

THE INFLUENCE OF JOB SATISFACTION, JOB STRESS, JOB INSECURITY, ROLE CONFLICT ON TURNOVER INTENTION

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Abstract: The purpose of this research is to determine the influence of job satisfaction, job stress, job insecurity, and role conflict on turnover intention of employees at PT.XXX. The population used was 76 employees using a saturated sampling technique, namely taking the entire population to be used as a sample. The number of samples in this study was 76 employees, the data collection technique uses questionnaire distribution with a Likert scale. The analysis technique used is multiple linear regression. Based on the results of hypothesis testing data analysis in this study, job satisfaction has an effect on turnover intention, job stress has no effect on turnover intention, job insecurity has no effect on turnover intention, and role conflict has an effect on turnover intention.

Keywords: Job Insecurity, Job Satisfaction, Job Stress, Role Conflict, Turnover Intention.

INTRODUCTION

Companies need to make changes for the better because of the rapid development of the business world today. Companies in Indonesia play an important role in improving the Indonesian economy. Companies in the service sector are one of the companies that play an important role in driving the economy. According to [\(Hilton 2016, 39\)](#) in developing countries service companies continue to grow and often account for at least half of Gross Domestic Product (GDP). A service company is a company that offers services or services with the aim of generating profits from these activities.

Advanced companies do not escape the support of employees as human resources, because human resources are the main capital for carrying out business processes. If a company manages human resources well, the company will get high loyalty from employees for the company [\(Marfuah et al. 2021\)](#). However, on the contrary, if the company cannot manage its human resources well, employee loyalty will decrease and employees will tend to have the desire to leave the company [\(M. Marfuah et al. 2021\)](#). An advanced company can be seen through a low *turnover rate*, because the lower

the turnover rate, the better the company is at managing its human resources.

PT. XXX is a private company that plays a role in the maintenance and operations services sector for factories and refineries in the oil and gas industry. Based on the results of interviews conducted with *the Human Resources and Department* of PT. XXX this company has a high employee *turnover rate*. The following is the *turnover data* contained in PT. XXX.

Based on table 1, the highest employee *turnover rate* in 2020 was 15 employees leaving the company with a percentage rate of 20%. Meanwhile, in 2021 there were 10 employees leaving the company with a percentage of 13.16% and in 2022 there were 12 employees leaving the company with a percentage of 16.44%. as stated by Gallup in ([Iskandar and Rahadi 2021](#)) states that the normal level of employee *turnover* that can be accepted by each company is different, but if the *turnover rate* is more than 10% per year it means that it exceeds the normal limit. It can be concluded that the employee *turnover rate* in the last three years at PT. XXX has exceeded normal limits.

The results of interviews conducted with *the human resource and department* of PT. XXX

The high *turnover rate* experienced by this company is due to PT. XXX there are differences in job satisfaction results such as bonuses and benefits, apart from that employees are required to complete their work in a short period of time to get high performance, so employees feel stressed in completing their tasks. This stress can cause *turnover intention*.

The next factor that can cause *turnover intention* is that when employees are unsuccessful in completing their tasks, employees will feel worried about their work, because the company could expel employees who are deemed incompetent in their work. For this reason, companies must be able to create a sense of security for employees so that employees do not feel worried about their jobs in the following years.

