

LITERATURE REVIEW ; THE INFLUENCE OF JOB INSECURITY, TURNOVER INTENTION ON JOB SATISFACTION

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Abstract

Thoughts of quitting describes an individual who has thoughts of leaving the job or remaining in the work environment. This usually begins with things that the employee feels are dissatisfying, so he thinks about leaving the job. This research is to look at job insecurity, turnover intention on job satisfaction. This research uses the literature review method by examining research articles that are relevant to this research. From the research carried out, there is an influence between job insecurity and turnover intention on job satisfaction.

Keywords: *Job insecurity, Job satisfaction, Turnover intention,*

INTRODUCTION

Companies need to create a competitive and talented workforce through human resource management. Human resource management must be carried out optimally so that the company obtains economic benefits and competitiveness. The company's task is not only to find and recruit suitable employees for the company, but also to train, develop and retain quality employees. Good people management allows companies to succeed. Therefore, companies must pay attention to human resources and manage them as best as possible. Additionally, according to Al Kurdi (2020) Employees are a critical resource for any Company, and a company's failure or success is often tied to its ability to attract, retain, and appropriately reward talented and capable employees.

The company's efforts to realize its vision and mission include minimizing employee turnover and considering factors that can make employees want to move. Tettand Meyer (1993) define turnover intention as perception of poor performance and intention to leave or quit (Applebaum et al., 2010). According to Mobley et al. (1979), turnover intention is defined as an employee's intention or tendency to leave or quit their job voluntarily or move to another place of work. Namin et al. (2022), states that turnover intention can be said to be an individual's willingness to leave a company or organization.

Turnover intention can be detrimental to the organization because it has a broad impact and can cause losses and become a serious problem for organizational balance. The intention to move voluntarily is an undesirable condition for any organization, because the high costs that must be borne by the organization are a cause other than the emergence of a bad work culture in the organization. Apart from that, turnover intention will increase workload and reduce work productivity (Ratnawati et al., 2020). Alzoubi et al. (2020) and Alshurideh (2019) claim that employee retention helps retain customers and minimizes organizational operational costs in addition to costs caused by recruiting and training new employees. Employee turnover not only incurs financial costs but also results in the loss of skills, knowledge and business relationships (Yukongdi and Shrestha, 2020). Research shows that The high turnover intention that exists has an impact on employee trust in the organization, productivity, and job satisfaction of other employees in the company.

An employee's desire to leave (turnover intention) occurs while the employee is still working at the company and is influenced by many factors. One of the factors is job insecurity (job insecurity). This is in line with research by Balz & Schuller (2018) which found that one of the causes of employee turnover intention is *job insecurity*. Many researchers have found

that the higher the job insecurity experienced by employees in the company, the higher their desire to leave the company. One of the studies conducted by Brougham & Haar (2020) showed that job insecurity can shape a person's turnover intention. Therefore, job insecurity is an important problem that companies need to pay attention to, because the symptoms shown by employees can have a negative impact on the company and the employees themselves. Employees with high levels of job insecurity tend to want to change jobs to get a better job.

Many researchers have found that the higher the level of job insecurity (*job insecurity*) among company employees, the higher the desire to leave the company. One study conducted by Brougham & Haar (2020) shows that job insecurity can influence employees' desire to move. Therefore, job insecurity is an important issue that companies must pay attention to, because the impact shown by employees can have a negative impact on the company and the employees themselves. Employees with *job insecurity* those who are high are more likely to change jobs to find a better job.

METHOD

This research uses a literature review method from the data obtained. The research presents the results of searches for research on the internet according to the variables of this research. Literature reviews are carried out with a focus on original articles containing abstracts, introductions, methods and results. Literature review is a systematic, explicit and reproducible method for identifying, evaluating and synthesizing research works and ideas that have been produced by researchers and practitioners. The aim of a literature review is to make an analysis and synthesis of existing knowledge related to the topic to be researched to find free space for the research to be carried out.

RESULTS AND DISCUSSION

The very rapid development of business is currently a worry for every employee, the uncertainty of the employee's future in the company means that employees are worried about the possibility of quitting their job, changing jobs, moving to another job or even leaving the company where they work. This is a psychological state of an employee that shows confusion or feelings of insecurity due to changes in environmental conditions (Smithson & Lewis, 2000).

