

The influence of job insecurity and person-job fit on turnover intention mediated by job satisfaction

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ABSTRACT

This study aims to examine and analyze the influence of job insecurity and person-job fit on turnover intention mediated by job satisfaction. The population of this study are permanent and contract employees of Pamella 6 and 7 Supermarket Yogyakarta, with the number of 148 people. From a total of 148 employees from management to subordinates, 108 employees of Pamella 6 and 7 Supermarket Yogyakarta become the research sample. The data analysis used in this study is path analysis using Partial Least Square (PLS). The results of this study prove that: (1) Job insecurity negatively and significantly influences job satisfaction of employees in Pamella 6 and 7 Supermarket Yogyakarta; (2) Person-job fit positively and significantly influences job satisfaction of employees in Pamella 6 and 7 Supermarket Yogyakarta; (3) Job satisfaction negatively and significantly influences turnover intention of employees in Pamella 6 and 7 Supermarket Yogyakarta; (4) Job satisfaction is able to mediate the relationship between job insecurity and turnover intention of employees in Pamella 6 and 7 Supermarket Yogyakarta; and (5) Job satisfaction is able to mediate the relationship between person-job fit and turnover intention of employees in Pamella 6 and 7 Supermarket Yogyakarta.

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Introduction

In today's increasingly competitive business environment, companies have to rethink the way they do business. This is intended to make the company more adaptable and productive as an organization. Consequently, HR managers are forced to think more strategically about how their organizations can win against competitors by leveraging their human resources. HR is one of the most important elements in the organization. HR is seen as very important organizational assets because humans are the resources that determine the success of the organization. This is in line with the view from Kehoe & Wright (2013), who stated that organization can be considered successful if the existing human resources function properly.

According to Susilo & Satrya (2019), along with the development of a company, there will be various problems related to human resources. One of the serious problems concerning the company's human resources is turnover intention. Turnover intention problems that occur in companies or organizations are not new, as there are certainly many employees who have the desire to change jobs in almost every company and organization. The occurrence of turnover intention is surely something that is not desired by the company. However, turnover intention is now becoming increasingly complex. Therefore, it is very necessary to understand turnover intention as early as possible, so that the planning team can implement preventive measures (Aladwan et al., 2013).

Employee desire to leave the company arises when employees still work in the company, and it is influenced by many factors. One of the factors is job insecurity. This is in accordance with the study from Balz & Schuller (2018) who found that one of the reasons that causes turnover intention to employees is job insecurity. In companies that do not provide job security guarantee, employees

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tend to have a desire to change jobs. When employees experience insecurity, one of the consequences is the intention to leave the organization or company where they work.

Person-job fit is the fit between the knowledge, skills, and ability of employees with their jobs or certain task. This fit is expected to help employees to do and finish their job well without having to face significant obstacles. If there is no fit, there will be a desire from employees to leave the company and search for other jobs that is fit or relevant with them (Hassan et al., 2012). The tendency to leave a position depends on how well individuals fit their personality to the job (Robbins & Judge, 2018). Therefore, companies must find the right employees for the right positions.

In addition to job insecurity and person-job fit factors, job satisfaction has a very important role to avoid turnover intention. Job satisfaction can affect employees desire to leave the company. Regarding this, Robbins & Judge (2017) stated that lower job satisfaction is the best predictor of employee intention to leave the company. Job satisfaction shows employees' perceptions of how well their work provides things that are considered important (Luthans, 2015). Job satisfaction is basically something that is individual. Each individual has a different level of satisfaction according to the value system that applies to him.

Based on the results of observation and interview carried out with the HRD of HRD PT Pamella Supermarket Yogyakarta, it is found that Pamella 6 and 7 Supermarket has a problem regarding employee turnover in their job, with the reason of changing jobs. In addition, 95% employees of Pamella 6 and 7 are contract employees, and there are a number of employees who have not become permanent employee. Employee anxiety about company policies regarding contract employees can cause job insecurity for employees. It can lead to low job satisfaction felt by employees, which can have an impact on the employee's desire to leave the company. This is proven by this following statement:

"The problem of employee turnover at Pamella 7 is currently quite high." (BM Pamella 6). "Currently, in Pamella 6, employee turnover occurs frequently." (BM Pamella 7). "For the turnover problem that occurs at Pamella Supermarket Yogyakarta, the highest is in Pamella 6 and 7 branches compared to other branches." (Ast. General Manager).

