

The Effect of Job Satisfaction and Job Insecurity on Employee Turnover Intention at PT. Malindo Feedmill Tbk Pontianak Hatchery

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ABSTRACT

This study aims to analyze the effect of Job Satisfaction and Job Insecurity on the Turnover Intention of employees at PT Malindo Feedmill Tbk Pontianak Hatchery. This study employed an associative quantitative method involving a sample of 41 employees selected through saturated sampling. Data were collected using a Likert-scale questionnaire and analyzed using multiple linear regression. The resulting regression equation was $Y = 2.094 - 0.495X_1 + 0.447X_2$. The correlation coefficient value (R) of 0.746 indicates a strong relationship, while the coefficient of determination (R^2) of 0.557 indicates that 55.7% of the variation in Turnover Intention is explained by Job Satisfaction and Job Insecurity. The findings show that both variables simultaneously have a significant effect. Partially, Job Satisfaction has a negative effect, whereas Job Insecurity has a positive effect on Turnover Intention.

INTRODUCTION

Human resource management plays a central role in ensuring that organizations can carry out their activities effectively. Its scope is not limited to workforce fulfillment but also includes employee development, performance appraisal, compensation, and the management of individuals within the organization (Sinambela, 2016). Therefore, the achievement of organizational goals is also influenced by how employees perceive their work and work environment. One important aspect in this context is job satisfaction. Busro (2018) explains that job satisfaction reflects an individual's assessment of the extent to which the work performed is able to fulfill their needs. When employees feel that their needs and expectations have not been met, their tendency to consider alternative employment may increase.

PT Malindo Feedmill Tbk Pontianak Hatchery is a business unit that produces Final Stock Day Old Chicks (FS DOC), namely one-day-old chicks for broiler and layer farming needs. The company's activities include breeding, hatching, and distributing DOC to poultry farmers. Each stage requires careful control, starting from breeder selection, egg fertility levels, incubation processes, hatching, and DOC handling after hatching. Inaccuracy at any stage may affect the quality of DOC, particularly its weight and vitality. In addition, DOC are vulnerable to temperature changes, vibrations during transportation, and the duration of distribution. These conditions indicate that the smoothness of production and distribution heavily depends on employees who are able to perform their duties in accordance with the company's operational procedures.

Based on the company's internal data, the production of PT Malindo Feedmill Tbk Pontianak Hatchery during 2022–2025 showed a declining trend. Production totaled 112,641 chicks in 2022, then decreased to 98,105 chicks in 2023, 86,352 chicks in 2024, and 69,505 chicks in 2025. These changes indicate challenges in maintaining the continuity of the company's operations. In this situation, human resource management requires attention because each department contributes to the production process. In 2026, the company employed 42 employees, and the Chick Pulling Department had the largest number of employees, totaling 21 individuals or 50% of all employees.

The company's workforce condition can also be observed through employee turnover during the 2022–2025 period. The turnover ratio in 2022 was recorded at 0%, then increased to 2.53% in 2023 and further increased to 7.41% in 2024. This means that there was an increase of 4.88 percentage points from 2023 to 2024. In 2025, the turnover ratio returned to 0%. Although the number of employees at the end of the period did not change substantially, the increase in turnover in 2024 still requires attention. Employee turnover may affect task distribution, the adjustment of new employees, work continuity, and the stability of operational activities.

Turnover measurement should be based on the number of employees leaving the organization compared with the average number of employees at the beginning and end of the period so that the resulting ratio accurately reflects the level of employees leaving the company (Hasibuan, 2020). Supriyanto, as cited in Ridlo (2012), stated that turnover is the proportion of organizational members who leave the organization, either voluntarily or involuntarily, within a certain period and is generally calculated annually. Studies by Mowday (1981), Michael and Spector (1982), and Arnold and Fieldman (1982), as cited in Ridlo (2012), indicate that job satisfaction is related to turnover. The lower the level of satisfaction with work, the greater the individual's motivation to leave the organization.

