS FOR TURNOVER INTENTION ON PT CIPTAJAYA SEJAHTERA ABADI

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**Abstract:** This study aims to find out the effect of job insecurity and work stress on turnover intentions and their implications for job satisfaction in PT Ciptajaya Sejahtera Abadi. This study is a quantitative study with a total of 142 employees. Data collection uses primary and secondary data. Technical data analysis uses path analysis methods (Path Models) with the help of SmartPLS version 3.2.9. From the results of this study showed that job insecurity has a positive and insignificant effect on turnover intentions. Job insecurity has a negative and significant effect on job satisfaction. Work stress negatively and significantly affects turnover intentions. Work stress has a positive and significant effect on job satisfaction. Job satisfaction shows a negative and insignificant effect on turnover intentions.

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

### INTRODUCTION

The success of an organization or company depends on several internal and external factors. And one of the main factors in the success of an organization is the human resources that will manage the resources that exist within the company. Employees are considered an important asset within the company, the costs incurred when an employee decides to leave the company ranging from costs for re-recruitment, training to costs for other administrative processes.

Based on the results of the above pre-survey it can be known that for the variable job insecurity employees who answer agree by 40% and 32% to strongly agree which means that the employee feels there is insecurity in his work. Similarly, with the work stress variable, 34% for the answer agreed and 18% strongly agreed. So, it can be interpreted that employees feel the presence of work stress in their work that can affect their satisfaction with the company. On the job satisfaction variable that 37% of employees agree and 28% strongly agree which means that while working in the company, employees are satisfied. But there are still some employees who are dissatisfied with the circumstances in the company, especially regarding the workload that is not balanced with the salary they receive. And on the employee turnover intention variable, 34% of employees agree and 28% strongly agree, that they have a desire to leave the company and

find another job. The effects of a sense of job insecurity, job stress and job satisfaction can influence an employee's decision to stay or leave the company. Based on the background that has been presented, it is very interesting for the author to conduct a study with the title "**The Influence of Job Insecurity and Work Stress on Job Satisfaction and Its Implications on Turnover Intention on PT Ciptajaya Sejahtera Abadi**"

## **LITERATURE REVIEW**

### **Job Insecurity**

Job insecurity is the helplessness to maintain desired continuity in threatened working conditions (Ni Ketut Septiari and I Komang Ardana., 2016:6431). Job insecurity is conceptualized as uncertainty and lack of control over the future of employee work (Kekesi and Collins, 2014). While Greenhalgh and Rosenblatt in Syarifur Ridho and Abd Rashid Shamsuri (2018: 75) define job insecurity or job insecurity as a condition of helplessness to maintain the desired continuity in threatened working conditions. In addition, Greenhalgh and Rosenblatt mentioned that job insecurity has four important elements, namely, desired continuity, threats, aspects of work that are at risk (job feature at risk) and powerless.

### **Work Stress**

According to Mangkunegara (2012), work stress is a feeling of pressure or feeling depressed experienced by employees in the face of work. Work stress can cause unstable emotions, feeling unsettled, aloof, difficulty sleeping, excessive smoking, unable to relax, anxious, tense, nervous, increased blood pressure, and indigestion. Work stress can be measured by several things, among others, excessively heavy workload, urgent work time, low quality of work supervision, unhealthy work climate, inadequate work authority related to responsibilities, work conflicts, and differences in value between employees and leaders.

### **Turnover Intention**

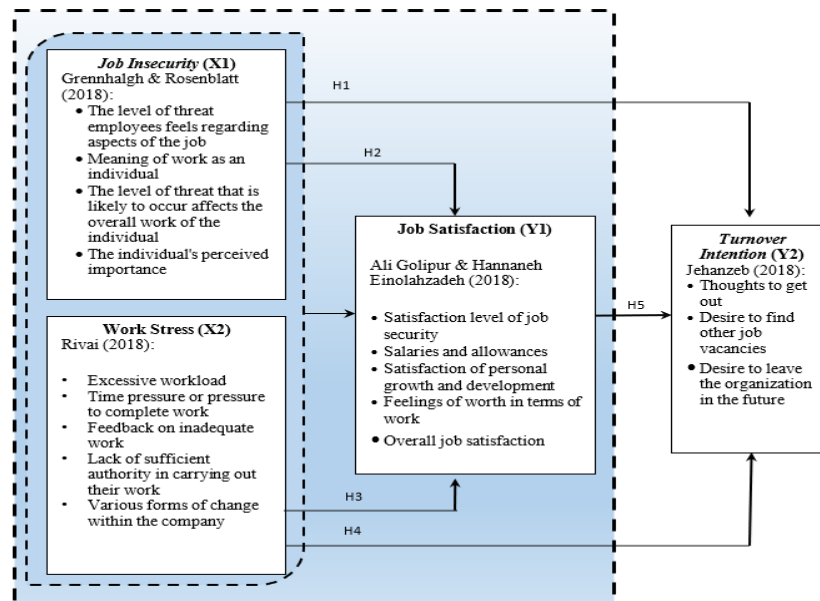
Mobley in Lystia Utami and M. Havidz Aima (2021) states that turnover intentions are the tendency or desire of employees to quit their jobs voluntarily or move from one workplace to another according to their own wishes. The opinion shows that turnover intention is the desire to move, there is no realization stage that is to move from one workplace. Green at all in Vika Audina and Tatang Kusmayadi (2018) stated that the desire of employees to leave the company is determined based on their emotional attitude. There are several factors that affect turnover intention quite diverse and related to each other. Among them are age, tenure, commitment to the organization, job satisfaction and ethical climate.