Adkins et al (2001) indicate that Job Insecurity is psychological resulting from the lack of job security received by employees. In accordance with Ashford et al. (1989) who showed that Job Insecurity reflects the extent to which workers feel that their jobs are threatened and are powerless to do anything about it. This condition is caused by the large number of types of work that are temporary or contract in nature. The emergence of temporary or continuous employment is creating job insecurity among an increasing number of workers. Kang et al., (2012) consider job insecurity as an anxiety felt by employees when working where they are faced with unpleasant conditions.

Based on the definitions provided by the experts above, researchers state that job insecurity is a feeling of threat, fear and helplessness felt by employees related to the condition of the organization where they work and perceptions of the continuity of their work in the future.

Greenhalgh & Rosenblatt (1984) also explained the factors that influence the emergence of Job Insecurity. These factors are:

- a. Environmental and organizational conditions, such as organizational communication and organizational change. Organizational changes can cause job insecurity to emerge and an example of this condition is the reorganization or even merger of the company where the person works.
- b. Individual or position characteristics such as gender, age, economic and social status, educational background, previous work experience, even position in the company.

- c. Personal characteristics of employees, for example a sense of solidarity between individuals from the affected company. As the sense of togetherness increases, so does the sense of well-being of each individual. By prioritizing a sense of belonging, employees are more motivated to work.

Sverke & Hellgren (2002) found that Job Insecurity affects workers, including:

1. Increased job dissatisfaction
2. Increased disability
3. Increased mental disorders
4. Employees tend to withdraw from the work environment
5. Increasingly reduced organizational commitment
6. Increase the number of employees who move (employee turnover)

Ashford et al (1989) developed a job insecurity scale based on Greenhalgh & Rosenblatt's theory and found that the components of job insecurity are:

- a. Perceived threats to job aspects (Job Features)
The level of threat an employee feels about aspects of a job such as maintaining their current pay level, receiving a promotion, or getting a raise. Based on this description, it can be said that this aspect is the possibility of negative changes occurring in parts of the work.
- b. Feelings of threat to one's total employment
Namely the possibility of the threat of events occurring that negatively affect the individual's overall work, for example someone may be fired or forced to retire too early.
- c. Powerlessness is a feeling of helplessness that may play a role in a person's feelings of lack of control or inability to control events in their work environment.

Elst et al., (2013) revealed that there are 4 (four) items in measuring job insecurity, namely:

- a. Threat of losing your job
The threat of losing one's job is a person's perception of a negative event that could affect their job, such as being laid off temporarily. These threats can be identified by how important and how likely these negative events are felt to impact their overall work.
- b. The importance of work, how important work is to individuals influences their level of job insecurity or job insecurity at work.
- c. Powerlessness, powerlessness is a condition that shows a person's inability to maintain his or her job. The more helpless an individual feels, the higher the job insecurity they experience.
- d. Threat or chance of losing your job

The risk of an event having a negative impact on employment, such as dismissal.

Elst et al (2013) used job insecurity measurements in this research. This is because this measurement is still new and better describes job insecurity in the research conducted. From the definition of job insecurity, it can be concluded that job insecurity reflects feelings of threat, anxiety and helplessness experienced by employees from the situation prevailing in the organization regarding the continuity of their future employment.

According to Abelson (1987), turnover intention is the desire to leave an organization, which consists of thoughts of leaving, the desire to look for work, the desire to get a job elsewhere, and the desire to change jobs. has been built. Another definition of turnover intention is an employee's intention to stop working from their current job voluntarily or move from one institution to another according to their own choice (Mobley, 2011).

Turnover intention problem is a common problem that is often faced by companies. Turnover intention tends to be defined voluntarily according to one's choice. This was confirmed by Tett & Meyer (1993) that turnover intention refers to a conscious and deliberate

willingness to leave the organization. Freely interpreted, turnover intention refers to a conscious and deliberate desire to leave an organization.

Turnover intention affects organizational effectiveness, high turnover results in increased investment costs in human resources (HR), and can cause instability and dissatisfaction with employee labor conditions so that this can have implications for company performance. According to Mobley (2011), turnover intention is the result of an individual's evaluation of the continuation of their relationship with the company where they work but has not yet been realized in real action. This opinion shows that turnover intention is the desire to move, not yet reaching the realization stage, namely moving from one workplace to another.