The statement above is still the result of an interview that needs to be studied further through a study. Based on the existing phenomena and several theories as well as previous studies, the researcher feel the necessity to conduct research with the theme of the effect of job insecurity and person-job fit towards turnover intention mediated by job satisfaction in Pamella 6 and 7 Supermarket Yogyakarta.

Literature Review

Theoretical and Conceptual Background

Job Insecurity

Adkins et al., (2001) revealed that job insecurity is a psychological construction that may be caused by lack of job security get by the employee. Similarly, Ashford et al., (1989) stated that job insecurity is a reflection of the degree to which employees feel their work is threatened and feel powerless to do anything about it. This condition arises because there are many types of work that are temporary, or in other terms, contract work. The more types of work with temporary or non-permanent durations, the more employees experience job insecurity. Meanwhile, according to Rowntree (2005), job insecurity can be defined as a condition associated with a person's fear of losing his job or demotion and various other threats to working conditions associated with decreased psychological well-being and decreased job satisfaction. Kang et al., (2012) considered job insecurity as an anxiety felt by employees at work where they are faced with unpleasant conditions. Greenhalgh & Rosenblatt (1984) also explained the factors that influence the emergence of job insecurity, namely:

- i. Environmental and organizational conditions, such as organizational communication and organizational change.
- ii. Individual or job characteristics such as gender, age, economic and social status, education, previous work experience, and even position in the company.
- iii. Employees personal characteristics, such as a sense of togetherness between individual parts in a company concerned. If the togetherness that is established is getting better, the comfort felt by each individual will increase.

Person-Job Fit

Person-job fit is the fit between the personality of the employee and the work he does. Person-job fit is defined as the suitability of an individual's abilities with the demands of a job (Edwards, 1991). Organizational performance is highly dependent on individual performance, in which there is a relationship between attitudes, perceptions, values, and personality. Therefore, companies must pay close attention to human resource management and ensure that the right employees are hired for the right positions. In addition, the existing employees must be developed and managed properly, and maintained in the organization. According to Mello (2002), factors that influence person-job fit are:

- i. Factors driving individual creativity:
 - a. Individual experience with creativity

- b. Treatment towards individuals
 - c. Individual cognitive ability
- ii. Stages of building creativity:
 - a. Preparation stage
 - b. Incubation stage
 - c. Discovery of ideas or insight stage
 - d. Verification stage
- iii. French and Raven

Motivation is something that encourages someone to show a certain behavior.

Job Satisfaction

Job satisfaction of employees is a complex thing for companies, and is an important aspect for both employees and companies. Employee job satisfaction affects employee performance to stay with the company or look for other companies. Every employee certainly expects to get satisfaction from the place where they work. Job satisfaction is an individual thing, because each individual has a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that are in accordance with their expectation, the higher the level of satisfaction felt. Kreitner & Kinicki (2009) stated that there are five factors that can affect job satisfaction, namely:

- i. Need Fulfillment: Job satisfaction is determined by the level of job characteristics in providing opportunities for individuals to fulfill their needs.
- ii. Discrepancies: Job satisfaction is the result of meeting expectations. The fulfillment of expectations reflects the difference between what is expected and what a person gets from his job. If expectations exceed what they receive, people will be dissatisfied. On the contrary, people will be satisfied if they receive benefits that exceeds their expectations.
- iii. Value attainment: Job satisfaction is the result of individual perceptions of work in providing the fulfillment of important individual work values.
- iv. Equity: Job satisfaction is a function of how individuals are treated at work.
- v. Genetic Components: Job satisfaction is a function of personal traits and genetic factors. The level of job satisfaction that a person has in their job is related to the genetic makeup and personal traits of the person. This implies that differences in individual characteristics have an important meaning in explaining job satisfaction in addition to the characteristics of the work environment.