### **Job Satisfaction**

According to Septiadi and Supartha in Ni Nyoman Yani Sri Lestari (2018), said that job satisfaction is oriented to each employee's individual attitude towards his or her duties. Employees who have a high level of job satisfaction have a positive attitude towards their obligations, while those who are dissatisfied will have a negative attitude towards their obligations, employees have a different level of satisfaction with the value system that applies to the high assessment of the activities and desires felt by employees, has an impact on the high satisfaction obtained then job satisfaction is an assessment that shows a feeling of satisfaction in work. And according to Colquitt and Rodell in Joko Triraharjo, Havidz Aima, Achmad Sutawijaya, and Ahmad Badawy Saluy (2020) employee satisfaction is the level of extraordinary feelings obtained from the evaluation of one's assignment or work involvement.

## Theoretical Framework and Hypothesis

Based on phenomena, theoretical research, and some previous studies, it can be drawn the theoretical framework and hypothesis in this study as follows:



Picture 1. Theoretical Framework

Source: Researchers' data (2020)

- H1: Job insecurity significantly effects turnover intentions in employees of PT Ciptajaya Sejahtera Abadi
- H2: Job insecurity significantly effects job satisfaction in employees of PT Ciptajaya Sejahtera Abadi
- H3: Work stress significantly effects turnover intentions in employees of PT Ciptajaya Sejahtera Abadi
- H4: Work Stress significantly effects job satisfaction in employees of PT Ciptajaya Sejahtera Abadi
- H5: Job satisfaction significantly effects turnover intentions in employees of PT Ciptajaya Sejahtera Abadi

## RESEARCH METHODS

In this study the method used is quantitative. In this study, the independent were job insecurity and work stress and for the dependent variables were turnover intentions. The study also used a moderator variable: job satisfaction. The population in this study is the employees of PT Ciptajaya Sejahtera Abadi who are actively working, both permanent employees and contract employees, the number as of December 2020 is 220 employees. In this study the authors used the formula Slovin to measure the number of samples to be used. With a tolerance limit of 5% or 0.05. From the calculation of Slovin obtained the minimum number of samples, which is 142 samples. The data collection methods used in this study are interviews, questionnaires, and literature studies, then data analysis methods using SmartPLS software version 3.29 for testing research hypothesis.

## RESULTS AND DISCUSSION

### Characteristics of Respondents

From the results of the study, most respondents were male (94%), with high school education level (61%) and age range of 19-25 years (54%). This shows that the employees of PT Ciptajaya Sejahtera Abadi are mostly male employees of productive working age.

### Descriptive Analysis of Statistics

From the results of descriptive analysis showed that respondents' perceptions of job insecurity, job stress, job satisfaction and turnover intention varied from low to high, namely 3.45, 2.83, 2.50 and 3.65. This can be interpreted that some respondents have varying views on research.

### Convergent Validity

Haryono (2017) said the development of new models or indicators, loading factor values between 0.5 - 0.6 are still acceptable, this study uses a limit of 0.5. Indicators that have a loading factor value above 0.5 are declared valid. From the results of the outer test model measurement variable job insecurity, stress work, job satisfaction and turnover intention all indicators have a loading factor value of >0.50, meaning that all indicators It's valid.

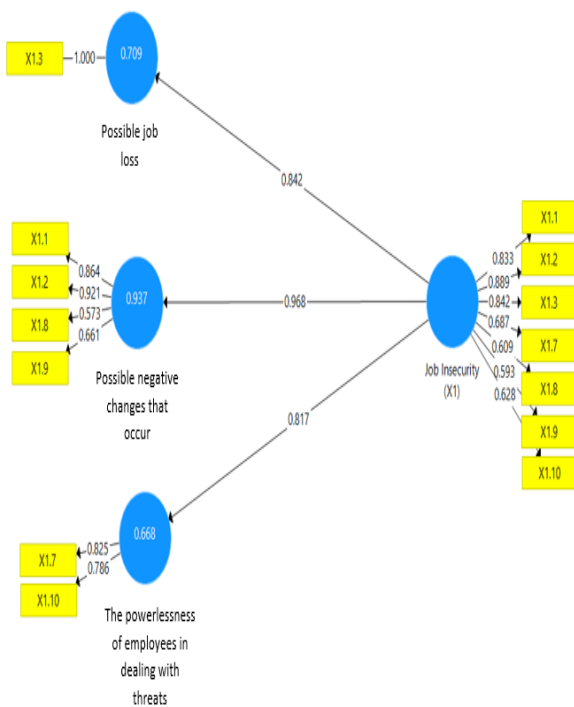


Figure 1. Test Results of Outer Model Figure Job Insecurity Variable  
Source: Researchers' data (2021)

