

Analysis of the Role of Compensation as a Moderator Variable in the Relationship Between Job Security and Turnover Intention in Restaurants Holding Company

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Abstract:

With compensation serving as a moderating variable, this study seeks to understand the relationship between job security and employees' intention to leave at one the company that focus on managing restaurants. 50 employees were used in the purposive sampling technique to determine the study's sample. Path analysis was used in this study's data analysis process, which was supported by the SPSS 26. The findings indicated that job security influences inclination to leave, the likelihood of turnover influences pay. According to the results of the Sobel test, reward is a mediating variable but is unable to mediate the relationship between and influence of job security characteristics on variables relating to turnover intention.

Keywords: Job Security, Turnover Intention, Compensation, Restaurant.

Introduction

One of the adjustments brought about by the present Industry 4.0 phenomenon will be in the human resources division. The Indonesian Employers Association (Apindo) claims that workers who lack the aptitude to learn new skills may be threatened by the effects of this era. The Ministry of Manpower acknowledged that the rise of the fourth industrial revolution will result in the loss of a number of employment kinds. However, a number of new employment will appear as a result of the collapse of some current jobs. According to estimates from the Berembang Ministry of Manpower, a number of employment would disappear throughout the course of the three industrial revolutions from 2018 to 2030. Some of the declining jobs include administrative management, cashiers, cooks and so on. The business seeks candidates with potential and aptitude. Human resources need to be flexible to the new era that already employs digital technology and has the ability to understand it now. Employees who find it challenging to adjust to changes and the use of technology may be replaced by workers who are more prepared

as a result of the adoption of technology into current jobs or the introduction of new types of jobs as a result of technological advancements. Because operational staff at this company are suitable and can be targeted as study respondents, this prompted the author to conduct interviews with these individuals (Afandi, 2018).

Based on the results of preliminary research conducted by the author on 20 respondents on operational employees at the research location related to job security indicators, it can be seen that the 3 preliminary questions were dominated by employees who answered "Yes". The reason they tend to answer yes is that they feel job security in the company is very important for its employees. So that there will be no sense of desire to move on employees if job security in the company is considered. This issue of job security can lead to feelings of turnover intention for employees. Some companies complain about the high level of turnover intention in their respective companies, which of course makes it difficult for their human resources department to deal with this problem. The results of research conducted by previous researcher by examining the significant influence between job security and the desire to move for television industry employees show this phenomenon. However, in some workplaces, the turnover rate is actually very small. An example is Bank Indonesia, which is one of the state institutions where the turnover intention of three long-term employees is almost close to 0. This is also the case for operational employees at the research location, which is known through interviews with 20 operational employees in the company (Magdalena & Wirawan, 2023).

Based on the results of interviews through preliminary research conducted by the author on 20 respondents on operational employees related to turnover intention indicators, it can be seen that the 5 preliminary questions were dominated by employees who answered "No". The reason they tend to answer no is that they feel that if their job security is disturbed they will feel the desire to move. In addition, turnover intention is also caused by inappropriate salary income and an uncomfortable atmosphere to work. To prevent turnover intention, companies must be able to create job security for their employees. By giving rewards to employees who have good performance is considered to increase job security. Awards can make employees feel that their performance is appreciated by the company so that employees feel safe at work and do not have a sense of desire to move to work. According to the Staff in the field of Development and Innovation of BPSDM Prov. South Sulawesi, giving rewards to employees is one of the tips in fostering culture and security at work. As reported by Forbes magazine 2017, 90% of employees who often get rewards will have high trust so that employees feel safe and comfortable at work. This study aims to determine the effect of Job Security on Turnover Intention with Reward as a Moderating Variable (Diyaul Haq, 2023).

Literature Review

Human resource management in organizations or firms strives to help personnel work effectively to meet organizational goals. Therefore, in order to reach organizational goals, many HR issues including high turnover must be resolved through effective HR management. Human resource administration is defined as the utilization of human resources within a company (Setyorini et al., 2023). This is accomplished through the activities of compensation and welfare, occupational safety and health, recruitment and selection, career planning and development, human resource development, and industrial relations. Previous researchers hold the same viewpoint, claiming that human resource management is a process that entails organizing, supervising, and managing tasks related to job analysis, job evaluation, procurement, development, compensation, promotion, and termination of employment in order to meet predetermined objectives. According to previous researcher, who agrees, human resource management regulates how to hire, train, reward, and segregate labor through management processes in order to accomplish corporate goals. HRM as the science and art of properly managing work relationships and responsibilities to accomplish all of the objectives of the business, the employees, and society (Hidayat, 2023).