Turnover Intention

Turnover intention is a common problem that is often faced by companies. Turnover intention tends to be defined voluntarily according to the people's choice. This is emphasized by Tett & Meyer (1993) that turnover intention refers to a conscious and deliberate willingness to leave the organization. It can also be defined that turnover intention refers to a conscious and intentional desire to leave the organization. The desire to change jobs (turnover intention) is a very serious problem in the context of HR management (Fah et al., 2010). Mobley (2011) stated that the factors influencing a person to move are determined by:

- i. Organizational factors, including:
 - a. The size of the organization, associated with less employee turnover, because larger organizations can use internal mobility, sophisticated personnel selection and human resource management processes, more competitive reward systems, and research activities devoted to employee turnover.
 - b. Payroll, researchers have confirmed that there is a strong relationship between salary levels and employee turnover rates. Another important factor that determines voluntary discharge is the relative level of income. High turnover is more likely in low-paying industries.
 - c. Worker loads, this main issue gets a lot of attention regarding individual variables, because of the assumption that behavioral responses and attitudes towards work are highly dependent on individual differences. In this case, the attention is focused on the set of relationships between employee turnover and certain job characteristics, including routine or repetitive tasks, autonomy, or job responsibilities.
 - d. Supervision style, as a study found that the higher the supervisor's involvement in the company's work processes, the lower the employee turnover rate. In addition, lack of consideration for supervision was found to be one of the most common reasons for employee termination.
- ii. Individual factors, including:
 - a. Job satisfaction, this satisfaction can be conceptualized as the difference or discrepancy between what is assessed by the individual and what is given by the situation.
 - b. Overall job satisfaction, which indicates that the lower the job satisfaction, the higher the turnover intention.

- c. Pay, as the relationship between pay rates and employee turnover rates are sufficiently consistent to justify payment as a hypothetical employee turnover magnifier that is most important in any study of the organization.
- d. Promotion, lack of promotion opportunities is stated as the main reason for resignation. Knowing one's career aspirations and promotion opportunities will be the expectations toward career that can interact with satisfaction in influencing employee turnover.
- e. Workload, which is one of the strongest correlations of satisfaction in relation to employee turnover.

Empirical Review and Hypothesis Development

The Influence of Job Insecurity on Job Satisfaction

Job insecurity reflects a set of individual views about the possibility of negative events at work, and it is very likely that this feeling will bring up negative impact on job satisfaction (Ashford, 1989). Mathias & Jackson (2001) revealed that job satisfaction is a positive emotional state that arises after evaluating one's work experience, where job dissatisfaction arises when expectations are not met. Job satisfaction is an important thing because what is felt by employees, whether satisfaction or dissatisfaction with their work, will have an influence to the employees themselves as well as to the colleagues and the organization. In this regard, job satisfaction can improve performance and reduce turnover intention.

This study is supported by a number of previous studies, namely from Ouyang et al. (2015) and Zheng et al. (2014), who found that job insecurity negatively and significantly influences job satisfaction. Therefore, the higher the individual's job satisfaction, the lower the desire to move to another place. One large study in China also proved that job insecurity is strongly negatively related to job satisfaction, which means that the more insecure an individual about his work situation, the more dissatisfied he is in his job (Robbins & Judge, 2017).

H1: Job insecurity has a negative influence on job satisfaction

The Influence of Person-Job Fit on Job Satisfaction

Job satisfaction is the feeling that employees are satisfied or dissatisfied with the work completed, whether as a whole or by reviewing all aspects of the working conditions of the organization where they work (Spector, 2003). According to Robbins & Judge (2017), job satisfaction is a term for individual's general attitude towards his job. It is further explained that someone with high job satisfaction shows a positive attitude towards the job, while someone who is dissatisfied with his job shows a negative attitude towards the job.

This is supported by the previous research conducted by Lim et al. (2019), Peng & Mao (2014), who found that person-job fit has a positive influence on job satisfaction. From this explanation, the following hypothesis can be formulated:

H2: Person-job fit has a positive influence on job satisfaction

The Influence of Job Satisfaction on Turnover Intention

Employee job satisfaction has a very important meaning for the company. Satisfied employees will certainly stay in the company and be able to work productively. Job dissatisfaction has often been identified as an important reason that causes individuals to leave their jobs. Job satisfaction concerns the extent to which employees feel the match between how much appreciation they receive for their job, and their expectations of how much they should receive for the job. Job satisfaction relates to how satisfied a person is with aspects of his job.

