The Influence of Job Insecurity and Job Satisfaction on Turnover Intention of Millenial Employees in the Industrial Revolution 4.0

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Abstract

This research is motivated by the condition of the industrial revolution 4.0 and human resources that are decreasing even more desire to leave (turnover intention) in employees, especially in the millennial generation. Where the loyalty level of millennials is still relatively low, so millennial employees easily have plans to leave the company where they work. The purpose of this study was to find out whether job insecurity and job satisfaction partially affect the turnover of millennial employees' intentions in the industrial revolution 4.0. The data collection method is done through a questionnaire in the form of google form which was distributed to millennial employees of UKSW. The samples taken were 97 people. Statistical analysis used in this research is validity and reliability test, classical assumption test, regression analysis, hypothesis testing and coefficient of determination analysis. The data obtained were then processed with SPSS and analyzed using multiple linear regression analysis. The results of the analysis show that job insecurity and job satisfaction have a positive and significant impact on the turnover intention of millennial employees in the industrial revolution 4.0 era.

I. Introduction

Currently, the global world is entering the peak era of a major change called the industrial revolution 4.0 or the fourth world industrial revolution, in which the role of the internet and digitalization and artificial intelligence has mastered many areas of life, including the economic and business fields. Many experts argue that quality human resources will determine the success or failure of an organization or company. Human Resources (HR) is the most important component in a company or organization to run the business it does (Niati et al., 2021). In addition, there are certain roles that cannot be replaced by machines or robots and can only be performed by qualified human resources, even though current technological advances are very advanced. This quality improvement can be realized through increasing the competence of human resources, including: knowledge, skills, abilities and attitudes (Dharma dan Ardiana 2016).

The fact is that in the workforce, especially the State of Indonesia, it is dominated by the millennial generation. This is in accordance with the data obtained from the Thematic Gender Statistics, which shows that around 50.36% of the total population of productive age are Generation Y or Millennials (1981 – 1996). So it can be said that the millennial generation is in control of the wheels of development, especially in the economic field (Putro et al. 2020). The millennial generation has different characteristics from the previous generation. The millennial generation has a lower level of loyalty, so it is easy for millennial generation employees to have plans to leave the company where they work.

From the results of research that has been done previously found that there are research results that are not the same or inconsistent, this encourages the author to conduct another research to find out whether the results are the same or different from previous research with the title "The Effect of Job Insecurity and Job Satisfaction on Turnover Intention of Millennial Employees the era of the Industrial Revolution 4.0".

II. Review of Literature

2.1 Turnover Intention
According to Riantini et al (2021) turnover intention is a tendency of an employee's attitude and level towards the possibility of leaving the organization or intending to resign from his job. High turnover intention can reduce the company's opportunity to achieve its goals because existing resources cannot be maximized because it often occurs.

2.2 Job Insecurity
Job insecurity is a psychological condition that can cause feelings of discomfort for employees at work due to threats from both external and internal parties to the continuity of their work, including a changing environment (Rohanah and Rahman, 2021). Job insecurity can also be interpreted as a state or mental condition of a person who has negative prejudice because he feels his job position is being threatened, causing feelings of worry and anxiety. Devi and Sudibia (2015) state that job insecurity is a psychological condition of employees who show a sense of insecurity due to changing environmental conditions. This is related to the conditions of the industrial revolution era 4.0, where the work environment is changing. Many companies rely on human labor, but human employment is starting to be replaced by artificial intelligence for reasons of efficiency and in the future it is estimated that current jobs will likely be lost and replaced with other jobs that we cannot predict at this time (Irawan, 2019).

2.3 Job Satisfaction
Faradita (2017) states that job satisfaction is an experience of pleasure or pleasure felt by an employee when his desire can be achieved. Job satisfaction for employees is very necessary because the job satisfaction felt by employees can increase their productivity at work. The existence of dissatisfaction with employees during the work process can have an unfavorable impact both for the employees themselves and for the company where the employee works. Kurniawan and Alimudin (2015) state that with job satisfaction, an employee can feel whether the work he is doing is fun or unpleasant to do.