Human Resource administration (HRM) is the administration and development of an organization's human resources. The main objective of HRM is to ensure that the organization has a qualified, motivated, and productive workforce. HRM involves various aspects, including recruitment, selection, training and development, payroll, performance evaluation, and labor relations management. One issue that is often discussed in HRM is employee turnover. Turnover occurs when employees leave the organization and are replaced by new employees. High turnover rates can have a negative impact on productivity, operational continuity, and organizational costs. Therefore, management needs to understand the factors that influence turnover and take steps to reduce unwanted turnover rates (Pandiangan et al., 2022). The relationship between HRM and turnover is closely linked. Effective

HRM can help reduce turnover rates by paying attention to employee needs and expectations. One of the factors that can affect turnover is employee job satisfaction. HRM can contribute to improving job satisfaction through appropriate reward and recognition programs, clear career development opportunities, and a pleasant and supportive work environment. Rewards are a crucial component of HRM as well. Performance bonuses, raises in pay, allowances, and other forms of compensation are all examples of rewards. Employee motivation, performance enhancement, and turnover rate reduction can all be accomplished with the use of just and suitable awards. Fairness and openness are the cornerstones of good reward administration, which bases awards on great performance and meaningful contributions (Setyorini et al., 2022).

Previous researcher distinguish between two definitions of "job security," namely "subjective job security" and "objective job security," which refers to forms of employment that are not temporary like permanent employment and employment that is not based on a specific contract. In order for employees to be committed to working for a company, they must feel safe there. This safety includes both the atmosphere of working without threats and the threat that they won't be fired without cause or notice. There must also be a sense of understanding from superiors (Sutagana et al., 2022). According to previous researcher, it is discovered that organizational work security cannot be separated from the environment, both physical and non-physical. This is especially true in the physical work environment in a company, which is a working condition to provide a comfortable working atmosphere and situation for employees in achieving the goals desired by a company (Hidayat, 2023).

Job security, as an important aspect of Human Resource Management (HRM), relates to the level of job stability and security perceived by employees in an organization. It involves providing assurance and confidence to employees that their positions are secure and their jobs will be stable in the future. Job security plays an important role in employee motivation, commitment, and overall job satisfaction. When employees feel a high level of job security, they tend to be motivated, engaged and dedicated to their work. This is because they feel assured of their tenure and are not constantly preoccupied with the worry of potential layoffs or sudden termination. This stability fosters a positive work environment where employees can focus on their tasks and responsibilities without the added stress and anxiety associated with job insecurity (Fanani, 2023). Job security also contributes to the reduction of employee turnover rates within an organization. When employees feel secure in their positions, they are less likely to actively seek alternative employment opportunities. This leads to higher retention rates and reduces the costs and disruption associated with hiring and training new employees. Retaining experienced and knowledgeable employees over the long term can significantly benefit an organization by promoting continuity, preserving institutional knowledge, and maintaining team cohesion (Hidayat, 2023).

Turnover intention is the termination of membership in the organization by individuals wishing to change jobs by receiving organizational monetary wages. Turnover intention is a matter of withdrawing from work, which is a series of behaviors taken by dissatisfied individuals to avoid work situations. Employee turnover intention is the tendency or intention of workers to leave their positions freely of their own initiative. In line with this understanding, previous researcher came up with turnover intention which is defined as the intention of employees to move from an organization or leave the organization, either in dismissal or resignation. Similarly, according to earlier researchers, turnover intention is a person's inclination and desire to migrate from one employment to another. Turnover intention is the degree to which employees are willing to hunt for new positions elsewhere or have intentions to quit the firm during the following three months, six months, a year, and two years. A high turnover rate often implies that employees are unsatisfied with their job or company, although this unhappiness can be driven by a variety of circumstances, including employees who believe they are underpaid, work that is not demanding, and feel undervalued (Fanani, 2023).

According to previous researcher, incentives are used to generate sentiments of acceptability or acknowledgment in the workplace, which touches on issues of remuneration as well as characteristics of workers' relationships with one another. According to previous researcher, a reward, gift, prize, or reward that seeks to help someone become even more active in their efforts to improve or raise the performance that has already been accomplished is a reward (Pandiangan et al., 2022). Reward is any type of monetary or non-monetary compensation received by workers in exchange for services rendered to the firm. Reward as an action taken by employees in achieving achievements in their work, naturally receiving appreciation as an expression of our gratitude and attention. Every firm must have a reward system that takes into account all organizational elements, including people, processes, policies, and the decision-making processes involved in giving employees salary and perks in exchange for their contributions to the business (Sutagana et al., 2022).