In addition to job satisfaction, job insecurity is also relevant in explaining employees' turnover intention. Job insecurity refers to an individual's concern regarding the continuity of their employment, including uncertainty about the future of the job, opportunities for development, and the continuity of employment status (Wasiman, 2018). Erlina & Budiono (2022) stated that job insecurity may become one of the conditions that encourage turnover intention. If not properly managed, this condition may affect the efficiency of budget utilization, time management, and the smoothness of company operations. In this study, turnover intention is defined as an employee's tendency or intention to voluntarily terminate their employment based on personal choice (Ardan & Jaelani, 2021).

Another indication related to working conditions can be observed from employee absenteeism data. The absenteeism rate was 0.39% in 2022 and then decreased to 0.36% in 2023. However, in 2024, the absenteeism rate increased to 0.41% and rose again to 0.53% in 2025. Although the figures remain relatively low, the increase over the last two years indicates that employee attendance needs continuous attention. Hasibuan (2020) explained that the absenteeism rate is obtained by comparing the number of workdays lost due to absence with the total number of available workdays. Siagian (2014) stated that low job satisfaction tends to be associated with high absenteeism. Furthermore, Mobley (1986), as cited in Ridlo (2012), explained that absenteeism and work sluggishness are often considered part of withdrawal behavior or the desire to leave one's job.

The company also recorded changes in the number of disciplinary violations during 2022–2025. Written warnings were issued to six employees in 2022, three employees in 2023, five employees in 2024, and six employees in 2025. Based on an interview with the Assistant Manager of PT Malindo Feedmill Tbk Pontianak Hatchery, the violations were related to the implementation of work that had not fully complied with standard operating procedures and repeated absenteeism. Although all violations were still classified as minor, the phenomenon should be carefully considered because it may be associated with employee discipline, comfort at work, motivation, and job satisfaction.

Hasibuan (2020) explained that job satisfaction is a positive emotional attitude toward work and is reflected in work morale, discipline, and work performance. Mahendra (2024) stated that employees who frequently violate company regulations may indicate discomfort at work or a tendency to seek alternative employment. Dewi et al. (2023) also found that work discipline has a significant effect on turnover intention. Therefore, changes in the turnover ratio, the increase in absenteeism over the last two years, and fluctuations in disciplinary violations at PT Malindo Feedmill Tbk Pontianak Hatchery represent phenomena worthy of analysis through job satisfaction and job insecurity.

Empirical evidence on the relationship between job satisfaction and turnover intention remains inconsistent, varying depending on the population and context under investigation (Anggara & Nursanti, 2019). According to Nawawi & Ekawati (2021), an inverse and statistically meaningful relationship exists between job satisfaction and employees' intention to leave, a conclusion echoed by Mayasari (2023), whose analysis likewise revealed a significant negative association between the two variables. In a different vein, Lutfiyani & Hutahaean (2024) demonstrated that perceived job insecurity plays a substantial role in shaping turnover intention among specific categories of workers. Additional evidence presented by Dewi et al. (2023) suggests that the level of work discipline within an organization can also contribute to employees' tendency to consider resignation. Consistent with the insecurity-related findings above, Agus (2023) further confirmed that job insecurity serves as a determinant of turnover intention.

Variability in the conclusions drawn from earlier investigations into job satisfaction, alongside a notable shortage of research that jointly considers job satisfaction and job insecurity as predictors of turnover intention among poultry hatchery employees, underlies the motivation for this study conducted at PT Malindo Feedmill Tbk Pontianak Hatchery. Drawing on this rationale, the objective of this research is to determine the effect exerted by job satisfaction and job insecurity, taken together, on turnover intention among employees of PT Malindo Feedmill Tbk Pontianak Hatchery.

