

The Influence of Job Stress and Job Insecurity on Turnover Intention Mediated by Job Satisfaction

Ambar Sasmiaji^{*}, Aniek Rumijati², Siti Nurhasannah³

Management Department, University of Muhammadiyah Malang, Indonesia

E-mail: ambarsasmiaji8888@gmail.com

Abstract

The study aims to determine the effect of job stress and job insecurity on turnover intention, with job satisfaction as a mediation for PT. Kembang Joyo Sriwijaya employees. This type of research uses quantitative, the population is 112 employees. The sample used is a sample of 88 respondents. The data collection technique is by distributing questionnaires. The data analysis technique is a range of scales and PLS-SEM (Partial Least Square – Structure Equational Model) software. The results obtained show that job stress has a significant effect on turnover intention, job insecurity has a significant effect on turnover intention, work stress has no significant effect on job satisfaction, job insecurity has no significant effect on job satisfaction, job satisfaction has no significant effect on turnover intention, work stress no significant effect on turnover intention with job satisfaction as a mediating variable, job insecurity has no significant effect on turnover intention with job satisfaction as a mediating variable.

Keywords: job insecurity, job stress, job satisfaction, turnover intention

Abstrak

Tujuan penelitian adalah untuk mengetahui pengaruh manajemen talenta dan motivasi kerja terhadap kinerja pegawai dengan retensi pegawai sebagai variabel intervening pada Badan Pengembangan Kepegawaian dan Sumber Daya Manusia (BKPSDM) Kabupaten Jombang. Populasi dan sampel dalam penelitian ini adalah seluruh 50 karyawan dengan menggunakan teknik total sampling. Teknik pengumpulan data menggunakan kuesioner. Metode analisis data yang digunakan adalah Partial Least Square (PLS). Hasil penelitian ini menyimpulkan bahwa manajemen talenta berpengaruh positif dan signifikan terhadap kinerja karyawan, motivasi kerja berpengaruh positif dan signifikan terhadap kinerja karyawan, manajemen talenta berpengaruh positif dan signifikan terhadap retensi karyawan.

Kata kunci: kinerja karyawan, manajemen talenta, motivasi kerja, retensi karyawan

INTRODUCTION

Employee performance is something that cannot be abandoned because increasing employee performance will have an impact on the goals of a business that is being run. To achieve high performance takes a long time to build, requires trust, and demands careful attention from management. From the statement above, the company needs to find an understanding of anything that can affect employee performance, including talent management and work motivation. Work motivation is the result of a number of processes that are internal or external to an individual, which causes an attitude of enthusiasm and

Article info

Received (15/11/2022)

Revised (10/12/2022)

Accepted (13/12/2022)

Corresponding e-mail: ambarsasmiaji8888@gmail.com

persistence in carrying out certain activities (Falah & Ayuningtyas 2020). Talent management It can be said as a series of human resource processes that are used to determine, manage, and develop employee capabilities based on their performance, so that employees can work in accordance with what is expected by the company. Talent Management according to Lewis and Heckman in Octavia (2018), is an overall process from recruitment, placement, to development and planning for employee development in a better direction.. Suwaji & Sabella (2019) suggests that motivation is one of the most important factors in influencing and improving employee performance. Motivated employees will feel more enthusiastic and enthusiastic, so they will do their jobs better. Lack of employee motivation will also have a negative impact on the company, because it will reduce its performance. Employee morale must be maintained, because motivated employees will benefit the organization. Employee retention is based on a decision to retain potential employees who have certain qualities and skills so that they can be retained in the company for as long as possible. Intellectual capital for companies is to have employees who have good potential that are intangible so that they can be invaluable for the company. In addition, a series of processes starting from recruitment, training, and development requires a lot of costs incurred by the company, and it can also risk that business secrets can be leaked to other companies, for example competing companies. Therefore, employee retention must be carried out by a company for the sustainability and security of the company.

