
**THE INFLUENCE OF JOB SATISFACTION AND JOB INSECURITY ON
EMPLOYEE TURNOVER INTENTION AT HOTEL HARMONY
IN KUBU RAYA REGENCY**

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Abstract

This study analyzes the influence of Job Satisfaction and Job Insecurity on Turnover Intention among employees at Hotel Harmony in Kubu Raya Regency. The high rate of employee turnover causes various problems, such as increased recruitment costs, decreased service quality, and disruptions to hotel operations. The purpose of this research is to identify the factors affecting employees' intentions to leave the company, focusing on two main variables: Job Satisfaction and Job Insecurity. A quantitative approach was used, employing a survey method with a structured questionnaire. The respondents consisted of 44 individuals selected using a non-probability sampling technique. Data analysis was conducted using multiple linear regression to determine both the simultaneous and partial effects between the variables. The F-test results indicate that Job Satisfaction and Job Insecurity simultaneously have a significant effect on Turnover Intention. The t-test shows that Job Satisfaction has a negative and significant effect, meaning that the higher the job satisfaction, the lower the intention to leave. Conversely, Job Insecurity has a positive and significant effect, indicating that a sense of job insecurity encourages the intention to leave. The coefficient of determination (R^2) value of 0.639 shows that these two variables explain 63.9% of the variation in Turnover Intention. This study recommends that management improve job satisfaction by creating a comfortable work environment, establishing a fair reward system, and maintaining open communication. Additionally, management needs to foster a sense of security to reduce anxiety and suppress Turnover Intention.

Keywords: Job Satisfaction, Job Insecurity, Turnover Intention

INTRODUCTION

In the hospitality industry, human resource management plays a crucial role in maintaining service quality and employee retention. One key factor that influences employee retention is job satisfaction. Employees who are satisfied with their jobs tend to demonstrate greater loyalty, productivity, and commitment to the organization, while dissatisfaction may reduce motivation and increase the desire to resign. Haris et al. (2023, p. 3) define job satisfaction as a positive attitude reflected in feelings and behaviors toward one's work, indicating appreciation for the values achieved through the job itself.

In addition, today's dynamic and uncertain work environment often leads to job insecurity, which refers to an employee's perceived threat to job stability. Benu et al. (2021, p. 46) describe job insecurity as a psychological condition in which employees feel anxious about potential changes in job roles, career progression, reduced working hours, or possible job loss. High levels of job insecurity can trigger an increase in turnover intention, as employees may seek more secure employment elsewhere. According to Kartono (2017, p. 45) in Thakre (2015), turnover intention is defined as a conscious and deliberate desire to leave an organization, often followed by active job searching. Understanding the variables that influence turnover intention is essential for designing effective employee retention strategies.

This issue is also evident at Hotel Harmony, located in Kubu Raya Regency, West Kalimantan, which has seen a significant increase in employee resignations in recent years. Observations and interviews with hotel management revealed that low job satisfaction and high job insecurity are the main factors contributing to this trend. Internal data support these findings, indicating a rise in employee absenteeism, disciplinary violations, and declining performance.

Based on these conditions, this study aims to analyze the influence of job satisfaction and job insecurity, both partially and simultaneously, on turnover intention among Hotel Harmony employees. The central question of this research is to what extent these two variables affect employees' intentions to leave the organization. The results of this study are expected to contribute theoretically to the development of human resource management knowledge, particularly regarding psychological aspects that influence employee behavior. Practically, the findings may serve as a reference for hotel management in formulating policies to improve job satisfaction, reduce job insecurity, and ultimately lower turnover intention.

It can be explained and supported that employees' decisions to leave an organization are not solely driven by job dissatisfaction. According to Saridakis and Cooper (2016, pp. 4–5), such decisions are influenced by complex factors such as cultural misfit, perceptions of organizational justice, and social environmental influences. The book emphasizes that turnover intention is multidimensional, involving psychological aspects like job stress and burnout, as well as contextual factors such as leadership style, coworker relationships, and external dynamics like economic crises or pandemics. One of the key contributions of this book is its broadened perspective on human resource management, which shows that employee retention cannot rely merely on improving job satisfaction or financial compensation, but requires strategic approaches that consider individual values, expectations, and circumstances within the organizational context.

