

## **Analysis of The Influence of Job Security and Compensation on Willingness to Move and Its Impact on Contract Employee Performance: Study at PT. Kapuas Media Utama Press, West Kalimantan**

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### **ABSTRACT**

This study aims to examine and analyze the effect of job security and compensation on turnover intention and its impact on the performance of contract employees at PT. Kapuas Media Utama Press, West Kalimantan. Sampling was carried out using a non-probability sampling technique, namely saturated or census sampling so that the respondents in this study were all contract employees, totaling 42 people. This study uses descriptive statistical analysis techniques to determine the general perception of respondents' answers from the variables of job security, compensation, turnover intentions and employee performance. Data were processed using SPSS Statistics 17.0 with a population of 42 contract employees of PT. Kapuas Media Utama Press, West Kalimantan. The data were then analyzed by validity test, reliability test, normality test, linearity test, path analysis, regression coefficient significance test (F), partial regression coefficient significance test (t), coefficient of determination (R<sup>2</sup>). The results showed that the percentage of influence of job security and compensation variables on the desire to move variable was 86.1%, while the remaining 13.9% was influenced by other variables that were not in this research model and the percentage influence of job security, compensation and desire variables switching to employee performance variables is 84.9%, while the remaining 15.1% is influenced by other variables that are not in this research model.

Keywords: Job Security, Compensation, Desire to Switch and Employee Performance

### **INTRODUCTION**

Human resources in the company need to be managed professionally in order to achieve a balance between the needs of employees and the demands and capabilities of the company's organization. This balance is the main key for the company to develop productively and naturally. The development of the company's business and organization is highly dependent on the productivity of the workforce in the company. With professional human resource management arrangements, employees are expected to work productively. Professional employee management must begin with employee recruitment, selection, classification, placement of employees according to ability, upgrading, and career development.

The success of an organization in achieving organizational goals to realize its vision and mission is very dependent on the role and quality of human resources in the organization. Therefore it is necessary to develop human resources continuously in order to obtain quality human resources, so that at work they can provide optimal results. The task of human resource

management is related to efforts to manage the human element with all the potential it has to be carried out as effectively as possible so that satisfied and satisfying human resources can be obtained for the organization.

PT. Kapuas Media Utama Press is engaged in mass media where it is required to apply service principles in a professional, transparent, efficient, effective and democratic manner. Prioritizing news that is still hot especially with the most news about crime. In this case a leader must pay attention to his employees both from the respective editorial, preprint, marketing, advertising, finance, general, and EDP divisions. Leaders and employees have a very important role, therefore PT. Kapuas Media Utama Press establishes work rules, both for contract employees and permanent employees. A total of 42 employees are contract employees, 19 people are permanent employees and 4 people are temporary employees. These contract employees also occupy strategic (important) positions within PT. Kapuas Media Utama Press, West Kalimantan.

From the data for 2018 to 2022 there has been a decrease and increase, seen from 2020 there has been an increase in the desire to move/move jobs by up to 16 (44.4%) contract employees then decreased until 2022 by 6 (11.8%) contract employees of PT. Kapuas Media Utama Press West Kalimantan who left / moved jobs. It can be seen from the above results, a high turnover rate will have a negative impact on the organization. The desire to change jobs reflects employees leaving the company and looking for alternative jobs elsewhere, which can be detrimental to the company because they have to re-recruit to replace the positions of employees who have moved jobs.

In addition, the desire to move (Turnover Intention) can have an impact on decreasing employee performance, so it is necessary to know the factors that influence the desire to move (Turnover Intention) so that it can be suppressed. There are times when employee turnover has a positive impact. However, most employee turnover has an unfavorable effect on the organization, that is, with a high turnover rate in the company, it will generate more and more potential costs, both training costs that have been invested in employees, performance levels that must be sacrificed, as well as recruitment and training costs. back (Permatasari, 2012).