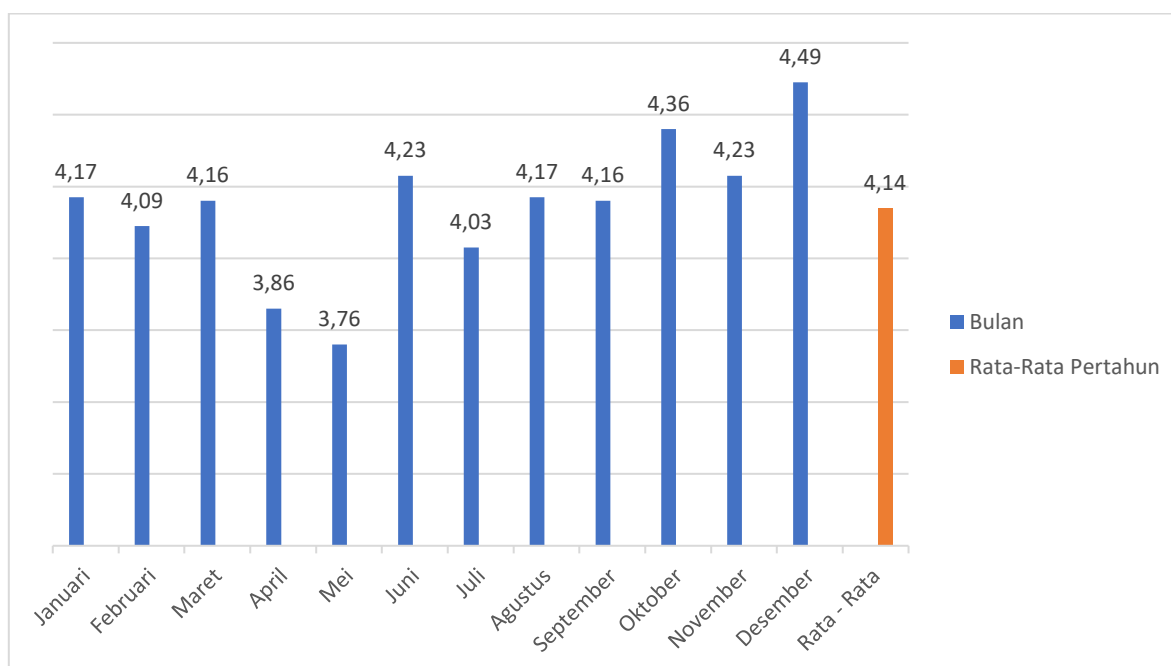
Role conflict is one of the factors that can cause *turnover intention*. Role conflict is a situation where employees have conflicting thought patterns with different roles so that employees find it difficult to make decisions ([Milman Goldman in Marfuah et al. 2021](#)). This conflict is what causes employees to become stressed, when this happens continuously it will have an impact on the intensity of *turnover* in a company.

Table 1 Employee Turnover Data for 2020-2022

Year	First period	Number of employees		End of Period	Percentage of Employees Leaving (%)
		Enter	Go out		
2020	78	12	15	75	20
2021	75	11	10	76	13,16
2022	76	9	12	72	16.44

Source: HRD PT

Figure 1. Employee Attendance Data



Source: HRD PT

Based on diagram 1. Average level of employee absenteeism at PT. XXX has reached above 3% with an average of 4.14% per year. According to Bramantara (2014) an average absenteeism rate of 1% per month is considered very good, 2% to 3% per month is still considered quite good, while an absenteeism rate of 4-15% per month is considered labor and more than 15% shows very bad symptoms for the company (Rahmawati and Nurwanti 2022). Percentage of absenteeism level owned by PT. XXX is very high and is considered bad so it is an indication of *turnover intention*.

turnover rate and absenteeism rate of PT. XXX can have a negative impact on the company so that the company will have difficulty in getting high-quality human resources & the company will need more time and money to recruit new employees. According to (Ghosh 2013) the following things can influence the desire to leave a company, namely environmental, personal and *job-related*, (Arrad

and Tjahjadi 2023). For this reason, researchers took four variables to use as research, namely job satisfaction, job stress, job insecurity, and role conflict.

Based on the description above, the title of this research is "The Influence of Job Satisfaction, Job Stress, Job Insecurity, Role Conflict on *Turnover Intention*".

Job satisfaction

According to (Robbins and Judge 2019) job satisfaction is a person's positive attitude towards their work which emerges as a result of evaluating their characteristics. According to (Risaldy and Ananda 2022) job satisfaction is a positive emotional response that an employee has. According to (Ardianto and Bukhori 2021) job satisfaction is a form of feeling happy, like, or feeling happy when they receive appropriate compensation and occupy the position they hope for.

H₁ : There is an influence of job satisfaction on employee *turnover intention* at PT. XXX

Job Stress

According to ([Prasetyo and Tjahyanti 2020](#)) work stress is when an employee experiences pressure in their work because of their duties, their leaders, and the environment in which they work. According to ([Christover Marcella and le 2022](#)) work stress is also known as workplace anxiety which has an impact on employee performance and emotions. According to (Mangkunegara in [Anastasia et al. 2022](#)) work stress is a condition felt by workers when working because employees feel stressed and depressed.

H₂ : There is an influence of work stress on employee *turnover intention* at PT. XXX

Job Insecurity

According to ([Greenhalgh Anastasia et al. 2022](#)) job insecurity is the inability to maintain desired work continuity in a threatened work environment. According to ([Malihah et al. 2022](#)) job insecurity is also defined as uncertainty and lack of control over the future of an employee's job. According to ([Saputra in Purwati and Maricy 2021](#)) job insecurity is a psychological condition experienced by employees who feel anxious due to changes in their work environment.

