
The Effect of Work Motivation, Work Environment, and Job Insecurity on Turnover Intention: The Role of Job Satisfaction as a Mediator in Denpasar's Workforce Development

Kadek Winda Pardana Putri¹, Agus Fredy Maradona²

Abstract:

This study aims to test the effect of work motivation effect on Turnover Intention, to test the effect of work environment effect on Turnover Intention, to test the effect of Job Insecurity effect on Turnover Intention, to test the effect of work motivation effect on job satisfaction, to test the effect of work environment effect on job satisfaction, to test the effect of Job, to test the effect of work motivation effect on Turnover Intention mediated by job satisfaction, to test the effect of work environment effect on Turnover Intention mediated by job satisfaction, to test the effect of Job Insecurity effect on Turnover Intention mediated by Job Satisfaction. The Data to be used in this study is quantitative data. The results showed that work motivation has a negative and significant effect on turnover intention. The work environment has a negative and significant effect on turnover intention. Job insecurity has a positive and significant effect on turnover intention. Work motivation has a positive and significant effect on job satisfaction. The work environment has a positive and significant effect on job satisfaction. Job insecurity has a positive and significant effect on job satisfaction. Job satisfaction has a negative and significant effect on turnover intention. Job satisfaction can be an intervening variable on the effect of work motivation on turnover intention. Job satisfaction can be an intervening variable in the influence of the work environment on turnover intention. Job insecurity can be an intervening variable in the influence of the work environment on turnover intention.

Keywords: *work motivation, work environment, job insecurity, turnover intention, job satisfaction*

Submitted : 8 October 2024, Accepted: 10 November 2024, Published: 25 November 2024

1. Introduction

The development of an increasingly rapid era accompanied by intense competition and high uncertainty today raises many job demands that must be faced by employees in their work environment. Human resources is the key that supports the operation and growth of a company or organization. Human resources are an important factor in the success of an organization or company. Organization / company can not run well if there is no adequate and sufficient human resources. Technological developments in this era of globalization make many companies have to take advantage of ways to be

¹Universitas Pendidikan Nasional, Denpasar, Indonesia, putriwinda330@gmail.com

²Universitas Pendidikan Nasional, Denpasar, Indonesia, agusfredym@undiknas.ac.id

able to carry out activities in an organization, one of which is by utilizing human resources in order to remain able to develop and benefit the company. It has long been understood that human resources are the first and foremost factor in advancing the welfare of a nation (Wijaya, 2020). Utilization of human resources itself is often a dissatisfaction for employees and ends up being uncontrollable, one of which is the increasing turnover intention in a company and ultimately can not be avoided. Turnover Intentions are the desire of individuals to change their place of work, this is caused by several factors. The presence of high turnover intentions in a company can indicate that the company is not healthy. Therefore, this is very important and needs to be considered by companies in order to retain their employees (Yesi and Lie, 2022).

Bali province is one of the islands with an economy that has been very developed rapidly, namely the tourism sector. Other fields that have grown rapidly in the economy in Bali such as property, creative industries and trade. Denpasar is the capital that became the center of the rapid development of various sectors of the growing field in Bali. As a city center that has many sectors, Denpasar city has become one of the cities in Bali that has many settled workers. There are various levels of turnover intention turnover that occurs each year, this makes the higher turnover that occurs in Indonesia. Turnover turnover rates that occurred in 2022 and 2021 with turnover rates reaching an average of 47%, with the highest in the hospitality sector at 82% and the lowest in the government sector at 20% with 47.4 million people quitting in 2021 and in 2022 which increased by almost 50 million people. This makes 2022 the year where the number with a very high number of turnover intentions in Indonesia. In addition, in 2023, turnover intention decreased quite significantly with various levels from various fields falling by several points, with the level of comfort in hospitality around 79% and

From the Bureau of Labor Statistics data prove that the level of turnover intention can not be underestimated in each company/organization. This proves how comfort, satisfaction, compensation and others are important for every employee in the company/organization. This is what company leaders should be able to think about so that these factors are important for employees to stay on the job and turnover intention can be avoided. The exit of employees that occurs in any industry is very detrimental to the company in terms of costs, resources, and employee motivation. Companies must incur costs ranging from recruitment and selection to training costs to regain human resources for each abandoned position (Margono and Tajuddin, 2022).

According to (Elok et al, 2021) poor management is also inseparable from problems that arise in the scope of companies that make influential workers think outside the company (turnover intention) in a company, namely the high employee turnover rate, turnover starts from employees who have thoughts out of the company (turnover intention). After conducting a survey and observing further, according to the Indonesia Millennial Report 2019 survey conducted by the IDN Research Institute, the generation that has low Loyalty is the millennial generation, where out of 10 companies there are 3 companies that have millennials who choose to stay at the company. According to the results of a survey from the Delitte Global 2022 where the

GenZ phenomenon that occurs the level of turnover intention is from the millennial generation and Generation Z, this can be seen from the following data.

Based on Jobplanet data, 2017 can prove that the level of employee loyalty in Generation X, Y, and Z in Indonesia where as many as 76.7% of millennials only last about 1-2 years in the workplace before deciding to do turnover/workplace transfer. In work, millennials focus on learning new things and enriching experiences. Millennials also do not hesitate to change their workplace when they feel they are no longer getting challenges or new knowledge at work (Jobplanet, 2017). Based on the graph from the Central Bureau of Statistics, the number of labor force in Indonesia is currently dominated by millennials. The largest number of the workforce at the age of 25-29 years reached 17.18 million people, followed by the age group of 30-34 years of 16.90 million people, age group of 35-39 years of 16.78 million people, age group of 40-44 years of 16.53 million people, and age group of 20-24 years of 15.31 million people. Where the millennial generation in 2022 enters the age of 22 years to 42 years (Central Statistics Agency, 2022).

There are various factors that can affect the occurrence of turnover intention, namely, lack of motivation in work and comfort in the work environment. Where the decline in motivation in employees is a trigger for thoughts to move from work. In addition, the work environment is also a reason for employees to carry out turnover intentions where the comfort felt by the employees themselves is felt to be reduced. Based on this phenomenon, to anticipate high turnover intention, the strategy to reduce turnover intention to become an important concern for companies. Through several preliminary study results, (Bayu and Mujiati, 2019) suggest that work motivation has a positive effect on turnover intention and also on job satisfaction, (Apriyanto and Haryono, 2020) the work environment has a positive effect on turnover intention and also on job satisfaction.

Ksama (2016) in (Jimmy and Satrya, 2019) states that turnover intention is a problem that often arises in an organization regarding the desire of employees to leave. According to (Bill and Yossi, 2020) turnover intention will cause a deterioration in employee performance and satisfaction which can be seen from the negative behaviors that employees aim at their company such as absence or generally called absent/absent from the workplace, delays and several other things that make employees no longer passionate about working at the company again. Displacement or turnover of employees is still a significant issue in all companies, both private companies and state-owned enterprises. The exit of employees that occurs in any industry is very detrimental to the company in terms of costs, resources, and employee motivation (Margono and Tajuddin, 2022). The causes of turnover include work stress, job satisfaction, organizational commitment, work environment, work motivation and so on (Sutanto and Gunawan, 2013) in (Jimmy and Satrya, 2019).

