

Research Article

The Influence of Job Insecurity and Job Satisfaction on Turnover Intention Among Employees at PT Pelayaran Baharimas Kalimantan

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ABSTRACT

This study aims to analyze the influence of Job Insecurity and Job Satisfaction on Turnover Intention among employees at PT Pelayaran Baharimas Kalimantan. A quantitative associative approach was used in this research, with a sample of 87 respondents selected through total sampling technique. The instrument testing involved validity and reliability tests, while the classical assumption tests included normality, linearity, and multicollinearity tests. Hypothesis testing was conducted using multiple linear regression, correlation coefficient (R), coefficient of determination (R^2), simultaneous tests, and partial tests. The results of the multiple linear regression analysis yielded the equation $Y = 1.918 + 0.467 X_1 + 0.121 X_2$. The correlation coefficient of 0.517 indicates a moderate correlation between Job Insecurity and Job Satisfaction with Turnover Intention. The coefficient of determination (R^2) of 0.267 indicates that 26.7% of the variability in Turnover Intention is influenced by the two variables, while the remaining 73.3% is influenced by other factors not examined in this study. The simultaneous test showed an F value of 15.299, which is greater than the F table value of 3.10, indicating a significant simultaneous effect of Job Insecurity and Job Satisfaction on Turnover Intention. The partial tests revealed that Job Insecurity (p-value = 0.000) and Job Satisfaction (p-value = 0.044) both significantly influence Turnover Intention, with p-values less than 0.05 for both variables. This study provides empirical evidence that both Job Insecurity and Job Satisfaction significantly affect Turnover Intention, which can be considered by management in managing human resources within the company.

Keywords: Job Insecurity; Job Satisfaction; Turnover Intention; Employees

1. INTRODUCTION

In today's increasingly competitive and dynamic business era, human resource management (HRM) has become a key factor in determining an organization's success. HRM plays an important role in ensuring that every individual within the organization is able to grow and contribute optimally. According to Yuliani (2023), HRM includes planning, organizing, directing, and supervising activities related to the procurement, development, and maintenance of human resources to achieve individual, organizational, and societal goals. In line with this, Edison et al. (2022) emphasize that HRM focuses on maximizing employee potential through strategic steps to enhance performance and achieve organizational goals. Employees are the most valuable assets of a company. They not only carry out daily tasks and responsibilities but also contribute to the company's long-term vision, mission, and goals. Employees with the right skills and knowledge can boost productivity, innovation, and competitiveness. In a dynamic and often uncertain work environment, employees face various challenges that can affect their motivation and engagement. Employment systems have evolved over time, and one of the most commonly used systems today is fixed-term employment contracts.

PT Pelayaran Baharimas Kalimantan is a shipping company established under the Notarial Deed of Suwanto, SH No. 103 dated January 26, 1989. The company is located at Jl. Adi Sucipto No. KM. 6, Sungai Raya, Kubu Raya Regency. The company cooperates with Pertamina in transporting fuel such as Peralite and diesel. Currently, PT Pelayaran Baharimas Kalimantan operates 26 fleets that support the government in distributing fuel throughout regions in Indonesia, including West, Central, and South Kalimantan, Jambi, and the Riau Islands. The company applies an initial 6-month contract system for new employees. This system serves as an evaluation period to assess whether employees can meet performance standards and job requirements. After the 6-month contract ends, the company evaluates performance. If the employee's performance is deemed satisfactory or exceeds expectations, the contract may be extended for a longer period, providing employees with

the opportunity to continue contributing in the long term. The company's attendance system uses the Time Attendance System application, which requires check-ins twice a day—at arrival and at the end of work. The working hours are Monday to Friday from 07:00–11:00 WIB and 13:00–17:00 WIB, and on Saturdays from 07:00–11:00 WIB. Employee absenteeism at PT Pelayaran Baharimas Kalimantan remained stable in 2023, but in 2024, the absenteeism rate decreased by 6.56%. The company has a policy where any absence including due to sickness or permission results in a salary deduction of 100% of one day's wage plus the weekly bonus. This deduction aims to ensure that every working hour stipulated in the employment contract is fairly valued and that the company operates efficiently. According to Adamy (2016), the level of job satisfaction can be observed through productivity, absenteeism, and employee turnover. Harnoto (2002), in Hanafi et al. (2021), stated that employees with turnover intention often show increased absenteeism, which reflects declining responsibility toward their job.