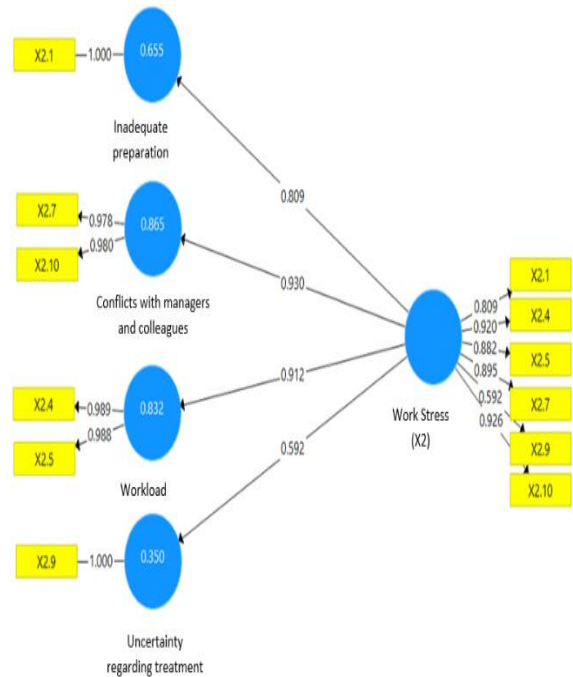


Figure 2. Outer Model Test Results Work Stress Variable  
Source: Researchers' data (2021)

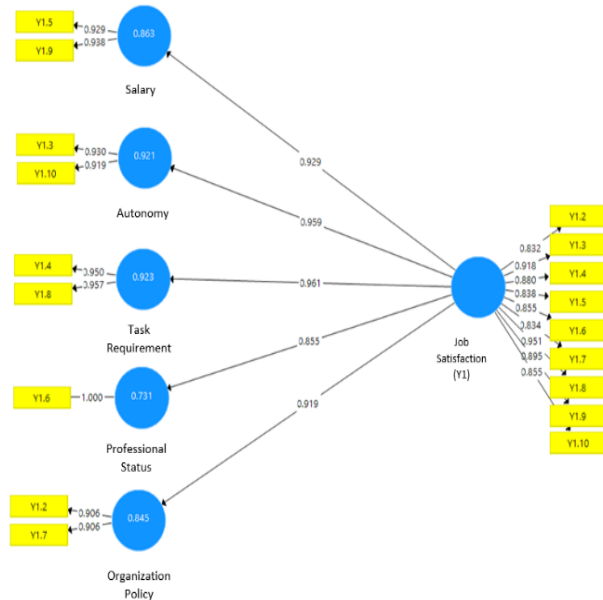


Figure 3. Test Results of Outer Model Figure Variable Job Satisfaction Variable  
Source: Researchers' data (2021)

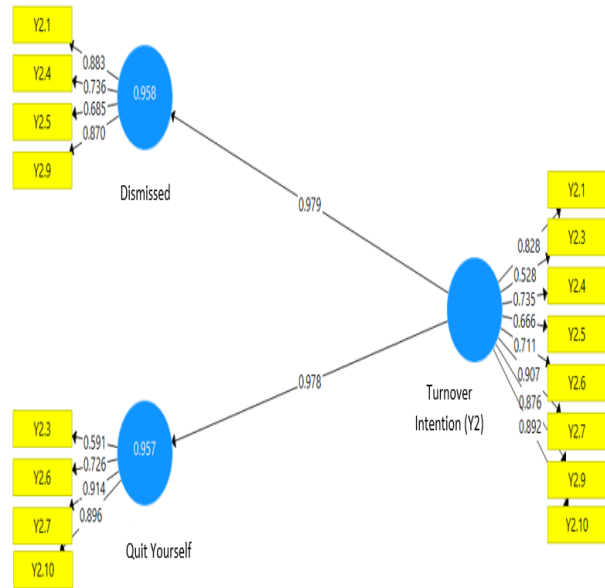


Figure 4. Outer Model Test Results Turnover Intention Variable  
Source: Researchers' data (2021)

Next to show the magnitude of the variant or diversity of manifest variables that latent constructs have. Convergent validity evaluation of Average Variance Extracted (AVE) examination can be seen from the AVE value table based on data processing results using SmartPLS version 3.29

**Table 1. Average Variance Extracted (AVE) Values of Each Variable**

Variable	Average Variance Extracted (AVE)
Job Insecurity (X1)	0.526
Job Satisfaction (Y1)	0.763
Work Stress (X2)	0.713
Turnover Intention (Y2)	0.605

Source: Researchers' data (2021)

From table 1 it is known that the AVE value for all variables has an AVE value of > 0.50, which is 0.526 for job insecurity, 0.763 for job satisfaction, 0.713 for work stress and 0.605 for turnover intention. Convergent validity evaluation for internal consistency reliability examination can be seen from Cronbach's Coefficient Alpha and Composite Reliability (CR) values shown in table 2 below.