According to Dessler (2003:325), the success of a company is strongly influenced by the performance of its employees. Various ways can be taken to obtain effective and efficient employee performance. Organizations that are able to provide incentives and bonuses according to working hours can increase employee motivation and performance to be even more active at work. As is known compensation is an important factor in motivating employees to work in an organization and not in other organizations. According to Mondy (2008:4), employee compensation is any form of reward given to employees and arising from the employment of that employee.

Starting from the description of the background above and some results from previous research, the authors compiled a thesis with the title: "Analysis of the Effects of Job Security and Compensation on Desire to Move and Their Impact on Contract Employee Performance (Study at Pt. Kapuas Media Utama Press, West Kalimantan)".

## LITERATURE REVIEW

### Job Security

Mizar (2008) defines job insecurity as a psychological condition of a person (employee) who shows confusion or feels insecure due to changing environmental conditions (perceived impermanence). This condition arises because of the many types of work that are temporary in nature or contract work. The increasing number of types of work with temporary or non-permanent duration of time, causes more and more employees to experience job insecurity.

Job insecurity is a level where workers feel their jobs are threatened and feel powerless to do anything about the situation. Job insecurity that is felt continuously by employees can affect the quality of work. Feelings of insecurity will have an impact on employee job attitudes, decreased commitment, and even greater desire to change jobs.

According to Hellgren, et al. (2002) there are two forms of job insecurity, namely quantitative job insecurity, namely worrying about losing the job itself, and feelings of worry about losing a job. While qualitative job insecurity refers to feelings of potential loss in the quality of an organizational position, such as deteriorating working conditions, lack of career opportunities, decreased developmental pay. The two distinct sides of job insecurity are to be subjective experiences, based on individual perceptions and understandings of the environment and situation, and referring to the anticipation of the stressful event of losing the job itself.

Greenhalgh and Rosenblatt (1984:440) and developed by Ashford, et.al. (1989) and Novliadi (2009) have categorized the causes of job insecurity into three groups as follows:

#### *Environmental conditions and organization*

These environmental and organizational conditions can be explained by several factors, for example: organizational communication and organizational change. Organizational changes that occurred include the downsizing, restructuring, and mergers by companies.

#### *Individual characteristics and employee positions*

Individual characteristics and employee positions consist of: age, seniority, education, position in the company, cultural background, socioeconomic status, and work experience.

#### *Personal characteristics of workers*

Employee personal characteristics that can affect job insecurity, for example: locus of control, self-esteem, and feelings of optimism or pessimism in employees.

Job insecurity is measured based on the components proposed by Greenhalgh and Rosenblatt (1984:440) and developed by Ashford, et.al. (1989) Novliadi (2009). This includes Perceived threat to continuity in the employee's work situation, this threat is related to the importance of the individual's perceived job aspects. Aspects of the work in question, for example, promotion opportunities and managing work schedules. The level of importance felt by individuals and the work environment regarding the potential for each event to negatively affect the overall work of the individual. The greater the emergence of negative changes in work aspects, the greater the possibility of employee job insecurity and vice versa. The individual's perceived helplessness. This includes the individual's ability to resist threats from various aspects of the job. The higher or lower the powerlessness will result in the higher or lower the individual's perceived job insecurity.

## **Compensation**

In general, employees besides wanting compensation and rewards that are balanced from the company, also expect guaranteed welfare for themselves and their families while they are still actively working and when they reach retirement age. By fulfilling employee welfare, it is hoped that the desire to change jobs will decrease. This will certainly have a positive impact on the performance and achievement of company goals. Compensation is the total of all rewards received by employees in lieu of the services they have provided. The general purpose of providing compensation is to attract, retain and motivate employees. The components of the total compensation program are indicated by direct financial compensation, indirect financial compensation and non-financial compensation (Mondy, 2008:4).

According to Suparyadi (2015: 271), "compensation is the relationship between the organization and employees which is a cooperation in a psychological contract, that is, each party has rights and obligations that have been mutually agreed upon". Organizations have the right to obtain certain contributions from employees, namely through the implementation of work within the organization. However, the organization also has an obligation to appreciate the employee's contribution with a number of rewards or compensation. While employees have the right to obtain a number of rewards or compensation, they also have the right to make certain contributions to the organization through the performance of their work. Thus, it can be concluded that compensation is the overall reward received by employees as a reward for the contribution they make to the organization, both financial and non-financial.