In 2023, labor turnover at PT Pelayaran Baharimas Kalimantan increased by 3.47%, while in 2024 it decreased by 31.71%. According to Afrianto (2023), job insecurity has a positive effect on turnover intention. Manurung and Ratnawati (2012), as cited in Drastyana (2021), also state that job satisfaction has a negative effect on turnover intention meaning the higher the job satisfaction, the lower the employee's intention to leave. According to Drastyana (2021), turnover may take the form of resignation, transfer out of a department, termination, or even death. Based on an interview with Mrs. Sri Ratnaningsih, Head of Manning at PT Pelayaran Baharimas Kalimantan, several employees left the company due to negligence in performing duties and violations of company regulations, which led to termination. This decision aligns with company policies. She also mentioned that some employees left to pursue other job opportunities. Robbins and Judge (2017), as cited in Hanafi et al. (2021), support this by stating that turnover involves permanent resignation, whether voluntary or not. Sukwadi and Meliana (2014), in Hanafi et al. (2021), define turnover intention as the tendency of individuals to leave an organization for various reasons, including seeking better job opportunities.

According to the study conducted by Mayawati (2021), the results show that job insecurity has a significant positive effect on turnover intention among nurses. The study conducted by Anastia et al. (2021) indicates that job satisfaction has a significant negative effect on turnover intention. This finding contrasts with the study by Marsanda et al. (2024), which found that job satisfaction has no effect on turnover intention. Based on the background described above, the researcher is interested in conducting a study entitled *The Influence of Job Insecurity and Job Satisfaction on Turnover Intention Among Employees at PT Pelayaran Baharimas Kalimantan*.

2. RESEARCH METHOD

Type of Research

This study adopts a quantitative research design with an associative approach. According to Siregar (2019), associative research aims to determine the relationship between two or more variables. This study examines the relationship between the variables of Job Insecurity (X1), Job Satisfaction (X2), and Turnover Intention (Y) at PT Pelayaran Baharimas Kalimantan.

Data Collection Techniques

This study employs both primary and secondary data. Primary data, as defined by Siregar (2019), refers to data collected directly by the researcher from the original source. In this study, primary data was obtained through two techniques: interviews and questionnaires. Interviews were conducted to gather in-depth information about the research problem, as explained by Sugiyono (2022). The researcher interviewed Mrs. Sri Ratnaningsih, the Head of the Crewing Department at PT Pelayaran Baharimas Kalimantan. Questionnaires were distributed to collect broader data from a larger group of respondents. According to Sugiyono (2022), a questionnaire is a data collection technique that involves providing respondents with a set of written questions or statements to answer. In this study, the questionnaire was administered to all employees of PT Pelayaran Baharimas Kalimantan.

Population and Sample

A population, as defined by Sugiyono (2022), refers to a generalization area consisting of objects or subjects that have certain qualities and characteristics specified by the researcher to be studied and from which conclusions are drawn. The population for this study includes all employees of PT Pelayaran Baharimas Kalimantan in 2025, totaling 87 individuals, excluding the President Director. The sample was selected using a total sampling technique, where all members of the population were included. A sample is a subset of the population, possessing the same characteristics (Sugiyono, 2022). Thus, the sample in this study consists of all 87 employees of PT Pelayaran Baharimas Kalimantan, excluding the CEO.

Research Variables & Measurement Scale

The research variables in this study include both independent and dependent variables. The independent variables are Job Insecurity (X1) and Job Satisfaction (X2), while the dependent variable is Turnover Intention (Y). The study uses the Likert Scale for measurement. According to Sugiyono (2022), the Likert Scale is used to measure individuals' attitudes, opinions, and perceptions toward social phenomena. Respondents were asked to rate their level of agreement or disagreement with statements related to Job Insecurity, Job Satisfaction, and Turnover Intention.