**Table 2. Cronbach's Coefficient Alpha and Composite Reliability (CR)**

Variable	Cronbach's Alpha	Composite Reliability (CR)
Job Insecurity (X1)	0.853	0.885
Job Satisfaction (Y1)	0.961	0.967
Work Stress (X2)	0.915	0.936
Turnover Intention (Y2)	0.901	0.923

Source: Researchers' data (2021)

From table 2, it is known that Cronbach's Coefficient Alpha and Composite Reliability values for the variables studied are job insecurity, job satisfaction, work stress and turnover intentions of more than 0.60 or even close to 1 as well as Composite Reliability values. (CR) more than 0.8. This value has exceeded its standards of  $> 0.60$  and  $> 0.70$ , respectively, so that all variables in this study are declared reliable.

Furthermore, the testing of validity of indicators on each variable is done using discriminant validity testing or discriminant validity, namely by checking the value of cross loading, which is the correlation coefficient of the indicator to its construct, compared to the correlation coefficient with other constructs. The value of the indicator's correlation coefficient must be greater to its construct than any other construct. The results of discriminant validity can be seen in table 3:

**Table 3. Discriminant Validity Testing Results**

Indicator	Job Insecurity (X1)	Work Stress (X2)	Job Satisfaction (Y1)	Turnover Intention (Y2)	Description
X1.1	0.742	-0.081	-0.284	0.054	Valid
X1.2	0.777	-0.138	-0.315	0.169	Valid
X1.3	0.781	-0.091	-0.402	0.105	Valid
X1.4	0.398	-0.085	-0.352	0.136	Valid
X1.6	0.352	0.036	-0.020	-0.043	Valid
X1.7	0.713	-0.145	-0.398	0.194	Valid
X1.8	0.683	-0.167	-0.330	0.261	Valid
X1.9	0.730	-0.120	-0.490	0.279	Valid
X1.10	0.501	0.012	-0.156	0.034	Valid
X2.1	-0.187	0.843	0.452	-0.648	Valid
X2.2	-0.287	0.146	0.026	-0.192	Valid
X2.3	-0.388	0.185	0.116	-0.067	Valid
X2.4	-0.067	0.912	0.152	-0.652	Valid
X2.5	-0.051	0.867	0.125	-0.631	Valid
X2.6	-0.163	0.477	0.313	-0.398	Valid
X2.7	-0.138	0.884	0.405	-0.546	Valid
X2.9	-0.162	0.518	0.285	-0.257	Valid
X2.10	-0.024	0.899	0.304	-0.521	Valid
Y1.1	0.053	-0.014	0.112	-0.022	Valid
Y1.2	-0.405	0.340	0.823	-0.323	Valid
Y1.3	-0.517	0.262	0.912	-0.333	Valid
Y1.4	-0.405	0.468	0.885	-0.572	Valid
Y1.5	-0.524	0.304	0.845	-0.490	Valid
Y1.6	-0.398	0.301	0.853	-0.526	Valid
Y1.7	-0.384	0.293	0.829	-0.471	Valid
Y1.8	-0.629	0.277	0.951	-0.415	Valid
Y1.9	-0.500	0.314	0.896	-0.401	Valid
Y1.10	-0.461	0.345	0.860	-0.525	Valid
Y2.1	0.164	-0.513	-0.429	0.809	Valid
Y2.2	0.028	-0.019	-0.220	0.174	Valid
Y2.3	0.076	-0.396	-0.192	0.532	Valid
Y2.4	0.288	-0.613	-0.164	0.740	Valid
Y2.5	0.239	-0.341	-0.552	0.682	Valid
Y2.6	0.245	-0.276	-0.651	0.715	Valid
Y2.7	0.335	-0.734	-0.529	0.912	Valid
Y2.8	0.052	-0.205	-0.267	0.196	Valid
Y2.9	0.044	-0.602	-0.333	0.854	Valid
Y2.10	0.169	-0.647	-0.279	0.884	Valid

Source: Researchers' data (2021)

From the results of discriminant validity test table 3 above, shows the results that all indicators have a cross loading value of the construct greater than the value of cross loading other constructs so that it is declared valid. Then it can be concluded that job construct insecurity, job stress, job satisfaction and turnover intention have good discriminant validity value.