## **Desire to Move (Turnover Intention)**

Turnover is the cessation of an employee from work voluntarily or moving from one workplace to another. While intention is the intention that arises in individuals to do something. According to Rivai (2009: 238) "turnover is the desire of employees to voluntarily stop working from the company or move from one place to another according to their own choice". Turnover is the proportion of the number of organizational members who voluntarily and non-voluntarily leave the organization within a certain period of time. Generally expressed in one year, turnover should not be more than 10% per year. Turnover can disrupt the process of communication, productivity and reduce satisfaction for employees who are still surviving. Desire to leave reflects an individual's desire to leave the organization and seek alternative employment.

Meanwhile, according to Siregar (2006: 214) "Turnover Intention is the tendency or intention of employees to stop working from their jobs voluntarily according to their own choice". Turnover is defined as a voluntary or involuntary withdrawal from the organization. Kurnia and Kuding (2001), state that most employees who leave the organization for voluntary reasons can be categorized into avoidable voluntary turnover and unavoidable voluntary turnover. Furthermore, according to the observations of Grant et al., (2001) the desire to move can be used as an early symptom of turnover in a company. In his research found a negative relationship between organizational commitment and the desire to move.

## **Employee performance**

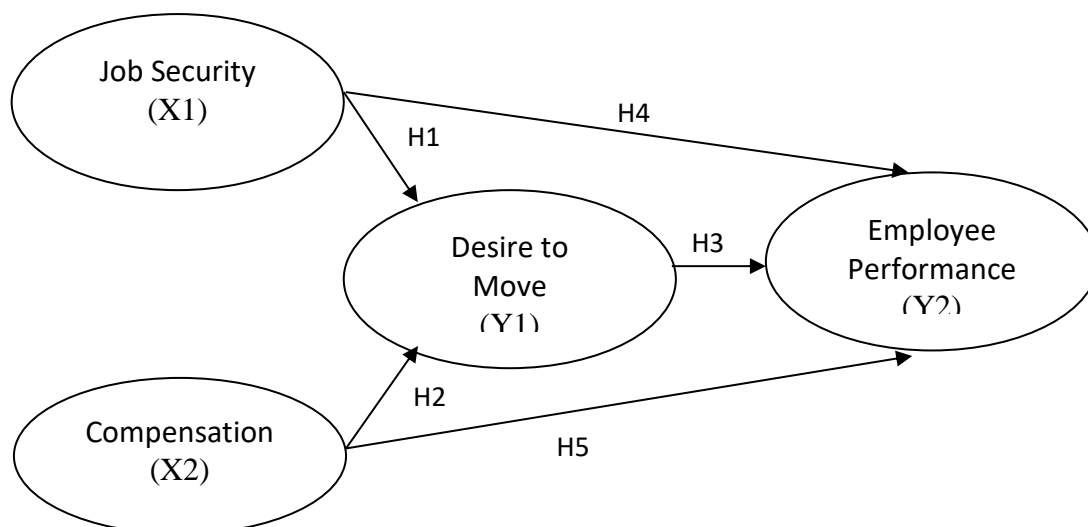
Performance is all work-related behaviors expected by the organization to be displayed by individuals. Employee performance as an expression such as output efficiency and effectiveness which is often associated with productivity. Employee performance according to Suparyadi (2015: 300) is "a central issue in the life of an organization because an organization or company will be able to achieve its goals or not, very much depends on how well the

performance is shown by its employees". According to the behavioral approach in management, "Performance is the quantity or quality of something produced or services provided by someone who does the job" (Luthans, 2005:165).

The employee performance management process will feed into the processes of recruiting, selection and testing, training and development, and compensation management. thus the basic principles of employee performance are needed, including (Suparyadi, 2015: 302-303) Employee performance management as a process has main activities, namely evaluating or assessing employee performance, conducting a feedback process and carrying out follow-up activities. Performance management must be able to improve employee performance. Therefore, performance evaluation and feedback activities must be able to identify the factors that are the cause of the decline or non-fulfillment of employee performance standards.