Badan Pengembangan Kepegawaian dan Sumber Daya Manusia (BKPSDM) is a government agency that is used to increase employees as well as human resources in an area. Seeing the importance of the tasks carried out by the Agency for Personnel and Human Resources Development, it is one of the government agencies or institutions that play an important role in the development of employees and human resources in an area. The main thing that needs to be optimized is the performance of employees at the BKPSDM Jombang Regency so that they are able to create qualified employees and human resources and can develop good quality human resources. In terms of the absence of all employees during the last 3 months, namely October, November, and December 2021, there are still some employees whose discipline level is still below 100%. This can be seen from the attendance record, most employees are late to come to the office. Therefore, it is necessary to conduct research related to human resource management with talent management and motivation with employee retention as an intervening variable on employee performance at the Personnel and Human Resources Development Agency in order to be able to improve performance, increase budget absorption above 80% and make employees loyal in work in order to achieve the maximum target.

LITERATURE REVIEW

Talent management is a system or method that accurately evaluates every employee in a company. The results of the evaluation will be used to see and evaluate whether employees can assist the company in achieving company goals. In other words, this is how to put the right person in the right place and time. According to Wibowo (2014), work motivation is a psychological process that arouses, directs and perseveres in taking voluntary actions that are directed at achieving goals. It can also be said that work motivation is something that arises in every individual who can provide a sense of enthusiasm and encouragement so that he can work optimally to achieve a target or goal (Murti & Srimulyani 2013).

According to Moehariono (2012), performance is a description of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision, and mission of the organization as outlined in a strategic plan.an organization. From this point of view, measuring employee performance and things that can affect it is important to do for the future of the company, because

everything that happens depends on the quality of the performance of each employee which will have an impact on the company or organization itself. Due to the high level of trust among its members, high performance can be achieved, which means the members have confidence in each other's integrity, characteristics and abilities.

Employee retention is the work done by the company to retain employees in order to survive in the organization, which is designed to help achieve organizational goals (Mathis & Jackson 2006). Seeing this statement, it is necessary to do employee retention so that the employee can last a long time to work in the company or organization. This is because the company or organization has spent a lot of money or it can be said as an investment during the recruitment process or also in the employee recruitment process to employee training and development (Murti & Srimulyani 2013). It is important in a company for the creation of maximum work in accordance with the abilities of each employee so that a company's goals can be achieved. In a study by Karina & Ardana (2020) it can be seen that talent management has a positive and significant influence on performance. In addition, there is also research by Widianingsih & Wulansari (2018) which shows that talent management can improve employee performance. Research by Sudarijati & Setiawan (2019) said that the results of his research partially or simultaneously showed that Talent Management had a positive and significant effect on employee performance. From some of the research above, the hypothesis was:

H1: Talent management has a positive and significant effect on employee performance

Work motivation is an important thing that must be instilled in the minds of employees in order to produce good work results and according to company expectations, therefore companies need to provide work motivation for their employees. Research by Rezki (2018) and Yunarifah (2012) says that work motivation has a positive and significant effect on employee performance so that the following hypothesis in this research was:

H2: Work motivation has a positive and significant effect on employee performance

Talent management is a systematic way to manage employees to be able to do their jobs properly and appropriately, not many employees feel that they have to survive in any conditions that exist in the company. Employee retention here can be used as a way for companies to retain employees so that they can survive to work for the company. There is a study by Ratnawati & Subudi (2018) and Sumarni (2011) which says that talent management has a positive and significant effect on employee retention, so the following hypotheses can be made:

H3: Talent management has a positive and significant effect on employee retention

In doing a job, motivation is an important thing needed by every employee because it is motivation that can move employees to work well and correctly. Motivation is also useful for giving employees to always survive in any circumstances in the company. Employee retention here is the company's way of retaining its employees, therefore motivation is one of the ways in employee retention that companies need to do for their employees. There is a study by Sumarni (2011) produced a study that work motivation has a positive and significant effect on employee retention. Then the hypothesis can be made as follows:

H4: Work motivation has a positive and significant effect on employee retention

Employee retention is an action to be able to retain employees who work in a company to assist in achieving company goals or targets. A study by Putri & Arwiyah (2019), Purnama & Mayliza (2019), Sumarni (2011) resulted in a study that employee retention has a positive and significant effect on employee performance. Therefore, the following hypothesis can be obtained:

H5: Employee retention has a positive and significant effect on employee performance

Talent management and work motivation with employee retention as moderator has a close relationship here because if there is no such thing in a company, it may have an impact on employee performance. There is a study by Ramadhani (2020) research results show that talent management and knowledge management have a significant impact on employee retention and employee performance, talent management and knowledge management have a significant effect on employee performance through employee retention. Employee retention is effective. affect talent management and knowledge management on employee performance, because the result of the direct influence is greater than the indirect effect.

H6: Talent management has a positive and significant effect on employee performance through employee retention

H7: Work motivation has a positive and significant effect on employee performance through employee retention

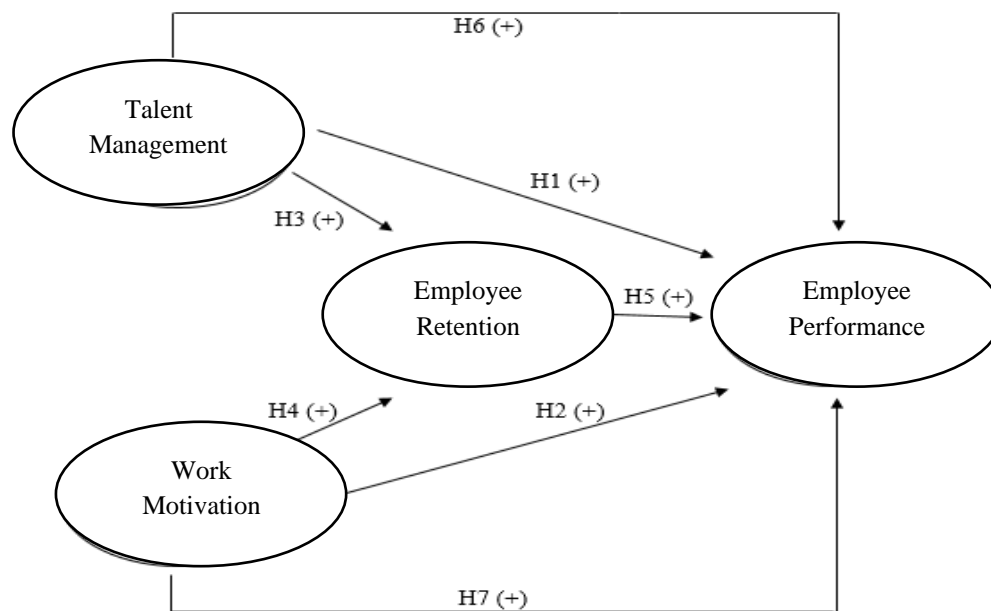


Figure 1. Research Framework

RESEARCH METHODS

This research was conducted at Badan Pengembangan Kepegawaian dan Sumber Daya Manusia located in Jombang Regency. The type of research used in this study is explanatory research. The population of this study consisted of all employees of BKPSDM Kab. Jombang as many as 50 employees. The sample used in this study is total sampling. Sampling in which the entire population of 50 employees was used in this study. Data collection techniques used in this study directly by using a questionnaire. The data analysis technique used is SEM or Structural Equation Modeling with Smart PLS 3 (Partial Least Square) analysis.

RESULTS AND DISCUSSION

The characteristics of respondents' results show respondent in this study was dominated by men in the age range of 31-40 years and length of work more than 10 years. Detail respondent demography can be seen in table 1.