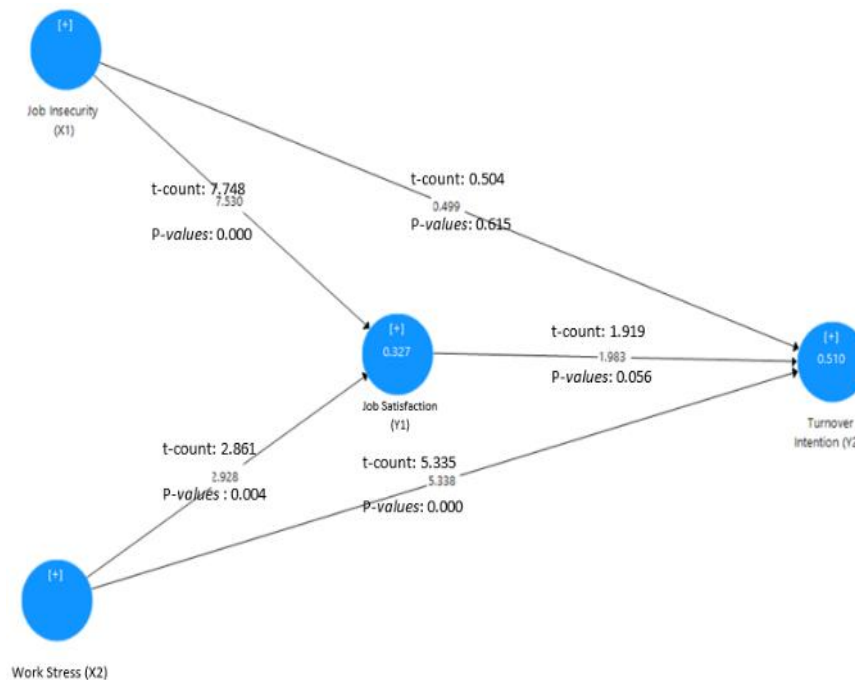
### Hypothesis Test

To evaluate the results of the analysis test, based on the results of calculations using calculated Smart PLS bootstrapping obtained the following:

**Table 4. Path Coefficient Testing Results**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	P Values
Job Insecurity (X1) -> Job Satisfaction (Y1)	-0.47	-0.477	0.061	7.748	0.000
Job Insecurity (X1) -> Turnover Intention (Y2)	0.044	0.052	0.088	0.504	0.615
Job Satisfaction (Y1) -> Turnover Intention (Y2)	-0.283	-0.273	0.148	1.919	0.056
Work Stress (X2) -> Job Satisfaction (Y1)	0.289	0.274	0.101	2.861	0.004
Work Stress (X2) -> Turnover Intention (Y2)	-0.558	-0.561	0.105	5.335	0.000

Source: Researchers' data (2021)



**Figure 6. Bootstrapping Measurement Model Calculation Results**  
Source: Researchers' data (2021)

**R<sup>2</sup> Evaluation Value**

From the calculation results from SmartPLS, it is found that R<sup>2</sup> for the job satisfaction variable is 0.336 and for the turnover intention variable is 0.521. The results of the R<sup>2</sup> calculation can be carried out to determine the simultaneous effect of job insecurity and work stress variables on job satisfaction (Y1) and the simultaneous effect of job insecurity, work stress and job satisfaction variables on turnover intention (Y2) can be done by calculating f count/f-statistic with using the following formula:

$$a. R^2 = 0.336 (Y1)$$

$$F \text{ count} = \frac{R^2}{(k-1)} \cdot \frac{1-R^2}{n-k}$$

$$F \text{ count} = \frac{0.336}{(4-1)} \cdot \frac{1-0.336}{142-4}$$

$$F \text{ count} = \frac{0.112}{0.664/138}$$

$$F \text{ count} = \frac{0.112}{0.0048}$$

$$F \text{ count} = 23.33$$

$$b. R^2 = 0.521 (Y2)$$

$$F \text{ count} = \frac{R^2}{(k-1)} \cdot \frac{1-R^2}{n-k}$$

$$F \text{ count} = \frac{0.521}{(4-1)} \cdot \frac{1-0.521}{142-4}$$

$$F \text{ count} = \frac{0.174}{0.479/138}$$

$$F \text{ count} = \frac{0.175}{0.034}$$

$$F \text{ count} = 51.71$$

### Evaluation of Effect Size $F^2$

To see how big of the influence of the exogenous latent variable on the endogenous latent variable or to see the goodness of the model. The results of calculating the value of effect size (f-square) with SmartPLS are shown in table 5.

**Table 5. F-Square Size**

	Job Insecurity (X1)	Job Satisfaction (Y1)	Work Stress (X2)	Turnover Intention (Y2)
Job Insecurity (X1)		0,328		0,003
Work Stress (X2)		0,125		0,570
Job Satisfaction (Y1)				0,111
Turnover Intention (Y2)				

Source: Researchers' data (2021)

From the table above can be drawn conclusions:

1. Job insecurity to job satisfaction has a value of  $f^2$  which is 0.328. This indicates that job insecurity has a moderate influence on the level futural receipts.
2. Work stress to job satisfaction has a value of  $f^2$  0.125. This suggests work stress has a weak influence on structural levels.
3. Job insecurity against turnover intention has a value of  $f^2$  0.003. This indicates job insecurity has a weak influence on the structural level.
4. Work stress against turnover intention has a value of  $f^2$  0.570. This suggests work stress has a strong influence on structural levels.
5. Job satisfaction against turnover intention has a value of  $f^2$  0.111. This indicates that job satisfaction has a weak influence on the structural level.

### Goodness of Fit Index (GoF)

To validate the combined performance between the measurement model (outer model) and the structural model (inner model) obtained through the following calculations:



$$GoF = \sqrt{AVE \times R^2}$$

$$GoF = \sqrt{0,6517 \times 0,4285}$$

$$GoF = \sqrt{0,2793}$$

$$GoF = 0,5282$$

Notes:

$$1. AVE = \frac{(0.526+0.763+0.713+0.605)}{4}$$

$$AVE = \frac{(1,607)}{4}$$

$$AVE = 0.6517$$

$$2. R Square = \frac{(0.336+0.521)}{2}$$

$$R Square = \frac{(0.857)}{2}$$

$$R Square = 0.4285$$

From the calculation of Goodness of Fit Index (GoF) shows the value of 0.5282. Based on these results, it can be concluded that the combined performance between the measurement model (outer model) and the structural model (inner model) is good because the value of goodness of fit index (GoF) is more than 0.25 (moderate scale).