High employee turnover intention (desire to move) will have an unfavorable impact on the organization, both in terms of costs and in terms of loss of time and opportunity to take advantage of opportunities. High turnover intention also results in an ineffective organization because the company loses experienced employees and needs to retrain new employees. According to the definitions above, it can be concluded that turnover intention is the desire to move which describes an individual's thoughts about leaving, looking for work elsewhere, and the desire to leave the organization.

Mobley (2011) argues that *turnover intention* is influenced by two main factors: internal and external to the organization. Influencing organizational factors *turnover intention* includes job satisfaction (salary, job weight, promotion, working conditions, satisfaction with evaluation/supervision, satisfaction with coworkers), organizational culture, leadership style, compensation, including commitment to the organization, and career development. External factors that influence *turnover intention* includes personal (age, length of service, gender, education, marital status) and environment (for example, other work opportunities).

According to Price (1989), influencing factors *turnover intention* consists of individual factors and environmental factors. Individual factors mentioned include job satisfaction, organizational commitment, job search behavior, desire to stay, education, willingness to work hard, and job sentiment (negative or positive). The environmental factors at issue include environmental responsibility and employment opportunities. Job aptitude (individual job suitability), age, gender, marital status, length of service, work pressure, and organizational culture also influence the intention to leave.

Turnover intention high levels of employees will cause high stress for employees in the workplace and prevent employees from increasing their loyalty and commitment to their work (Lin et al., 2017). Apart from that, employee turnover intention can also influence overall organizational performance (Busari et al., 2017).

As for Mobley, et. al., (1979) describes turnover intention measured through dimensions:

1. The tendency of individuals to think about leaving the organization.
2. The tendency for individuals to look for work in other organizations.
3. The individual's likelihood of leaving the organization.
4. The likelihood of an individual leaving the organization over time near.
5. The possibility of an individual to leave the organization if any better opportunity

According to Abelson (1987), measuring turnover intention can use three indicators, namely:

1. *Thinking of quitting* (thoughts of leaving/leaving/moving from the organization). There are four items, including: thoughts of leaving/moving from the current employer, inadequate salary, desire to move immediately even though you don't have a position at the new workplace.
2. *Intention to search for alternatives* (desire to look for work elsewhere). There are five items, including: things related to looking for alternatives to move/leaving, thinking

about other job alternatives, feeling that the current job is not suitable, wanting to move to get better facilities.

3. *Intention to quit*(desire to leave the company). There are three items, including: less proud of working in the current place, many choices of new workplaces to move to, not feeling guilty/bound if you move.

According to Mobley (2011), measuring turnover intention includes several items, including:

- a. Thoughts of quitting describe an individual who has thoughts of leaving the job or remaining in the work environment. This usually begins with things that the employee feels are dissatisfying, so he thinks about leaving the job.
- b. Desire to leave current job An employee who has thoughts or intentions to leave the company.
- c. Desire to look for a new job An employee has the desire to look for another job, which he feels is better than the company where he works.
- d. Opportunity for a career An employee who wishes to make a turnover usually has the thought that if he moves to another company he will have the opportunity for an even better career.
- e. Other companies are more attractive. An employee who wants to turnover usually thinks that another company is better than the current company.

Defining employee satisfaction is a complex issue for businesses and is an important aspect for employees as well as the business. An employee's job satisfaction influences their performance in staying with the company or looking for another company. Every employee expects satisfaction from the place they work. Basically, job satisfaction is personal. This is because each individual has a different level of satisfaction depending on the values that apply to him. The more aspects of the work that suit your wishes, the higher the satisfaction you will feel.

Job satisfaction reflects an employee's positive attitude towards their work and everything they encounter in the work environment. Job dissatisfaction, on the other hand, shows that the employee is disappointed with the company and has negative work behavior such as coming late, not coming to work, delaying work, or even deciding to leave the company. However, if employees are happy with their work, then the work will benefit the company and achieve the goals set by the company.