LITERATURE REVIEW

Job Satisfaction

Job satisfaction is a pleasant emotional attitude in which employees enjoy their work (Hasibuan, 2020). Job satisfaction reflects the extent to which employees feel comfortable, valued, and gain positive experiences while performing their work (Usni & Mahdi, 2025). Job satisfaction is also defined as an employee's feeling of satisfaction or dissatisfaction with their work (Davis and Newstorm, as cited in Suwanto, 2016). This concept reflects an individual's affective response toward the work performed (Surajiyo et al., 2020). The indicators of job satisfaction consist of the work itself, pay or salary, promotions, supervision, and work groups (Luthans, 2011, as cited in Fiernaningsih et al., 2024). Evidence gathered by Nawawi and Ekawati (2021) alongside Mayasari (2023) points toward a significant inverse pattern connecting Job Satisfaction with Turnover Intention – as employees grow less satisfied with their roles, their

propensity to consider leaving increases accordingly. In contrast to these findings, however, Fitriyana (2021) concluded that this particular variable does not hold statistical significance in shaping employees' turnover intentions. Anggara and Nursanti (2019) also found that job satisfaction is associated with a decrease in turnover intention.

H₁: Job Satisfaction has a negative and significant effect on the Turnover Intention of employees at PT Malindo Feedmill Tbk Pontianak Hatchery.

Job Insecurity

Job insecurity refers to an individual's concern regarding the continuity of their employment (Wasiman, 2018). Job insecurity is also defined as an employee's psychological condition in which they feel threatened by the continuity of their employment in the future (Annisa et al., 2017, as cited in Benu et al., 2021). The indicators of job insecurity consist of three aspects: the importance of the job to the individual, the possibility of losing the job, and powerlessness (Greenhalgh & Rosenblatt, 1984, as cited in Amalia, 2021). Empirically, job insecurity affects the increase in turnover intention (Lutfiyani & Hutahaeen, 2024). Risambessy (2021) found that Job Insecurity affects employee Turnover Intention. Agus (2023) also showed that Job Insecurity has an effect on Turnover Intention.

H₂: Job Insecurity has a positive and significant effect on the Turnover Intention of employees at PT Malindo Feedmill Tbk Pontianak Hatchery.

Turnover Intention

Turnover intention is an employee's desire to voluntarily leave their job (Ardan & Jaelani, 2021). Turnover intention refers to employees' tendency to consider leaving an organization and seeking employment opportunities elsewhere (Fadila & Mahdi, 2025). Turnover intention is also understood as employee movement, either voluntarily or involuntarily, within a certain period (Lusianti & Supriyanto, 2013, as cited in Ardan & Jaelani, 2021). Departure tendencies among employees are commonly identified through a three-phase pattern encompassing the initial contemplation of resignation, active exploration of alternative job options, and the eventual decision to exit the organization (Mobley, 1986, as cited in Ardan & Jaelani, 2021). Prior findings by Anggara and Nursanti (2019) reveal that satisfaction levels experienced in the workplace hold a meaningful influence over this tendency to leave. Additionally, Lutfiyani and Hutahaeen (2024) provide further insight into how feelings of insecurity regarding one's employment status contribute to a similar inclination toward resignation.

H₃: Job Satisfaction and Job Insecurity simultaneously have a significant effect on the Turnover Intention of employees at PT Malindo Feedmill Tbk Pontianak Hatchery.