Turnover intention can be influenced by various factors, one of which is job satisfaction. If employees feel satisfied with their work, they are likely to show good performance. In other words, job satisfaction is an emotional evaluation carried out

by employees on whether they feel their work is pleasant or not (Sinaga & Wahyanti, 2019). Improving the quality of human resource performance is greatly influenced by the job satisfaction they receive and feel in their organization. A quality organization is one that gets a high level of satisfaction from its employees. Job satisfaction refers to employees' positive and negative perceptions of where they work. Improving employee satisfaction can increase their productivity. Job satisfaction is a key element in the success of an organization and is an important topic to research because of its significant impact on individuals, organizations, and society. The feeling of satisfaction or dissatisfaction that employees feel towards their work is part of the internal dynamics of the organization (Ciptawati & Riyanto, 2023).

Work motivation is one of the important factors of displacement and dismissal of employees in various industrial sectors. The loss of motivation that exists in employees makes the desire to move to a company. This is because each individual has feelings or will and desire that greatly affect the ability of each individual, so that the individual is encouraged to behave and act (Enny, 2019: 17). Motivation also means that there is encouragement or the provision of driving force that can create an excitement for someone's work so that they are willing to work effectively, cooperate and integrate with all efforts to achieve satisfaction (Qomariah, 2020: 90). The motivation process flow can be divided into three basic elements, namely 1) needs (needs) is a pressure that arises due to deficiencies and causes a person to behave to achieve his goals in order to meet these needs; 2) drives are a condition that causes a person to be encouraged to behave in order to get the needs for his goals; and 3) stimuli (incentives) are something that has a tendency to psychologically influence a person to work to achieve his goals (Setyadi, 2021: 20).

The results of previous research explained that Herry Winoto (2019) stated that the work motivation variable had a negative influence on employee turnover intention. This can be interpreted that the higher the motivation of employees will minimize turnover intention that occurs at PT NBK. The same results were also obtained from researchers (Ifan et al, 2022) who stated that the results of the research analysis descriptively showed that work motivation had no effect and was not significant to turnover intention. While the results of research from (Geraldine and Agustian, 2021) state that the work motivation variable partially has a significant effect on the turnover intention variable. This indicates that the high work motivation of millennial teachers is not always related to the decline in turnover intention. In addition, job satisfaction cannot mediate work motivation and turnover intention. This means that the job satisfaction variable cannot strengthen or weaken work motivation in Turnover Intention (Artika and Kusuma, 2022). Different research results were found by (Bayu and Mujiati, 2019) based on the results of the analysis it was found that job satisfaction mediates the influence of work motivation on turnover intention significantly. This means that employees who have low work motivation tend to feel lower job satisfaction which will make the employee's intention to get out of his place of work become greater.

In addition to work motivation, another factor that causes employee turnover or turnover intention and decreased levels of employee job satisfaction is the work environment. There are several experts who explain about the work environment. According to (Prasetyo, 2021) the work environment is the entirety of the tools and Materials faced where a person works his work methods and work arrangements both as an individual and as a group. Dimensions and indicators that exist in the work environment according to include: (1) the physical work environment, which is an environment that can be perceived with the five senses owned by humans. (2) mental environment, which is the psychological condition felt by employees so that it can affect the comfort of employees in doing work and can cause work stress if not handled properly. (3) the social environment in which employees interact and build relationships with each other (Fareshti and Farhan, 2022). According to previous research by (Astri and Sicily, 2021) which states that the work environment has no influence and is not significant on employee turnover intentions. While different research results were found by (Elok et al, (2021) which stated that the work environment variable had a positive and significant effect on turnover intention, which means that the work environment includes work atmosphere, peer relationships, employee relationships and leadership. According to the results of a study by (Apriyanto and Haryono, 2020) job satisfaction is proven to mediate the influence of the work environment on intenton turnover. Different results were found by (Regina, 2019) that job satisfaction mediates the work environment against turnover intention that occurs is partial mediation (partial mediation).

Another factor that triggers Turnover Intention in a company is Job Insecurity . Job Insecurity is the worry or uncertainty experienced by employees about the future of their jobs. This can be caused by various factors such as organizational changes, economic uncertainty, or changes in company policy. When a person feels insecure in their job, this can trigger the intention to leave work, known as turnover intention. Studies have shown that high levels of Job Insecurity are often associated with increased turnover intentions. When employees feel uncertain about their future at the company, they tend to look for other, more stable or attractive job opportunities. Factors such as lack of communication from management, unexpected organizational changes, or uncertainty about company policies can increase this insecurity.

According to previous research from Muhammad and Novi (2023) Job Insecurity does not significantly affect employee Turnover Intention. While different results were found by Tomi and Asep (2024), Karimah and Aslamiyah (2024) the positive influence of Job Insecurity on turnover intention. The high level of Job Insecurity that occurs in employees, of course, this will have a less good impact, both for employees in the form of not focusing employees on work that is being undertaken or on hospitals that end in high turnover rates for their employees. Based on this phenomenon has actually been done a lot of research by academics, but their findings are very varied and show the results of the gap phenomenon on the findings of different results in each study on the influence of work motivation, work environment, job insecurity, turnover intention and job satisfaction.

2. Theoretical Background

Work Motivation

Work motivation is something contained in the human being himself to do an activity or work. According to Hasibuan (2022: 141) said that motivation is the encouragement of superiors to subordinates in order to work as much as possible or work optimally. According to (Kurnia et al., 2019) motivation is the provision of driving force that creates a person's work excitement, so that they are willing to cooperate, work effectively and integrate with all their efforts to achieve satisfaction. According to Selly et al (2023) motivation is a stimulant of desire and a driving force of Will that creates a person's excitement to achieve a desired goal. From the expert opinion above, it can be concluded that work motivation is an important element related to employee attachment to the company through encouragement and emotional employees to their work. Therefore it is important for companies to increase work motivation to maintain employee productivity in the company so that employees choose to stay longer in the company.

Working Environment

According to (Mangkunegara, 2017) the working environment is the overall tools and Materials faced, the surrounding environment where a person works, his working methods and work arrangements both as individuals and groups. This is in line with (Wursanto, 2009) define the work environment is everything that concerns the physical and psychological aspects that will directly or indirectly affect the employee". Furthermore, according to the conditions of the work environment is said to be good or appropriate if humans can carry out activities optimally, healthy, safe and comfortable.