Several studies explain the relationship between job satisfaction and turnover intention, including the study from Youcef et al. (2016) which showed a strong relationship between job satisfaction and turnover intention. Furthermore, the study from Takase et al. (2015) also revealed that job satisfaction can predict turnover intention. These results have proven that job satisfaction is indeed a crucial factor in suppressing employee turnover intention. In fact, someone who feels satisfied will feel comfortable in their environment and find it difficult to leave the organization. Based on this explanation, the following hypothesis can be formulated:

H3: Job satisfaction has a negative influence on turnover intention

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

De Witte (2005) stated that job insecurity is a feeling of being threatened with losing a job and worries related to the threat. Employees who feel that their work is threatened can protect themselves psychologically by deliberately quitting their jobs. Brief & Weiss (2002) identified job satisfaction as an individual affective response at work. A person's feeling of happiness means reflecting that he is far from being worried, tense, stressed, or threatened. The happiness felt by the employee will have a positive impact on the employee. If an employee is satisfied with his work, then he will feel comfortable to continue working in his work environment and will not cause the desire to look for another job.

The research results from Heryanda (2019), Brahmamanda & Dewi (2020), have shown that job insecurity has a positive and significant influence on turnover intention, while it has a negative influence on job satisfaction. It is also found that job satisfaction

can mediate the influence of job insecurity on turnover intention. From these explanations, the hypothesis can be formulated as follows:

H4: Job insecurity positively influences turnover intention mediated by job satisfaction

The Influence of Person-Job Fit on Turnover Intention Mediated by Job Satisfaction

Employees fit with their job will have a positive impact because employees will work hard and do their best. In addition, employees fit with their job will also make them comfortable and avoid the desire to leave the company. This is in line with the personality theory from John Holland, who presented six personality types and proposed that satisfaction and the tendency to leave a position depend on how well their personality fits the job (Robbins & Judge, 2018). Bothma and Roodt (2012) emphasized turnover intention as a conscious, planned, and intentional desire to leave the organization as a final decision.

Employees who feel that what they have is in accordance with their job will show a high job satisfaction. Thus, the higher the fit between employees and their job, the higher the satisfaction they feel. Furthermore, job satisfaction has a negative influence on turnover intention. Therefore, the higher the job satisfaction perceived by employees, the lower their intention to leave the organization. This is in accordance with the research conducted by Abbas et al. (2015) and Berisha & Lajci (2020), that person-job fit has a positive relationship with job satisfaction, and job satisfaction has a negative relationship with turnover intention. Based on these explanations, the hypothesis can be formulated as follows:

H5: Person-job fit negatively influences turnover intention mediated by job satisfaction

Research and Methodology

The population of this study are all employees of Pamella 6 and 7 Supermarket Yogyakarta, with the number of 148 people. From a total of 148 employees from management to subordinates, Simple Random Sampling method is performed, namely a sampling technique in which every member of the population has an equal chance of being selected at random as a sample. The sample is then selected, and the respondent chosen is only the subordinates. The sampling technique is based on Slovin formula. From the calculation, the sample size of this study is 108 employees of Pamella 6 and 7 Supermarket Yogyakarta. This study uses 5-point Likert scale to represent respondent's answer, namely Strongly Disagree, Disagree, Less Disagree, Agree, and Strongly Agree. The data analysis used in this study is path analysis using Partial Least Square (PLS).

The variables and indicators or items used in this study are:

Job Insecurity

Job insecurity is the feeling of being threatened, worried, and helplessness felt by employees regarding the existing situation in the organization or company at work regarding the continuity of work in the future. The measurement of job insecurity is measured using 4 items from Elst et al. (2013), namely:

- i. Threat of job loss
- ii. Importance of work
- iii. Powerlessness
- iv. Threat or opportunity for job loss

Person-Job Fit

Person-job fit is the fit between the personality of the employee and the work he does. Person-job fit is measured using the scale from Lauver & Kristof-Brown (2001), namely:

- i. The fit between the skills and the work, which consists of 3 items: the ability owned in accordance with the demands of the job, having the right skills and abilities to do the job, and there is a fit between the job requirements and skills.
- ii. Personality/Temperament, which consists of 2 items: personality that is owned is fit, and the individual is the right person.

