

The Effect of Job Satisfaction, Despotic Leadership, and Job Insecurity on Turnover Intention Among Employees

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Abstract

The purpose of this study is to determine the effect of job satisfaction, despotic leadership, and job insecurity on turnover intention among employees of PT Tera Data Indonusa TBK. The population and sample in this study are employees of PT Tera Data Indonusa Tbk, particularly those in the Production and Warehouse divisions. The research method used is quantitative, with data collection techniques employing questionnaires and measurements using the Likert scale. Data analysis methods utilize descriptive analysis using the SmartPLS 4.1.1.2 software. The results of the study indicate that, partially, the variables of job satisfaction, despotic leadership, and job insecurity have a positive and significant effect on turnover intention. Simultaneously, the results of the study indicate that the variables of job satisfaction, despotic leadership, and job insecurity have a significant effect on turnover intention.

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Introduction

Every business entity is established with the intention of achieving certain goals, usually for the survival, growth, and profit of the company. To achieve the company's goals, it is important for the company to pay attention to its employees and give them the right attention. This situation prevents qualified employees from leaving the organization due to the lack of attention from the company (Lompoliu et al., 2020). Every business demands entrepreneurs to work hard to survive competition and change. All businesses must recognize the importance of human resource management (Zerebecki & Oprea, 2022).

As we know, the turnover rate is currently increasing due to several factors, as employees prefer their first job to be free from toxicity, prioritize comfort, and seek a comfortable work environment over a high salary.

Excessive working hours can have adverse effects on employees' physical and mental health. Employees must adhere to organizational guidelines regarding the volume of work performed under time pressure, emotional demands arising from interactions with clients or customers, and the lack of decision-making autonomy granted to employees in their daily tasks over an extended period. If these conditions are not met, employees may consider resigning (Ratnasari & Lestari, 2020).

PT Tera Data Indonusa Tbk is a company focused on the manufacturing and distribution of computers and their supporting components, located in Cakung, East Jakarta. The company has a high employee turnover rate, with many factors contributing to turnover intention, including job satisfaction, despotic leadership, and job insecurity, which will be examined in this study.

Turnover in 2020-2021 was stable and low, while from 2022-2024 it was relatively high, namely: 2022: 13.6%, 2023: 6.3%, and 2024: 10.3%. This became the basis for the main problem that became the subject of the author's research.

Turnover intention refers to the extent to which an employee is likely to seek or plan for a new job within the next three months, six months, one year, and two years (Pramuditya & Nuvriasari, 2023). Turnover intention is an employee's tendency and attitude toward the possibility of quitting or intending to leave their job (Desyana, 2020). High turnover intention levels can lead to reduced organizational effectiveness due to the loss of experienced members and vacant positions.

Factors influencing turnover intention include the desire to pursue better opportunities, job satisfaction, job insecurity or workplace insecurity, lack of professional development opportunities, work-life balance issues, authoritarian leadership, and other factors (Ratnasari & Lestari, 2020). With this, the author chose to focus on three factors, namely job satisfaction (X1), despotic leadership (X2), and job insecurity (X3).

Job satisfaction plays a crucial role in shaping organizational psychology and behavior. Job satisfaction evaluates the level of happiness, enjoyment, or dissatisfaction individuals experience at work (Elvianita & Muchtar, 2020). Job satisfaction negatively influences the desire to leave the company. In other words, employee dissatisfaction in an organization can lead to a higher desire to leave the company. (Marzuqi, 2021) states that employees who are satisfied with their tasks tend to be highly motivated to complete tasks optimally and remain loyal to the company, while employees who are unhappy with their work may decide to leave the company, which could potentially harm the company.

Despotic Leadership literature on leadership behavior and its influence on organizational culture and employee turnover explains how leadership creates and maintains safety and health in the workplace, enabling workers to grow, contribute, and stay while achieving common goals (Iqbal et al., 2022). Negative leadership is characterized by arrogant behavior (Mehmood et al., 2023). This disrupts the balance of the organizational work environment and employee well-being and is positively associated with employee turnover intentions (Iqbal et al., 2022). Leadership is a process in which a leader inspires or sets an example for their followers in order to achieve organizational goals (Syadza Setiono, Afifah; Sutarman, Asep; Chandra, 2021).