Data Analysis Techniques

Instrument testing was performed to assess the validity and reliability of the measurement tools. Validity was tested using the Pearson Product Moment correlation technique, while reliability was assessed using Cronbach's Alpha method. An instrument is considered valid if the correlation coefficient exceeds 0.3 and reliable if the reliability coefficient is greater than 0.60 (Siregar, 2019). Furthermore, classical assumption tests were conducted, including normality, linearity, and multicollinearity tests. The normality test employed the Kolmogorov-Smirnov test, where a significance level greater than 0.05 indicates that the data is normally distributed (Purnomo, 2016). The linearity test used the Test for Linearity; a significance value less than 0.05 indicates a linear relationship between the variables (Purnomo, 2016). The multicollinearity test was analyzed based on tolerance values and the variance inflation factor (VIF) (Ghozali, 2018). Multiple linear regression analysis was used to measure the effect of independent variables on the dependent variable. The model used is $Y = a + b_1 X_1 + b_2 X_2$, which allows for the prediction of the dependent variable based on the independent variables. The Pearson Product Moment correlation coefficient was used to assess the strength of the relationship between the independent and dependent variables, with the correlation value determined based on established criteria (Siregar, 2019). A simultaneous test (F-test) was performed to assess the combined influence of Job Insecurity and Job Satisfaction on Turnover Intention. This test uses the ANOVA method with a significance level of 5% (Siregar, 2019). Additionally, a partial test (t-test) was used to evaluate the effect of each independent variable on the dependent variable. The t-test was conducted using ANOVA at a 5% significance level (Siregar, 2019).

Variable Indicators

According to Greenhalgh and Rosenblatt in Wardani & Amalia (2021), job insecurity consists of three dimensions, namely the meaning of work for individuals, job loss, and powerlessness. According to Gibson, Ivancevich, and Donnelly in Edison et al. (2022), the dimensions of job satisfaction are pay, work, promotion opportunities, supervisors, and coworkers. According to Mobley in Drastyana (2021), there are three indicators used to measure turnover intention: thoughts of quitting, intention to quit, and intention to search for another job.

3. RESULTS AND DISCUSSION

3.1 Test Research Instruments

3.1.1 Validity Test

The validity test in this study aims to determine whether the questionnaire instrument has met the necessary validity requirements. This test was conducted by correlating the score of each item with the total score, then comparing it with the r value in the r table. With a sample size of 87 (df = 85) and a significance level of 0.05, the r table value obtained was 0.210. The results of the validity test in this study are presented in [Table 1](#).

Table 1. Validity Test Results

Variable	Indicators	r value	r table	Description
Job Insecurity (X1)	X1.1	0,561	0,210	Valid
	X1.2	0,711		
	X1.3	0,658		
	X1.4	0,639		
	X1.5	0,320		
	X1.6	0,589		
Job Satisfaction (X2)	X2.1	0,904	0,210	Valid
	X2.2	0,892		
	X2.3	0,849		
	X2.4	0,893		
	X2.5	0,898		
	X2.6	0,903		
	X2.7	0,878		

	X2.8	0,899		
	X2.9	0,896		
	X2.10	0,887		
	X2.11	0,869		
	X2.12	0,873		
	Y1.1	0,690		
	Y1.2	0,747		
	Y1.3	0,745		
	Y1.4	0,610		
Turnover Intention (Y)	Y1.5	0,719	0,210	Valid
	Y1.6	0,781		

Source: Processed Data, 2025.

Based on the validity test results for all variables in this study in **Table 1**, it is known that all statement items have a calculated r value greater than the r table value of 0.210. Thus, all statement items for all variables in this study can be declared valid and can be used in the study.

3.1.2 Reliability Test

Reliability testing is conducted to analyze the level of reliability of a statement in a questionnaire as a measuring instrument. Reliability test in this study uses Cronbach's Alpha method. A measurement item can be said to be reliable if it has a Cronbach's Alpha significance value > 0.60.

Table 2. Reliability Test Results

Variable	Cronbach's Alpha	Description
Job Insecurity(X1)	0.621	Reliable
Job Satisfaction(X2)	0.975	
Turnover Intention (Y)	0.809	

Source: Processed Data, 2025.

Based on the reliability test results for the variables shown in **Table 2**, Cronbach's Alpha values > 0.60 are obtained, so it can be concluded that all variable items in the study are reliable and can be used.

3.2 Classic Assumption Test

3.2.1 Normality Test

The normality test conducted in a study aims to analyze whether the data in the study is normally distributed or not. The method used in the normality test in this study is the Kolmogorov-Smirnov method. Based on the results of the analysis using SPSS, the normality test results can be seen in **Table 3**.

Table 3. Normality Test Results

Test	Value
N (Sample)	87
Test Statistic	.065
Asymp.Sig.(2-tailed)	.200 ^a

Source: Processed Data, 2025.

Table 3 shown the results of normality test, which indicate that the Kolmogorov-Smirnov test result is significant at 0.200. This value is > 0.05, which means that the residual values are normally distributed.