The implementation of employee performance management processes must be based on honesty, especially on employee performance appraisal activities and feedback processing activities. In order to achieve its goals, the organization sets certain performance standards for each individual employee and for each work unit, and these performance standards must be maintained so that the targets set can be achieved. Employee performance management that is carried out properly and on an ongoing basis can be a vehicle for cultivating or internalizing performance values such as the importance of quality work results, working on time, developing creativity and so on in each individual employee. The implementation of employee performance management must involve a system, which consists of employees as individuals, managers, assessment tools, and evaluation procedures, as well as regularly scheduled or incidental performance appraisal time periods.

### Conceptual Framework



**Figure 2.1 Conceptual Framework**



## **Research Hypothesis**

- H1 : Job security negatively affects the desire to change contract employees (Study at PT. Kapuas Main Media Press West Kalimantan)
- H2 : Compensation negatively affects the desire to change contract employees (Study at PT. Kapuas Main Media Press West Kalimantan)
- H3 : The desire to move negatively affects the performance of contract employees (Study at PT. Kapuas Main Media Press West Kalimantan)
- H4 : Job security has a positive effect on the performance of contract employees (Study at PT. Kapuas Main Media Press West Kalimantan)
- H5 : Compensation has a positive effect on the performance of contract employees (Study at PT. Kapuas Main Media Press West Kalimantan)

## **METHODS**

In this study the authors used a form of causal research with case studies and research objects at PT. Kapuas Media Utama Press West Kalimantan based on facts that are in accordance with the field. The population in this study were all contract employees of PT. Kapuas Media Utama Press West Kalimantan, totaling 42 respondents. The sample used was 42 respondents. Data collection techniques using questionnaires, interviews, studies/literature, observation.

### **Research Variables and Operational Definitions**

#### ***Research Variables***

Research variables are anything in any form determined by researchers to study so that information is obtained about it, then conclusions are drawn (Sugiyono, 2013: 38). This study uses three variables, namely:

Dependent variables are variables whose magnitude or low high is influenced by other factors. In this study, the dependent/bound variable was employee performance ( $Y_2$ ). Which consists of:

1. Kuantitas ( $Y_{2.1}$ )
2. Kualitas ( $Y_{2.2}$ )
3. Accuracy of Time ( $Y_{2.3}$ )
4. Creativity ( $Y_{2.4}$ )
5. Cooperation ( $Y_{2.5}$ )

Independent Variables are variables that affect other variables. In this study yang became independent / free variables are job security ( $X_1$ ) and compensation ( $X_2$ ) which consists of:

Job Security ( $X_1$ ):

1. Threats to Aspects of Work ( $X_{1.1}$ )
2. Negative Changes ( $X_{1.2}$ )
3. Helplessness ( $X_{1.3}$ )

Compensation ( $X_2$ )

1. Salary ( $X_{2.1}$ )
2. Wages ( $x_{2.2}$ )
3. Incentives ( $x_{2.3}$ )
4. Insurance ( $X_{2.4}$ )
5. Leave ( $X_{2.5}$ )

Intervening variables are variables that theoretically affect the relationship between independent variables and dependent variables. In this study, the intervening variable was the desire to move ( $Y_1$ ). Which consists of:

1. Thoughts To Get Out ( $Y_{1.1}$ )
2. Desire to Find Other Job Vacancies ( $Y_{1.2}$ )
3. Job Satisfaction ( $Y_{1.3}$ )

### Data Analysis Methods

Instrument Testing with Validity and Reliability Tests, Classical A-sumsi Test with Normality and Linearity Tests. Peexamines the Hypothesis with Uji T and  $R^2$  (Coefficient of Determination) and performs a *Path Analysis*.

## RESEARCH RESULTS

### Validity Test

All question items (items) on each variable are valid because the significance is less than 0.05.