H₃ : There is an influence of job insecurity on employee *turnover intention* at PT. XXX
Role Conflict

According to ([Robbins and Judge 2019](#)) this is a condition where employees face different expectations from their roles. According to ([Greenhous in Marfuah et al. 2021](#)) role conflict is when work demands and family roles cannot be harmonized. According to ([Handoko in Rahmawati and Muhdiyanto 2019](#)) Role conflict can also be defined as when an employee does work that does not match their abilities and is expected to do more work than they can.

H₄ : There is an influence of role conflict on employee *turnover intention* at PT. XXX

Turnover Intention

According to ([Muttaqiyathun and Rosita 2020](#)) *turnover intention* is the idea that employees want to leave the company where they work. According to ([Mobley et al \(1917\) in \(Wijayanti and Anisa 2022\)](#)) *Turnover intention* is an employee who leaves the company to look for a better job. According to ([Purwati and Maricy 2021](#)) *Turnover intention* is a process where employees have the desire to leave the company, quit their job and be replaced by someone else.

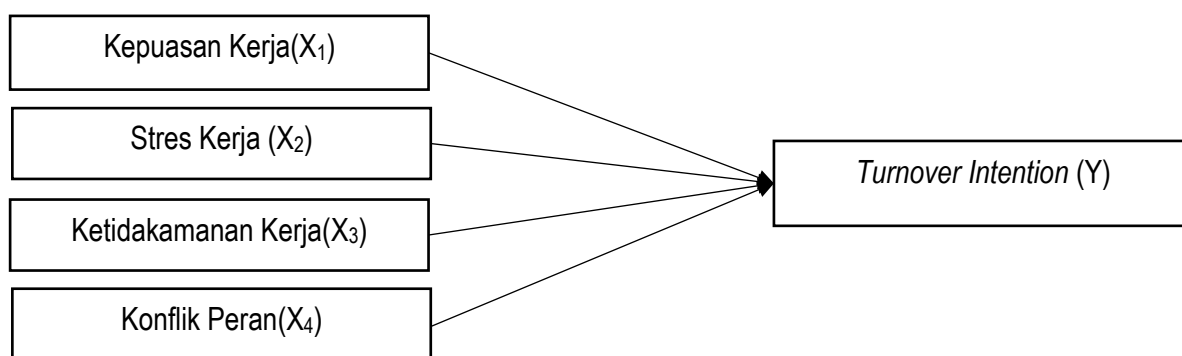


Figure 2. Research Framework

RESEARCH METHODS

This research uses descriptive and causal methods. And the object of research is PT. XXX using the *nonprobability sampling method* and saturated sampling technique with a

total of 76 employees. The question instrument is measured using a *Likert scale* by giving respondents a choice of answers on a scale of 1 – 5.

RESEARCH RESULT**Table 2 characteristics of respondents**

Characteristics	Scale	Amount
Gender	Man	34
	Woman	42
Age	20 -25 years	14
	26 -30 years old	19
	31 – 35 years	23
	>35 years	20
Last education	SMA/K	4
	D3	13
	S1	44
	S2	15
Respondent's length of service	15 years	39
	6 – 10 years	27
	>10 years	10

Source: Data processing results

Table 3 Descriptive Statistics

Variable	Mean
Job Satisfaction (X_1)	37.42
Royal Stress (X_2)	66.39
Job Insecurity (X_3)	25,20
Role Conflict	21.66

Source: Data processing results

Table 4 Reliability Test

Variable	Cornbach Alpha	Cornbach Alpha Limits	Information
<i>Intent Turnover</i> (Y)	0.717	0.60	Reliable
Job Satisfaction (X_1)	0.755	0.60	Reliable
Job Stress (X_2)	0.745	0.60	Reliable
Job Insecurity (X_3)	0.777	0.60	Reliable
Role Conflict (X_4)	0.698	0.60	Reliable

Source: Data processing results

Normality Test Results**Table 5 Normality Test (Kolmogorov-Smirnov)**

Asymp.Sig (2-tailed)	Alpha	Information
0.200	0.05	Normal

Source: Data processing results

Validity Results

The results of the validity test of job satisfaction with 15 question instruments were declared valid, work stress with 6 question instruments was declared valid, job insecurity with 5 question

instruments was declared valid, role conflict with 3 question instruments was declared valid and *turnover intention* with 9 question instruments showed valid results. So it can be concluded that these item questions can be used to collect research data