Job insecurity is a mental state of a worker characterized by feelings of uncertainty or discomfort due to an unstable work environment (Irawati, 2021). The degree of employees' fear of losing their jobs is known as job insecurity (Hallo & Dewi, 2022). Research findings (Putri et al., 2023) indicate that staff are ready to leave their workplace when they experience significant task pressure and compensation that is not proportional to their work output.

(Amalia & Herminingsih, 2020) explain that job satisfaction has a significant impact on the intention to leave a job. A study by (Ladelsky & Lee, 2023) states that the level of job satisfaction shows a significant negative relationship with the desire to resign. However, this differs from the study by (Asriani & Riyanto, 2020), which found that job satisfaction does not show a significant relationship with the intention to leave a job in the Public Service Agency.

Based on the research by (Iqbal et al., 2022), despotic leadership has a significant positive influence on the tendency to resign from a job. The findings of this study by (Mehmood et al., 2023) indicate that despotic leadership has a significant influence on employees' intention to leave their jobs. Additionally, research by (Faiz et al., 2021) also shows that despotic leadership has a meaningful relationship with the tendency to resign from a job.

The results of the study (Ratnasari & Lestari, 2020) explain that the level of job insecurity has a significant influence on employees' intention to resign. And (Alexander Sutomo Sirait & Marlon Sihombing, 2023) argue that job insecurity has an impact on employees' intention to resign at PT Pelindo Multi Terminal.

Based on the background description above, the researcher decided to raise the research topic "The Influence of Job Satisfaction, Despotic Leadership, and Job Insecurity on Turnover Intention at PT Tera Data Indonusa Tbk."

Methods

Research is an activity that aims to study, record, analyze, and report results. In general, research is an effort to answer questions and solve existing problems. Research methods are structured approaches to overcoming problems encountered in research. They can be understood as a science that scientifically considers how research is conducted. It explores the various steps commonly taken by researchers when investigating research questions and the logic behind them (Priadana in Iskandar et al., 2023). Research methodology is a series of steps used to obtain scientific knowledge or information, with the main objective of supporting the achievement of the desired research results.

This study uses a quantitative approach with a questionnaire survey as the main source of data. Data analysis is done using SmartPLS. The approach used in this study is the survey method. A survey is a research method that involves taking samples from a specific population and collecting data through the distribution of questionnaires. The data obtained from the primary data source, namely through the direct distribution of questionnaires to employees of PT Tera Data Indonusa Tbk.

According to (Swarjana, 2022:13), a sample is a part or group taken from the entire population to represent the characteristics of that larger population, usually with the aim of estimating the characteristics of a larger group or population. Non-Probability Sampling was applied as the sampling method in this study. Non-Probability Sampling refers to a sampling technique where not all members of the population have an equal chance of being selected as respondents. In this study, the sampling method used is purposive sampling, as defined by (Asrulla et al., 2023), which is a technique for obtaining a sample by selecting from the population based on specific criteria.

According to (Rifkhan, 2023:28), generally, when taking samples for questionnaire-based research, the population size to be studied must first be determined based on specific calculations using the Slovin formula. This method is often used in quantitative research because it can determine a representative sample size without requiring a sample distribution table. This formula is used to determine the representative sample size from the population, so that the research results can be applied generally. The Slovin formula is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Figure 1 Slovin Formula

Based on the Slovin formula, we can determine how many samples are obtained from the total population at PT Tera Data Indonusa Tbk, which has 178 employees, and the margin of error used is 5% (0.05). The result is as follows:

$$n = \frac{N}{1+N(e)^2}$$

$$n = \frac{178}{1+178(0,05)^2} = \frac{178}{1+178(0,0025)}$$

$$n = \frac{178}{1+0,445} = \frac{178}{1,445} = 123,1$$

or rounded to 123 employees (respondents).