### Reliability Test

All variables of *cronbach alpha coefesient* values meet the reliability test because they are more than 0.60.

### Normality Test

The decision-making method for the normality test is that if the significance (Asymp.sig) > 0.05 then the residual data is normally distributed.

**Table 4.1 Normality Test**

Normality Test	(Asymp.sig) > 0.05
Test Sub 1	0,907
Test Sub 2	0,629

Based on the test output results of sub-structural models 1 and 2, it can be seen that with significance values of 0.907 and 0.629 which means greater than 0.05. This indicates that  $H_0$  is accepted and the data is distributed normally.

### Linearity Test

The decision-making method for the lineritas test is that if the significance value on the linearity is less than 0.05, it meets the linerity requirement.

**Table 4. 2 Linearity Test**

Variable	Sig. Linearity
Y1 against X1	0,000
Y1 against X2	0,000
Y2 against X1	0,000
Y2 against X2	0,000
Y2 to Y2	0,000

Sig.linearity of 0.000 each which is less than 0.05 then meets the linearity requirement.

### Partial Test (t-test)

The decision-making method for the T test is if the significance is less than 0.05.

**Table 4. 3 T-test**

T-test	Significance
Test Sub 1 (Y1)	X1 = 0.039
	X2 = 0.000
Test Sub 2 (Y2)	X1 = 0.000
	X2 = 0.006
	Y1 = 0.268

There is a significant effect for Sub 1, X1 and X2 significance because it is less than 0.05. There is no significant effect for Sub 2, X1 and X2 significance because it is less than 0.05 while Y1 is more than 0.05 hence has no significant effect.

### Coefficient Determination (R<sup>2</sup>)

**Table 4. 4 Coefficient of Determination Test (R<sup>2</sup>)**

Coefficient of Determination Test (R <sup>2</sup> )	R Square
Test Sub 1 (Y1)	0,861
Test Sub 2 (Y2)	0,849

Sub 1 test is 86.1% while the remaining 13.9% is influenced by other factors. Sub 2 test is 84.9% while the remaining 15.1% is influenced by other factors. Based on the results of the path coefficients on the sub-structural equations 1 and sub-structural 2, it can be described empirical causal paths as follows:

The equation of the results of the analysis of this path is as follows:

$$Z_1 = 0,335X_1 + 0,610X_2 + 0,37$$

$$Z_2 = 1,254X_1 - 0,565X_2 + 0,39$$

To assess the goodness of the research model (*goodness of fit*) can be known through the calculation of the coefficient of total determination as follows:

$$R^2 = 1 - (e_1^2 \times e_2^2)$$

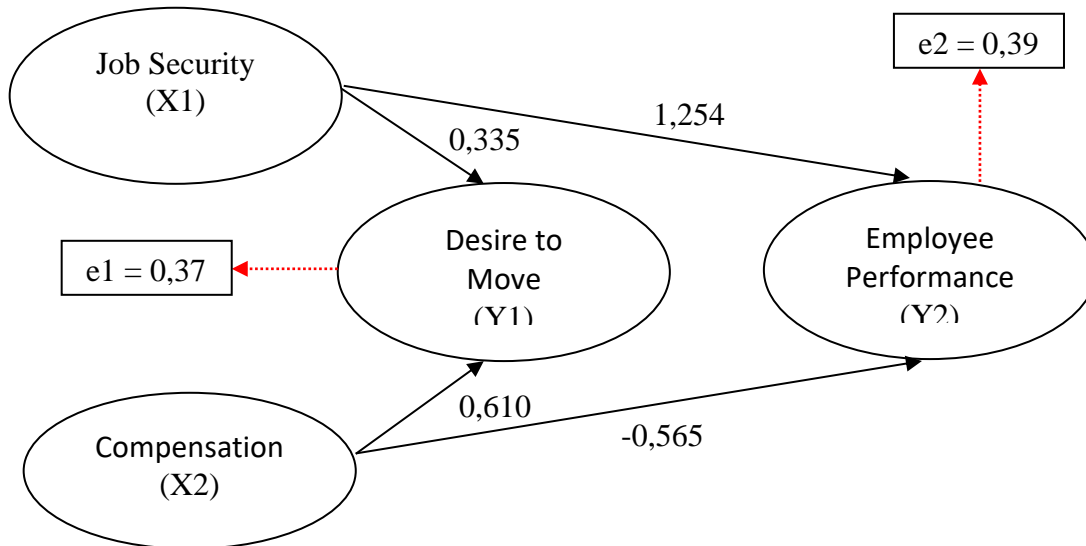
$$R^2 = 1 - [(0,37)^2 \times (0,39)^2]$$