### Predictive Relevance Testing (Q2)

Predictive relevance (Q2) testing aims to validate the model. The results of Q2 calculation are as follows:

$$Q^2 = 1 - (1 - R1^2)(1 - R2^2)$$

$$Q^2 = 1 - (1 - 0.336)(1 - 0.521)$$

$$Q^2 = 1 - (0.664)(0.479)$$

$$Q^2 = 1 - 0.318056$$

$$Q^2 = 0.681944$$

From the results of predictive relevance calculation (Q2) above which shows the value of 0.682. In this research model, endogenous latent variables have predictive relevance values (Q2) greater than 0 (zero), so exogenous latent variables correspond as explanatory variables that can predict endogenous variable turnover intentions or in other words prove that this model has good predictive relevance (Q2).

### Effect of Independent Variables on Dependent Variables

The results of testing the hypothesis about the effect of job insecurity (X1), job stress (X2) on job satisfaction (Y1), and job satisfaction (Y1) on turnover intention (Y2). From the calculation results obtained, for the structural model with the following hypothesis:

1. Hypothesis 1: Job insecurity significantly affects turnover intentions. The path coefficient is 0.044 with p-values of 0.615. Which means that job insecurity has a positive and insignificant effect on turnover intentions, thus H1 is rejected because  $p > 0.05$ .
2. Hypothesis 2: Job insecurity has a significant effect on job satisfaction. Obtaining a path coefficient of -0.470 with p-values of 0.000 means that job insecurity has a significant negative effect on job satisfaction, thus H2 is accepted because  $p < 0.05$ .
3. Hypothesis 3: Work stress have a significant effect on turnover intentions. Getting a path coefficient of -0.558 with p-values of 0.000 means that work stress has a significant negative effect on turnover intention, thus H3 is accepted because  $p < 0.05$ .
4. Hypothesis 4: Work stress have a significant effect on job satisfaction. Obtaining a pathway coefficient of 0.289 with p-values of 0.004 means that work stress has a significant positive effect on job satisfaction, thus H4 is accepted because  $p < 0.05$ .
5. Hypothesis 5: Work satisfaction significantly affects turnover intentions. Getting a path coefficient of -0.283 with p-values of 0.056 means that job satisfaction has a negative and insignificant effect on turnover intention, thus H5 is rejected because  $p > 0.05$ .

### Analysis of Inter-Dimensional Correlations

It aims to measure the level of relationship between dimensions in variable X and dimensions in variable Y1 and Y2 and dimensions in variable Y1 with dimensions in variable Y2. This research is a job insecurity variable consists of 3 dimensions, the work stress variable consists of 4 dimensions, job satisfaction consists of 5 dimensions and turnover intention consists of 2 dimensions.

**Table 6. Results of Correlation Matrix Between Dimensions of Job Insecurity (X1) and Work Stress (X2) with Job Satisfaction (Y1)**

Relation		Job Satisfaction (Y1)								
Variable	Dimensions	Salary		Autonomy		Task Requirement		Professional Status	Organization Policy	
		Y1.5	Y1.9	Y1.3	Y1.10	Y1.4	Y1.8	Y1.6	Y1.2	Y1.7
Job Insecurity (X1)	Possible job loss	-0,407	-0,329	-0,382	-0,341	-0,388	-0,483	-0,251	-0,282	-0,273
	Possible negative changes that occur	-0,282	-0,2441	-0,307	-0,197	-0,145	-0,406	-0,208	-0,154	-0,292
	The powerlessness of employee in dealing with threats	0,005	-0,209	-0,111	-0,253	-0,010	-0,189	-0,158	-0,089	-0,227
Work Stress (X2)	Inadequate preparation	0,410	0,429	0,329	0,364	0,514	0,353	0,378	0,408	0,349
	Conflict with managers and colleagues	0,314	0,316	0,318	0,444	0,428	0,329	0,347	0,328	0,340
	Workload	0,201	0,122	0,042	0,134	0,321	0,054	0,057	0,148	0,069
	Uncertainty regarding treatment	0,130	0,128	0,344	0,093	0,257	0,289	0,341	0,356	0,349

Source: Researchers' data (2021)

**Table 7. Results of Correlation Matrix Between Dimensions of Job Insecurity (X1), Work Stress (X2) and Job Satisfaction (Y1) with Turnover Intention (Y2)**