Job Insecurity

Job Insecurity can also be an important factor in turnover problems (Rangga & Hermiati, 2023). In order for employees to work in accordance with the rules and directed, the company must also pay attention to the safety and comfort of employees at work because it affects discipline which results in Job Insecurity . Job insecurity is a form of feeling tense, anxious, worried, stressed and feeling uncertain about work so that it cannot control itself to maintain the continuity of job satisfaction (Karimah and aslamiyah, 2024). Januartha and Adnyani (2019) quoted by Handaru (2021) describe that in the short term, Job Insecurity has an impact on job satisfaction, work participation, organizational commitment and confidence in leaders, resulting in misunderstandings between leadership and employees.

Turnover Intention

Turnover Intention is something that happens in companies where there are some irregularities that occur so that employees decide to Turnover or move to another workplace. According to Bill and Yossi (2020) Turnover is already a common thing that happens in a company from year to year. Various factors that arise so that the

transfer of work to employees occurs such as less comfort on the job, the salary offered to other companies is more tempting or other things. Displacement or turnover of employees is still a significant issue in all companies, both private companies and state-owned enterprises. The exit of employees that occurs in any industry is very detrimental to the company in terms of costs, resources, and employee motivation (Margono and Tajuddin, 2022). To keep employees from turnover is still very difficult for almost all companies. If turnover continues to occur in the company, it is certain that there are many obstacles in the company itself. The increase in turnover that occurs makes the company must be able to overcome how the company can get a quick replacement so that existing work is not neglected.

Job Satisfaction

Job satisfaction refers to the attitude of the employee towards his work and the recognition given by the organization in the workplace (Pratama S. & Tanuwijaya, 2023). Employees tend to show a positive attitude if they feel satisfied with their work, and vice versa, a negative attitude will appear if they do not feel satisfied. Employees who feel satisfied with their work usually show good performance and have a positive attitude in facing their tasks (Fatmah Bagis, Utomo Indra Kusumo, 2021). According to Handoko dalam (Ciptawati & Riyanto, 2023) job satisfaction is an employee's emotional evaluation of his work, whether it is positive or negative. This perspective reflects the work ethic, level of discipline, and work results achieved by employees. Job satisfaction can also be defined as the emotional state that employees experience when the rewards received from the company are in line with their expectations, both in financial and non-financial terms.

3. Methodology

The data that will be used in this study is quantitative data. In this study the authors used primary data. Primary data sources are data sources that directly provide data to data collectors. Data collection techniques that will be carried out in this study include the dissemination of questionnaires. The distribution of questionnaires is done directly to samples and populations that meet pre-defined criteria with google form. The scale used will use a likert scale. Likert scale is a scale used to measure the attitudes, opinions and perceptions of a person or group of people regarding a particular symptom or phenoma. Questionnaire with a likert scale of 1-10.

4. Empirical Findings/Result

Analysis of Partial Least Square (PLS)

The analysis in this study shows that the data processing is carried out using the partial least square (PLS) method, using the SmartPLS 4.0 program. The steps taken in this analysis include the evaluation of the measurement model, also known as the measurement model or outer model. This measurement model is aimed at finding out the relationship between the indicators that make up the latent variables. Evaluation of structural models, also known as structural models or inner models. The structural model is intended to determine the relationship between the variables that make up the research model.

Measurement Model/Outer Model

In relation to the indicators that form the latent variables in this study are reflective, the evaluation of the measurement model (measurement model/outer model), to measure the validity and reliability of these indicators is a) convergent validity, b) discriminant validity, and c) reliability.

a. Convergent Validity

Table 1. Results of Calculation of Outer Loading Indicators for Work Motivation Variables, Work Environment, Job Insecurity, Job Satisfaction and Turnover Intention

Variable	Indicators	Outer Loading Coefficient	P values
Work Motivation (X1)	Physical Needs	0,866	0,000
	The Need for a Sense of Security	0,929	0,000
	Social Needs	0,847	0,000
	Need for rewards	0,863	0,000
	Need for drive to achieve goals	0,869	0,000
Work Environment (X2)	Work Atmosphere	0,821	0,000
	Relationships with colleagues	0,879	0,000
	Availability of work facilities or equipment	0,881	0,000
Job Insecurity (X3)	What the job means to the individual	0,907	0,000
	The level of threat that employees perceive regarding aspects of work.	0,788	0,000
	The level of threats that are likely to occur and affect the	0,897	0,000

Variable	Indicators	Outer Loading Coefficient	P values
Job Satisfaction (M)	overall work of the individual. The importance of the overall job	0,761	0,000
	Salary and Compensation	0,848	0,000
	Work-Life Balance	0,729	0,000
	Recognition and Awards	0,874	0,000
	Career Development	0,812	0,000
	Leadership and Management	0,753	0,000
	Relationship with Coworkers	0,765	0,000
	Thinking of Quitting	0,885	0,000
Turnover Intention (Y)	Intention To Search	0,760	0,000
	Intention To Quit	0,838	0,000

b. Discriminant Validity

Table 2. Cross Loading Calculation Results

	Work Motivation (X1)	Work Environment (X2)	Job Insecurity (X3)	Job Satisfaction (M)	Turnover Intention (Y)
J11	-0.537	-0.375	0.907	-0.579	0.680
J12	-0.644	-0.393	0.788	-0.361	0.411
J13	-0.595	-0.395	0.897	-0.558	0.615
J14	-0.623	-0.460	0.761	-0.348	0.375
KK1	0.696	0.483	-0.462	0.848	-0.611
KK2	0.276	0.310	-0.270	0.729	-0.595
KK3	0.645	0.489	-0.417	0.874	-0.657
KK4	0.380	0.389	-0.599	0.812	-0.857
KK5	0.307	0.285	-0.396	0.753	-0.709
KK6	0.469	0.520	-0.516	0.765	-0.820
LK1	0.457	0.821	-0.308	0.387	-0.264
LK2	0.556	0.879	-0.426	0.492	-0.468
LK3	0.528	0.881	-0.462	0.469	-0.418
MK1	0.866	0.491	-0.719	0.483	-0.364
MK2	0.929	0.552	-0.557	0.558	-0.413
MK3	0.847	0.444	-0.514	0.430	-0.318
MK4	0.863	0.574	-0.611	0.517	-0.376
MK5	0.869	0.548	-0.626	0.559	-0.456
TI1	-0.349	-0.351	0.627	-0.755	0.885
TI2	-0.298	-0.269	0.442	-0.732	0.760
TI3	-0.462	-0.514	0.529	-0.751	0.838

Table 2 above shows that the correlation of work motivation variables (X1), work environment (X2) and job insecurity (X3) with indicators is higher than the correlation with indicators of turnover intention (Y) and job satisfaction (M). The correlation of turnover intention variable (Y) with the indicator is higher than the correlation with indicators of work motivation (X1), work environment (X2) job insecurity (X3), and job satisfaction (M). The correlation of job satisfaction variable (M) with the indicator is higher than the correlation with indicators of work motivation (X1), work environment (X2) job insecurity (X3), and turnover intention (Y). Another discriminant validity test is by assessing the validity of variables from the average variance extracted (AVE). The Model is said to be good if the AVE of each variable is greater than 0.05, in this study shown in the following table.