$$R^2 = 1 - (0,137 \times 0,152)$$

$$R^2 = 1 - 0,021$$

$$R^2 = 0,979$$





**Figure 4. 1 Valid Test Resultsof Path Coefficient**

From the calculation results obtained a total R square value of 0.979, meaning that the first and second substructural variables are explained by the desire to move and employee performance of 97.9% and the remaining 2.1% is explained by other factors outside of other models not examined in this study. Considering these results, it is worth further interpretation.

Based on Figure 4.5 it can be explained the direct, indirect and total effects between variables in Table 4.20 as follows:

**Table 4. 5 Direct Influence and Total Influence**

Influence Between Variables & Regression Coefficient	Direct Influence (Direct Effect)	Total Influence (Total Effect)
X1 Y1 →	0,335	0,335
X2 Y1 →	0,610	0,610
X1 Y2 →	1,318	1,318
X2 Y2 →	-0,449	-0,449

Job security has a direct effect on the desire to move. The direct effect of job security (X1) on the desire to move (Y1) is  $0.335 \times 0.335 \times 100\% = 11.2\%$ . Compensation has a direct effect on the desire to move. The direct effect of compensation (X2) on the desire to move (Y1) is  $0.610 \times 0.610 \times 100\% = 37.2\%$ . Job security has a direct effect on employee performance. The direct effect of job security (X1) on employee performance (Y2) is  $1.318 \times 1.318 \times 100\% = 173.7\%$ . Compensation has a direct effect on employee performance. The direct effect of compensation (X2) on employee performance (Y2) is  $-0.449 \times -0.449 \times 100\% = 20.2\%$

## CONCLUSION

Job security has a positive and significant effect on the desire to move. Compensation has a positive and significant effect on the desire to move. The desire to move has a negative and insignificant effect on employee performance. Job security has a positive and significant effect on employee performance. Compensation has a negative and significant effect on employee performance. The percentage of influence of the variables of job security and compensation on the variable desire to move was 86.1%, while the remaining 13.9% was influenced by other variables that were not present in this research model, for example leadership variables or organizational commitment variables. The percentage of influence of the variables of job security, compensation and desire to move on employee performance variables was 84.9%, while the remaining 15.1% was influenced by other variables that were not in this research model, for example the job stress variable.

## RECOMMENDATION

Based on the conclusions of the results of this study, the recommendations were submitted with a view to providing an overview of how follow-up can be carried out after this study. The recommendations presented are as follows:

### ***For PT. Kapuas Main Media Press West Kalimantan***

Companies pay more attention to job security and compensation for their employees. In the sense that the company is able to face aspects of work, negative changes or helplessness both in the work environment and the personality of its employees. Compensation must be in accordance with the workload provided and that should have been received by the employee at the time of signing the contract.

### ***For researchers who want to do similar research***

For further research, it is expected to add other factors that can affect the desire to move and employee performance. One of the variables that can be used as other research includes job stress, leadership or organizational commitment, so that factors of desire to move and employee performance can provide almost all the information needed.

## LIMITATION

Based on the conclusions of the results of this study, the data analyzed uses instruments based on the perception of respondents' answers, so this will cause problems if the perception of respondents' answers is different from the actual situation in the field. The respondents used by the researchers were all contract employees of PT. Kapuas Media Utama Press West Kalimantan so it is possible that it will get different results if it is done in other organizations even though it is in the same organization in the media field.

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