This perspective aligns with the findings of the KRTP study in 2019 (Sundari, Setiyarti, Utari, & Nurani, 2022), which revealed that although many hotel employees reported a relatively high level of job satisfaction, they still experienced work pressure and insecurity about their future. This indicates that turnover intention may still arise even when job satisfaction is fulfilled, due to other significant factors such as stress, job insecurity, and an unsupportive work environment.

REVIEW OF LITERATURE

Job Satisfaction

According to Afandi (2018, p. 73): "Job satisfaction is an affective or emotional response to various aspects of work. It is a set of employee' feelings about whether their work is enjoyable or not." According to Handoko (2020, p. 193): "Job satisfaction is defined as an employee's pleasant or unpleasant feeling regarding their job, which is reflected in the employee's behavior towards the work and all experiences within the work environment."

a. Needs Fulfillment

Satisfaction is determined by the extent to which job characteristics provide individuals the opportunity to fulfill their needs.

b. Discrepancy

Satisfaction is the result of meeting expectations. The fulfillment of expectations reflects the difference between what individuals expect and what they actually receive from their job.

c. Achievement of Values

Satisfaction results from the perception that the job fulfills important individual work values.

d. Fairness

Satisfaction is a function of how fairly individuals are treated in the workplace.

e. Organizational Culture

In an organization with a good and harmonious work culture, employees will feel satisfied and strive to perform well.

Job Insecurity

According to Benu et al. (2021, p. 44): "Job insecurity refers to a psychological condition in which an employee feels threatened regarding aspects of their job, such as changes in career nature, career-related issues, reduced working hours, or potential job loss." Factors that influence job insecurity include the following:

a. Working conditions

Job insecurity may occur when a person's working conditions involve certain risks. If the work environment is supportive, it can provide a sense of security for employees to continue their jobs.

b. Employment Status

Another significant contributing factor is employment status, which leads to differences in rights and obligations and affects an individual's motivation at work—particularly between contract and permanent employees.

c. Organizational Change

Organizational changes can also lead to the emergence of job insecurity among human resources. For example, when two or more organizations undergo a merger, employees may experience fear or feel threatened by potential job termination due to reduced human resource needs compared to when the organizations operated separately.

Turnover Intention

According to Kartono (2017, p. 45), as cited in Nilesh Thakre (2015): "Turnover intention is the employee's desire to leave their current organization and the behavior of seeking a new job." The factors influencing turnover intention are as follows:

a. **Intention To Quit**

An individual's intention to leave is often reflected in their workplace behavior, typically beginning with frequent absenteeism and truancy before they ultimately decide to leave the organization.

b. **Job Search**

An individual's desire to seek other employment is generally initiated by efforts to earn additional income outside the organization.

c. **Thinking Of Quit**

It reflects an individual's contemplation before deciding to leave; they will consider whether to resign from their job or remain within their current work environment.

RESEARCH METHOD

The approach used in this study is associative. According to Siregar (2019, p. 15), "Associative or relational research is research that aims to determine the relationship between two or more variables. Through this type of research, a theory can be developed that serves to explain, predict, and control a phenomenon under study." In this study, the associative strategy is employed to determine the extent to which variable X (independent variables), comprising job satisfaction (X1) and job insecurity (X2), influences turnover intention (Y) as the dependent variable, both partially and simultaneously.

The data collection technique in this study involved the use of both primary and secondary data. Primary data were obtained through interviews and the distribution of questionnaires. The questionnaires were distributed in printed (hardcopy) form with closed-ended questions using a Likert scale ranging from 1 to 5 as the response options. Meanwhile, secondary data were collected from Hotel Harmony's internal records, which included information on the number of employees by department, length of service, employee attendance, and types of disciplinary actions.