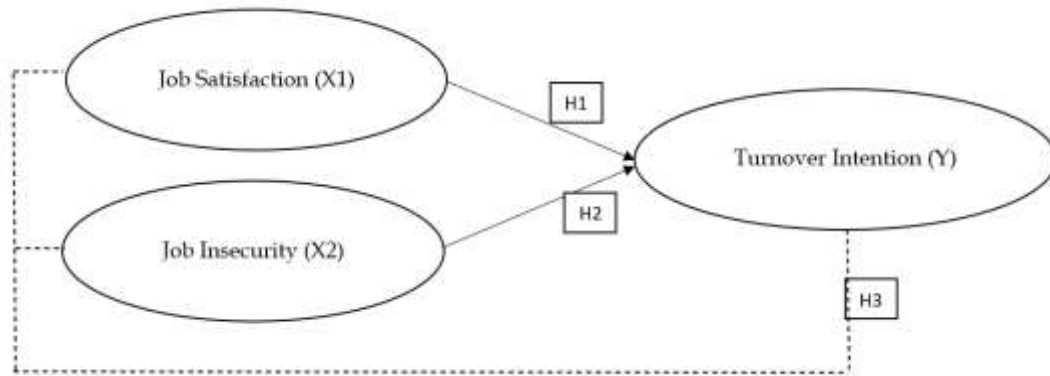


Figure 1. Conceptual Framework

METHODOLOGY

To empirically assess how various constructs interrelate, this research adopted an associative design. The approach was considered fitting because the study incorporates several variables while attempting to determine, through empirical testing, the extent to which job satisfaction and job insecurity affect employees' turnover intention (Siregar, 2020). The population in this study consisted of all employees of PT Malindo Feedmill Tbk Pontianak Hatchery in 2026, including the Assistant Manager and technicians, totaling 42 employees. The sampling technique used was saturated sampling; therefore, all members of the population were used as research respondents (Sugiyono, 2023). The study sample consisted of 41 employees because the Assistant Manager was not included as a respondent.

This research relied on two categories of data: primary and secondary. The primary data were gathered by distributing questionnaires to the entire employee population, complemented by an in-depth interview conducted with Mr. Wisnu Ade Kusuma, who serves as Assistant Manager at PT Malindo Feedmill Tbk Pontianak Hatchery. The secondary data, on the other hand, were sourced from internal company records, encompassing production figures, workforce distribution across departments, employee turnover statistics, attendance/absence reports, and records of disciplinary infractions among staff. In this study, three variables were established: Job Satisfaction (X1) and Job Insecurity (X2) as independent variables, while Turnover Intention (Y) functioned as the dependent variable. Each variable was assessed using a five-point Likert scale spanning from Strongly Disagree to Strongly Agree, which served to capture the extent to which respondents concurred with each statement presented (Sugiyono, 2023).

Data analysis in this study began with an instrument test, which included checking both validity and reliability. Validity was determined through Pearson correlation, comparing the *r*-count against the *r*-table figure, while reliability was measured with Cronbach's Alpha, where a result exceeding 0.60 was taken as an acceptable standard (Siregar, 2020). The next phase entailed conducting several classical assumption procedures: a normality assessment (applying the Kolmogorov-Smirnov technique), a linearity assessment, and a multicollinearity assessment, with the latter determined through tolerance scores and the variance

inflation factor (VIF) indicator (Ghozali, 2021; Machali, 2021). To examine the proposed hypotheses, a multiple linear regression method was applied in order to ascertain how significantly job satisfaction and job insecurity contribute to turnover intention. Complementing this approach were several supporting analyses, namely the calculation of the multiple correlation coefficient, the determination coefficient, an F-test intended to evaluate the joint effect of the two independent variables, and a t-test designed to determine the separate effect exerted by each independent variable (Siregar, 2020).

RESEARCH RESULT

Validity Test

A validity test was conducted with the aim of determining whether each statement item in the questionnaire could properly reflect the intended research variables, which was done by correlating the score of each item with the overall total score. The complete results of this test for all variables are presented in Table 1.

Table 1. Validity Test Results

Variable	Indicator	r-calculated	r-table	Description
Job Satisfaction (X1)	X1.1	0.621	0.308	Valid
	X1.2	0.697		
	X1.3	0.440		
	X1.4	0.708		
	X1.5	0.587		
	X1.6	0.692		
	X1.7	0.497		
	X1.8	0.380		
	X1.9	0.557		
	X1.10	0.658		
	X1.11	0.546		
	X1.12	0.558		
	X1.13	0.325		
	X1.14	0.374		
	X1.15	0.390		
	X1.16	0.356		
	X1.17	0.388		
	X1.18	0.372		
	X1.19	0.353		
	X1.20	0.572		
	X1.21	0.410		
	X1.22	0.421		
Job Insecurity (X2)	X2.1	0.516	0.308	Valid
	X2.2	0.464		
	X2.3	0.357		
	X2.4	0.455		
	X2.5	0.377		
	X2.6	0.396		

	X2.7	0.405		
	X2.8	0.548		
	X2.9	0.501		
	X2.10	0.423		
	X2.11	0.398		
	X2.12	0.435		
	Y.1	0.621		
	Y.2	0.452		
	Y.3	0.541		
	Y.4	0.521		
Turnover Intention (Y)	Y.5	0.570	0.308	Valid
	Y.6	0.619		
	Y.7	0.527		
	Y.8	0.647		
	Y.9	0.573		

Source: Processed Data, 2026

The results of the validity test, as presented in Table 1, confirm that all statement items across the three variables Job Satisfaction (X1), Job Insecurity (X2), and Turnover Intention (Y) met the validity criteria because their r-count values surpassed the r-table threshold.

