

The Influence of *Job Insecurity* and Organizational Support on *Turnover Intention* of Non-PNS Employees at Sriwijaya University in the Context of Status Change from BLU to PTN-BH

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ARTICLE INFO	ABSTRACT
<p>Keywords: <i>Job Insecurity;</i> <i>Organizational Support;</i> <i>Turnover Intention</i></p>	<p><i>This study was conducted with the aim of determining the effect of job insecurity and organizational support on turnover intention of non-PNS employees at Sriwijaya University in the context of changing the status of BLU to PTN-BH. In this study, the population was all Non-PNS Education Personnel at Sriwijaya University totaling 772 people. The sample of this study used a probability sampling technique, namely proportionate stratified random sampling. The number of samples used was based on the sampling formula using the Slovin formula, so the number of samples used was 264 samples. The results of the multiple linear regression analysis showed that job insecurity and organizational support had a positive and significant effect on turnover intention. Job insecurity is expected to provide clarity on how the clarity and status of non-PNS employees in the Sriwijaya University environment for the long term. Organizational support is expected to provide training and opportunities for employees to be able to develop skills that can support their work.</i></p>

INTRODUCTION

In achieving the goals of Higher Education, the main role is that Lecturers and Employees must feel comfortable and safe in working. The existence of *job insecurity* in themselves can cause bad things to happen in the process of activities in higher education. *Job insecurity* refers to the sense of helplessness of employees to maintain continuity because they are threatened by the situation at work. (Priyadi et al., 2020) . These results explain that job uncertainty acts as an unavoidable stress trigger, because employees feel they do not have the opportunity to develop professionally. The feeling of insecurity that arises triggers other feelings such as lack of self-confidence, pessimism, feelings of worthlessness, anxiety, stress, and depression. The psychological condition of workers is automatically influenced by *job insecurity* in the company so that feelings of pressure or stress cannot be avoided (Saputri et al., 2020) . *Turnover intention* is a condition where workers have the intention or tendency to consciously look for another job as an alternative in a different organization (Oley et al., 2023) .

Currently, Sriwijaya University will experience a change in organizational status from a Public Service Agency (BLU) to a State University-Legal Entity (PTN-BH). In accordance with the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 4 of 2020 concerning amendments to the Regulation of the Minister of Education and Culture Number 88 of 2014 concerning changes in State Universities to State Universities with Legal Entities (Mendikbud, 2020) can have an impact on changes in regulations governing various aspects within the scope of the university. With these changes, there may be some regulations that have changed or been added, for example, the Procedure for Change of Status, Governance of PTN-BH, Authority and Power, Rights and Obligations, and Legal Protection. PTN-BH has the authority to determine, appoint, foster, and dismiss permanent Non-PNS workers, as stated in article 25 point 4 of PP no. 4 of 2014 (Government of Indonesia, 2014) . The change in status from PTN to PTN-BH can also have an impact on the status of employees working at the university.

Sriwijaya University has two types of categories, namely Educators and Education Personnel. Educators consist of lecturers with PNS status, PPPK, and Non-PNS Permanent Lecturers, while education personnel consist of PNS, PPPK, and Non-PNS employees. On this occasion, the researcher focused on Non-PNS employees, namely BLU Education Personnel and Contract Education Personnel. The following is data on the number of BLU Non-PNS and contract education personnel at the end of each year.

Table 1. Number of Non-PNS Education Personnel Sriwijaya University 2019-2023

No	Year	BLU Education Personnel Amount at the end of the year	Contract Education Personnel Amount at the end of the year
1	2019	633	166
2	2020	625	165
3	2021	617	177
4	2022	609	173
5	2023	595	177

Based on the data in Table 1.1, it can be seen that the number of non-PNS BLU education personnel has decreased every year. This decrease is due to the level of intention to change jobs (*turnover intention*) among BLU employees. In contrast, the number of contract education personnel shows a consistent upward trend almost every year-end. This increase can be attributed to the policy of accepting employees who are still active for contract positions, which allows universities to fill the shortage of workers according to needs. Meanwhile, for non-PNS BLU education personnel, no new employees have been recruited, resulting in a decrease in the number of employees in this category. The difference in employee recruitment policies between BLU and contracts explains why there are different fluctuations in the number of education personnel in these two categories.

turnover intention is a bad thing in an organization. Employees who have The intention to quit working in itself can have a negative impact. *Turnover intention* is a condition where employees have a conscious intention to look for another job as an alternative in a different organization (Susilo & Satrya, 2019) . Employees who have the desire to change jobs will be busy looking for job opportunities outside their place of work. If employees have gotten a better opportunity, they will decide to leave their current job (Marzuqi, 2021) .