According to Siregar (2015, p. 80), "A population is a generalization area consisting of objects/subjects that have certain qualities and characteristics determined by the researcher to be studied, and then conclusions are drawn." The sample in this study consisted of 44 individuals, determined using saturated sampling. This study used saturated sampling because all members of the population were included in the sample. According to Sugiyono (2015, p. 85), "Saturated sampling is a sampling technique in which all members of the population are used as the sample." Another term for saturated sampling is a census. The sample in this study included all employees of Hotel Harmony, except the Head of the Hotel, totaling 44 employees who were identified as having turnover intention at Hotel Harmony.

Data analysis techniques are divided into instrument tests, classical assumption tests, and hypothesis tests. In the instrument test, there is a validity test and a reliability test. In the classical assumption test, there is a normality test, a multicollinearity test, and a linearity test. In the hypothesis test, there is a multiple linear regression analysis test, a correlation coefficient, a determination coefficient (R^2), an F test, and a T test. This study used IBM SPSS 25 to analyze data and conduct testing.

RESULTS AND DISCUSSION

Based on interviews with Ms. Emi Yusnita, the Head Manager, and the distribution of questionnaires to 44 employees of Hotel Harmony in Kubu Raya Regency, it was found that most employees resigned due to several factors, including dissatisfaction with working conditions, high workload pressure, and uncertainty regarding their employment status. This situation indicates a correlation between job satisfaction and job insecurity with employees' decisions to leave the organization, which leads to an increase in turnover intention. Furthermore, interviews and observations revealed recurring issues related to missing items among employees, particularly in the operational back office department, which are associated with low employee loyalty and anxiety about future job security. Demographic data showed that the majority of respondents were female and aged between 20 and 24 years, reflecting the workforce characteristics in the hospitality industry, which is predominantly comprised of young women.

The results of the multiple linear regression analysis indicate that job satisfaction and job insecurity simultaneously have a significant effect on employees' turnover intention. The regression equation obtained was $Y = 5.623 + 0.510X_1 + 0.569X_2$, with a correlation coefficient (R) of 0.799, indicating a fairly strong relationship among the variables. The coefficient of determination (R^2) was 0.639, meaning that 63.9% of the variation in turnover intention can be explained by job satisfaction and job insecurity, while the remaining 36.1% is influenced by other factors not examined in this study.

Partially, job satisfaction was found to have a significant effect on turnover intention, while job insecurity did not show a significant individual effect. This suggests that although employees experience job insecurity, job satisfaction remains the dominant factor influencing their intention to leave the organization. These findings are further supported by the interviews, in which most employees stated that dissatisfaction with working conditions and workload pressure were the main reasons for considering resignation. The uncertainty surrounding their employment status also caused anxiety, which in turn affected employee loyalty, especially in the operational departments.

Validity Test

Validity testing was conducted by calculating the correlation between each statement (item) and the total score. Then, the calculated correlation value (r count) was compared with the r table value at a significance level (α) of 5% (0.05), where $df = 44$. The r table value can be seen in the product-moment r value table for $df = 44$, which is 0.60. The results of the validity test for the statements in all variables can be seen in Table 1 below:

Table 1
Validity Test Results

Variable	Corrected Item Corrected Item – Total Correlation	Explanation
X1.1	0,512	Valid
X1.2	0,512	Valid
X1.3	0,508	Valid
X1.4	0,552	Valid
X1.5	0,525	Valid
X1.6	0,595	Valid
X1.7	0,516	Valid
X1.8	0,587	Valid
X1.9	0,587	Valid
X2.1	0,518	Valid
X2.2	0,522	Valid
X2.3	0,586	Valid
X2.4	0,560	Valid
X2.5	0,551	Valid
X2.6	0,571	Valid
X2.7	0,556	Valid
X2.8	0,576	Valid
X2.9	0,644	Valid
Y1	0,613	Valid
Y2	0,613	Valid
Y3	0,718	Valid
Y4	0,559	Valid
Y5	0,586	Valid
Y6	0,534	Valid
Y7	0,503	Valid
Y8	0,531	Valid
Y9	0,506	Valid

Source: Processed Data from SPSS 26, 2025

Based on Table 1 above, it shows that the validity test results for Turnover Intention (Y) indicate all questionnaire items are valid because the calculated t-values are greater than 0.10.