Reliability Test

Table 2 presents the outcomes of the reliability assessment carried out on the three constructs under investigation in this study, namely Job Satisfaction (X1), Job Insecurity (X2), and Turnover Intention (Y), each measured through their respective instruments.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	N of items	Minimum Reliability	Description
Job Satisfaction (X1)	0.852	22		
Job Insecurity (X2)	0.605	12	0.60	Reliable
Turnover Intention (Y)	0.728	9		

Source: Processed Data, 2026

As shown in the reliability test findings summarized in Table 2, a Cronbach's Alpha value of 0.852 was obtained for Job Satisfaction (X1), followed by 0.605 for Job Insecurity (X2) and 0.728 for Turnover Intention (Y).

Normality Test

Prior to further analysis, the distribution of the gathered data was examined for normality using the Kolmogorov-Smirnov technique within the SPSS application, with the resulting summary displayed in Table 3.

Table 3. Normality Test Results

Test	Value
N (Sample)	41
Kolmogorov-Smirnov Z	0.105
Asymp.Sig.(2-tailed)	.200 ^d

Source: Processed Data, 2026

Based on Table 3, the Asymp. Sig. (2-tailed) value was $0.200 > 0.05$. These results indicate that the research data met the normality assumption and can therefore be considered normally distributed.

Linearity Test

The Test for Linearity approach was employed to examine the pattern of association connecting the independent and dependent variables, where a Deviation from Linearity significance score above 0.05 signifies a linear relationship. Table 4 provides a comprehensive overview of these findings.

Table 4. Linearity Test Results

Relationship Between Variables	Sig.Deviation from Linearity	Description
Turnover Intention * Job Satisfaction	0.084	Linier
Turnover Intention * Job Insecurity	0.710	Linier

Source: Processed Data, 2026

Table 4 presents the linearity test outcomes, revealing that a linear pattern exists across the examined variables, as the significance values in every case were above the 0.05 cutoff point.

Multicollinearity Test

The results displayed in Table 5 indicate the absence of multicollinearity between the two independent variables – Job Satisfaction (X1) and Job Insecurity (X2) – used in this study's regression model. With a tolerance figure reaching 0.933 (above the 0.10 minimum) and a VIF score of 1.072. The model can be regarded as meeting the multicollinearity-free requirement.

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Job Satisfaction	0.933	1.072
Job Insecurity	0.933	1.072
Dependent Variable: Turnover Intention		

Source: Processed Data, 2026

The findings from the multicollinearity test shown in Table 5 confirm that no multicollinearity problem was found between the two independent variables, which are Job Satisfaction (X1) and Job Insecurity (X2), within the regression model of this research. The tolerance value obtained was 0.933, exceeding the minimum threshold of 0.10, while the VIF value was recorded at 1.072, which is still far below the 10.00 limit. These results indicate that the regression model already fulfills the requirement of being free from multicollinearity.

Multiple Linear Regression Analysis

The statistical method selected to evaluate the effect of the independent variables on the dependent variable in this study was multiple linear regression. A summary of the regression output, covering Job Satisfaction (X1), Job Insecurity (X2), and Turnover Intention (Y), can be found in Table 6.