The impact of high levels of workforce *turnover* is not only limited to organizational performance, but also extends to other aspects related to the sustainability and productivity of the company. This can be said that the company is experiencing a decline in its organizational commitment and accountability to employees, because when employees ask about when they can return to work normally, the management cannot provide certainty, so that from some of the problems above, employees have the desire to change jobs (*Turnover intention*) (S. Bambang, W. Alvia Arum, 2022) .

In addition to the impact of *turnover intention* on employees, there is also an impact on the company, namely the increasing cost of replacing employees, where the company must look for new employees every time an employee leaves . The process of recruiting, selecting, and training new employees requires a lot of money. If the company has high employee turnover, the cost of replacing employees will also increase, which in turn can reduce the company's profits. Then the second is the loss of employees who have valuable experience and knowledge. Experienced employees have knowledge and skills that are not easily replaced by new employees. The departure of these valuable employees from the company can disrupt its performance. Furthermore, there is decreased productivity and work quality, high employee turnover can disrupt team performance and reduce the productivity of remaining employees. This can happen because remaining employees lack motivation and trust, and new employees take a long time to adjust to their new workplace (Merdeka, 2023) .

Employee *turnover* is a real manifestation of *turnover intention* that can be a serious problem for a company or organization, especially if those who leave are workers who have valuable skills, abilities, and experience. There are several factors that can influence *turnover intention* in employees. Some of them are uncertainty about the future of work, such as fear of layoffs, decreased income, or unfavorable policy changes, an unsupportive work environment, getting a better job offer, lack of career development, dissatisfaction with salary and benefits, inappropriate workload and excessive demands on time and energy.

In the research of Brugman & Haar (2020) , Heryanda (2019) and Marzuqi (Marzuqi, 2021) *Job insecurity* has a positive and significant effect on *turnover intention* . Employees who have a higher sense of insecurity in their jobs are more likely to have the intention to leave their jobs. However, this is different from the research results of Suwarsono & Wandari (2022) and Azizah C & Murningsih R (2022) , they stated that *job insecurity* has a negative and insignificant effect on *turnover intention* . Although there is evidence that there is a significant relationship between *job insecurity* felt by employees and their desire to leave their jobs, this relationship is not statistically significant. The results of the study that the author found above show that the findings are inconsistent. The difference in the results attracted the author to conduct further research on the effect of *job insecurity* on *turnover intention*.

Researchers have also conducted several short interviews with BLU and contract education personnel. *Job insecurity* in employees includes concerns that employment contracts will not be extended or employment will end at any time, fear of layoffs or reductions in workforce that could result in job loss, concerns about company restructuring that could lead to changes in position or responsibility, pressure to achieve high targets or meet management expectations that could cause stress, fear of making mistakes that could negatively impact careers or reputations in the company, concerns that there are no opportunities for promotion or career development in the future, concerns that the salary received is not enough to meet living needs or is not commensurate with the workload, anxiety due to excessive work demands, which can cause stress and fatigue, and concerns about changes in company policies that could impact working conditions or job stability. With this *job insecurity* , it greatly influences *turnover intention* .

One of the job insecurity phenomena that is often experienced by non-PNS employees is the emergence of regulations related to the career development of ASN (State Civil Apparatus) Regulation Number 28, namely the Regulation of the State Civil Service Agency Number 28 of 2020 concerning the Preparation of Civil Servant Career Development Plans. (State Civil Service Agency, 2020). This regulation often provides certainty and clearer career development opportunities for ASN employees, such as job promotions, promotions, and welfare guarantees, while non-PNS employees do not always get the same protection or opportunities. This raises uncertainty and concerns among Non-PNS employees regarding their career future, especially in the context of policy changes or reorganizations such as changes in organizational status (for example, from BLU to PTN-BH). *Job insecurity* arises when they feel threatened that they will not be able to develop their careers, maintain their positions, or even lose their jobs because they do not have access to the rights granted to ASN employees.

In addition to the *job insecurity factor*, organizational support can also affect *turnover intention* in employees. Where the support from the organization can reduce the desire to quit their jobs. Organizational support is a form of an organization to be able to appreciate employee contributions to the progress of the organization and the attention given to employees' lives and needs (Fitriani et al., 2022). Various forms of positive support provided by the organization to employees, for example by providing fair treatment, giving approval, giving respect, the right to vote, salary, promotion, information media and also other assistance that is felt to be able to support the implementation of work and employee welfare. (Diana & Frianto, 2021).

If we want to calculate the turnover intention rate of Non-PNS Education Personnel employees at Sriwijaya University each year, we can use the turnover intention formula. The annual turnover rate is the ratio between the number of employees who leave or quit to the number of employees in a one-year period (Susanto, 2022).

While numerous studies have explored the impact of job insecurity and organizational support on turnover intention, the unique context of non-PNS employees at Sriwijaya University amidst the transition from BLU to PTN-BH remains underexamined. Existing research often focuses on general organizational settings without addressing the regulatory and structural changes specific to educational institutions undergoing status transitions. Additionally, inconsistencies in findings regarding the relationship between job insecurity, organizational support, and turnover intention highlight the need for further investigation in this specialized context.