Reward, or recognition and rewards, plays a significant role in effective Human Resource Management (HRM) practices. It refers to the process of acknowledging and compensating employees for their contributions, achievements, and exceptional performance within an organization. Reward systems are designed to motivate employees, boost morale, and create a positive work environment (Hidayat, 2023). One of the key purposes of rewards in HRM is to reinforce desired behaviors and outcomes. By recognizing and rewarding employees' efforts, organizations can encourage them to continue performing at a high level and consistently exceed expectations. Rewards can take various forms, including financial incentives such as bonuses or salary increases, non-monetary rewards like certificates, plaques, or public recognition, or even opportunities for professional growth and development. Effective reward systems are built on the principles of fairness, transparency, and alignment with organizational goals. It is crucial to ensure that rewards are distributed equitably, based on objective performance criteria and clear evaluation metrics. This helps foster a sense of justice and fairness among employees, motivating them to strive for excellence and enhancing their job satisfaction. Rewards also contribute to employee retention by creating a sense of loyalty and commitment to the organization. When employees feel valued and appreciated through appropriate recognition and rewards, they are more likely to develop a strong emotional connection with their work and the organization. This emotional bond can reduce turnover rates, as employees are less inclined to seek opportunities elsewhere due to the positive reinforcement and fulfillment they experience within their current workplace (Fanani, 2023).

Rewards can serve as a tool for attracting and recruiting top talent. Organizations that are known for their robust reward systems are more likely to appeal to highly skilled professionals seeking opportunities for growth and recognition. The prospect of being rewarded for exceptional performance can be a powerful incentive for candidates to choose a particular organization over its competitors (Sutagana et al., 2022).

Methodology

This research uses a quantitative approach with an associative research type. The research was conducted at one company engaged in restaurants in one capital city in Indonesia. The population in this study were all employees in the object of research as many as 50, and at the same time used as a sample due to the limited number of respondents by means of saturated sampling techniques. The data in this study were taken using a questionnaire with a Likert scale for all measured variables which had previously passed validity and reliability tests with all items declared valid and reliable with a Cronbach alpha value of more than 0.7. The analysis technique used in this research is the path analysis test with the help of the E-views application.

Results

This study uses the P-P plot to test the normality of the data. The normality test results were determined to be normally distributed based on the test findings. The line that follows the diagonal line and describes the real data serves as proof of this. This implies that in order to satisfy the conditions for normalcy, the distribution of data is stated to be dispersed about the straight line (rather than scattered far off the straight line). Based on the findings of the Kolmogorov-Smirnov test, the Asymp.Sig (2 tailed) value in the study was obtained 0.200 in accordance with the Kolmogorov-Smirnov unit's requirements, with a value that must be > 0.05 , which is consistent with the findings of the normal probability plot diagram, it can be concluded that the research data is normally distributed and appropriate for research.

Based on the multicollinearity test, it shows that the values of tolerance and VIF for wage and loyalty variables show the same value. From the multicollinearity testing criteria, it shows that all tolerance values are greater than the specified value of 0.10. Whereas the VIF value also shows below the number 10. Therefore, it can be said that all variables have satisfied the tolerance threshold criteria and the VIF value, negating the possibility of multicollinearity between the independent and dependent variables. The points that spread randomly and spread above and below the number 0 on the Y axis, which is irregular and does not form any particular pattern, can be seen as evidence that there is no heteroscedasticity problem in the regression model used in this study. In the linearity test results, it was found that all variables had a significance value greater than 0.05 ($\text{sig} > 0.05$). This has shown that all variables in this study are linear.

In the first substructure test, the results of data processing show that the t test for the job security variable has a value of -2.673 less than the t table, namely 2.021 ($Df = 50 - 1 - 1 = 41$) with a significance value of 0.011 also

smaller than 0.05, so H_0 is rejected and H_a is accepted. So that in this study job security (X) has a significant effect on turnover intention (Y), there is also a coefficient (Standardized Coefficient Beta) of -0.385 which is the path value.

Based on the first substructure test, it also explains the correlation coefficient (R) value of -0.385, which means that the relationship between the job security variable and the turnover intention variable is low because it is between the values of 0.21-0.40 and is not unidirectional because the R value is negative. If the value of the job security variable increases, the value of the turnover intention variable will decrease and vice versa.