Job Satisfaction

Employee job satisfaction is a complex thing for companies, and is an important aspect for both employees and companies. Luthans (2015) stated that there are several measurement items for job satisfaction, namely:

- i. The job itself
- ii. Wages
- iii. Promotional opportunity
- iv. Supervision
- v. Work colleague/partner

Turnover Intention

Turnover intention is the intensity level of the desire to leave the company. Mobley (2011) explained that there are a number of items to explain turnover intention, namely:

- i. Thoughts of quitting
- ii. Desire to leave current job
- iii. Desire to find a new job
- iv. Career opportunities
- v. More attractive other companies

Results and Analysis

Analysis of Respondent's Characteristics

In this study, based on gender, the respondents are dominated by women, which is as many as 90 respondents (83.3%). Based on age, most of the respondents are those aged 20-30 years, which is as many as 60 respondents (55.56%). Based on education, most of the respondents have senior high school as the last education, which is as many as 105 respondents (97.2%). Finally, based on the years of service, most of the employees have worked for more than 5 years, which is as many as 56 respondents (51.85%).

Table 1: Respondent's Characteristics

Category	Frequency	Percentage
Men	18	16,7%
Women	90	83,3%
Total	108	100%
< 20 years old	8	7,41%
20 – 30 years old	60	55,56%
>30 years old	40	37,03%
Total	108	100%
Senior high school	105	97,2%
Diploma (D3)	3	2,8%
Total	108	100%
< 5 years	52	48,15%
> 5 years	56	51,85%
Total	108	100%

Table 2: Results of Loading Factor Value Final Analysis

	Job Insecurity	Job Satisfaction	Personality	Skills	Turnover Intention
JIns1	0.809				
JIns3	0.807				
JIns4	0.840				
JS1		0.853			
JS2		0.860			
JS3		0.895			
JS4		0.822			
Kep1			0.893		
Kep2			0.895		
Ket1				0.720	
Ket3				0.925	
Ti1					0.827
Ti2					0.797
Ti3					0.840
Ti4					0.850
Ti5					0.795

Based on Table 2, the value of all items or indicators are greater than 0.7, thus it can be said that all items or indicators in this study is statistically valid and can be used in the research structure.

Table 3: Cross Loading Value

	Job Insecurity	Job Satisfaction	Personality	Skills	Person-Job Fit	Turnover Intention
Job Insecurity	0.819					
Job Satisfaction	0.798	0.858				
Personality	0.539	0.553	0.894			
Skills	0.544	0.582	0.687	0.829		
Person-Job Fit	0.554	0.554	0.756	0.840	0.854	
Turnover Intention	0.657	0.737	0.398	0.498	0.418	0.822

Based on Table 3, the value of cross loading on each item or indicator has a higher correlation with its respective constructs compared to other constructs, thus it can be said that the indicators have good discriminant validity.

Table 4: Composite Reliability and Cronbach's Alpha

	Cronbach's Alpha	rho_A	Composite Reliability
Job Insecurity	0.756	0.760	0.859
Job Satisfaction	0.88	0.881	0.918
Personality	0.749	0.749	0.889
Skills	0.701	0.712	0.812
Person-Job Fit	0.798	0.805	0.867
Turnover Intention	0.880	0.883	0.912

Based on Table 4, all structures in this study have Cronbach's Alpha value of ≥ 0.6 and Composite Reliability value of ≥ 0.7 , thus it can be said that all indicators and variables used in this study is reliable.

Table 5: Results of R-Square Test

	R Square	R Square Adjusted
Job Satisfaction	0.655	0.648
Turnover Intention	0.542	0.538

Judging from the R-Square shown in Table 5, the R-Square value of the endogenous latent variable of job satisfaction is 0.655 (65.5%), and the R-Square value for the latent variable of turnover intention is 0.542 (54.2 %). These results indicate that the R-Square value of the job satisfaction variable belongs to the strong model. Exogenous latent variable can explain the endogenous latent variable of job satisfaction by 65.5%, while the remaining 34.5% is explained by other endogenous latent variable that is not used in this study. The R-Square value of the turnover intention variable belongs to the moderate model. Exogenous latent variable can explain the endogenous latent variable of job satisfaction of 54.2%, while the remaining 45.8% is explained by other endogenous variable that is not used in this study.