Relation		Turnover Intention (Y2)							
Variable	Dimension	Dismissed				Quit Yourself			
		Y2.1	Y2.4	Y2.5	Y2.9	Y2.3	Y2.6	Y2.7	Y2.10
Job Insecurity (X1)	Possible job loss	-0,057	0,102	0,212	-0,019	0,022	0,223	0,198	-0,014
	Possible negative changes that occur	0,377	0,192	0,131	0,152	0,033	0,149	0,295	0,227
	The powerlessness of employee in dealing with threats	0,203	0,140	0,181	0,102	0,038	0,079	0,250	0,193
Work Stress (X2)	Inadequate preparation	-0,542	-0,525	-0,438	-0,573	-0,175	-0,412	-0,645	-0,574
	Conflict with managers and colleagues	-0,400	-0,502	-0,180	-0,438	-0,399	-0,111	-0,600	-0,469
	Workload	-0,469	-0,569	-0,219	-0,617	-0,309	-0,188	-0,666	-0,726
	Uncertainty regarding treatment	-0,210	-0,328	-0,023	-0,176	-0,446	0,034	-0,346	-0,167
Job Satisfaction (Y1)	Salary	-0,413	-0,059	-0,459	-0,251	-0,023	-0,484	-0,456	-0,189
	Autonomy	-0,334	-0,001	-0,339	-0,243	-0,111	-0,526	-0,359	-0,140
	Task Requirements	-0,311	-0,156	-0,479	-0,198	-0,135	-0,637	-0,570	-0,377
	Professional Status	-0,341	-0,212	-0,508	-0,333	-0,371	-0,645	-0,522	-0,276
	Organization Policy	-0,339	-0,146	-0,516	-0,264	0,035	-0,442	-0,353	-0,168

Source: Researchers' data (2021)

1. The variable job insecurity to the variable of job satisfaction, the highest dimension correlation is salary to the dimension of employee helplessness in dealing with threats of 0.005.
2. The variable of work stress to the variable of job satisfaction, the highest dimensional correlation is inadequate preparation of 0.541.

3. The variable job insecurity against the turnover intention variable, the highest dimension correlation is the possibility of negative changes that occur with a value of 0.377.
4. The variable work stress to varying turnover intention, the highest dimensional correlation is the uncertainty related to treatment with a value of 0.034.
5. The variable job satisfaction to varying turnover intention, the highest dimensional correlation is organizational policy with a value of 0.035.

## Discussion

### • **The Effect of Job Insecurity on Turnover Intention (Hypothesis 1)**

The path coefficient is 0.044 with p-values of 0.615. Which means that job insecurity has a positive and insignificant effect on turnover intentions, thus H1 is rejected because  $p > 0.05$ . The results showed that job insecurity has a positive but not significant influence. This means that the higher the job insecurity that an employee feels, it will not have a strong influence on turnover intentions. The results of this study are different from the results of the previous study, conducted by Syarifur Ridha and Abd. Rasyid Syamsuri (2018), who stated that job insecurity has a positive and significant influence on turnover intentions.

But the results of this study are in line with research conducted by I Gede Riana, Mira Minarsari and Putu Saroyini Piartini (2019) that job insecurity has no significant effect on turnover intention. This indicates that the level of employee job insecurity has no real influence in increasing turnover intentions, because the influence of job insecurity that is not significant can be interpreted that the role of job satisfaction becomes important in the role of job satisfaction. Lower the turnover intention rate. This research is contrary to some of the results of previous research that has been done, especially related to the influence of job insecurity on turnover intention, in general, job insecurity exists. Because there is a perception of the threat to continuity in the job not only that, but job insecurity also exists because of the subjective perception of the possibility of employees losing their jobs.

### • **Effect of Job Insecurity on Job Satisfaction (Hypothesis 2)**

Obtaining a path coefficient of -0.470 with p-values of 0.000 means that job insecurity has a significant negative effect on job satisfaction, thus H2 is accepted because  $p < 0.05$ . The results showed that job insecurity has a negative and significant influence. This means that the higher the job insecurity that employees feel, the lower employee job satisfaction. The results of this study are in line with the results of previous research conducted by Ridho and Syamsuri (2018) job insecurity has a significant and negative influence on job satisfaction. Similarly, research conducted by Anne Balz and Karin Schuller (2018), that for employees, job insecurity has a negative effect on job satisfaction and extends to other domains of life. Job insecurity also damages psychological well-being and psychological health, marital satisfaction and even life satisfaction. Employees who feel satisfied tend to keep their jobs, job satisfaction on various aspects attached to the job can reduce the pressure felt by employees in the job. and environmentally, the level of job insecurity can be lowered by increasing their satisfaction with the company, employees who feel more satisfied tend to have the desire to remain stay within the company and be able to make optimal contributions.

### • **Effect of Work Stress on Turnover Intention (Hypothesis 3)**

Getting a path coefficient of -0.558 with p-values of 0.000 means that work stress negatively affects turnover intention, thus H3 is accepted because  $p < 0.05$ . Based on the results of the study, work stress negatively and significantly affects turnover intention. This means that whenever work stress increases on employees, the turnover intention rate will decrease. This

contrasts with the results of previous research conducted by Rian Saputo, Muhammad Havidz Aima and Farida Elim (2020) that work stress has a positive and significant effect on turnover intention.