The coefficient of determination obtained explains that there is an R Square value of 0.148 which means that the coefficient of determination of the job security variable is able to influence turnover intention by 14.8% and the remaining 36.6% is influenced by other variables outside this study. The path coefficient's magnitude for extraneous factors affecting the turnover intention variable in this study is $Y = -0.385X + 0.852e1$.

The job security variable has a significance level of 0.011 < 0.05 and an estimated t value of -2.673 < 2.021, according to the partial test results in the first substructure (t table). This indicates that the job security variable has a significant effect on turnover intention but is not unidirectional. The job security variable can directly affect turnover intention with a coefficient of determination of 0.148 or 14.8% and a correlation value of -0.385 with a weak category. This has indicated that there is a relationship between job security and turnover intention.

As a result, H_0 is rejected and H_a is approved in the computation of the second substructure because the t count for the job security variable has a value of 4.839, which is higher than the t table's value of 2.021 and a significance value of 0.000. Job security (X) therefore significantly influences turnover intention (Y) in this study. The path value is 0.609, which is the value of the standardized coefficient beta (Standardized Coefficient Beta).

After that, the results of the calculation on this substructure, it is known that the t count for the turnover intention variable has a value of -1.150 smaller than the t table, namely 2.021 with a significance value of 0.257 > 0.05, so H_0 is rejected and H_a is accepted. So that in this study reward (Z) has a significant effect on turnover intention (Y). Then the standardized coefficient beta value is obtained (Standardized Coefficient Beta) of -0.145 which is the path value. Based on the anova test results of the second sub structure that the value of f count is greater than f table, namely $17,045 > 3,232$ and the resulting significance of 0.000 is smaller than 0.05, thus H_0 is rejected and H_a is accepted. This proves that in this study the job security (X) and reward (Z) variables have a significant effect on turnover intention (Y) simultaneously. Based on the correlation test, the correlation coefficient (R) value is 0.665, which means that the relationship between the job security variable and the turnover intention variable is strong because it is between the values of 0.61-0.80 and in the same direction because the R value is positive. If the value of the job security variable increases, the value of the reward variable will increase and vice versa. In this test, it can also be seen that the correlation value (R) is -0.379, which means that the relationship between turnover intention and reward is low because it is between the values of 0.20-0.39 and is not unidirectional because the R value is negative. If the value of the turnover intention variable increases, the value of the reward variable will decrease and vice versa.

In the coefficient of determination test, the R square value is 0.172, which means that the coefficient of determination of job security variables and turnover intention is influenced by rewards by 17.2% and the remaining 81.8% is influenced by other variables outside this study. The magnitude of the path coefficient for other variables outside this study that are influenced by the reward variable is $e1 = 0.9099$. The correlation coefficient value is known to be 0.415. This indicates that the job security variable (X) and turnover intention (Y) together with the reward variable (Z) are unidirectional because the R value is positive with a coefficient value of 0.415.

Based on the partial test results in the second sub structure, it can be seen that the job security variable has a significance level of $0.000 < 0.05$ and a calculated t value of $4.839 > 2.021$ (t table). This indicates that the job security variable (X) has a significant unidirectional effect on the turnover intention variable (Y). Then the partial test results in the second sub structure can be seen that the turnover intention variable has a significance level of $0.257 < 0.05$ and a calculated t value of $-1.150 < 2.021$. This indicates that the Reward variable (Y) has a significant effect on turnover intention (Z). The magnitude of the influence of job security and reward on turnover intention with a coefficient of determination of 0.172 with a low category. This implies that job security is positively and significantly influenced by reward while turnover intention is negatively and significantly influenced by reward.

In the Sobel test conducted, the result of the calculated t value obtained is 0.055 smaller than the t table value of 2.021 with a significance level of 5%, it is concluded that the mediation effect is not significant which states that the reward (Z) is not able to mediate the relationship and influence of the independent variable job security (X) on the dependent variable turnover intention (Y).

Discussion

Based on the results of the data analysis test carried out, it is known that the job security variable can directly affect turnover intention with a coefficient of determination of 0.148 or 36.6% and a correlation value of -0.385 with a low category in the range 0.20 - 0.39. Then it is said that the relationship is not unidirectional because the correlation is negative, so that if the value of the job security variable (X) increases, the value of the turnover intention variable (Y) will decrease. Vice versa, if the value of the job security variable (X) decreases, the value of the turnover intention variable will increase. Then the path coefficient value for the equation is -0.385. Judging by the results of t count for the job security variable has a value of 2.673 greater than t table which is 2.021 with a significance value of 0.011 smaller than 0.05, then H_01 is rejected and H_{a1} is accepted. There is a significant influence between job security (X) on turnover intention (Y).