This study uniquely examines the interplay between job insecurity and organizational support within the framework of a significant organizational shift at Sriwijaya University. By focusing on non-PNS employees during the transition from BLU to PTN-BH, the research sheds light on the dynamics of turnover intention under conditions of regulatory and structural transformation. The inclusion of stratified random sampling and the Slovin formula to ensure robust representation further distinguishes this study, providing tailored insights into an understudied demographic.

The objective of this study is to analyze the influence of job insecurity and organizational support on the turnover intention of non-PNS employees at Sriwijaya University during the BLU to PTN-BH transition. The research aims to identify key factors contributing to turnover intention and provide actionable recommendations for mitigating its impact. The findings will benefit policymakers and university administrators by offering strategies to enhance job security and organizational support, thereby improving employee retention and ensuring a stable workforce during periods of organizational change. These insights also contribute to broader discussions on managing workforce transitions in educational institutions.

METHOD

In this study, the population is all Non-PNS Education Personnel of Sriwijaya University totaling 772 people. The sample of this study used a probability sampling technique, namely *proportionate stratified random sampling*. The number of samples used is based on the sampling formula using the *Slovin formula*, so the number of samples used in this study was 264 respondents.

RESULTS AND DISCUSSION

The Influence of Job Insecurity on Turnover Intention of Non-PNS Employees at Sriwijaya University in the Context of Status Change from BLU to PTN-BH

The results of the analysis obtained in this study indicate that job insecurity has a positive and significant effect on turnover intention so that the first hypothesis can be accepted. The results of this study are in line with the results of research from Heryanda (2019), Marzuqi (2021), Sandiyas et al., (2021), Narotama & Sintaasih (2022), Malihah et al., (2022), Redafanza et al., (2023), Mawarni (2023), Panuntun & Kurniawan (2024), and Karimah & Aslamiyah (2024) said that the results of the study showed that *job insecurity* has a positive and significant effect on *turnover intention*. That is, where *job insecurity* increases, *turnover intention* also tends to increase. In other words, the greater the feeling of insecurity in the job, the more likely employees are to think about leaving their jobs. Employees who feel insecure in their jobs tend to actually encourage them to think or intend to leave the job.

Based on the respondents' responses to the indicator of confidence in job stability, it is not as strong as before, showing the lowest value. This shows that several respondents who are non-PNS employees at Sriwijaya

University said that their confidence in their current job is no longer the same as before, especially with the change in status from BLU to PTN-BH which has more standards and qualifications, causing employees to be less comfortable with their current job positions. Jobs that still cannot be a mainstay for the long term make employees have to be ready for any changes that will occur.

Respondents' responses to indicators often arises concerns about the possibility of losing a job in the near future showed the highest score. Based on interviews with several respondents who are non-PNS employees at Sriwijaya University, they said that their current job position requires employees to always be ready for any changes that will occur. One of the things that employees fear most is the worry about losing a job that could happen at any time, where employees over 30 years old have difficulty getting a job.

The Influence of Organizational Support on Turnover Intention of Non-PNS Employees at Sriwijaya University in the Context of Status Change from BLU to PTN-BH

The results of the analysis obtained in this study indicate that organizational support has a positive and significant effect on turnover intention so that the second hypothesis can be accepted. The results of this study are in line with the results of research from Guntoro et al., (2020), Hadiyanto & Prasetio (2020), Salinas & Giantari (2020), Herianto & Yanuar (2021), Ramlah (2023), Fikran & Zaitul (2023), & Pattali et al., (2024), resulting in organizational support having a negative and significant effect on *turnover intention*. If employees feel well supported by their organization, they tend to have a lower intention to leave their jobs. Strong organizational support can be an important factor in retaining employees and reducing the rate of workforce turnover.

Based on the respondents' responses to the indicator, Sriwijaya University provides adequate opportunities for employee career development, showing the lowest value. This shows that Sriwijaya University is still lacking in providing career development for employees, especially for non-PNS employees. Employees with non-PNS status really need to be provided with opportunities to be given the development of skills and competencies possessed by employees. This will have an impact on the ability of employees to carry out their work in order to provide good work results.

Respondents' responses to the Sriwijaya University indicator showed real concern for employee health and welfare showing the highest value. This shows that several respondents said that by providing health insurance in the form of BPJS Health for non-PNS employees at Sriwijaya University, employees felt sufficient. The provision of health insurance in accordance with standards and the existence of several superiors who provide opportunities for employees who experience health problems to be able to rest without being disturbed by the burden of work.

CONCLUSION

Job insecurity and organizational support both have a positive and significant effect on the turnover intention of non-PNS employees at Sriwijaya University, particularly in the context of the university's status transition from BLU to PTN-BH.

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