Reliability Test

Reliability testing is used to assess the extent to which a measuring instrument can be consistently used again in the same research. In this study, reliability testing was conducted using the Cronbach's Alpha technique. The reliability test was carried out with the assistance of the SPSS program. A variable is considered reliable if the Cronbach's Alpha value is ≥ 0.60 . The results of the reliability test can be seen in Table 2 below:

Table 2
Reliability Test Results

Variable	Cronbach's Alpha Minimum	Explanation
Job Satisfaction(X1)	0,807	Reliable
Job Insecurity (X2)	0,759	Reliable
Turnover Intention (Y)	0,825	Reliable

Source: Processed Data from SPSS 26, 2025

Table 2 above shows that the Cronbach's Alpha value is 0.807, which is higher than the reliability coefficient threshold of 0.60. Therefore, it can be concluded that all questionnaire items used to measure the Turnover Intention variable (Y) are reliable, consistent, and dependable.

Normality Test

Based on the results of the analysis using SPSS, the results of the normality test can be seen in Table 3 below:

Table 3
Normality Test Results

Test Statistic	.108
Asymp. Sig. (2-tailed)	.200

Source: Processed Data from SPSS 26, 2025

Table 3 above shows that the Asymp.Sig (2-tailed) value is 0.200, which is greater than 0.05, indicating that the data are normally distributed.

Multicollinearity Test

Based on the results of the analysis using SPSS, the multicollinearity test results can be seen in Table 4 below:

Table 4
Result Of Multicollinearity Test

Variable	Tolerance	VIF
Job Satisfaction	.979	1.021
Job Insecurity	.979	1.021

Source: Processed Data from SPSS 26, 2025

Based on Table 4, it can be seen that there is no multicollinearity among the independent variables in the regression model. This is indicated by the tolerance values for each variable being greater than 0.10 and the VIF values being less than 10.

Linearity Test

Based on the analysis using SPSS, the results of the linearity test can be seen in Table 5 below:

Table 5
Linearity Test Result

Variable	Deviation For Linearities	Explanation
Job Satisfaction (X1)	0,724	Linear
Job Insecurity (X2)	0,542	Linear

Source: Processed Data from SPSS 26, 2025

Based on Table 5 above, it shows that the deviation value from linearity between the two independent variables (Job Satisfaction and Job Insecurity) is greater than 0.05, meaning there is a linear relationship between them.

Multiple Linear Regression Test

The multiple linear regression test is used to determine the state (up and down) of the dependent variable if two or more independent variables are used as predictor factors. Based on the results of the analysis using SPSS, the regression coefficient results can be seen in Table 6 below:

Table 6
Results of Multiple Linear Regression Test

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.623	2.784		2.684	.000
	Job Satisfaction	.510	.085	.561	7.018	.000
	Job Insecurity	.569	.097	.552	11.155	.000

Source: Processed Data from SPSS 26, 2025

Based on the data processing results in Table 6, the multiple linear regression equation model can be formulated as follows:

$$Y = 5,623 + 0,510 X_1 + 0,569 X_2 + e$$

The value of a is 5.623, which represents the constant or intercept when the Turnover Intention variable is not influenced by other variables such as Job Satisfaction (X1) and Job Insecurity (X2). This means that if job satisfaction and job insecurity are in a neutral state or have no effect, the employee's turnover intention value will be at 5.623.