For data collection, printed statements were given to participants. The questions and statements asked had to be clear and easy to understand so that respondents would not be confused by the statements given. The measurement tool used is the Likert scale, where the researcher presents a set of questions with the following scoring details: 5 = "Strongly Agree," 4 = "Agree," 3 = "Neutral," 2 = "Disagree," 1 = "Strongly Disagree."

According to (Fadila et al., 2020:34), the Likert scale can produce a value that describes individual characteristics, such as knowledge, attitudes, and behaviors depicted in the assessment statements provided.

Result and Discussion

Indicator reliability is used to assess the extent to which the variation in each indicator is explained by its construct using the square of the outer loading value, which is the correlation between the indicator and its construct. Indicator reliability is acceptable if the outer loading is > 0.50, indicating that the construct can explain more than 50% of the indicator's variation. As shown in the table below, all outer loading values in this study are > 0.50, so the indicator reliability in this study is acceptable and can explain the indicator's variation.

Table 1 Validity Test Result

Variabel	Outer Loading	Keterangan
X1.1	0,798	Realible
X1.2	0,790	Realible
X1.3	0,823	Realible
X1.4	0,829	Realible
X1.5	0,803	Realible
X1.6	0,823	Realible
X1.7	0,844	Realible
X2.1	0,852	Realible
X2.2	0,853	Realible
X2.3	0,882	Realible

Variabel	<i>Outer Loading</i>	Keterangan
X2.4	0,852	Realible
X3.1	0,821	Realible
X3.2	0,835	Realible
X3.3	0,831	Realible
X3.4	0,815	Realible
X3.5	0,884	Realible
X3.6	0,827	Realible
X3.7	0,808	Realible
X3.8	0,853	Realible
Y.1	0,842	Realible
Y.2	0,787	Realible
Y.3	0,879	Realible
Y.4	0,879	Realible
Y.5	0,785	Realible

Source: author, 2025

The highest outer loading value was found in the job insecurity variable at 0.884, which was in indicator X3.5. This was followed by the highest outer loading value in the despotic leadership variable at 0.882, which was in indicator X2.3. Next, the highest outer loading value for the turnover intention variable is 0.879, which is in indicators Y.3 and Y.4. Finally, the highest outer loading value is in the job satisfaction variable with a value of 0.844, which is in indicator X1.7. With the results of SmartPLS data processing, the outer model or correlation between variables produces a factor loading of more than 0.7.

Composite Reliability

The composite reliability value is used to evaluate how reliable an indicator is. With this value, the reliability of an indicator can be determined. If the value is > 0.7 , then the data is considered to have passed or to be reliable in the composite reliability test.

Table 2. Composite Reliability

Variable	Composite Reliability
Job Satisfaction	0,918
Despotic Leadership	0,883
Job Insecurity	0,939
Turnover Intention	0,891

Source: author, 2025

Cronbach's Alpha

Cronbach's Alpha is used as a tool to evaluate the reliability of a construct. This indicator reflects the degree of internal consistency between items, with a minimum recommended standard of more than 0.7 for each construct analyzed in the study.

Table 3. Cronbach's Alpha

Variable	Cronbach's Alpha
Job Satisfaction	0,916
Despotic Leadership	0,882
Job Insecurity	0,938
Turnover Intention	0,891

Source: author, 2025

Convergent Validity

The construct is considered capable of absorbing more than half of the data in its indicators if the AVE value is greater than 0.5.

Table 4 Convergent Validity

Variable	Average Variance Extracted (AVE)
Job Satisfaction	0,916
Despotic Leadership	0,882
Job Insecurity	0,938
Turnover Intention	0,891

Source: author, 2025

Discriminant Validity

If the Discriminant Validity score exceeds 0.90, it can be concluded that discriminant validity is not fulfilled.