Hypothesis Test

Table 6: Results of Path Coefficients Test

	Original Sample (O)	Standard (STDEV)	Deviation	t-statistics (O/STDEV)	p-value s	Description
Job Insecurity -> Job Satisfaction	0.709	0.064		11.029	0.000	H1 accepted
Person-Job Fit -> Job Satisfaction	0.161	0.069		2.326	0.020	H2 accepted
Job Satisfaction -> Turnover Intention	0.737	0.064		11.507	0.000	H3 accepted

Job Insecurity and Job Satisfaction

Job Insecurity has a significant influence on Job Satisfaction. The significant influence can be seen from the results of path coefficient with t-statistic value of 11.029, which is greater than 1.96, and p-value of 0.000, which is smaller than 0.05. Thus, H1 is accepted.

Person-Job Fit and Job Satisfaction

Person-Job Fit has a significant influence on Job Satisfaction. The significant influence can be seen from the results of path coefficient with t-statistic value of 2.326, which is greater than 1.96, and p-value of 0.020, which is smaller than 0.05. Thus, H2 is accepted

Job Satisfaction and Turnover Intention

Job Satisfaction has a significant influence on Turnover Intention. The significant influence can be seen from the results of path coefficient with t-statistic value of 11.507, which is greater than 1.96, and p-value of 0.000, which is smaller than 0.05. Thus, H3 is accepted.

Table 7: Results of Indirect Effect Test

	Original Sample (O)	Standard Deviation (STDEV)	t-statistics (O/STDEV)	p-values	Description
Job Insecurity -> Job Satisfaction -> Turnover Intention	0.522	0.072	7.273	0.000	H4 accepted
Person-Job Fit -> Job Satisfaction -> Turnover Intention	0.119	0.052	2.295	0.022	H5 accepted

Job Satisfaction significantly mediates the relationship between Job Insecurity and Turnover Intention

The significant influence can be seen from the results of path coefficient with t-statistics value of $7.273 \geq 1.96$, and probability value of $0.000 \leq 0.05$. Thus, H4 of this study is accepted.

Job Satisfaction significantly mediates the relationship between Person-Job Fit and Turnover Intention

The significant influence can be seen from the results of path coefficient with t-statistics value of $2.295 \geq 1.96$, and probability value of $0.022 \leq 0.05$. Thus, H5 of this study is accepted.