Table 1. Characteristics of Respondents

Information	Items	Respondents	Percentage
Gender	Male	29	58%
	Female	21	42%
Age	21-30 years	21	42%
	31-40years	23	46%
	41-50 years	4	8%
	>50 years	2	4%
Tenure	<2 years	5	10%
	3-6 years	5	10%
	7-10years	14	28%
	>10years	26	52%

The measurement of the convergent validity of the outer model is by looking at the outer loading value of each variable. If the outer loading value is above 0.5, then the indicator is declared to be validly convergent. The complete test results are presented in the following table:

Table 3. Convergent Validity Test Results

Variable	Indicator	Outer Loading	Information	
Talent Management (X1)	TL11	0.948	Valid	
	TL12	0.926	Valid	
	TL13	0.916	Valid	
	TL21	0.944	Valid	
	TL22	0.940	Valid	
	TL31	0.930	Valid	
	TL32	0.920	Valid	
	TL33	0.912	Valid	
	TL34	0.937	Valid	
	TL41	0.903	Valid	
	TL42	0.932	Valid	
	TL43	0.826	Valid	
	TL44	0.873	Valid	
	Work Motivation (X2)	MK11	0.901	Valid
		MK12	0.887	Valid
		MK21	0.864	Valid
MK22		0.897	Valid	
MK23		0.875	Valid	
MK31		0.848	Valid	
MK32		0.855	Valid	
MK33		0.820	Valid	
MK41		0.868	Valid	
MK42		0.836	Valid	
MK51		0.829	Valid	
MK52	0.852	Valid		
ER11	0.912	Valid		

Employee Retention (Z)	ER12	0.864	Valid
	ER21	0.903	Valid
	ER22	0.944	Valid
	ER31	0.822	Valid
	ER32	0.914	Valid
	ER41	0.888	Valid
	ER42	0.907	Valid
	ER51	0.884	Valid

One measure of construct reliability is composite reliability. The tools used to assess this are composite reliability and Cronbach's alpha. The composite reliability value of 0.6 – 0.7 is considered to have good reliability and the expected Cronbach's alpha value is above 0.7 (Ghozali& Hengky 2015). Following are the results of the reliability measurement.

Table 3. Composite Reliability Test Results

Variable	Composite Reliability	Cronbach's	Information
Employe	0.973	0.968	Reliable
Employe	0.977	0.974	Reliable
Work	0.972	0.968	Reliable
Talent	0.986	0.984	Reliable

From the table above, the test results show that all composite reliability and cronbach's alpha values show a value greater than 0.7, so composite reliability and cronbach's alpha are met, so it can be concluded that all indicators are indeed a measure of the construct of their respective variables.

Table 4. Direct Effect Test Results in the Inner Model

Direct Influence	Inner Weight	T-stats	P-value	Conclusion
Employee Retention -> Employee Performance	0.450	3,286	0.001	Significant
Work Motivation -> Employee Retention	0.404	3,197	0.001	Significant
Work Motivation -> Employee Performance	0.219	2,091	0.037	Significant
Talent Management -> Employee Retention	0.512	4,634	0.000	Significant
Talent Management -> Employee Performance	0.332	2,234	0.026	Significant

From the test results above. it can be concluded that the direct influence between talent management (X1) on employee retention (Z) obtained an inner weight coefficient value of 0.512 with a t-statistic value of 4.634 and a P-value of 0.000 because the t-statistic value is > 1.96. and P-value < 0.05 then there is a significant direct effect between talent management (X1) on employee retention (Z). Considering the positive inner weight coefficient indicates that the relationship between the two is positive, it means that the higher talent management (X1) will result in higher employee retention (Z), and vice versa. In the implementation of talent management at this installation, there is talent acquisition which is the first step after recruiting employees and then developing them properly to become good talents. Furthermore, there is also the introduction of talent (talent on-boarding/activation) in which employees know the vision and mission of the agency and can improve integration so they can adapt well. Employee talent development is very important because this is done so that employees can develop and have the capability to carry out agency strategies. Of the four indicators, if the management of human resources is carried out properly through talent management, this can improve the performance of BKPSDM Kab. Jombang. This is in line with research conducted by Octavia & Susilo (2018).