2.4 The Effect of Job Insecurity on Turnover Intention
Karamah (2020) said that job insecurity is the most severe stressor for employees. The thing that underlies a person's desire to leave his job is the presence of stressors. Someone who has a high level of job insecurity has a tendency to leave the organization or company. Arnold and Halimah et al. (2016); Nurfauzan and Halilah (2017); Udriya et al. (2018) shows that job insecurity has a positive effect on employee turnover intention. Based on the results above, the following hypotheses can be formulated:
H1: Job insecurity has a positive effect on turnover intention.

2.5 The Effect of Job Satisfaction on Turnover Intention

Susanti and Halilah (2018) state that the relationship between job satisfaction and turnover intention is a negative relationship, in which high job satisfaction can reduce turnover intention among employees. Conversely, low job satisfaction will contribute to high turnover intention among employees. This is supported by the research of Parwita et al. (2019); (Putri and Rivai 2019) which shows that job satisfaction has a negative effect on employee turnover intention. Based on the results above, the following hypotheses can be formulated:

H2: Job satisfaction has a negative effect on turnover intention.

III. Research Method

In this study, the type of research used is explanatory research with a quantitative approach. While the quantitative approach is carried out on samples taken randomly in order to obtain conclusions from research results that can be implemented in the research population (Suliyanto 2018). In this study, the variable (X1) is job insecurity (X2), namely job satisfaction and the variable (Y) is turnover intention. With the relationship and the level of the variable is very important, because by knowing more about the level of the existing relationship, researchers can achieve research objectives

The population in this study is the millennial generation of SWCU student alumni who already have jobs as employees. Therefore, the exact size of the population in this study is unknown. While the sample is a group of all characteristics or characteristics possessed by the population. This sample represents the entire existing population.

In determining the number of samples with an unknown population, the author uses the Cochran formula as follows (Sugiono 2018):

$$n_0 = \frac{z^2pq}{e}$$

Provision:

n = Sample wanted

z = The level of confidence required in the sample, which is 95% with a value of 1.96

p = Probability of being right, i.e. 50%

q = The chance of being wrong, i.e. 50%

e = Sampling error or sample error rate, which is 10%

Here's how to calculate the sample size:

$$n = \frac{(1,96)^2 (0,5)(0,5)}{(0,1)^2}$$

n = 96,04

Based on the results of these calculations, the number of samples to be used is 97 respondents. In this study, the collection technique used by the researcher was using a questionnaire. The steps to collect respondent data in this study were that the researcher first distributed a questionnaire link to UKSW graduate students who already had a job and shared the link on a WhatsApp chat, then a WhatsApp instastory and placed a link on the researcher's Instagram bio by using the google form as a means of maximizing the number of respondents and provide information or explanations that those who are allowed to fill

out the questionnaire are only UKSW students who have graduated and found jobs, especially millennial employees.

The scale used in this study is a Likert scale which is stated through a questionnaire with 5 alternative answers, namely strongly disagree (STS), disagree (TS), neutral/normal (N), agree (S), strongly agree (SS). This research applies multiple linear regression analysis test. This research will be processed using SPSS (Statistical Package for Social Science) in order to determine the effect of two independent variables and one dependent variable. The independent variable is work loyalty and work engagement, while the dependent variable is turnover intention. This technique is used as an expectation to find out how accurate the impact of the independent variable on the dependent variable is.

IV. Results and Discussion

4.1 Results

This chapter is an analysis and discussion of "The Effect of Job Insecurity and Job Satisfaction on Turnover Intention of Millennial Employees in the Industrial Revolution 4.0 Era". The discussion of this research starts from the validity test, reliability test, normality test, multicollinearity test, linearity test, heteroscedasticity test and hypothesis testing. In the previous chapter, it has been explained that research data collection is done by giving a questionnaire via google form to research respondents, namely Millennial Employees of the Industrial Revolution 4.0 era. The following are the details of the distribution of the questionnaires in this study:

Table 1. Distribution of Questionnaire Distribution and Acceptance

Information	Number of	Percentage
Questionnaires distributed	97	100%
Questionnaires that are not eligible to be analyzed	(2)	9%
Questionnaires that can be processed	**95**	**97.93%**

Source: data processing results, 2022

Based on the table, it can be seen that all of the questionnaires distributed were 100%, but those that met the requirements to be processed were 97.93% and could be used as data in this study totaling 95 respondents.

The following is the respondent's personal data from 95 millennial generations of SWCU student alumni who already have jobs as employees.