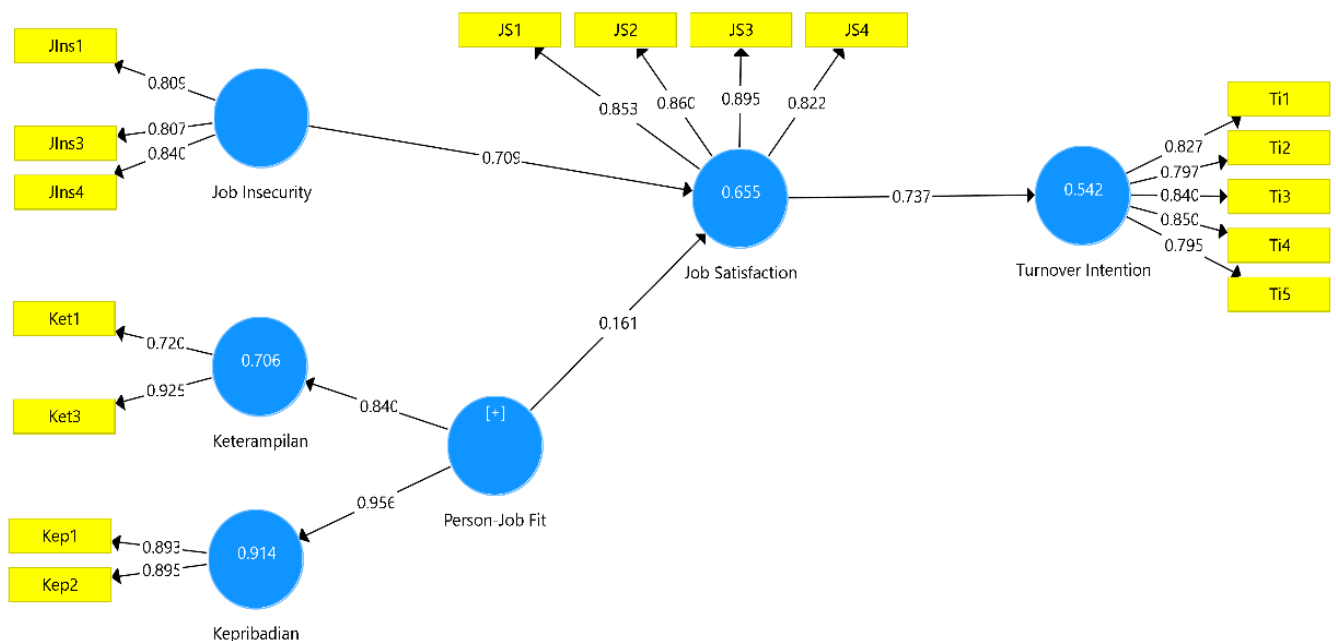


Figure 1: Structural Model

Discussion and Implication

The Influence of Job Insecurity on Job Satisfaction

Job insecurity reflects a set of individual views about the possibility of negative events at work, and it is very likely that these feelings will have a negative impact on job satisfaction. The study conducted by Ouyang et al., (2015), Zheng et al., (2014), and Robbins & Judge (2017) showed that job insecurity has a negative and significant influence with job satisfaction. This means that, the higher the insecurity in the workplace, the lower the individual job satisfaction.

The occurrence of job insecurity felt by employees is certainly not a new thing in the study of human resources. However, this cannot be ignored, considering that if the job insecurity that occurs is not handled properly by the company, it can lead to a decrease in job satisfaction. When employees feel an increase in job insecurity and a decrease in job satisfaction at work, turnover intention may arise.

Workplace insecurity faced by employees at work can be influenced by aspects of the work environment. Aspects that exist in the work environment can be in the form of workloads or goals that are too ambitious, difficulties in career development, ambiguous roles, and organizational change. Psychological disorders faced by a person at work can arise from an unfavourable work environment. For example, it can manifest itself in the form of anxiety about the sustainability of work in an organization or company.

Employee anxiety at work can influence their emotional state at work. The emotions generated by employees in an unstable work environment can be in the form of job dissatisfaction, anxiety, depression, and a decrease in employee confidence, which affect the achievement of work goals and job satisfaction set by the company.

The results obtained from this study are also in accordance with one of the theories of job satisfaction, namely the hierarchy of needs theory by Abraham Maslow. Maslow stated that every person has five basic needs, which form a hierarchy or level of needs. In the order of Maslow's level of needs, the second fundamental or basic need is the need for security. This includes the desire for security, stability, and the absence of pain. Companies usually help their employees to satisfy this need through job security programs, adequate equipment, and by providing security with health insurance, retirement benefits, and balanced benefits.

The Influence of Person-Job Fit on Job Satisfaction

Person-job fit is an important variable that must be considered by the company because of the various positive impacts it produces. The study conducted by Lim et al., (2019) and Peng & Mao (2014) shows that person-job fit has a positive influence on job satisfaction. When the employee's personality and his job is in line, employee satisfaction will increase by itself. This means that someone will better understand the meaning of his work, so that he gets the opportunity to develop themselves in the company where he works.

A person's fit with a job is a correspondence between a person's high demand and job characteristics or individual skills, personality, and job requirements. Job requirements, which includes personal knowledge, skills, and talents, are necessary to enable people to best perform for a particular job at a level that is acceptable to the company.

Person-job fit itself is not only good to be owned, but it is also very crucial for the company success. Person-job fit offers many benefits, solves many problems, and allow companies to take advantage of opportunities. The benefits of person-job fit can be divided into several aspects. The first is the aspect retention and turnover, the assumption is that if employees feel happy and satisfied with their work, then they will stay at the company. The second is the aspect of performance, the assumption is that when employees are fit with their jobs, their productivity will increase. The third aspect is effectiveness, which assume that employees have a much greater opportunity to be able to take additional work if their main job is fit to the skills they have.