According to Robbins & Judge (2017), job satisfaction is an individual's general attitude towards their work. It is further explained that someone with high job satisfaction shows a positive attitude towards the job, whereas someone who is dissatisfied with their job shows a negative attitude towards the job. Job satisfaction is an employee's (positive) attitude towards their work which arises based on an assessment of the work situation. This assessment can be carried out on one's work, the assessment is carried out as a sense of appreciation for achieving one of the important values in the work. Satisfied employees like their work situation more than they dislike it. Spector (1985) argues that job satisfaction is an emotional affective response to a job or certain aspects of a job. Colquitt et al., (2018) define job satisfaction as coming from assessing one's job or work experience and creating a pleasant emotional state. Feelings related to job satisfaction and dissatisfaction tend to reflect employees' assessments of current and past work experiences rather than hopes for the future.

Even though at first glance the opinions of the experts above regarding job satisfaction are different, in essence it is the same, namely that job satisfaction reflects a person's attitude or feelings towards their work. Job satisfaction is a measure of how much employees enjoy their work and is an employee's attitude related to their psychological state.

Kreitner & Kinicki (2009) state that there are five factors that can influence job satisfaction, namely:

- a. Fulfillment of needs (Need Fulfillment). Job satisfaction is determined by the level of job characteristics in providing opportunities for individuals to fulfill their needs.
- b. Differences (Discrepancies). Job satisfaction is the result of meeting expectations. Fulfillment of expectations reflects the difference between what is expected and what a person gets from his work. If expectations exceed what they receive, people will be dissatisfied, whereas people will be satisfied if they receive benefits that exceed their expectations.
- c. Achievement of value (Value Attainment). Job satisfaction is the result of an individual's perception of work in providing fulfillment of important individual work values.
- d. Justice (Equity). Job satisfaction is a function of how fairly individuals are treated in the workplace.
- e. Genetic components (Genetic Components). Job satisfaction is a function of personal traits and genetic factors. The level of job satisfaction a person has in their job is related to the person's genetic makeup and personal traits. This implies that differences in individual traits have an important meaning in explaining job satisfaction in addition to work environment characteristics.

Employees who are satisfied with their work will tend to work wholeheartedly and do their job as well as possible, this will certainly have a positive impact on the company. According to Robbins & Judge (2017) job satisfaction can have an impact on productivity and the possibility of employee leaving.

1. Productivity

People argue that productivity can be increased by increasing job satisfaction. Job satisfaction may be a result of productivity or vice versa. High productivity causes an increase in job satisfaction only if the workforce perceives that what the company has achieved is in accordance with what they received. (salary/wages) that is fair and reasonable and associated with superior work performance.

2. Employee Exit

Employee turnover from work has large economic consequences, so it is likely to be related to job dissatisfaction. Robbins & Judge (2017) explain that job dissatisfaction among workers can be expressed in various ways, for example by leaving work, complaining, disobeying, stealing company/organization property, avoiding their job responsibilities and others.

Meanwhile, measuring job satisfaction according to Luthans (2015) has five items, namely:

1. Interesting Jobs Jobs that are interesting to someone have an influence on perceived job satisfaction.
2. Closeness to Colleagues By creating good relationships between co-workers, a sense of comfort and security at work will be created in them so that job satisfaction can be realized.
3. Supervisor's actions: Supervisors who are considerate and fair towards employees can lead to job satisfaction.
4. The amount of salary is a very important factor in achieving employee job satisfaction. In general, people's main motivation for working is to earn enough salary to meet their daily needs.
5. Promotional opportunities.

CONCLUSION

Based on the literature review that has been studied, it can be concluded that there is an influence of job insecurity, turnover intention on job satisfaction. *Job Insecurity* reflects the extent to which workers feel that their jobs are threatened and are powerless to do anything about it. This condition is caused by the large number of types of work that are temporary or contract in nature. High employee turnover intention (desire to move) will have an unfavorable impact on the organization, both in terms of costs and in terms of loss of time and opportunity to take advantage of opportunities. High turnover intention also results in an ineffective organization because the company loses experienced employees and needs to retrain new employees. Job satisfaction is an employee's (positive) attitude towards their work which arises based on an assessment of the work situation. This assessment can be carried out on one's work, the assessment is carried out as a sense of appreciation for achieving one of the important values in the work. Satisfied employees like their work situation more than they dislike it.

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