Work Motivation (X2) on employee retention (Z) obtained an inner weight coefficient value of 0.404 with a T-statistic value of 3.197 and a P-value of 0.001 because the T-statistic value is > 1.96 . and P-value < 0.05 then there is a significant direct effect between work motivation (X2) on employee retention (Z). Given that the inner weight coefficient is positive, it indicates that the relationship between the two is positive, meaning that the higher the work motivation (X2), the higher the employee retention (Z), and vice versa. Employees who have good talent when supported by the implementation of talent management will be able to increase the level of employee retention at the company. Therefore, the management of the of BKPSDM in Jombang Regency should be more selective in recruiting talented employees and giving awards to them, thus making them feel loyal to the company and the company should pay more attention to talented employees so that they continue to provide good performance for a long time in the company. There is a significant direct effect between talent management (X1) on employee performance (Y). Considering the positive inner weight coefficient indicates that the relationship between the two is positive, it means that the higher talent management (X1) will result in higher employee performance (Y), and vice versa.

There is a significant direct effect between work motivation (X2) on employee performance (Y). Given that the inner weight coefficient is positive, it indicates that the relationship between the two is positive, meaning that the higher the work motivation (X2), the higher the employee performance (Y), and vice versa. Based on these results it can be seen that work motivation is a very important factor in improving employee performance. Employee performance is the result of multiplication or function of work motivation. Employees who are motivated at work will be able to achieve optimal performance. Employees are motivated because their needs are fulfilled which consist of physiological needs, safety needs, social needs, esteem needs, and self-actualization needs. If these needs can be met, it will be able to improve employee performance at BKPSDM Kab. Jombang. The direct influence between employee retention (Z) on employee performance (Y) obtained the inner weight coefficient value of 0.450 with a T-statistic value of 3.286 and a P-value of 0.001 because the T-statistic value is > 1.96 . and P-value < 0.05 then there is a significant direct effect between employee retention (Z) on employee performance (Y). Given that the inner weight coefficient is positive, it indicates that the relationship between the two is positive, meaning that the higher the employee retention (Z) will result in the higher the employee performance (Y), and vice versa.

Table 5. Indirect Effect Test Results in the Inner Model

Indirect Influence	Coefficient	P-value	Conclusion
Talent Management (X1) -> Employee Retention (Z)	$0.512 * 0.450 = 0.230$	0.007	Significant
Work Motivation (X2) -> Employee Retention (Z)	$0.404 * 0.450 = 0.182$	0.022	Significant

Based on the research results, it can be concluded that the employee retention variable is able to mediate the influence between talent management on employee performance. This means that the higher talent management results in higher employee performance if employee retention is also higher, and vice versa. Talent management with employee retention as a mediator has a close relationship here because if there are no such things in a company, it might have an impact on employee performance. Because talent management is one of a series of human resource processes used to determine, manage, and develop employee capabilities based on their performance, so that employees can work according to what is expected by the company which will affect an employee's performance but in this study employee retention as a role mediation that will assist in solving a problem this will affect an employee's performance in an

organization. Based on the research results, it can be concluded that the employee retention variable is able to mediate the influence between work motivation on employee performance. That is, the higher the work motivation the higher the employee performance, if the employee retention is also higher, and vice versa. With the existence of motivation in employees with employee retention as a mediator has a close relationship here because giving maximum work to employees can make employees able to survive in agencies for a long time for the sustainability and security of the company or agency. If this is done properly, it will improve employee performance.

CONCLUSION

Based on the formulation of the problem and research objectives, the conclusion from the research results as an answer to the problems raised is that talent management has a positive and significant effect on employee performance. Work motivation has a positive and significant effect on employee performance. Talent management has a positive and significant effect on employee retention. Work motivation has a positive and significant effect on employee retention. Employee retention has a positive and significant effect on employee performance. Employee retention is able to positively and significantly mediate the relationship between talent management variables and employee performance. Employee retention is able to mediate positively and significantly the relationship between work motivation variables and employee performance.