Table 3. Results of the Calculation of Average Variance Extracted (AVE)

	Job Satisfaction (M1)	Work Motivation (X1)	Work Environment (X2)	Job Insecurity (X3)	Turnover Intention (Y1)
AVE	0,638	0,766	0,741	0,707	0,687

Based on Table 3, it shows that the AVE value of all variables is greater than 0.05 so that the model can be said to be good.

c. Composite Reliability

Table 4. Composite Reliability and Cronbach Alpha Calculation Results

Variable	Composite Reliability	Cronbach Alpha
Job Satisfaction (M)	0,893	0,886
Work Motivation (X1)	0,931	0,924
Work Environment (X2)	0,838	0,826
Job Insecurity (X3)	0,914	0,867
Turnover Intention (Y)	0,775	0,770

Table 4 regarding the calculation of composite reliability and cronbach alpha, shows that the value of composite reliability ranges from 0.775 to 0.931, and the value of cronbach alpha ranges from 0.770 to 0.924. Both composite reliability and cronbach alpha showed values above 0.70, this means that the variables in this research model are reliable. Based on the calculation of validity and reliability, which is done through several criteria, including: convergent validity, discriminant validity, and reliability. Overall, it concludes that both the indicators that make up the variables, as well as the variables that make up the model in this study are valid and reliable.

Structural Model/Inner Model

Table 5. R-Square and AVE Calculation Results

Variable	R-Square	AVE
Job Satisfaction (M)	0,435	0,638
Work Motivation (X1)	0,000	0,766
Work Environment (X2)	0,000	0,741
Job Insecurity (X3)	0,000	0,707
Turnover Intention (Y)	0,886	0,687

a. Evaluation of Structural Models Through R-Square (R^2)Table 6. The Strength and Weakness of the Influence of Exogenous Variables on Endogenous Variables Based on R^2 Value

Koefisien R^2	Information
0,19	Weak Model
0,33	Moderate Model
0,67	Powerful Models

Considering Table 5 where the value of R^2 for work motivation (X1), work environment (X2) job insecurity (X3), to turnover intention (Y) is equal to 0.886, which means that turnover intention of 88.6% is influenced by work motivation (X1), work environment (X2) job insecurity (X3), while the remaining 11.4% is influenced by other factors outside the research model. R^2 value of 0.886 is classified as a strong model. R^2 value of 0.435, indicated by the influence of work motivation, work environment and job insecurity on turnover intention with job satisfaction as an intervening variable. This means that the variables of work motivation, work environment and job insecurity towards turnover intention can be mediated by job satisfaction variables of 43.5%, while the remaining 56.5% are influenced by other factors outside the research model. The R^2 value of 0.435 belongs to the category of strong models according to Chin.

b. Evaluation of structural models through Q-square predictive relevance (Q^2)Table 6. Strong and Weak Influence of Exogenous Variables on Endogenous Variables based on Q^2 Value

R^2 Coefficient	Information
0,02	Weak Model
0,15	Moderate Model
0,190	Powerful models

Source:Ghozali (2021)

The formula for calculating Q-Square Predictive Relevance (Q^2), Ghozali (2021) is as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R^2_i) (1 - R^2_j) \\
 &= 1 - (1 - 0,886) (1 - 0,435) \\
 &= 1 - (0,114) (0,565) \\
 &= 1 - 0,06441
 \end{aligned}$$

$$= 0,935$$

The Q2 calculation result of 0.935 shows that 93.5% of the model can be explained through the relationship between variables in the research model, while the remaining 6.5% are other factors outside the research model. Referring to the strong and weak criteria of the model based on the Q-Square Predictive Relevance (Q2) value, as stated by Ghozali (2021), this model is relatively strong.

c. Evaluation of Structural Models through Goodness of Fit (GoF)

Goodness of Fit (GoF) is a measurement of the accuracy of the model as a whole, because it is considered a single measurement of the outer model measurement and the inner model measurement. The measurement value based on Goodness of Fit (GoF) has a value range between 0 (zero) to 1 (one). The Goodness of Fit (GoF) value, which is getting closer to 0 (zero), indicates that the model is getting worse, the farther away from 0 (zero) and the closer to 1 (one), the better the model. The strong and weak criteria of the model based on the measurement of Goodness of Fit (GoF) according to Ghozali (2021), are as follows: 0.36 (GoF large), 0.25 (medium GoF), and 0.10 (GoF small). The formula to measure the strength and weakness of the model based on Goodness of Fit (GoF), is:

$$\begin{aligned} \text{GoF} &= \sqrt{(\text{AVE} \times R^2)} \\ \text{GoF} &= \sqrt{\left[\left\{ (0,766+0,741+0,707+0,638+0,687)/5 \right\} \times \left\{ (0,882+0,435)/2 \right\} \right]} \\ \text{GoF} &= \sqrt{\left[\left\{ 3,539/5 \right\} \times \left\{ 1,317/2 \right\} \right]} \\ \text{GoF} &= \sqrt{0,7078 \times 0,6585} \\ \text{GoF} &= \sqrt{0,466} = 0,682 \end{aligned}$$

The results of the GoF calculation above, show a value of 0.682, so referring to the strong and weak criteria of the measurement model through Goodness of Fit (GoF) according to Ghozali (2021), this model is classified as a strong model.

d. Hypothesis Testing

The hypothesis testing in this study is shown in the results of SmartPLS 4.0 data processing in the form of images, which are presented in the following figure.

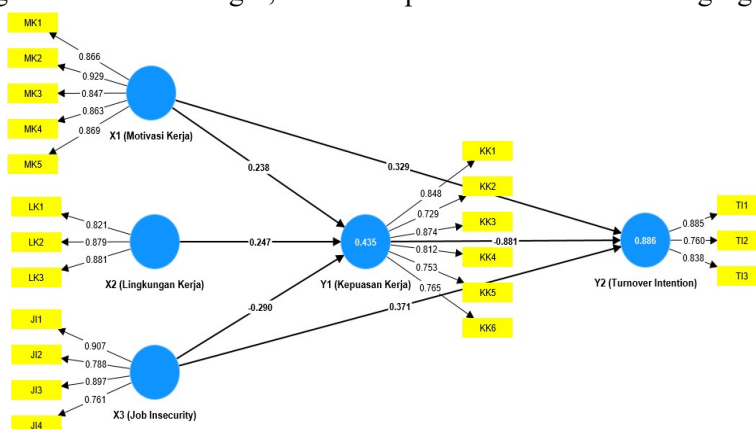


Figure 1. Path Diagram of the Relationship between Work Motivation, Work Environment, Job Insecurity, Turnover Intention and Job Satisfaction

