

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 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. These findings imply that the company needs to strengthen the factors that contribute to job satisfaction and reduce employees' perceptions of job insecurity in order to minimize their tendency to leave the organization.

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.

Previous studies have shown differing results regarding the effect of job satisfaction on turnover intention across various research objects (Anggara & Nursanti, 2019). Nawawi & Ekawati (2021) reported that job satisfaction has a negative and significant effect on turnover intention. Similar findings were presented by Mayasari (2023), who found a negative and significant effect between job satisfaction and turnover intention. Other studies have shown that job insecurity has a significant effect on turnover intention among certain employee groups (Lutfiyani & Hutahaean, 2024). Research findings also indicate that work discipline may influence the emergence of turnover intention within organizations (Dewi et al., 2023). Agus (2023) also reported that job insecurity affects turnover intention.

The inconsistency of previous findings regarding job satisfaction, as well as the limited number of studies examining the simultaneous effect of job satisfaction and job insecurity on turnover intention among employees in poultry hatchery companies, forms the basis for conducting this study at PT Malindo Feedmill Tbk Pontianak Hatchery. Based on this description, this study aims to analyze the effect of job satisfaction and job insecurity on employee turnover intention at 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). Studies by Nawawi and Ekawati (2021) and Mayasari (2023) show that Job Satisfaction has a negative and significant effect on employee Turnover Intention, meaning that the lower the level of job satisfaction, the higher the intention to leave work. In contrast, Fitriyana (2021) found that Job Satisfaction does not have a significant effect on Turnover Intention. 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). The indicators of turnover intention consist of thinking of quitting, intention to search for alternatives, and intention to quit (Mobley, 1986, as cited in Ardan & Jaelani, 2021). Anggara and Nursanti (2019) showed that job satisfaction significantly affects turnover intention. The relationship between job insecurity and turnover intention is also explained by Lutfiyani and Hutahaeen (2024).

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

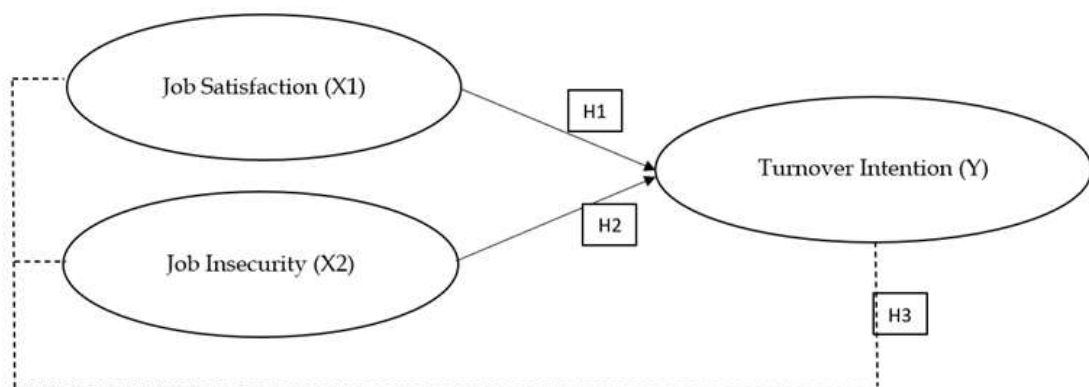


Figure 1. Conceptual Framework

METHODOLOGY

This study used an associative approach to analyze the relationship and effect of job satisfaction and job insecurity on employees' turnover intention. The associative approach was used because this study involved several variables and aimed to empirically examine the relationships among variables (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.

The data used consisted of primary and secondary data. Primary data were obtained through questionnaires distributed to all employees and supported by an interview with the Assistant Manager of PT Malindo Feedmill Tbk Pontianak Hatchery, Mr. Wisnu Ade Kusuma. Meanwhile, secondary data were obtained from company documents, such as production data, the number of employees by department, employee turnover data, absenteeism rates, and employee disciplinary violations. This study used Job Satisfaction as the first independent variable (X1), Job Insecurity as the second independent variable (X2), and Turnover Intention as the dependent variable (Y). All variables were measured using a five-point Likert scale, ranging from Strongly Disagree to Strongly Agree, to describe respondents' level of agreement with each research statement (Sugiyono, 2023).

Data analysis began with instrument testing through validity and reliability tests. Validity was tested using Pearson correlation by comparing the calculated r-value with the r-table value, while reliability was tested using Cronbach's Alpha with an acceptance threshold above 0.60 (Siregar, 2020). Subsequently, classical assumption tests were conducted, including the normality test using Kolmogorov-Smirnov, linearity test, and multicollinearity test using tolerance values and the variance inflation factor (VIF) (Ghozali, 2021; Machali, 2021). Hypothesis testing was conducted using multiple linear regression to determine the effect of job satisfaction and job insecurity on employee turnover intention. The analysis was also supported by the multiple correlation coefficient, coefficient of determination, F-test to examine the simultaneous effect of both independent variables, and t-test to assess the partial effect of each independent variable on turnover intention (Siregar, 2020).