Table 2. Profile of Respondents

No.	Respondent Profile	Total	Percentage
1	Age		
	24	11	11.6%
	25	24	25.3%
	26	26	27.4%

	27	34	35.8%
	Total Overall	95	100%
2	Gender		
	Male	44	46.3%
	Female	51	53.7%
	Total Overall	95	100%
3	Types of		
	Companies Service companies	20	21.1%
	trading company	30	31.6%
	agricultural company	11	11.6%
	Manufacturing industry companies	13	13.7%
	Extractive Companies	21	22.1%
	Total	95	100

Source: Processed in 2022

The results of distributing questionnaires to 95 millennial generations of SWCU student alumni who already have jobs as employees. Has a maximum age of 27 years, consisting of 51 women and 44 men. As well as working for different types of companies.

a. Descriptive Statistics Descriptive

Statistics have a useful purpose to analyze the responses of respondents to each indicator item in the questionnaire. Researchers will analyze based on the mean value of each indicator of each variable and group it into 5 categories, the interval in the category is obtained from the following calculations: The maximum and minimum values in the calculation of the interval above are obtained from the Likert scale value, where it is known that the maximum score of the Likert scale is 5 and the minimum score is 1. From the distribution of the range, the Likert score group is divided into 5 groups as follows:

Table 3. Score and Category

No	Score	Category
1	1.00 – 1.80	Very Low
2	1.81 – 2.60	Low
3	2.61 – 3.40	Medium
4	3.41 – 4.20	High
5	4.21 – 5.00	Very High

b. Job Insecurity

Job insecurity is a psychological condition that can cause feelings of discomfort for employees at work due to threats from both external and internal parties to the continuity of their work, including a changing environment (Rohanah and Rahman, 2021). The level Job Insecurity for the millennial generation of SWCU student alumni who already have jobs as employees is measured using a Likert score, the results of this measurement are presented in Table 4 below:

Table 4. Level of Job Insecurity

No.	Indicator	Mean	Category
1	Mismatch of tasks and skills	4.1895	High
2	Lack of opportunity	4.0211	High
3	Emergence of change in aspects	3.9368	High
4	Emergence of policy change	4,0737	High
5	Insecurity	4,5474	Very High
6	Technological progress	4,5684	Very High
7	Role for organization and self	3,8947	High
8	Occurrence of errors	3,8316	High
	Average	4,1329	High

Source: Processed 2022

Table 4 shows the level of Job Insecurity based on the average Likert score that has been obtained with a total average of 4.1329 and is included in the High category. In table 4 it can also be seen that the indicator with the lowest value is the emergence of errors with a score of 3.8316 which is included in the High category. Meanwhile, the indicator with the highest average value is technological progress with a score of 4,5684 and is included in the very high category.

c. Job Satisfaction

Faradita (2017) states that job satisfaction is an experience of pleasure or pleasure felt by an employee when his desire can be achieved. Job satisfaction for employees is very necessary because the job satisfaction felt by employees can increase their productivity at work. The existence of dissatisfaction with employees during the work process can have an unfavorable impact both for the employees themselves and for the company where the employee works. The job satisfaction level of the millennial generation of SWCU student alumni who already have jobs as employees is measured using a Likert score, the results of these measurements are presented in Table 5 below:

Table 5. Level of Job Satisfaction

No.	Indicator	Mean	Category
1	Mismatch of tasks and skills	4.1895	High
2	Lack of opportunity	4.0211	High
3	Emergence of change in aspects	3.9368	High
4	Emergence of policy change	4,0737	High
5	Insecurity	4,5474	Very High
6	Technological progress	4,5684	Very High
7	Role for organization and self	3,8947	High
8	Occurrence of errors	3,8316	High
	Average	4,1329	High

Source: Processed 2022

Table 5 shows the level of job satisfaction based on the average Likert score that has been obtained with a total average of 4.2358 and is included in the Very High category. In table 5 it can also be seen that the indicator with the lowest score is Sense of Security with a score of 3.9053 which is included in the High category. Meanwhile, the indicator with the highest average value is Justice with a score of 4.4737 and is in the very high category.

d. Turnover Intention

According to Riantini et al (2021) turnover intention is an attitude, tendency and level of an employee towards the possibility to leave the organization or intend to resign from his job. The high turnover intention can reduce the company's opportunity to achieve its goals because existing resources cannot be maximized because it often occurs. The turnover intention of the millennial generation of SWCU student alumni who already have jobs as employees is measured using a Likert score, the results of this measurement are presented in Table 6 below:

Table 6. Turnover Intention

No.	Indicator	Mean	Category
1	discrepancy	4,5789	Very High
2	Compensation discrepancy	4,6737	Very High
3	Job search	4,4947	Very High
4	Search for new job in formants	4,3474	Very High
5	Looking for opportunities	4,2842	Very High
	Average	4.4758	Very High

Source: Processed 2022

Table 6 shows the level of Turnover Intention based on the average Likert score that has been obtained with a total average of 4.4758 and is included in the Very High category. In table 6 it can also be seen that the indicator with the lowest score is looking for opportunities with a score of 4.2842 which is included in the Very High category. Meanwhile, the indicator with the highest average score is compensation mismatch with a score of 4.6737 and is included in the very high category.

e. Validity Test and Reliability
1. Test Validity

A Validity test was conducted to find out whether the statement on the questionnaire was worthy of research. The validity test was conducted on 95 respondents who met the predetermined criteria. The statement that is declared valid or feasible is if r-count > r-table.

Table 7. Validity Test Results

No.	Item	R	Rcount	X1.1
1	Key	0.713	0.168	Valid
2	X1.2	0.835	0.168	Valid
3	X1.3	0.735	0.168	Valid
4	X1.4	0.751	0.168	Valid
5	X1.5	0.619	0.168	Valid
6	X1.6	0.589	0.168	Valid
7	X1.7	0.839	0.168	Valid
8	X1.8	0.851	0.168	Valid
9	X2.1	0.83	0.168	Valid
10	X2.2	0.683	0.168	Valid
11	X2.3	0.768	0.168	Valid
12	X2.4	0.786	0.168	Valid
13	X2.5	0.845	0.168	Valid
14	X2. 6	0.866	0.168	Valid
15	X2.7	0.795	0.168	Valid
16	X2.8	0.819	0.168	Valid
17	X2.9	0.761	0.168	Valid
18	X2.10	0.826	0.168	Valid
19	Y1	0.824	0.168	Valid

20	Y2	0.749	0.168	Valid
21	Y3	0.866	0.168	Valid
22	Y4	0.817	0.168	Valid
23	Y5	0.742	0.168	Valid

Source: Processed in 2022

From the table above, it is known that all items passed the validity test because all counts for each instrument were greater than r-table, which was greater than 0.168, so all variables were declared valid. It can be concluded by seeing that each variable has an r-count greater than the r-table. It can be interpreted that all statements made are considered valid and appropriate to be used for research purposes.

2. Reliability
Test Reliability test is a test to determine whether a questionnaire can be said to be reliable if the respondents' answers to the statements in the questionnaire are stable. Questionnaires that are distributed will be said to be reliable or reliable if someone's answers to questions are consistent or stable from time to time. The questionnaire can be said to be reliable if the alpha value > 0.0 or > 60%.

Table 8. Reliability Test Results

Variable	Cronbach Alpha	Critical Value	Description
Job Insecurity	0.885	> 0.6	Reliable
Job Satisfaction	0.934	> 0.7	Reliable
Turnover Intention	0.853	> 0.8	Reliable

Source: Processed in 2022

From the table above, it is known that the reliability test used has been carried out on 95 respondents showing that all instruments pass the reliability test, this can be concluded because all the alpha values of each instrument are greater than the limit, which is greater than 0.6 so that the statements made can be used for research.

f. Classical Assumption
1. Test Normality
Test Normality test aims to test whether the residual value is normally distributed or not. The application of the Kolmogorov Smirnov test is that if the significance is below 0.05, it means that the data to be tested has a significant difference with normal data, it means that the data is not normal.

Table 9. Results of Normality Test

One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			95
Normal Parameters[a,b]	Mean		,0000000
	Std. Deviation		2,46896267
Most Extreme Differences	Absolute		,137
	Positive		,114
	Negative		-,137
Test Statistic			,137
Asymp. Sig. (2-tailed)			,000[c]
Monte Carlo Sig. (2-tailed)	Sig.		,051[d]
	99% Confidence Interval	Lower Bound	,045
		Upper Bound	,057

Source: Processed in 2022

The normality test aims to test whether in the regression model the confounding or residual variables have a normal distribution. A good regression model is to have a normal or close to normal data distribution. Through the Kolmogorov-Smirnov test, it is known that the Monte Carlo Sig. (2-tailed) of 0.051 or greater than 0.05 so that it can be stated that the normality assumption has been met.