Table 7. Hypothesis Testing

Relationship Between Variables	Path Coefficient	T Statistics	P values	Conclusion
Work Motivation (X1) -> Turnover Intention (Y1)	-0,329	5,717	0,000	Accepted
Work Environment (X2) -> Turnover Intention (Y1)	-0,218	2,426	0,015	Accepted
Job Insecurity (X3) -> Turnover Intention (Y1)	0,256	5,036	0,012	Accepted
Work Motivation (X1) -> Job Satisfaction (M1)	0,238	2,002	0,045	Accepted
Work Environment (X2) -> Job Satisfaction (M1)	0,329	2,541	0,011	Accepted
Job Insecurity (X3) -> Job Satisfaction (M1)	0,247	2,416	0,016	Accepted
Job Satisfaction (M1) -> Turnover Intention (Y1)	-0,881	16,479	0,000	Accepted

Based on Table 7 above, the relationship between variables can be described as follows:

- 1) The Effect of Work Motivation on Turnover Intention.
The test of the influence of work motivation on turnover intention can be explained through Figure 1 summarized in Table 7 which shows that work motivation has a positive and significant influence on turnover intention. This is shown by the path coefficient from the work motivation variable to turnover intention of -0.329, with a t-statistical coefficient of 5.717 > t-statistic of 1.96, and a significance value of 0.000 < 0.05. The results of this test show that the first hypothesis (H_1), which states that work motivation has a negative and significant effect on turnover intention is acceptable.
- 2) The Influence of the Work Environment on Turnover Intention.
The test of the influence of the work environment on turnover intention can be explained through Figure 1 summarized in Table 7 which shows that the work environment has a positive and significant influence on turnover intention. This is shown by the path coefficient from the work environment variable to turnover intention of -0.218, with a t-statistical coefficient of 2.426 > t-statistic of 1.96, and a significance value of 0.015 < 0.05. The results of this test show that the second hypothesis (H_2), which states that the work environment has a negative and significant effect on turnover intention is acceptable.
- 3) The Effect of Job Insecurity on Turnover Intention.
The test on the effect of job insecurity on turnover intention can be explained through Figure 1 summarized in Table 7 which shows that job insecurity has a positive and significant influence on turnover intention. This is shown by the path coefficient from the variable job insecurity to turnover intention of

0.371, with a t-statistical coefficient of $5.036 > t\text{-statistic of } 1.96$, and a significance value of $0.000 < 0.05$. The results of this test show that the third hypothesis (H_3), which states that job insecurity has a positive and significant effect on turnover intention is acceptable.

4) The Effect of Work Motivation on Job Satisfaction

The test of the influence of work motivation on job satisfaction can be explained through Figure 1 summarized in Table 7 which shows that work motivation has a positive and significant influence on job satisfaction. This is shown from the path coefficient between work motivation and job satisfaction of 0.238 with a t-statistical coefficient of $2.002 > t\text{-statistics of } 1.96$, and a significance value of $0.045 < 0.05$. The results of this test prove the fourth hypothesis (H_4), which states that work motivation has a positive and significant effect on job satisfaction is acceptable.

5) The Influence of the Work Environment on Job Satisfaction

Testing the influence of the work environment on job satisfaction can be explained through Figure 1 summarized in Table 7 which shows that the work environment has a positive and significant influence on job satisfaction. This is shown from the coefficient of the path between the work environment and job satisfaction of 0.247 with a t-statistical coefficient of $2.541 > t\text{-statistic of } 1.96$, and a significance value of $0.011 < 0.05$. The results of this test prove the fifth hypothesis (H_5), which states that the work environment has a positive and significant effect on job satisfaction is acceptable.

6) The Effect of Job Insecurity on Job Satisfaction

Testing of the effect of job insecurity on job satisfaction can be explained through Figure 1 summarized in Table 7 which shows that job insecurity has a positive and significant influence on job satisfaction. This is shown from the path coefficient between job insecurity and job satisfaction of -0.290 with a t-statistical coefficient of $2.416 > t\text{-statistics of } 1.96$, and a significance value of $0.016 < 0.05$. The results of this test prove the sixth hypothesis (H_6), which states that job insecurity has a negative and significant effect on job satisfaction is acceptable.

7) The Effect of Job Satisfaction on Turnover Intention.

The test of the effect of job satisfaction on turnover intention can be explained through Figure 1 summarized in Table 7 which shows that job satisfaction has a positive and significant influence on turnover intention. This is shown by the path coefficient from job satisfaction to turnover intention of -0.881, with a t-statistical coefficient of $16.479 > t\text{-statistical of } 1.96$, and a significance value of $0.000 < 0.05$. The results of this test prove that the seventh hypothesis (H_7), which states that job satisfaction has a negative and significant effect on turnover intention is acceptable.

Testing the influence of work motivation, work environment and job insecurity on turnover intention with job satisfaction as an intervening variable, is shown in Table 8 below.

Table 8. Results of Total Indirect Effect Calculation

Relationship Between Variables	Path Coefficient	T Statistics	P values	Conclusion
Work Motivation (X1) -> Job Satisfaction (M1) -> Turnover Intention (Y1)	-0,210	1,972	0,049	Accepted
Work Environment (X2) -> Job Satisfaction (M1) -> Turnover Intention (Y1)	-0,218	2,426	0,015	Accepted
Job Insecurity (X3) -> Job Satisfaction (M1) -> Turnover Intention (Y1)	0,256	2,512	0,012	Accepted

Based on Table 8, the indirect relationship between variables can be described as follows:

- 1) The Effect of Work Motivation on Turnover Intention with Job Satisfaction as an Intervening Variable.
Table 8 shows that work motivation has an influence on turnover intention through job satisfaction as an intervening variable. This is shown by a path coefficient of -0.210, with a t-statistical coefficient of 1.972 > t-statistic of 1.96 and a significance value of 0.049 < 0.05. The results of this test prove that the eighth hypothesis (H8) which states that there is an indirect negative influence of work motivation on turnover intention through job satisfaction is acceptable.
- 2) The Influence of the Work Environment on Turnover Intention with Job Satisfaction as an Intervening Variable.
Table 8 shows that the work environment has an influence on turnover intention through job satisfaction as an intervening variable. This is shown through a path coefficient of -0.218, with a t-statistical coefficient of 2.426 > t-statistics of 1.96 and a significance value of 0.015 < 0.05. The results of this test prove that the ninth hypothesis (H9) which states that there is an indirect negative influence of the work environment on turnover intention through job satisfaction is acceptable.
- 3) The Effect of Job Insecurity on Turnover Intention with Job Satisfaction as an Intervening Variable.
Table 8 shows that job insecurity has an influence on turnover intention through job satisfaction as an intervening variable. This is shown through a path coefficient of 0.256, with a t-statistical coefficient of 2.512 > t-statistic of 1.96 and a significance value of 0.012 < 0.05. The results of this test prove that the tenth hypothesis (H10) which states that there is an indirect positive influence of job insecurity on turnover intention through job satisfaction is acceptable.