3.2.2 Linearity Test

The linearity test conducted in this study aims to analyze whether there is a linear relationship between the independent and dependent variables. The method used in this study is the *Test for Linearity*. Based on the results of the analysis using SPSS, the linearity test results can be seen in **Table 4**.

Table 4. Result of Linearity

Variable	Deviation from Linearity	Description
Turnover Intention * Job Insecurity	0.836	Linear
Turnover Intention* Job Satisfaction	0.240	

Source: Processed Data, 2025.

Based on the results of the linearity test between the independent and dependent variables in Table 4 above, the significance value in the "Deviation from Linearity" column > 0.05. Therefore, it can be concluded that the relationship

between the two variables is linear.

3.2.3 Multicollinearity Test

Multicollinearity is tested in a study to determine whether there is a high level of correlation between independent variables in a regression model, because if each independent variable is highly correlated, it can cause bias in the estimation of regression coefficients and reduce the accuracy of the model. Based on the results of the analysis using SPSS, the results of the multicollinearity test can be seen in [Table 5](#).

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Job Insecurity	.971	1.030
Job Satisfaction	.971	1.030

Dependent Variable: Financial Performance

Source: Processed Data, 2025.

Based on the results of the multicollinearity test in [Table 5](#), the results can be explained as follows:

- The *Tolerance* value for the Job Insecurity (X1) variable is 0.971, which is greater than 0.10, and has a *VIF* value of 1.030, which is less than 10.00.
- The *Tolerance* value for the Job Satisfaction (X2) variable is 0.971, which is greater than 0.10, and has a *VIF* value of 1.030, which is less than 10.00.

Based on the explanation, it can be concluded that there is no multicollinearity between the two independent variables.

3.3 Multiple Linear Regression Analysis

Multiple linear regression analysis in this study is used to predict the value of the dependent variable, namely Turnover Intention (Y), which is influenced by the independent variables, namely Job Insecurity (X1) and Job Satisfaction (X2). Based on the results of the analysis using SPSS, the regression coefficients are shown in [Table 6](#).

Table 6. Multiple Linear Regression Analysis Results

Research Variable	Coefficients	T Statistic	Significance Value
(Constant)	1.918	5.734	.000
Job Insecurity	.467	5.413	.000
Job Satisfaction	-.121	-2.043	.044

Dependent Variable: Turnover Intention

Source: Processed Data, 2025.

Based on the results of multiple linear regression analysis in [Table 6](#), the following multiple linear regression coefficient equation was obtained:

$$Y = 1.918 + 0.467X_1 - 0.121X_2$$

- The constant (a) is 1.918, which means that if the variables *Job Insecurity* (X1) and *Job Satisfaction* (X2) are zero, then *Turnover Intention* (Y) will be 1.918.
- The regression coefficient for *Job Insecurity* (b1) is 0.467 and is positive, meaning that if *Job Insecurity* increases by 1 (one) unit, *Turnover Intention* will increase by 0.467 units.
- The regression coefficient for *Job Satisfaction* (b2) is -0.121 and is negative, meaning that if *Job Satisfaction* increases by 1 (one) unit, then *Turnover Intention* will decrease by 0.121 units.

3.4 Correlation Coefficient Analysis (R)

The correlation coefficient is used to determine the strength of the relationship between two or more variables, which can also determine the direction of the relationship between the two variables. The technique used is the Product Moment correlation. The results of the correlation coefficient and determination calculations can be seen in [Table 7](#).

Table 7. Correlation Coefficient Test Results (R)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.517 ^a	.267	.250	.64258

Predictors: (Constant), Job Insecurity, Job Satisfaction

Dependent Variable: Turnover Intention

Source: Processed Data, 2025.

Based on the correlation coefficient calculations in [Table 7](#), it can be seen that the correlation coefficient (R) value is 0.517, which means that the relationship between job insecurity and job satisfaction on turnover intention is moderate, as the value is in the interval of 0.40-0.599.

3.5 Analysis of the Coefficient of Determination R^2

Based on the calculation of the coefficient of determination (R^2) in **Table 7**, it can be seen that the *R-Square* value is 0.267, which means that the variables *Job Insecurity* and *Job Satisfaction* have an effect on *Turnover Intention* of 26.7%, while the remaining 73.3% is influenced and explained by other variables outside the study.

3.6 Simultaneous Test (F Test)

The simultaneous test (F-test) conducted in this study aims to determine the simultaneous (combined) influence of *job insecurity* and *job satisfaction* on *turnover intention*. Based on the results of the simultaneous test (F-test) using SPSS, the results are shown in **Table 8**.