Table 5 Discriminant Validity

Variable	Job Satisfaction	Despotic Leadership	Job Insecurity	Turnover Intention
Job Satisfaction	0,816			
Despotic Leadership	0,809	0,860		
Job Insecurity	0,832	0,804	0,835	
Turnover Intention	0,801	0,788	0,798	0,835

Source: author, 2025

Significant of the Path Coefficients

The significance of the path coefficients is considered significant if the t-test significance value is < 0.05 , and the calculated T is $>$ the table T. In the assumption of significance level, if the p-weight is < 0.05 , the relationship between variables is considered significant.

Table 6. Path Coefficients

Variabel	Original Sample (O)	T Statistic (O/STDEV)	P Values
JS -> TI	0,313	3,601	0,000
DL -> TI	0,291	2,493	0,013
JI -> TI	0,304	2,876	0,004

Source: author, 2025

Coefficients Determination (R²)

R-Square values of 0.75, 0.50, and 0.25 represent high, moderate, and low model strength, respectively

Table 7. R-Square

Variable	Composite Reliability
Job Satisfaction	0,918
Despotic Leadership	0,883
Job Insecurity	0,939
Turnover Intention	0,891

Source: author, 2025

Discussion

The calculated value of 3.601 is greater than the table value of 1.960, with a significance level of $0.000 < 0.05$. This means that, in part, job satisfaction has a positive and significant effect on turnover intention. Therefore, H1 can be accepted. Employees' intention to leave their jobs will arise when they are dissatisfied with the compensation they receive and the type of work they do. If employees are satisfied, they will show more loyalty and commitment to their workplace.

The calculated t-value is $2.493 >$ the critical t-value of 1.960 with a significance level of $0.013 < 0.05$. Thus, despotic leadership has a positive and significant effect on turnover intention. Therefore, it can be concluded that despotic leadership has a positive and significant influence on turnover intention, so H2 can be accepted. Authoritarian attitudes and a lack of loyalty from leaders can create an uncomfortable working atmosphere, which ultimately encourages employees to seek opportunities at other companies that offer a more conducive working environment.

The calculated t-value is 2.876, which is greater than the critical t-value of 1.960, with a significance level of $0.004 < 0.05$. This indicates that job insecurity has a partial and significant influence on turnover intention.

All P-values are less than 0.05, meaning that job satisfaction, despotic leadership, and job insecurity have a simultaneous influence on turnover intention. Thus, it can be concluded that job insecurity has a positive and significant effect on turnover intention, thereby accepting H3. The intention to leave a job stems from various reasons, one of which is the inability of employees to maintain their positions due to factors that threaten job security. Significant threats felt in the workplace can trigger employees' desire to leave their current company and join another workplace that is considered more stable and supportive of comfort.

The R-square is 72.2%, meaning that the independent variables in this study can explain approximately 72.2% of the variation in the dependent variable. Meanwhile, the remaining 27.8% reflects the contribution of other factors outside the independent variables used in this analysis.

Conclusion

After analyzing and discussing the data obtained, the author formulated several conclusions from the study that examined the influence of job satisfaction, despotic leadership, and job insecurity on turnover intention using quantitative methods and a sample of 123 employees at PT Tera Data Indonusa Tbk. Production and Warehouse Division. The following are the conclusions of this study:

1. Job Satisfaction (X1) has a positive and significant effect on turnover intention. This indicates that the higher an employee's job satisfaction, the lower their intention to leave the company. Conversely, a decrease in job satisfaction increases employees' turnover intention within the company.
2. Despotic Leadership (X2) has a positive and significant effect on turnover intention. This indicates that leaders exhibit poor qualities toward employees due to an authoritarian leadership style, which tends to make employees feel uncomfortable, leading them to consider leaving the company.
3. Job Insecurity (X3) has a positive and significant effect on turnover intention, so H3 can be accepted. This indicates that job insecurity causes many employees to seek better jobs elsewhere.

4. The simultaneous results of the independent variables of job satisfaction, despotic leadership, and job insecurity on turnover intention yielded a significant value lower than 0.05. This indicates that H4 is accepted, meaning that job satisfaction, despotic leadership, and job insecurity simultaneously or collectively have a positive and significant effect on turnover intention.

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