5. Discussion

Effect Of Work Motivation On Turnover Intention

The results of the hypothesis test showed that work motivation has a negative and significant effect on turnover intention. This is indicated by the path coefficient from work motivation variable to turnover intention of -0.329, with T-statistic coefficient of $5.717 > t$ - statistic of 1.96, and significance value of $0.000 < 0.05$. The results of this test show that the first hypothesis (H_1), which states that work motivation has a negative and significant effect on turnover intention is acceptable. This means that a decrease in work motivation has an impact on increasing turnover intention in employees in Denpasar. The results of this study are in accordance with research by Indah Dian et al (2023) stating that work motivation variables negatively affect employee turnover intention variables at RSIA X Palembang. The assumption of respondents comes from the three box method variable work motivation position lies in the low type, if associated with the results of the three box method shows that the physiological needs provided by RSIA X Palembang are in the lowest dimension this is a concern for the physiological needs of the hospital's concern for the welfare of employees so that work motivation can increase. The same result was also found by Herry Winoto (2019) who stated that the work motivation variable had a negative influence on employee turnover intention at PT NBK. This can be interpreted that the higher the motivation of employees will minimize turnover intention that occurs at PT NBK.

Effect of work environment on Turnover Intention

The results of the hypothesis test showed that the work environment has a negative and significant influence on turnover intention. This is indicated by the path coefficient from work environment variable to turnover intention of -0.218, with T-statistic coefficient of $2.426 > t$ - statistic of 1.96, and significance value of $0.015 < 0.05$. The results of this test show that the second hypothesis (H_2), which states that the work environment has a negative and significant effect on turnover intention is acceptable. This means that the better the working environment has an impact on increasing turnover intention on employees in Denpasar. The results of this study are in accordance with research by Yesi and Lie (2022), Erwinda and Irfani (2020), Dedi et al (2023), Nadia and Nurti (2023), Sintya and Syarif (2022), (Erwinda and Irfani, 2020) and research from Prahyudi and Siswoyo (2020) which states that the work environment has a negative and significant effect on turnover intentions, which, then turnover intentions on employees will decrease. In this case the work environment does not affect employees at work, because the more comfortable the work environment of employees decreases the intention of an employee to change jobs.

Impact of Job Insecurity on Turnover intentions

The results of the hypothesis test showed that job insecurity has a positive and significant effect on turnover intention. This is indicated by the path coefficient of job insecurity variable to turnover intention of 0.371, with T-statistic coefficient of 5.036 $> t$ - statistic of 1.96, and significance value of $0.000 < 0.05$. The results of this test

show that the third hypothesis (H_3), which states that job insecurity has a positive and significant effect on turnover intention is acceptable. This means that better job insecurity has an impact on increasing turnover intention for employees in Denpasar City. The results of this study are in accordance with research by Tomi and Asep (2024), Karimah and Aslamiyah (2024), Lingga and Marlon (2023), Tia et al (2022), Pebrida et al (2020) and Novi (2021) on the positive influence of job insecurity on turnover intention. the high level of job insecurity that occurs in employees, of course, this will have a less good impact, be it for employees in the form of not focusing employees on the work that is being undertaken.

Effect of work motivation on job satisfaction

The results of the hypothesis test showed that work motivation has a positive and significant effect on job satisfaction. This is shown from the path coefficient between work motivation to job satisfaction of 0.238 with T-statistic coefficient of $2.002 > t$ -statistic of 1.96, and significance value of $0.045 < 0.05$. The results of this test prove the fourth hypothesis (H_4), which states that work motivation has a positive and significant effect on job satisfaction can be accepted. This means that the better work motivation has an impact on increasing job satisfaction in employees in Denpasar. The results of this study are in accordance with research by Tomi and Asep (2024), Karimah and Aslamiyah (2024), Lingga and Marlon (2023), Tia et al (2022), Pebrida et al (2020) and Novi (2021) on the positive influence of job insecurity on turnover intention. the high level of job insecurity that occurs in employees, of course, this will have a less good impact, be it for employees in the form of not focusing employees on the work that is being undertaken.

Influence of work environment on job satisfaction

The results of the hypothesis test showed that the work environment has a positive and significant influence on job satisfaction. This is shown from the path coefficient between work environment to job satisfaction of 0.247 with T-statistic coefficient of $2.541 > t$ -statistic of 1.96, and significance value of $0.011 < 0.05$. The results of this test prove the fifth hypothesis (H_5), which states that the work environment has a positive and significant effect on job satisfaction is acceptable. This means that the better the work environment has an impact on increasing employee job satisfaction in Denpasar City. The results of this study are in accordance with research by (Tine and Reza, 2020) and (Ayu and Surya, 2022) the work environment has a positive effect on job satisfaction. According to (Adinda and Wenny, 2023) the results of the study show that the work environment has a positive effect on job satisfaction. According to (Sari and Surya, 2023), (Lia, 2022) and (Zulher, 2020) the work environment has a positive and significant effect on employee job satisfaction.

Effect of Job Insecurity on job satisfaction

The results of the hypothesis test showed that job insecurity has a positive and significant effect on job satisfaction. This is shown from the path coefficient between job insecurity to job satisfaction of 0.290 with T-statistic coefficient of $2.416 > t$ -statistic of 1.96, and significance value of $0.016 < 0.05$. The results of this test prove

the sixth hypothesis (H_6), which states that job insecurity has a positive and significant effect on job satisfaction can be accepted. This means that better job insecurity has an impact on increasing employee job satisfaction in Denpasar. The results of this study are in accordance with research by Rangga and Hermiati, (2023) by job insecurity can have a positive and significant effect on job satisfaction. Job insecurity refers to the concern or uncertainty felt by employees about the future of their jobs. This is a trigger for employee dissatisfaction with their work in the company. Organizations need to address the problem of job insecurity seriously because of its impact not only on individual job satisfaction but also on overall organizational performance. Efforts to strengthen job security through clear communication, transparency, support from management, and fair policies can help reduce uncertainty and improve employee job satisfaction.

Effect of job satisfaction on Turnover Intention

The results of the hypothesis test showed that job satisfaction has a negative and significant effect on turnover intention. This is shown through the path coefficient from job satisfaction to turnover intention of -0.881, with T-statistic coefficient of $16.479 > t$ -statistic of 1.96, and significance value of $0.000 < 0.05$. The results of this test prove that the seventh hypothesis (H_7), which states that job satisfaction has a negative and significant effect on turnover intention is acceptable. This means that increased job satisfaction has an impact on increasing turnover intention on employees in Denpasar. The results of this study are in accordance with research by (Margono and Tajuddin, 2022) showing that job satisfaction has a negative relationship with turnover intention. The results of the same study were also found by (erwinda and irfani, 2020), (jimmy and satriya, 2019) and (bayu and mujiati, 2019) who stated that job satisfaction variables had a negative and significant effect on turnover intention. According to (Dedi, et.al., 2023), and (Nadia and Nurti, 2023) found that job satisfaction had no effect on turnover intention, in the sense that the higher job satisfaction, the lower the possibility of employees in terms of turnover intention or moving to another company.