Test of Coefficient of Determination (R²)

The correlation coefficient is used to determine the strength of the relationship between two or more variables, which can also determine the direction of the relationship between the two variables. The technique used is the product-moment correlation. The results of the correlation coefficient test can be seen in Table 7 below:

Table 7
Coefficient of Determination Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.799 ^a	.639	.621	1.421

Source: Processed Data from SPSS 26, 2025

The results of the Coefficient of Determination (R²) test, as shown in Table 7, indicate that the R Square value obtained is 0.799. This means that 79% (1 x 0.79 x 100%) of the influence on turnover intention is explained by the variables of job insecurity and job satisfaction, while the remaining 21% is explained by other variables not included in this study.

Simultaneous Test (F)

Based on the results of the simultaneous hypothesis test (F test) using SPSS, the simultaneous test results can be seen in Table 8 below:

Table 8
Results of the Simultaneous Test (F)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	146.356	2	73.178	36.224	.000 ^b
	Residual	82.826	41	2.020		
	Total	229.182	43			

Source: Processed Data from SPSS 26, 2025

Based on the results of the F-test in Table 8 above, it is stated that the significance value for Job Satisfaction and Job Insecurity simultaneously affecting Turnover Intention is $0.000 < 0.05$. The results of the simultaneous test (F-test) indicate that Job Satisfaction and Job Insecurity together have a significant effect on Turnover Intention.

Partial Test (t-test)

Based on the results of the partial hypothesis test (T-Test) using SPSS, partial test results are obtained, which can be seen in Table 9 below:

Table 9
Partial Test (t-test) Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.623	2,748		2.046	.047
	Job Satisfaction	.510	.085	.561	5.971	.000
	Job Insecurity	.569	.552	.552	5.874	.000

a. Dependent Variable: Turnover Intention

Source: Processed Data from SPSS 26, 2025

Based on Table 9, it can be seen that the influence of each independent variable, namely Job Satisfaction and Job Insecurity, is significant.

1. The t-value for the Job Satisfaction variable (X1) is 5.971, which is greater than the t-table value of 2.046, with a significance level of $0.000 < 0.05$. Therefore, it can be concluded that Ha is accepted and Ho is rejected, meaning there is a significant partial influence of Job Satisfaction on Turnover Intention (Y).
2. The t-value for the Job Insecurity variable (X2) is 5.874, which is also greater than the t-table value of 2.046. Thus, Ho is rejected and Ha is accepted, indicating that Job Insecurity (X2) has a significant partial influence on Turnover Intention (Y).

H1: Job Satisfaction and Job Insecurity Simultaneously Affect the Turnover Intention of Employees at Hotel Harmony in Kubu Raya Regency.

Based on the results of the multiple linear regression analysis, the findings from the F-test indicate that there is a simultaneous effect of the independent variables, namely Job

Satisfaction (X1) and Job Insecurity (X2), on the dependent variable, Turnover Intention (Y). The test results show that H_0 is rejected and H_1 is accepted, meaning there is a significant simultaneous influence of Job Satisfaction and Job Insecurity on Turnover Intention (Y).

The high turnover intention among employees at Hotel Harmony in Kabupaten Kubu Raya can be caused by two important factors: job satisfaction and job insecurity. Employees who feel dissatisfied with their jobs tend to have the desire to seek new employment that they perceive to be more aligned with their expectations. When employees feel uncertain about their career future, whether due to unclear contracts, company instability, or the threat of layoffs, the tendency to look for other jobs increases significantly. This situation causes stress and psychological discomfort, which drives individuals to leave their jobs.

Previous research conducted by Haris et al. (2023, p. 3) defines job satisfaction as a positive attitude of workers characterized by feelings and behaviors toward their work that reflect appreciation of the job's value. Meanwhile, Benu et al. (2021, p. 46) describe job insecurity as a psychological condition in which employees feel threatened or worried about changes in their job, career issues, reduced working hours, or job loss. According to Kartono (2017, p. 45) as cited in Niles Thakre (2015), turnover intention is the employee's desire to leave their current organization and seek new employment. It can be concluded that high job satisfaction can reduce employees' turnover intention, while job insecurity perceived by employees can increase their desire to leave the organization.