2. Heteroscedasticity Test

Heteroscedasticity test is used to test whether in a regression model there is a similarity or dissimilarity of variance between one observation and another observation. Heteroscedasticity test using a scatter plot graph. The following is a scatterplot graph display of the regression model in this study which is presented in Figure 1
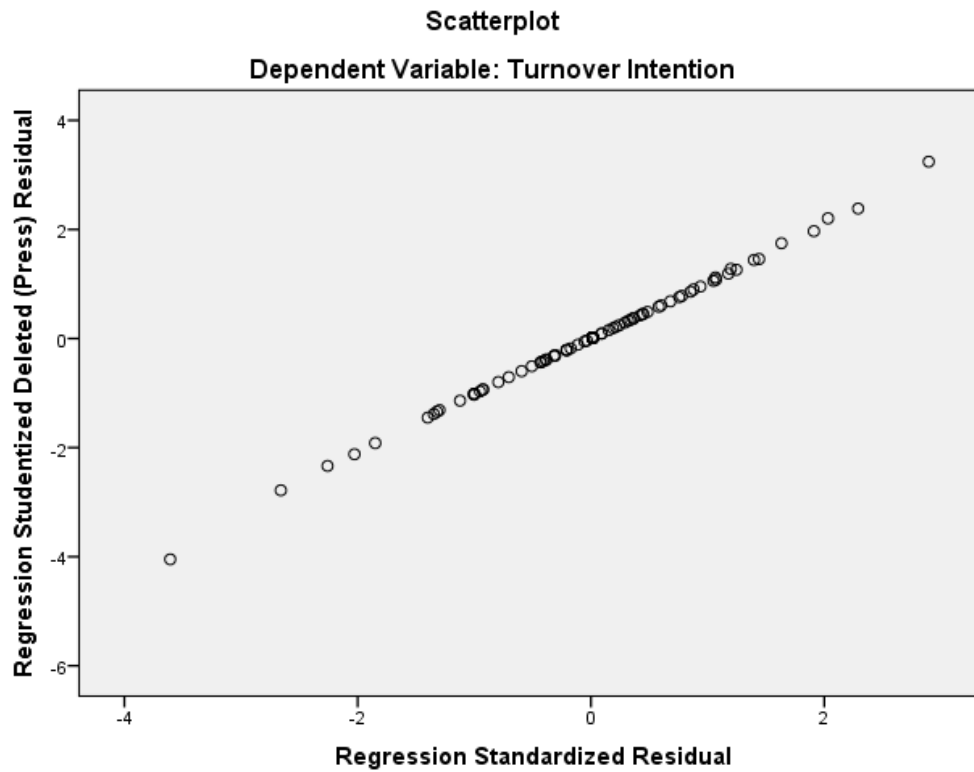
Figure 1. *Heteroscedasticity Test Results*

From the basis of the analysis above, it can be classified that the regression model used for this study does not occur heteroscedasticity because there is no clear pattern and the dots appear to be spread out, although some are clustered in some parts, but most of them are seen to be spread out and below zero on the Y axis the dots are visible. spread without forming a clear pattern. So it can be concluded that the regression model used in this study does not occur heteroscedasticity.

g. Linearity

The linearity test aims to determine the linearity between the variables that are connected. In testing linearity, the purpose of the test is to find out whether the variables X1 and X2 with the Y variable have a linear relationship or not. Statistical calculations in linear analysis used in this study were using the SPSS version 23.0 program. The results of data processing in this study are shown in the following table:

Table 10. Linearity Test of Job Insecurity Variables Against Turnover Intention

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Job Insecurity	Between Groups	(Combined)	708,408	19	37,285	7,438	,000
		Linearity	375,428	1	375,428	74,896	,000
		Deviation from	332,980	18	18,499	3,690	,630

			Sum of Squares	df	Mean Square	F	Sig.
		Linearity					
	Within Groups		375,950	75	5,013		
	Total		1084,358	94			

Source: Processed in 2022

Based on the results of the linearity test, it is known that the Sig deviation from linearity value is 0.630 > 0.05, so it can be concluded that there is a linear relationship between Job Insecurity and Turnover Intention.