Table 6. Multiple Linear Regression Analysis Results

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.094	0.922		2.270	0.029
	Job Satisfaction	-0.495	0.159	-0.455	-3.107	0.004
	Job Insecurity	0.447	0.197	0.333	2.269	0.029

a. Dependent Variable: Turnover Intention

Source: Processed Data, 2026

Based on Table 6, the following regression equation was obtained:

$$Y = 2.094 - 0.495X_1 + 0.447X_2$$

1. The regression equation produces a constant of 2.094, meaning that even without any contribution from Job Satisfaction (X1) or Job Insecurity (X2) in other words, when both variables are at zero, Turnover Intention (Y) is still predicted to be at 2.094.
2. Job Satisfaction (b1) carries a regression coefficient of -0.495, indicating a negative relationship between the two variables. Put simply, each time Job Satisfaction goes up by one unit, the level of Turnover Intention (Y) is expected to go down by 0.495 units, with all other predictors held constant.
3. The Job Insecurity (b2) regression coefficient of 0.447 indicates that each one-unit increase in Job Insecurity will increase Turnover Intention (Y) by 0.447 units.

Correlation Coefficient

The Product Moment technique served as the method for measuring the correlation coefficient, allowing the strength and direction of variable relationships to be identified. A full breakdown of the multiple correlation coefficient (R) analysis results is provided in Table 7

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.746 ^a	0.557	0.534	0.20366
Predictors: (Constant), Job Insecurity, Job Satisfaction				
Dependent Variable: Turnover Intention				

Source: Processed Data, 2026

As demonstrated by the correlation testing summarized in Table 7, the resulting multiple correlation coefficient (R) stood at 0.746. Given that this figure falls within the 0.60–0.80 bracket, the interplay among Job Satisfaction (X1), Job Insecurity (X2), and Turnover Intention (Y) can be characterized as substantially strong. Therefore, it is clear that both Job Satisfaction and Job Insecurity carry a strong relationship with Turnover Intention among the employees of PT Malindo Feedmill Tbk Pontianak Hatchery.

Coefficient of Determination

According to the determination coefficient test summarized in Table 7, an R² value of 0.557 emerged, implying that Job Satisfaction (X1) together with Job Insecurity (X2) collectively account for roughly 55.7% of the changes taking place in Turnover Intention (Y). The remaining portion, equivalent to 44.3%, is presumably driven by other determinants not incorporated into this study.

Simultaneous Effect Test (F-Test)

The significance of all independent variables influencing the dependent variable at the same time was tested using an F-test, commonly referred to as a simultaneous test. Table 8 shows the outcome of this analysis.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	1.983	0.991	23.899	.000b
Residual	1.576	0.041		

Dependent Variable: Turnover Intention

Predictors: (Constant), Job Insecurity, Job Satisfaction

Source: Processed Data, 2026

As presented in Table 8, the simultaneous test produced an F-value of 23.899, exceeding the critical F-table threshold of 3.24. This outcome supports the acceptance of H3, confirming that Job Satisfaction (X1) together with Job Insecurity (X2) jointly exert a meaningful influence on Turnover Intention (Y).

Partial Effect Test (t-Test)

In order to determine the individual influence of every independent variable, a t-test was applied, guided by the direction established in the research hypotheses. These results are compiled and displayed in Table 9.

Table 9. Partial Test Results (t Test)

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.094	0.922		2.270	0.029
	Job Satisfaction	-0.495	0.159	-0.455	-3.107	0.004
	Job Insecurity	0.447	0.197	0.333	2.269	0.029
a. Dependent Variable: Turnover Intention						

Source: Processed Data, 2026

The information contained in Table 9 illustrates how Job Satisfaction (X1) and Job Insecurity (X2) each individually affect the level of Turnover Intention (Y) reported by employees of PT Malindo Feedmill Tbk Pontianak Hatchery:

1. In terms of Job Satisfaction (X1), the t-value obtained was -3.107, which sits below the t-table of 1.684, and the significance score of 0.004 is clearly under 0.05. This leads to H1 being accepted, proving that Job Satisfaction has a notable effect on Turnover Intention among workers at PT Malindo Feedmill Tbk Pontianak Hatchery.
2. As for Job Insecurity (X2), a t-value of 2.269 was obtained - surpassing the t-table of 1.684 - with significance at 0.029, still below the 0.05 cutoff. H2 is consequently accepted, which means Job Insecurity significantly contributes to Turnover Intention among the employees at that company.