H2 : Job Satisfaction Partially Has a Significant Effect on Turnover Intention of Employees at Hotel Harmony in Kubu Raya Regency.

Based on the results of the partial t-test, the variable Job Satisfaction (X1) has a t-value of 5.971, which is greater than the t-table value of 2.046, with a significance level of $0.000 < 0.05$. This indicates that Job Satisfaction partially has a significant effect on Turnover Intention (Y). This means that H_0 is rejected and H_1 is accepted, signifying that Job Satisfaction significantly affects Turnover Intention partially.

The strong influence of Job Satisfaction on Turnover Intention is affected by several factors, including employee satisfaction with the work environment, relationships with supervisors and coworkers, and the level of recognition received from the company. Employees who feel satisfied with their jobs tend to have high motivation to stay and contribute better, thereby reducing the intention to leave the company. Conversely, if job satisfaction is low, employees are more likely to feel uncomfortable and consider seeking other employment. These factors significantly influence the decision of employees at Hotel Harmony in Kabupaten Kubu Raya to either maintain their position or have turnover intention.

Previous research conducted by Haris et al. (2023, p. 3) defines job satisfaction as a positive attitude of workers expressed through feelings and behaviors toward their jobs, reflecting appreciation for the value of the work. It can be concluded that job satisfaction is an important factor that reflects employees' positive attitudes toward their work, demonstrated through feelings and behaviors that value their job. High job satisfaction tends to reduce employees' desire to leave the organization, thus influencing the suppression of turnover intention.

H3 : Job Insecurity Has a Significant Partial Effect on Turnover Intention of Employees at Hotel Harmony in Kubu Raya Regency.

Based on the results of the partial t-test for the Job Insecurity variable (X2), the calculated t-value is 5.874, which is greater than the t-table value of 2.046, with a significance level of less than 0.05. Thus, Ho is rejected and H1 is accepted, indicating that Job Insecurity has a significant partial effect on Turnover Intention. This means that feelings of job insecurity encourage an increase in employees' intention to leave the company.

The strong influence of Job Insecurity on Turnover Intention is affected by several factors, such as employees' uncertainty about their job future, worries about layoffs, and unclear company policies related to job security. This insecurity causes employees to feel stressed and anxious, which drives the desire to look for new, more stable employment. These factors significantly contribute to increasing the turnover intention of employees at Hotel Harmony in Kabupaten Kubu Raya.

Previous research by Benu et al. (2021, p. 46) describes job insecurity as a psychological condition where employees feel threatened or worried about job changes, career issues, reduced working hours, or job loss. It can be concluded that job insecurity is a psychological state marked by feelings of threat or anxiety about changes in the job, career issues, reduction in working hours, and the possibility of losing the job. This condition can affect employees' emotional stability and increase the tendency to have turnover intentions within the organization.

CONCLUSION

Based on interviews with Ms. Emi Yusnita, most employees at Hotel Harmony resigned due to dissatisfaction with working conditions, high workload pressure, and uncertainty about employment status. The recurring issue of lost items, especially in the operational back office, also reflects low employee loyalty and anxiety about job stability. This study confirms that job satisfaction and job insecurity simultaneously have a significant effect on turnover intention. However, only job satisfaction has a significant partial effect, while job insecurity does not have a significant partial effect. The regression results show a strong relationship ($R = 0.799$), with $R^2 = 63.9\%$, indicating that job satisfaction and job insecurity together explain 63.9% of the variation in turnover intention. To reduce turnover intention, management should improve job satisfaction by creating a comfortable work environment, giving performance-based rewards, and offering career development opportunities. In addition, reducing job insecurity is essential by providing clear and transparent information regarding employment status, career paths, and company policies. Open communication, regular HR policy evaluations, and continuous training programs can enhance job satisfaction, reduce anxiety, and improve employee retention.

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