Table 11. Linearity Test of Job Satisfaction Variables on Turnover Intention

ANOVA Table

			Sum of Squares	df	Mean Square	F	Sig.
Turnover Intention * Job Satisfaction	Between Groups	(Combined)	788,991	24	32,875	7,791	,000
		Linearity	448,717	1	448,717	106.343	,000
		Deviation from Linearity	340,275	23	14,795 3,506	,	219
	Within Groups		295,367	70	4,220		
	Total		1084,358	94			

Source: Processed in 2022

Based on the results of the linearity test, it is known that the Sig deviation from linearity value is 0.219 > 0.05, so it can be concluded that there is a linear relationship between Job Satisfaction with turnover intention.

h. Multicollinearity

The Multicollinearity test was conducted to determine whether there is a relationship between the independent variables. Multicollinearity test in this study was carried out using the VIF method, if the VIF value of a model is less than 10, then the model is declared not to have multicollinearity.

Table 12. Multicollinearity Test Results

Variable	Tolerance	VIF	Ket
Job Insecurity	,613	1,632	There is no Multicollinearity
Job Satisfaction	,613	1,632	There is no Multicollinearity

Source: Processed in 2022

Based on Table 13 above, it can be seen that the tolerance value of all independent variables > 0.10 and the VIF value of all independent variables < 10 so it can be concluded that there is no symptom of multicollinearity between independent variables.

i. Multiple Regression Analysis Multiple

Linear regression analysis is basically to estimate or predict the population mean or the values of the dependent variable based on the known value of the independent variable. This analysis is used to determine the relationship between the independent variable (free) and the dependent variable (bound):

Table 13. Test Results for Multiple Linear Analysis

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	8,938	1,511		3,171,002	a
Job Insecurity	,164	,052	307	5,915,000	,
Job Satisfaction	,189	,041	,452	4,672	,000

Dependent Variable: Turnover Intention

Source: Processed in 2022

Based on the results of multiple linear regression analysis, the equation model between the independent variables on the dependent variable is as follows:

Based on the regression equation above, the following interpretation is obtained:
1. The constant coefficient of 8.938 means that if the independent variable is constant, the Turnover Intention has a positive increase of 8.938 units.
2. Regression coefficient Job Insecurity of 0.164 states that Job Insecurity is positively related to Turnover Intention.means that Turnover Intention will experience a level of 0.164 units.
3. Job Satisfaction Regression Coefficient of 0.189 stated that Job Satisfaction positively related to turnover intention.means that Turnover Intention will experience a level of 0.189 units.

j. Test (F)

This test is conducted to determine whether all independent variables have the same effect on the dependent variable. With the test criteria the level of confidence used is 95% or a significance level of 5% ($\alpha = 0.05$). If the significance level is > 0.05 Ha, it is rejected and if the significance level is < 0.05 Ha, it is accepted. The test results are as follows:

Table 14. F test

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	511,355	2	255,677	41,051,000	_[b]
	Residual	573,003	92	6,228		
	Total	1084,358	94			

Source: Processed in 2022.

Based on the research results, the calculated F significance value is 0.000. Because the significance value of calculated F is less than 0.05, it can be concluded that the independent variables simultaneously have a significant effect on the statistically dependent variable.

k. Partial Test (t)

Partial test is used to see the effect of each independent variable on the dependent variable. The test is carried out with the t-test, namely by looking at the significance value of t-count. If the significance value of t-count is <0.05, it can be said that the independent variable has an influence on the dependent variable. The test results can be seen in the following table:

Table 15. Test Results for Multiple Linear Analysis

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8,938	1,511		3,171,002	a
	Job Insecurity	,164	,052	307	5,915,000	,
	Job Satisfaction	,189	,041	,452	4,672	,000

Dependent Variable: Turnover Intention

Source: Processed in 2022

Based on the table in the t-test statistic above, it can be seen that the partial effect is:
1. Testing the effect of Job Insecurity on Turnover Intention
   Based on the table, it is known that the calculated value of the Job Insecurity variable is 0.001. Because the value of 0.002 <0.05 and the coefficient value of the Job Insecurity variable is positive, it is concluded that there is a positive and significant effect between Job Insecurity and Turnover Intention statistically.
2. Testing the effect of Job Satisfaction on Turnover Intention
   Based on the table, it is known that the calculated value of the Job Satisfaction variable is 0.001. Because the value of 0.001 <0.05 and the coefficient value of the variable Job Satisfaction is positive, it is concluded that there is a positive and significant effect between Job Satisfaction and Turnover Intention statistically.