RESEARCH RESULT

Validity Test

The validity test was conducted to ensure that each statement item in the questionnaire was able to accurately measure the research variables by correlating each item score with the total score. The results of the validity 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		
Turnover Intention (Y)	Y.1	0.621	0.308	Valid
	Y.2	0.452		
	Y.3	0.541		
	Y.4	0.521		
	Y.5	0.570		
	Y.6	0.619		
	Y.7	0.527		
	Y.8	0.647		
	Y.9	0.573		

Source: Processed Data, 2026

The validity test results in Table 1 show that all statement items for the Job Satisfaction (X1), Job Insecurity (X2), and Turnover Intention (Y) variables were declared valid because their calculated r-values were greater than the r-table value.

Reliability Test

The reliability testing of the research instrument, which included the Job Satisfaction (X1), Job Insecurity (X2), and Turnover Intention (Y) variables, produced the results presented in Table 2.

Table 2. Reliability Test Results

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

Source: Processed Data, 2026

The reliability test results presented in Table 2 show that the Job Satisfaction (X1) variable obtained a Cronbach's Alpha value of 0.852, the Job Insecurity (X2) variable obtained a value of 0.605, and the Turnover Intention (Y) variable obtained a value of 0.728.

Normality Test

The normality test was conducted to ensure that the data were normally distributed using the Kolmogorov-Smirnov method in SPSS. The normality test results are presented 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 linearity test aimed to ensure that the relationship between the independent and dependent variables was linear using the Test for Linearity. A relationship was considered linear if the Deviation from Linearity value was greater than 0.05. The results of the linearity test are presented in Table 4.

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

Based on the linearity test results presented in Table 4, the relationships among the variables were considered linear because the significance values for each relationship were greater than 0.05.

Multicollinearity Test

The multicollinearity test was conducted to detect high correlations among independent variables that could reduce the accuracy of the regression model estimates. The results of the multicollinearity test among the research variables are presented in Table 5.

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 multicollinearity test results in Table 5 indicate that there were no multicollinearity symptoms between the independent variables, namely Job Satisfaction (X1) and Job Insecurity (X2), in the research model. This is indicated by a tolerance value of 0.933, which is greater than 0.10, and a Variance Inflation Factor (VIF) value of 1.072, which is lower than 10.00. Therefore, the regression model meets the assumption of being free from multicollinearity.

Multiple Linear Regression Analysis

Multiple linear regression analysis was used to test the effect of independent variables on the dependent variable. The results of the multiple linear regression analysis between Job Satisfaction (X1), Job Insecurity (X2), and Turnover Intention (Y) are presented 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:

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

- The constant value of 2.094 indicates that when Job Satisfaction (X_1) and Job Insecurity (X_2) are equal to zero, the value of Turnover Intention (Y) is 2.094.
- The Job Satisfaction (b_1) regression coefficient of -0.495 indicates that each one-unit increase in Job Satisfaction will decrease Turnover Intention (Y) by 0.495 units.
- The Job Insecurity (b_2) 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 correlation coefficient was used to measure the strength and direction of the relationship among variables using the Product Moment technique. The results of the multiple correlation coefficient analysis (R) are presented 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

Based on the correlation coefficient test results presented in Table 7, the multiple correlation coefficient value (R) was 0.746. This value indicates that the relationship between Job Satisfaction (X_1) and Job Insecurity (X_2) with Turnover Intention (Y) was in the strong category because it was within the correlation coefficient range of 0.60–0.80. Therefore, Job Satisfaction and Job Insecurity have a strong relationship with the Turnover Intention of employees at PT Malindo Feedmill Tbk Pontianak Hatchery.

Coefficient of Determination

Based on the coefficient of determination test results (R^2) in Table 7, the coefficient of determination value (R Square) was 0.557 or 55.7%. These results indicate that Job Satisfaction (X_1) and Job Insecurity (X_2) were able to explain 55.7% of the variation in Turnover Intention (Y), while the remaining 44.3% was explained by other factors not included in this research model.

Simultaneous Effect Test (F-Test)

The simultaneous test, or F-test, was conducted to test the significance of the simultaneous effect of all independent variables on the dependent variable. The results of the simultaneous test are presented in Table 8.

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

The simultaneous test results in Table 8 show that the calculated F-value was 23.899, which was greater than the F-table value of 3.24. These results indicate that H3 was accepted. Therefore, it can be concluded that Job Satisfaction (X1) and Job Insecurity (X2) simultaneously have a significant effect on Turnover Intention (Y).