Person-job fit is also seen as an important variable that must be considered because of the various positive effects that will be gained by company. When a company succeeds in aligning the set work goals with the characteristics of its employees, it can increase employee productivity, reduce employee turnover, and finally lead to job satisfaction.

If employees realize that their abilities and job characteristics are suitable for the job, they can improve the performance of employees who do the work in order to achieve company goals by providing rewards such as proportional rewards to promote opportunities. When employees perform tasks successfully, receive rewards, and satisfy their psychological needs, they can evoke positive emotions in the form of satisfaction with the job they do.

The Influence of Job Satisfaction on Turnover Intention

A person is satisfied with his job if the job is in accordance with their expectations. The higher a person's level of job satisfaction, the lower his intensity to leave his job. The study carried out by Youcef et al. (2016) and Takase et al. (2015) shows a strong relationship between job satisfaction and turnover intention, and reveals that job satisfaction can predict turnover intention.

If employees are happy with the pay or wages they receive, they are less likely to leave their current job or look for another job (the goal is to find alternatives). In addition to salary, supportive co-workers increase job satisfaction. Employees will feel comfortable working if they have comfortable co-workers that they can work well with.

The low motivation of employees to retire is also caused by their attitude towards their superior. The attitude of superior who care about employees has a positive influence on employee satisfaction with their job. Job satisfaction are also based on employee satisfaction with work (type of work), namely how much the workplace provides opportunities for employees to take responsibility for certain jobs, challenge interesting jobs, and develop their skills.

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

Brief & Weiss (2002) identified job satisfaction as individual affective response at workplace. A person's feeling of happiness reflects that he is far from feeling worried, tense, stressed, or threatened. The happiness felt by the employee will have a positive impact on the employee. If an employee is satisfied with his work, then he will feel comfortable to continue working in his work environment and will not cause the desire to look for another job. The results from Heryanda (2019) and Brahmanna & Dewi (2020) indicated that job insecurity has a positive and significant influence on turnover intention, and that job satisfaction can mediate the relationship between job insecurity and turnover intention.

From the results of this fourth hypothesis, it can be concluded that job satisfaction is an important factor in suppressing employee turnover intention. The mediation role of job satisfaction shows that in reducing the turnover intention level, employees should not only pay attention to job insecurity, but also have to look at job satisfaction even though it has an indirect influence on turnover intention.

The Influence of Person-Job Fit on Turnover Intention Mediated by Job Satisfaction

Employees fit with their job will bring a positive impact because employees will work with all their abilities. In addition, the fit of employees with their job will also make them feel comfortable, thus avoid the tendency to leave their jobs. This is in accordance with the personality theory from John Holland who presented six personality types and proposed that satisfaction and the tendency to leave a position depend on how well their personality fits the job (Robbins & Judge, 2018). Bothma & Roodt (2012) emphasized turnover intention as a conscious, planned, and deliberate desire to leave the organization and is a final decision.

The results from the study conducted by Abbas et al., (2015) and Berisha & Lajci (2020) indicate that person-job fit has a positive relationship with job satisfaction, and job satisfaction has a negative relationship with turnover intention. It is also found that job satisfaction is able to mediate the relationship between person-job fit and turnover intention.

From the results of the fifth hypothesis, it can be concluded that job satisfaction is an important factor to suppress employee turnover intention. The mediating role of job satisfaction indicates that in suppressing the rate of employee turnover intention, organization should not only pay attention to person-job fit, but job satisfaction must also be considered although it has indirect influence on turnover intention.

Conclusion

This study found that job insecurity has a negative and significant influence on job satisfaction of employees in Pamella 6 and 7 Supermarket Yogyakarta. Person-job fit positively and significantly influences job satisfaction of employees in Pamella 6 and 7 Supermarket Yogyakarta. Job satisfaction negatively and significantly influences turnover intention of employees in Pamella 6 and 7 Supermarket Yogyakarta. Job satisfaction is able to mediate the relationship between job insecurity and turnover intention of employees in Pamella 6 and 7 Supermarket Yogyakarta. Finally, job satisfaction is able to mediate the relationship between person-job fit and turnover intention of employees in Pamella 6 and 7 Supermarket Yogyakarta.

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