Multicollinearity Test Results**Table 6 Multicollinearity Test**

Variable	Collinearity Tolerance	Statistics VIF	Information
Job Satisfaction (X_1)	0,903	1,107	Multicollinearity does not occur
Work Stress (X_2)	0.832	1,202	Multicollinearity does not occur
Job Insecurity (X_3)	0.823	1,215	Multicollinearity does not occur
Role Conflict (X_4)	0.857	1,166	Multicollinearity does not occur

Source: Data processing results

Heteroscedasticity Test Results**Table 7 Glejser test**

Variable	Sig.	Alpha	Information
Job Satisfaction (X_1)	0.466	0.05	Heteroscedasticity does not occur
Job Stress (X_2)	0.316	0.05	Heteroscedasticity does not occur
Job Insecurity (X_3)	0.289	0.05	Heteroscedasticity does not occur
Role Conflict (X_4)	0.769	0.05	Heteroscedasticity does not occur

Source: Data processing results

Autocorrelation Test Results**Table 8 Correlation Test**

Model	Durbin-Watson
1	1,788

Source: Data processing results

Coefficient Test Results**Table 9 Correlation Coefficient Test (R) and Determination Coefficient (R²)**

Model	R	Adjusted R square
1	0.601	0.325

Source: Data processing results

Multiple Linear Regression Test Results**Table 10 Multiple Linear Regression**

Model	Unstandardized Coefficients	
	B	
(Constant)	5,543	
Job Satisfaction (X ₁)	0.172	
Job Stress (X ₂)	0.248	
Job Insecurity (X ₃)	0.306	
Role Conflict (X ₄)	0.588	

Source: Data processing results

Goodness of Fit Model Test (f test)**Table 11 ANOVA test**

Model	F	Sig
1	10,030	0,000 ^b

Source: Data processing results

Hypothesis testing**Table 12 Hypothesis Testing**

Model	t	Sig
(Constant)	1,096	0.022
Job Satisfaction (X ₁)	3,088	0.003
Job Stress (X ₂)	1,835	0.071
Job Insecurity (x ₃)	1,850	0.069
Role Conflict (X ₄)	2,050	0.044

Source: Data processing results

Hypothesis one test obtained a significant $t_{\text{value}} \geq t_{\text{table}}$, namely $3.029 \geq 1.993$. This result was strengthened by a $p\text{-value} \leq 0.05$ or $0.003 \leq 0.05$. So there is an influence of Monkey Satisfaction (X₁) on Turnover Intention (Y) towards PT. XXX.

The second hypothesis test obtained a significant $t_{\text{value}} \leq t_{\text{table}}$, namely $1.835 \leq 1.993$. This result was strengthened by a $p\text{-value} \leq 0.05$ or $0.071 \leq 0.05$. So there is no influence of Job Stress (X₂) on Turnover Intention (Y) at PT. XXX.

Testing hypothesis three obtained a significant $t_{\text{value}} \leq t_{\text{table}}$, namely $1.850 \leq 1.993$. This result was strengthened by a $p\text{-value} \geq 0.05$ or $0.069 \geq 0.05$. So there is no influence of Job Insecurity (X_3) on *Turnover Intention* (Y) at PT.XXX.

The fourth hypothesis test obtained a significant value of $t_{\text{value}} \geq t_{\text{table}}$, namely $2.050 \geq 1.993$. This result was strengthened by a $p\text{-value} \leq 0.05$ or $0.044 \leq 0.05$. So there is an influence of Role Conflict (X_4) on *Turnover Intention* (Y) at PT. XXX.

CONCLUSION

Based on the analysis that has been carried out from this research, it can be concluded that the variables of job satisfaction and role conflict influence *turnover intention* at PT. XXX, while the job stress and job insecurity

variables have no effect on *turnover intention* at PT. XXX.

The limitation of this research is that the research conducted only included 4 variables, namely job satisfaction, job stress, job insecurity, and role conflict. There are limitations in time, energy and costs, making it difficult for research to carry out observations.

There are several recommendations for further research and companies, namely that researchers can add independent variables that can influence *turnover intention*, and further researchers can increase the number of samples that can be used as a reference for all employees. Meanwhile, for companies, companies can pay attention to appropriate incentives, assign tasks according to their abilities, and provide comfort and security.

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