Partial Effect Test (t-Test)

The partial test, or t-test, was used to examine the effect of each independent variable on the dependent variable in accordance with the research hypotheses. The results of the partial test using the t-test are presented 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

Based on Table 9, the results of the partial test show the effect of Job Satisfaction (X1) and Job Insecurity (X2) on the Turnover Intention (Y) of employees at PT Malindo Feedmill Tbk Pontianak Hatchery as follows:

- The Job Satisfaction variable (X1) had a calculated t-value of -3.107 < the t-table value of 1.684, with a significance value of 0.004 < 0.05. Therefore, H1 was accepted, indicating that Job Satisfaction (X1) has a significant effect on Turnover Intention (Y) among employees of PT Malindo Feedmill Tbk Pontianak Hatchery.
- The Job Insecurity variable (X2) had a calculated t-value of 2.269 > the t-table value of 1.684, with a significance value of 0.029 < 0.05. Therefore, H2 was accepted, indicating that Job Insecurity (X2) has a significant effect on Turnover Intention (Y) among employees of PT Malindo Feedmill Tbk Pontianak Hatchery.

DISCUSSION

The Effect of Job Satisfaction on Turnover Intention

The partial test results show that Job Satisfaction (X1) has a significant effect on the Turnover Intention (Y) of employees at PT Malindo Feedmill Tbk Pontianak Hatchery. This is indicated by a calculated t-value of $-3.107 < a$ t-table value of 1.684, with a significance value of $0.004 < 0.05$. Therefore, the hypothesis stating that Job Satisfaction affects Turnover Intention was accepted. The regression coefficient value of -0.495 indicates a negative relationship, meaning that an increase in Job Satisfaction will be followed by a decrease in Turnover Intention. These findings are consistent with Nawawi and Ekawati (2021) and Mayasari (2023), who found that Job Satisfaction has a negative and significant effect on employee Turnover Intention, meaning that the lower the level of employee job satisfaction, the higher the intention to leave work. However, these findings are inconsistent with Fitriyana (2021), who found that job satisfaction does not have a significant effect on turnover intention.

The Effect of Job Insecurity on Turnover Intention

The partial test results show that Job Insecurity (X2) has a significant effect on the Turnover Intention (Y) of employees at PT Malindo Feedmill Tbk Pontianak Hatchery. This is evidenced by a calculated t-value of $2.269 > a$ t-table value of 1.684, with a significance value of $0.029 < 0.05$. Therefore, the hypothesis stating that Job Insecurity affects Turnover Intention was accepted. The regression coefficient of 0.447 indicates that the relationship between Job Insecurity and Turnover Intention is positive. This means that the higher the Job Insecurity perceived by employees, the higher their Turnover Intention. These findings are consistent with the studies of Risambessy (2021) and Agus (2023), which found that Job Insecurity affects Turnover Intention.

The Effect of Job Satisfaction and Job Insecurity on Turnover Intention

The simultaneous test results show that Job Satisfaction (X1) and Job Insecurity (X2) simultaneously have a significant effect on Turnover Intention (Y). This is indicated by a calculated F-value of 23.899, which was greater than the F-table value of 3.24. Therefore, the hypothesis stating that Job Satisfaction and Job Insecurity simultaneously affect Turnover Intention was accepted. The magnitude of the relationship between the independent variables and Turnover Intention is indicated by the correlation coefficient value (R) of 0.746, which is categorized as strong. In addition, the coefficient of determination value (R^2) of 0.557 indicates that Job Satisfaction and Job Insecurity are able to explain 55.7% of the variation in Turnover Intention, while the remaining 44.3% is explained by other variables outside the research model.

CONCLUSIONS AND RECOMMENDATIONS

The findings indicate that Job Satisfaction and Job Insecurity significantly affect employees' Turnover Intention at PT Malindo Feedmill Tbk Pontianak Hatchery, both partially and simultaneously. Job Satisfaction has a negative effect on Turnover Intention, indicating that higher job satisfaction is associated with a lower intention to leave the organization. Conversely, Job Insecurity has a positive effect, suggesting that greater perceived employment insecurity is associated with a stronger intention to leave. The model explains 55.7% of the variation in Turnover Intention, while the remaining 44.3% is associated with other factors outside the model. These findings highlight the importance of maintaining employee satisfaction and reducing perceptions of employment insecurity as part of employee-retention efforts. Based on these findings, the company is recommended to periodically evaluate aspects of Job Satisfaction, particularly the work itself, compensation, promotion opportunities, supervision, and work-group relationships. Management should also strengthen communication regarding employment conditions, work expectations, and organizational changes to reduce unnecessary uncertainty among employees. Future studies may examine other relevant factors, such as workload, work environment, leadership, and organizational commitment, to provide a more comprehensive explanation of Turnover Intention.

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. Future studies may also use a mixed-methods approach to obtain a deeper understanding of the factors affecting Job Satisfaction and Job Insecurity and their relationship with Turnover Intention.

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