Table 8. Simultaneous Test Results (F Test)

Model	Sum of Squares	Mean Square	F	Significance
Regression	12.634	6.317	15.299	.000 ^b
Residual	34.684	.413		
Dependent Variable: Turnover Intention				
Predictors: (Constant), Job Satisfaction, Job Insecurity				

Source: Processed Data, 2025.

Based on the simultaneous test results (F test) in **Table 8**, the obtained F value is 15.299 > F table 3.10 and the significance value is 0.000 < 0.05, so it can be concluded that the variables *Job Insecurity* and *Job Satisfaction* simultaneously have a significant effect on *Turnover Intention*.

3.7 Partial Test (t Test)

The partial test (t-test) conducted in this study aims to measure separately the impact of each independent variable, *job insecurity* and *job satisfaction*, on the dependent variable, *turnover intention*. Based on the results of the partial hypothesis test (t-test) using SPSS, the partial test results can be seen in **Table 9**.

Table 9. Partial Test Results (t Test)

Research Variable	Coefficients	t Statistic	Significance Value
(Constant)	1.918	5.734	.000
Job Insecurity	.467	5.413	.000
Job Satisfaction	-.121	-2.043	.044
Dependent Variable: Turnover Intention			

Source: Processed Data, 2025.

Based on partial hypothesis testing (t-test) in **Table 9**, the results can be explained as follows:

- The t-value of the *Job Insecurity* (X1) variable is 5.413 > t-table value of 1.988 and the significance value is 0.000 < 0.05, so it can be concluded that H_0 is rejected and H_a is accepted, which means that *Job Insecurity* partially has a significant effect on *Turnover Intention*.
- The t-value of the *Job Satisfaction* (X2) variable is -2.043 < t-table value of 1.988 and the significance value is 0.044 < 0.05, so it can be concluded that H_0 is rejected and H_a is accepted, which means that *Job Satisfaction* partially has a significant effect on *Turnover Intention*.

DISCUSSION

The Influence of Job Insecurity on Turnover Intention

The results of this study indicate that *Job Insecurity* partially has a significant effect on *Turnover Intention*. The results also support the notion that *job insecurity* significantly contributes to the increase in *turnover intention*, as suggested by the studies of Marzuqi (2021), Wahidah & Anah (2023), and Arlen & Hamsal (2024). When employees perceive uncertainty regarding their job stability such as fear of contract termination, lack of career progression, or inconsistent employment policies they tend to experience psychological distress and a decrease in organizational attachment. This perception of insecurity eventually leads to a stronger intention to resign and look for more secure job prospects elsewhere.

The Influence Job Satisfaction on Turnover Intention

The results of this study indicate that *Job Satisfaction* partially has a significant negative effect on *Turnover Intention*. The findings of this study reinforce the understanding that *job satisfaction* plays a crucial role in reducing employees' intention

to leave an organization. This aligns with previous studies by Nassrulloh et al. (2019), Juleiqa & Indarto (2024), and Niladanti et al. (2025), which consistently found a significant negative relationship between job satisfaction and turnover intention. Employees who experience high levels of satisfaction in their work environment are more likely to feel engaged, valued, and committed to the organization, thereby reducing the desire to seek alternative employment opportunities.

4. CONCLUSION

Based on the results of the study, the multiple linear regression equation obtained is $Y = 1.918 + 0.467 X_1 - 0.121 X_2$. The correlation coefficient of 0.517 indicates a moderately significant relationship between Job Insecurity and Job Satisfaction with Turnover Intention. The coefficient of determination (R^2) of 0.267 suggests that 26.7% of the variance in Turnover Intention is influenced by these two variables, while the remaining variance is influenced by other factors. The simultaneous test (F-test) demonstrates a significant joint effect of Job Insecurity and Job Satisfaction on Turnover Intention, while the partial test (t-test) reveals that both variables significantly affect Turnover Intention, both simultaneously and partially. Based on these conclusions, several recommendations for the company are as follows: (1) Management should provide greater opportunities for employees to be promoted, ensuring they feel more secure about their future; (2) To improve job satisfaction, management could entrust employees with more responsibilities and authority, as well as involve them in decision-making processes related to their work; (3) Future research is recommended to expand the scope of the variables analyzed by including other factors that may influence Turnover Intention, and to utilize updated research methods and analytical techniques.

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