The results of research conducted by Hendra also state that job security is negatively and significantly related to turnover intention with a sig. value of 0.028. this research is also similar to research conducted by Rohadi Widodo in 2010 which states that job security has a negative and significant effect on turnover intention. When employees perceive a high level of job security within their organization, it tends to reduce their turnover intention and increase their commitment to staying with the company. Job security provides employees with a sense of stability and assurance regarding the continuity of their employment. When employees feel secure in their positions, they are less likely to actively seek alternative job opportunities or explore other employment options. This reduction in turnover intention occurs because employees perceive their current job as a reliable and stable source of income and career progression. Furthermore, job security fosters a sense of trust between employees and their organization. Employees who trust that their jobs are secure are more likely to develop a sense of loyalty and commitment to the organization. This loyalty acts as a buffer against turnover intention, as employees are less inclined to consider leaving a company they perceive as offering job security.

Based on the correlation coefficient value of -0.379 with a low category in the range 0.20-0.39. Then it can be said that the relationship is not unidirectional because the correlation is negative, so that if the value of the reward variable (Y) increases, the value of the turnover intention variable (Z) will decrease. Vice versa, if the reward variable (Z) drops, the value of the turnover intention variable (Y) will increase. Then the path coefficient value for the equation is -0.181. Seen in the results of t count for the turnover intention variable has a value of -1.150 smaller than t table which is 2.021 with a significance value of 0.257 greater than 0.05 then H_02 is rejected and H_{a2} is accepted. So in this study there is no significant influence between rewards on turnover intention.

The findings of this study confirmed those of earlier studies, which found that incentives significantly affect intention to flip over. The study is comparable to one by Agora that found reward had a negative and substantial impact on intention to turnover. Rewards that are thoughtfully created and successfully executed may improve employee happiness and commitment, improve the workplace atmosphere, and lower turnover rates. When employees receive meaningful rewards and recognition for their contributions and achievements, it creates a sense of appreciation and value. Such rewards can be financial, such as bonuses or salary increases, or non-monetary, such as public recognition, awards, or career development opportunities. When employees feel that their efforts are acknowledged and rewarded fairly, they develop a sense of loyalty and attachment to the organization, which reduces turnover intention. Effective reward systems can also foster a sense of job satisfaction and motivation among employees. By aligning rewards with individual and organizational goals, employees are motivated to perform at their best and achieve desired outcomes. When employees are satisfied with their jobs and feel motivated to succeed, they are less likely to consider leaving the organization, resulting in reduced turnover intention.

The effect of job security on turnover intention through reward is 0.069 ($0.385 \times (-0.181)$) and based on the results of the t test, the calculated t value obtained -2.787 is smaller than t table 2.021 with a significance level of 5%, it is concluded that the mediating effect is not significant, then H_03 is accepted and H_{a3} is rejected. So in this study there is no significant influence between job security (X) on turnover intention (Y) with the intermediary variable reward (Z). Other research results according to Schalwyk et al on the relationship between job security were found to have a significant effect on employee engagement and turnover intention.

While job security and rewards are both essential factors in influencing turnover intention, it is possible for job security, mediated by the variable of rewards, to have a limited impact on reducing turnover intention. Job security provides employees with a sense of stability and confidence in their current positions. However, if the

reward system within an organization is perceived as inadequate or unfair, it can undermine the positive effects of job security on reducing turnover intention. Employees may still feel uncertain about their long-term prospects and job satisfaction, despite having a sense of stability in their current roles. If the rewards offered by an organization do not align with employees' expectations or are not perceived as meaningful, it can weaken the relationship between job security and turnover intention. When employees do not feel adequately recognized or rewarded for their efforts, they may become disillusioned and consider seeking better opportunities elsewhere, even if they have a sense of job security.

Conclusion

The following conclusions may be reached from the data gathered and tests performed using the route analysis method, the likelihood of turnover is significantly influenced by job security. The intention to turnover is significantly influenced by incentive. When incentive serves as a moderating element, there is no discernible relationship between job stability and intention to leave. Job security provides employees with a sense of stability and confidence in their current positions. However, if the reward system within an organization is perceived as inadequate or unfair, it can undermine the positive effects of job security on reducing turnover intention.

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