DISCUSSION***The Effect of Job Satisfaction on Turnover Intention***

The individual (partial) test outcomes point to a significant effect exerted by Job Satisfaction (X1) upon Turnover Intention (Y) within the workforce of PT Malindo Feedmill Tbk Pontianak Hatchery. Given that the obtained t-statistic of -3.107 lies below the t-table benchmark of 1.684, accompanied by a p-value of 0.004 that is lower than the 0.05 alpha level, the first hypothesis is thereby validated. The coefficient value of -0.495, being negative in direction, illustrates that elevated levels of job satisfaction correspond to a reduction in employees' desire to leave the organization. This is consistent with research by Nawawi and Ekawati (2021) and Mayasari (2023), who confirmed that job satisfaction negatively and significantly affects turnover intention, suggesting that employees who are less satisfied tend to have higher intentions to quit. In contrast, this finding does not match Fitriyana (2021), who concluded that job satisfaction does not have a significant effect on turnover intention.

The Effect of Job Insecurity on Turnover Intention

According to the partial testing analysis, Job Insecurity (X2) is found to significantly affect Turnover Intention (Y) among personnel at PT Malindo Feedmill Tbk Pontianak Hatchery. This is evidenced by a t-count of 2.269 that exceeds the t-table value of 1.684, along with a significance figure of 0.029, which is lower than the 0.05 cutoff point. On this basis, the hypothesis concerning the effect of Job Insecurity on Turnover Intention is deemed acceptable. The positive coefficient value of 0.447 further demonstrates that the two variables move in tandem, such that greater job insecurity felt by employees is associated with a stronger tendency to consider leaving the organization. This result aligns with previous research by Risambessy (2021) and Agus (2023), both of whom confirmed that Job Insecurity has a notable effect on Turnover Intention.

The Effect of Job Satisfaction and Job Insecurity on Turnover Intention

Simultaneous testing outcomes confirm that Job Satisfaction (X1) and Job Insecurity (X2), when analyzed in combination, hold a significant influence over Turnover Intention (Y). This is supported by an F-count of 23.899 that surpasses the F-table benchmark of 3.24, resulting in the acceptance of the proposed hypothesis. The correlation coefficient (R) of 0.746 points to a considerably strong association between these two predictors and the dependent variable. Furthermore, the R² value of 0.557 suggests that the two independent variables together account for 55.7% of the variance found in Turnover Intention, leaving the remaining 44.3% to be explained by variables outside the parameters of this investigation.

CONCLUSIONS AND RECOMMENDATIONS

From the result, at PT Malindo Feedmill Tbk Pontianak Hatchery, job satisfaction and job insecurity turned out to have a significant impact on employee's turnover intention simultaneously and partially. Regression equation $Y = 2.094 - 0.495X_1 + 0.0447X_2$ captures this relationship well. Satisfaction and turnover intention move in opposite directions, while insecurity and turnover intention move together. With a correlation value (R) reaching 0.746, the relationship between the examined variables can be classified as considerably strong. Furthermore, based on the R² figure of 0.557, it can be inferred that more than half specifically 55.7% of the variance in Turnover Intention is attributable to Job Satisfaction and Job Insecurity, while the residual 44.3% stems from external variables not covered in this model. Simultaneously, the F-count of 23.899 surpasses the F-table value of 3.24, confirming a significant simultaneous effect. Methodologically, the research instruments met the measurement feasibility requirements, as indicated by the validity test results showing that the validity test confirmed that all questionnaire items met the validity criterion, and the reliability test results showing that all variables were reliable. In addition, the regression model met the classical assumptions, as indicated by normally distributed data (sig. 0.200 > 0.05), no multicollinearity symptoms (VIF 1.072), and linear relationships among variables.

ADVANCED RESEARCH

Future studies are recommended to include other variables that may theoretically affect Turnover Intention, such as workload, work environment, leadership, and organizational commitment, so that the analytical model can become more comprehensive in explaining employee behavior. In addition, future research may expand the research object to other business units with similar characteristics and increase the sample size so that the findings have a broader level of generalizability. Interesting for the future studies to apply a mixed-methods framework, since uncover a deeper understanding how job satisfaction and job insecurity relate to turnover intention.

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