REFERENCES

- Falah, A.M. & Ayuningtyas, H.G. 2020. "Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai PT. Xyz." *Jurnal Mitra Manajemen* 4(6): 990–1001.
- Ghozali, I. & Hengky, L. 2015. *Konsep, Teknik, Aplikasi Menggunakan Smart Pls 3.0 Untuk Penelitian Empiris*. Semarang: Bp Undip.
- Henseler, J. Et Al. 2015. "A New Criterion For Assessing Discriminant Validity In Variance-Based Structural Equation Modeling." *Journal Of The Academy Of Marketing Science* 1(1).
- Karina, N.K. & Ardana, I.K. 2020. "Pengaruh Talent Management Terhadap Kinerja Karyawan Dengan Komitmen Organisasi Sebagai Variabel Moderasi Pada Karyawan." *E-Jurnal Manajemen Universitas Udayana* 9(2).
- Mathis, R.L. & Jackson, J.H. 2006. *Human Resource Management, Terjemahan*. Jakarta: Salemba Empat.
- Moehariono. 2012. *Pengukuran Kinerja Berbasis Kompetensi*. Jakarta: Raja Grafindo Persada.
- Murti, H. & Srimulyani, V.A. 2013. "Pengaruh Motivasi Kerja Terhadap Kinerja Pegawai Dengan Variabel Pemeditasi Kepuasan Kerja Pada Pdam Kota Madiun." *Jrma Jurnal Riset Manajemen Dan Akuntansi* 1(1): 10–17.
- Octavia, Hanna Viany. 2018. "Pengaruh Manajemen Talenta Terhadap Kinerja Karyawan (Studi Pada Karyawan Pt Pertamina Geothermal Energy Area Ulubelu)." *Jurnal Administrasi Bisnis* 60(2): 186–91.
- Purnama, D. R.& Mayliza, R. 2019. "Pengaruh Employee Retention Terhadap Turnover Intention Dan Kinerja Karyawan Pada Pt. Bank Rakyat Indonesia Unit Lubuk Buaya Cabang Padang." *Osf Preprints*: 1–16.
- Putri, I.D. & Arwiyah, M.Y. 2019. "Pengaruh Retensi Karyawan Terhadap Kinerja Karyawan Pada Pt Kaltacitra Utama Jakarta Timur." *E-Proceeding Of Management* 6(2): 4494–4500.
- Ramadhani, F. E., Et Al. 2020. "Talent Management Dan Knowledge Management Terhadap Kinerja."

- Jurnal Bisnis Dan Manajemen* 7(2): 126–32.
- Ratnawati, D.P.D., & Subudi, M. 2018. “Pengaruh Talent Management Terhadap Employee Retention Dengan Employee Engagement Sebagai Variabel Mediasi Fakultas Ekonomi Dan Bisnis Universitas Udayana , Bali , Indonesia.” *E-Jurnal Manajemen Unud* 7(11): 6299–6325.
- Rezki, F. 2018. “Pengaruh Motivasi Kerja Terhadap Kinerja Karyawan Di Rsu Darmayu Ponorogo Tahun 2018.” *World Development* 1(1): 1–15.
- Sudarijati, & Setiawan, B. 2019. “Pengaruh Manajemen Talenta Dan Motivasi Kerja Terhadap Kinerja Pegawai Pada Pt. Bdp Bogor.” *Jurnal Visionida* 5(1): 46–57.
- Sumarni, M. 2011. “Pengaruh Employee Retention Terhadap Turnover Intention Dan Kinerja Karyawan.” *Akmenika Upy* 8(1): 20–47.
- Suwaji, R., & Sabella, R. I. 2019. “Pengaruh Motivasi Dan Kompensasi Terhadap Retensi Karyawan Pt. Aerofood Acs Kota Surabaya.” *Jurnal Mitra Manajemen* 3(10): 976–90.
- Wibowo. 2014. *Manajemen Kinerja (4th Ed.)*. Jakarta: Pt. Raja Grafindo Persada.
- Widianingsih, N.K.N. & Wulansari, P. 2018. “Pengaruh Talent Management Terhadap Meningkatnya Kinerja Karyawan (Studi Kasus Pada Wilayah Telkom Bandung).” *E-Proceeding Of Management* 5(2).
- Yunarifah. 2012. “Pengaruh Motivasi Kerja Terhadap Kinejerja Karyawan Pt . Kebon Agung Malang.” *Ekonomi Modernisasi* 8(2): 145–64.