Effect of work motivation on Turnover Intention through job satisfaction as an Intervening variable

The results of the hypothesis test showed that work motivation has an influence on turnover intention through job satisfaction as an intervening variable. This is shown through the path coefficient of -0.210, with T-statistic coefficient of $1.972 > t$ -statistic of 1.96 and significance value is $0.049 < 0.05$. The results of this test prove the eighth hypothesis (H_8) which states the existence of indirect negative influence of work motivation on turnover intention through job satisfaction is acceptable. This means that the better job satisfaction derived from work motivation, it will be able to increase turnover intention on employees in the city of Denpasar. The results of this study are in accordance with research by (Bayu and Mujiati, 2019) found that job satisfaction mediates the influence of work motivation on turnover intention significantly. This means that employees who have low work motivation tend to feel lower job

satisfaction which will make the employee's intention to get out of his place of work become greater.

Effect of work environment on Turnover Intention through job satisfaction as an Intervening variable

The results of the hypothesis test showed that the work environment has an influence on turnover intention through job satisfaction as an intervening variable. This is shown through the path coefficient of -0.218, with T-statistic coefficient of $2.426 > t$ -statistic of 1.96 and significance value is $0.015 < 0.05$. The results of this test prove the ninth hypothesis (H9) which states the existence of indirect negative influence on the work environment turnover intention through job satisfaction is acceptable. This means that the better job satisfaction derived from the work environment, it will be able to increase turnover intention on employees in the city of Denpasar. The results of this study are in accordance with research by Apriyanto and Haryono, (2020) job satisfaction is proven to mediate the influence of the work environment on turnover intention. The same result was found by (Fareshti et al., 2022) which states that there is an influence of the work environment on turnover intention through job satisfaction.

Effect of Job Insecurity on Turnover Intention through job satisfaction as Intervening variable

The results of the hypothesis test showed that job insecurity has an influence on turnover intention through job satisfaction as an intervening variable. This is shown through the path coefficient of 0.256, with T-statistic coefficient of $2.512 > t$ -statistic of 1.96 and significance value of $0.012 < 0.05$. The results of this test prove the tenth hypothesis (H10) which states the positive influence of job insecurity indirectly on turnover intention through job satisfaction is acceptable. This means that the better job satisfaction derived from job insecurity, it will be able to increase turnover intention on employees in the city of Denpasar. The results of this study are in accordance with research by Panutun and Kurniawan, (2024) found that job insecurity indirectly affects turnover intention mediated by job satisfaction.

6. Conclusions

Based on the results of this study, it was found that work motivation, work environment, and job insecurity have a significant influence on turnover intention, with job satisfaction as an intervening variable in employees in Denpasar. First, work motivation and work environment have a negative effect on turnover intention, where a decrease in these two factors leads to increased intention to leave work. In contrast, job insecurity has a positive effect on turnover intention, showing that job insecurity increases employees' desire to change workplaces. Furthermore, work motivation and work environment have a positive effect on job satisfaction, so that when these two factors increase, job satisfaction also increases. Similarly, job insecurity also appears to have a positive influence on job satisfaction, suggesting that aspects of job insecurity may increase job satisfaction, possibly through perceptions of reward for

job stability. Job satisfaction itself has a negative effect on turnover intention; when job satisfaction decreases, the intention to change jobs will increase. In addition, job satisfaction is proven to be an intervening variable that reduces turnover intention through work motivation and a good work environment. In fact, job satisfaction can also be an intervening variable between job insecurity and turnover intention, showing that despite job insecurity, job satisfaction created can reduce turnover intention. Overall, these results confirm the importance of increasing work motivation, a conducive work environment, and managing aspects of job insecurity in order to reduce turnover intention in employees in Denpasar.

References:

- Achmad Fauzi, A. S. (2022). Pengaruh Kepuasan Kerja Dan Stres Kerja Terhadap Turnover Intention Pada Karyawan Pt Fuli Semitexjaya. *Jurnal Ilmu Manajemen Terapan*, 229-241.
- Ade Imam Suhakim, Y. B. (2021). Pengaruh Gaya Kepemimpinan Transformasional, Kepuasan Kerja Dan Komitmen Organisasi Terhadap Turnover Intention. *Jebma (Jurnal Ekonomi Bisnis, Manajemen Dan Akuntansi)*, 137-146.
- Agustiani, S. Y. (2023). Pengaruh Self Efficacy, Lingkungan Kerja Dan Motivasi Kerja Terhadap Turnover Karyawan . *Jemsi (Jurnal Ekonomi Manajemen Dan Akuntansi)*, 2581-2590.
- Apriyanto, P. H. (2020). Pengaruh Tekanan Kerja, Beban Kerja Dan Lingkungan Kerja Terhadap Intensi Turnover: Peran Mediasi Kepuasan Kerja. *Manajemen Dewantara*, 33-45.
- Astri Ayu Purwati, S. M. (2021). Pengaruh Beban Kerja, Lingkungan Kerja Dan Job Insecuriy Terhadap Turnover Intention Karyawan Pt. Bumi Raya Mestika Pekanbaru. *Management Studies And Entrepreneurship Journal*, 77-91.
- Bill Juvendy, Y. H. (2020). Analisis Pengaruh Reward, Motivasi, Dan Kepuasan. *Jurnal Rekaman*, 39-46.
- Desi Permata Sari, S. R. (2019). Pengaruh Budaya Organisasi, Komitmen Organisasi Dan Kepuasan Kerja Terhadap Turnover Intention Pada Pt. Suka Fajar Solok. *Jurnal Ekobistek*, 117– 123.
- Dewi, P. S. (2019). Pengaruh Stres Kerja Terhadap Turnover Intention Yang Dimediasi Oleh Kepuasan Kerja. *E-Jurnal Manajemen Universitas Udayana*, 3646-3674.
- Dhani, N. K. (2023). Pengaruh Motivasi, Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan (Studi Pada Pt Bali Busana Kreasi Di Kabupaten Badung). *E-Jurnal Manajemen Universitas Udayana*, 602-626.
- Elok Hermawati, I. K. (2021). Pengaruh Beban Kerja, Disiplin Kerja Dan Lingkungan Kerja Terhadap Turnover Intention Karyawan Di Tidar Property Group Malang. *Journal Of Applied Management Studies*, 9-26.
- Fereshti Nurdiana Dihan, F. N. (2022). Pengaruh Job Insecurity Dan Lingkungan Kerja Terhadap Turnover Intentions Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Perusahaan Penyedia Jasa Pengelolaan Kebersihan