l. Coefficient of Determination Test (R²)

The coefficient of determination () is a value (value of proportion) that measures how much ability the independent variables used in the regression equation have in explaining the variation of the dependent variable. The value of the coefficient of determination ranges between 0 and 1. A small value of the coefficient of determination (close to zero) means that the ability of the dependent variables simultaneously in explaining the variation of the dependent variable is very limited. The value of the coefficient of determination that is close to one means that the independent variables provide almost all the information needed to predict the variation of the independent variables

Table 16. Coefficient of Determination

Model Test Results Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,687[a]	,472	,460	2,495 65

Source: Processed in 2022

Based on the table, the coefficient of determination is located in the R-Square. It is known that the coefficient of determination is . This value means that Job Insecurity and Job Satisfaction affect the Turnover Intention variable simultaneously or jointly by 47.2%, the remaining 52.8% is influenced by other factors.

4.2 Discussion

a. The Effect of Job Insecurity on Turnover Intention

Based on the table, it is known that the calculated i t value of the Job Insecurity variable is 0.001. Because the value of $0.002 < 0.05$ and the coefficient value of the Job Insecurity variable is positive, it is concluded that there is a positive and significant effect between Job Insecurity and Turnover Intention statistically. This means that the hypothesis H1 is accepted.

The effect of job insecurity on employee turnover intention has a positive value, which means that every increase in job insecurity felt by employees will increase turnover intention. Worries, insecurity about the work situation in the company affect the working conditions of employees. So that employees do not hesitate to leave their jobs and move to other companies or even look for other jobs (Medysar and Asj' 2019). This is in line with research conducted by Karina, Rakhmawati, and Abidin (2018). The results show that job insecurity has a positive and significant effect on turnover intention.

b. The Effect of Job Satisfaction on Turnover Intention

Based on the table, it is known that the calculated i t value of the Job Satisfaction variable is 0.001. Because the value of $0.001 < 0.05$ and the coefficient value of the Job Satisfaction variable is positive, it is concluded that there is a positive and significant effect between Job Satisfaction and Turnover Intention statistically. This means that hypothesis H2 is rejected.

The effect of job satisfaction on employee turnover intention has a positive value, which means that any increase in job satisfaction felt by employees will increase turnover intention. As this shows that satisfied employees actually have a high desire to move, namely employees who are satisfied with the remuneration, placement at work, feel ease in

work and even those who are happy with their dreams actually have the desire to leave work and try to find work. or a new profession. This can happen because employees can already feel or give an assessment of the level of salary received from the company, how the promotion system is run by the company, and how the treatment of coworkers or supervisors in working together, especially for millennial employees.

The results of this study are not in line with and contradict the results of previous studies conducted by Widyadmono (2015), Susanti and Halilah (2018) (Susanti and Halilah 2018) Parwita et al. (2019) and Putri and Rivai (2019) which state that the relationship between job satisfaction and turnover intention is a negative relationship, where high job satisfaction can reduce turnover intention among employees. Conversely, low job satisfaction will contribute to high turnover intention among employees. While the results of this study indicate a positive and significant effect of job satisfaction on turnover intention, which is supported by previous research from Ardianto & Bukhori (2021) and Fu'ad & Gumilar (2018) which stated that an increase in job satisfaction felt by employees could increase turnover. intention. So that the study becomes an opportunity for further research to reconfirm whether in different objects different results will be obtained.

V. Conclusion

Based on the tests that have been carried out, it can be concluded that: 1) job insecurity has a positive and significant effect on turnover intention, namely every increase in job insecurity felt by employees will increase turnover intention. Where concerns and insecurity about the work situation in the company can affect the working conditions of employees. 2) Job satisfaction has a positive and significant effect on turnover intention, namely satisfied employees actually have a high desire to move. This is because employees can feel or give an assessment of the level of salary received from the company, how the promotion system is run by the company, and how the treatment of co-workers or supervisors in working together, especially for millennial employees.

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