From the results of further interviews conducted by the authors, the difference in the results of this study with the results of previous research is that when the author conducted this study, the situation of the Covid-19 pandemic that is happening, becomes one of the reasons for employees to stay in their jobs. Pandemics that make the situation difficult, the less job openings and the increasing unemployment rate, resulting from the number of companies or businesses that close. Employees feel that they should be able to resist the urge to go out even though the work stress that is faced is quite heavy. More research and details will be able to answer why these differences can occur. This shows that there is a research gap that can be one of the objects of future research.

- **Effect of Work Stress on Job Satisfaction (Hypothesis 4)**

Obtaining a pathway coefficient of 0.289 with p-values of 0.004 means that work stress has a significant positive effect on job satisfaction, thus H4 is accepted because  $p < 0.05$ .

The results showed that work stress had a positive and significant effect on job satisfaction. This result means that any increase in work stress, will increase job satisfaction. This result is different from the results of previous research conducted by Asep Gunawan and UlfaI (2018), work stress negatively and significantly affects job satisfaction. This means that when the level of work stress increases then the level of job satisfaction will decrease. But in line with research conducted by Abdul Gofur (2018), that work stress has a positive effect on job satisfaction. From the results of this study, it shows that there is a research gap that can be one of the objects of subsequent studies.

The authors conducted follow-up interviews to find out why when job stress increases or decreases, employee job satisfaction follows. In line with the previous hypothesis that work stress has a negative and significant effect, that the condition of the Covid-19 pandemic directly affects work stress and employees job satisfaction. Currently employees are satisfied with the circumstances in the company, where employees still get their salaries without deductions, the benefits they receive are not change, so that the sense of work stress they experience, can be held back. More research and details will be able to answer why these differences can occur. This shows that there is a research gap that can be one of the objects of future research.

- **Effect of Job Satisfaction on Turnover Intention (Hypothesis 5)**

Getting a path coefficient of -0.283 with p-values of 0.056 means that job satisfaction has a negative and insignificant effect on turnover intention, thus H5 is rejected because  $p > 0.05$ . From the results of the study obtained the results that job satisfaction negatively and not significantly on turnover intention. This result is like the theory that Chen et al., (2010), a person feels satisfied with his work if the job is in accordance with their expectations. If employee job satisfaction is high then employee turnover tends to be lower, and vice versa if employee job satisfaction is low then employee turnover tends to be higher. Similarly, research conducted by Regina Desvarani and Sastra Tamami (2019) that job satisfaction has no effect on turnover intention. From the results of the research, it can be concluded that there are still employees who are dissatisfied with the job or the company but want to stay and work for the company. The authors conducted a follow-up interview, and the results were the same as the previous hypothesis, that employees stay because this study was conducted during the

Covid-19 pandemic, so employees stay, because of the difficult situation now adays. Due the pandemic of Covid-19, many companies are closing and increasing the unemployment rate.

## CONCLUSION AND SUGGESTIONS

### Conclusion

Based on the results of research and analysis of data from the previous chapter, several conclusions were obtained, namely,

1. Job insecurity has a positive and insignificant effect on turnover intentions at PT Ciptajaya Sejahtera Abadi in Jakarta.
2. Job insecurity has a negative and significant effect on job satisfaction at PT Ciptajaya Sejahtera Abadi in Jakarta.
3. Work stress negatively and significantly affects turnover intentions at PT Ciptajaya Sejahtera Abadi in Jakarta.
4. Work stress has a positive and significant effect on job satisfaction at PT Ciptajaya Sejahtera Abadi in Jakarta.
5. Job satisfaction shows a negative and insignificant effect on turnover intentions at PT Ciptajaya Sejahtera Abadi in Jakarta.

### Suggestion

Based on the results of the discussion analysis and some of the conclusions above, the author provides the following suggestions to complete the results of this study:

1. In the job insecurity variable, the dimension that has the highest correlation with the job satisfaction variable is the helplessness of employees in dealing with threats to the salary dimension. Therefore, to lower job insecurity, by improving the variable of job satisfaction, is to increase employee's salaries.
2. In the work stress variable, the dimension that has the highest correlation with the job satisfaction variable is inadequate preparation of the task requirements dimension. Therefore, to reduce job insecurity, by improving job satisfaction variables, is to improve work preparation, especially those related to employee task requirements.
3. The highest correlation in job insecurity variables with turnover intentions is in the dimension of the possibility of negative changes that occur against the dismissed dimension. Therefore, by lowering the changes in the company, especially those that are negative, it can reduce feelings of insecurity or job insecurity of employees so that it will also decrease the sense of insecurity and the employee's desire to leave the company
4. The highest correlation in the variable of work stress with turnover intention is in the dimension of uncertainty related to treatment with the dimension of self-cessation. Therefore, improving the relationships between superiors and subordinates, can reduce the level of turnover intentions in the company.
5. In the job satisfaction variable, the dimension that has the highest correlation with the turnover intention variable is the dimension of organizational policy to the self-stop dimension. Therefore, when the company issues policies that can increase or decrease employee job satisfaction, the company can ask employees for opinions and find solutions so that the policies issued by the company can accommodate the needs of both parties, namely the company and employees. So that it can reduce the desire of employees to quit the company themselves.

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