- Pt. Panji Putra Perkasa Yogyakarta. *Jurnal Mabiseka (Manajemen, Bisnis, Ekonomi Dan Akuntansi)*, 73-91.
- Firdaus, F. L. (2020). Pengaruh Komitmen Organisasi Dan Kepuasan Kerja Terhadap Turnover Intention. *At-Tadbir : Jurnal Ilmiah Manajemen*, 301-310.
- Indah Dian Pratiwi, H. S. (2023). Stres Kerja Dan Motivasi Kerja Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Intervening. *Journal Of Telenursing (Joting)*, 4072-4080.
- Johar Kuswahyudi, I. B. (2022). Pengaruh Kompensasi, Motivasi Dan Beban Kerja Terhadap Turnover Intention Karyawan Pada Pt. Berkah Kawasan Manyar Sejahtera. *Urnal Pendidikan Tambusai*, 11261-11280.
- Juanita R, G. B. (2021). Pengaruh Motivasi Kerja, Stres Kerja Dan Kepuasan Kerja Guru Milenial Terhadap Turnover. *Jurnal Syntax Fusion*, 554-567.
- Lingga Ivan Mayora, M. S. (2023). Pengaruh Job Insecurity Dan Beban Kerja Terhadap Turnover Intention Pada Karyawan Rumah Sakit Umum Mitra Sejati Medan. *Transekonomika*, 302-310.
- M. Dardiri, M. S. (2023). Pengaruh Fasilitas Kerja, Lingkungan Kerja Dan Kepuasan Kerja Terhadap Turnover Intention Pada Karyawan Produksi Pt Intim Harmonis Food Sukorejo. *Jurnal Manuhara : Pusat Penelitian Ilmu Manajemen Dan Bisnis*, 198-204.
- Maharati, C. (2021). Pengaruh Motivasi Kerja Dan Lingkungan Kerja Terhadap Kepuasan Kerja Guru. *Jebdeer: Journal Of Entrepreneurship, Business Development And Economic Educations Research*, 37-54.
- Margaret Silalahi, L. (2022). Pengaruh Kualitas Sumber Daya Manusia, Kompensasi Dan Lingkungan Kerja Terhadap Kepuasan Kerja (Studi Literature Manajemen Sumber Daya Manusia). *Jurnal Ilmu Manajemen Terapan*, 257-269.
- Margono, & Pogo, T. (2022). Pengaruh Kepuasan Kerja, Gaya Kepemimpinan, Dan Komitmen Organisasional Terhadap Turnover Intention. *Jurnal Manajemen & Bisnis*, 54-66.
- Marzuqi, N. A. (2021). Pengaruh Job Insecurity, Job Satisfaction, Dan Lingkungan Kerja Terhadap Turnover Intention Karyawan. *Jurnal Ilmu Manajemen*, 1393-1405.
- Mizan, H. S. (2022). Pengaruh Kompensasi Dan Pengembangan Karir Terhadap Turnover Intention Karyawan Yang Dimediasi Oleh Kepuasan Kerja. *Master: Jurnal Manajemen Strategik Kewirausahaan*, 97-108.
- Muhammad Arya Rangga, N. F. (2023). The Effect Of Work Stress And Job Insecurity On Turnover Intention With Job Satisfaction As An Intervening Variable On Generation Z Employees In Bekasi Regency. *Management Studies And Entrepreneurship Journal*, 2990-3000.
- Oktavia, S. D. (2022). Pengaruh Lingkungan Kerja, Budaya Kolaboratif, Dan Kepuasan Kerja Terhadap Turnover Intention Pada Pt Graha Megatama Indonesia Selama Pandemi Covid-19. *Owner: Riset & Jurnal Akuntansi*, 2085-2100.
- Panuntun, T. R. (2024). The Influence Of Job Stress And Job Insecurity On Turnover Intention Mediated By Job Satisfaction (Study On Textile Companies In The

- Bonded Area Of Cimahi City. *Management Studies And Entrepreneurship Journal*, 3061-3077.
- Pebrida Saputri, T. H. (2020). Pengaruh Job Insecurity Terhadap Stres Kerja, Kinerja, Dan Turnover Intention Karyawan Pt Bank Mandiri (Persero) Tbk. *Jurnal Bisnis Dan Manajemen*, 235-259.
- Puspitasari, A. D. (2022). Pengaruh Person-Organization Fit Dan Motivasi Kerja Terhadap Turnover Intention Melalui Kepuasan Kerja Sebagai Variabel Mediasi. *Forum Ekonomi*, 464-475.
- Putra, D. M. (2019). Peran Kepuasan Kerja Dalam Memediasi Pengaruh Stres Kerja Dan Motivasi Kerja Terhadap Turnover Intention. *E-Jurnal Manajemen Universitas Udayana*, 4045-4072.
- Putri, E. I. (2020). Pengaruh Kepuasan Kerja Dan Lingkungan Kerja Terhadap Turnover Intention Di Pt Neuronworks Indonesia. *Prosiding Manajemen*, 802-808.
- Rostandi, R. M. (2021). Pengaruh Kepuasan Kerja Dan Reward System Terhadap Turnover Intention. *Jurnal Ilmu Manajemen Dan Bisnis*, 147-154.
- Susilo, J. S. (2019). Pengaruh Kepuasan Kerja Terhadap Turnover Intention Yang Dimediasi Oleh Komitmen Organisasional Karyawan Kontrak. *E-Jurnal Manajemen Universitas Udayana*, 3700-3729.
- Tia Oktama Ranti, A. H. (2022). Analisis Dampak Mediasi Kepuasan Kerja Berbasis Job Insecurity Terhadap Turnover Intention. *Jurnal Manajemen Sains*, Pp. 10 20.
- Vania, R. (2019). Pengaruh Kepemimpinan Transformasional Dan Lingkungan Kerja Fisik Terhadap Turnover Intention Dengan Kepuasan Kerja Sebagai Variabel Intervening Pada Pt Podo Mekar Jaya Sentosa. *Agora*.
- Virda Ni'matul Karimah, S. A. (2024). The Influence Of Job Insecurity, Compensation, Job Satisfaction On Turnover Intention. *Management Studies And Entrepreneurship Journal*, 3405-3417.
- Wanti Apriyani, R. I. (2020). Pengaruh Kompensasi, Penempatan Karyawan, Dan Lingkungan Kerja Terhadap Kepuasan Kerja Karyawan Pada Art Industries Boyolali. *Value Added : Majalah Ekonomi Dan Bisnis*.
- Wibowo, D. S. (2023). Pengaruh Kepuasan Kerja, Stres Kerja, Dan Lingkungan Kerja Terhadap Turnover Intension Pada Karyawan Operator Pt. Berkas Citra Lestari, Samarinda. *Bursa : Jurnal Ekonomi Dan Bisnis*, 101-113.
- Yesi Puji Astutik, L. L. (2022). Analisis Pengaruh Beban Kerja, Lingkungan Kerja Dan Kepuasan Kerja Terhadap Turnover Intentions. *Jurnal Ilmiah Akuntansi Dan Keuangan*, 227-237.