

The Influence of Job Insecurity, Authoritarian Organizational Culture And External Job Opportunities on Employee Turnover

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Abstract

Purpose – The purpose of this paper is to see whether are influences from job insecurity variables, authoritarian organizational culture and external job opportunities on turnover at Harapan Ibu Purbalingga hospital.

Design/Methodology/Approach – The number of samples used was 53 employees who had resigned. The sampling technique used was random sampling. This study uses a quantitative approach.

Findings – The results of the analysis show that job insecurity, authoritarian organizational culture and external job opportunities affects employee turnover.

Research limitations/implications – Given that the number of respondents is only 53 people, of course it is still not enough to describe the real situation. In the data collection process, the information provided by respondents through questionnaires sometimes does not indicate the respondent's true opinion, this is due to differences in thoughts, assumptions and different understandings of each respondent, as well as other factors such as honesty in filling out the respondent's opinion in the questionnaire. Future research could look into extending the study population to include collect input from other types of organization. If samples were drawn from a wider range of demographics, then the results become more meaningful.

Originality/value – This study contributes to the lack of research on authoritarian organizational culture as a predictor of employee turnover.

Practical implications – It is important for management to create a conducive work environment in order to create employee commitment to reduce turnover.

Keywords job insecurity, authoritarian organizational culture, job search modes, turnover

Paper type Research paper

1. Introduction

Turnover is a permanent employee resignation either voluntary or not (Robbin & Judge, 2007). Turnover is divided into two types, namely voluntary turnover, namely the departure of employees due to the will of the individual himself, while involuntary turnover is the departure of employees caused by organizational factors or resignation due to urgent matters (Judge & Robbins, 2011). The occurrence of turnover begins with turnover intention, namely the desire of employees to leave work. According to Robert L. Mathis and John H. Jackson (2004, p138) one of the biggest losses in the occurrence of turnover is the cost that must be incurred. Such as recruitment fees, training costs, productivity costs, and firing costs. Sellgren, et al.

Several studies have identified the causes of voluntary employee turnover, including job involvement (eg Kanungo, 1979), organizational commitment (eg Mowday et al., 1982), job

satisfaction (eg Iverson and Currivan, 2003), people-organization fit (eg Moynihan and Pandey, 2008), perceived organizational support (eg Rhoades et al., 2001) and organizational justice (eg Dailey and Kirk, 1992; Leigh et al., 1988). Employee turnover intentions have received much scientific attention because turnover intentions have been found to be associated with actual voluntary turnover (Lambert et al., 2001). Turnover intention refers to “the final cognitive decision-making process of voluntary turnover” (Steel and Ovalle, 1984; as cited in Lambert et al., 2001, p. 234).

1.1 Job Insecurity

Job insecurity reflects concerns related to the continuation of current jobs (De Witte, 1999; Sverke and Hellgren, 2002), including fear of job loss and unemployment, or having certain roles or responsibilities removed, or being assigned certain less desirable tasks or responsibilities. Correspondingly, previous research has consistently shown the harmful effects of job insecurity typically caused by uncertainty and irregularity (De Cuyper, Baillien and De Witte, 2009; De Cuyper, Notelaers and De Witte, 2009; De Witte, 1999; Hellgren et al. ., 2005). The perceived job uncertainty first of all makes it difficult to react adequately due to ambiguity and this leaves the employee feeling a situation of uncontrollable and helplessness. However, although the uncertainty inherent in job insecurity is beyond the control of the individual through factors such as general economic conditions, if employees seek to avoid losses at least until shortly before the emergence of the final stage, the perception of job insecurity can lead to the development of a high degree of personal interest and acceptance that they are now responsible for maintaining their careers (Feldman, 1985; Peiro 'et al., 2012). Perhaps this aspect can be an important clue as to the underlying causes of the negative effects of job insecurity to become stronger over time (eg Dekker and Schaufeli, 1995). Securing a job, which is fundamentally linked to material and psychological satisfaction may be the same as fulfilling human desires (Reisel et al., 2010). In this case, an uncertain environment in which reduced job security can be an important provision for individuals looking to build career breakthroughs, make extra efforts, or seek political advancement. Feather and Rauter (2004) specifically pointed out that when employees feel insecure about their jobs, they have actually gone beyond their duties.

Job insecurity is also a determining factor for job dissatisfaction that causes employees to leave their jobs. This is evidenced by research conducted by Toni (2007) in which employees who feel a low level of job security in their current job can be motivated to find work in organizations where they believe the level of security is greater than their current job. Hunt (2009) identifies several factors that cause turnover, namely feeling overwhelmed, unable to manage workloads; lack of clarity of roles and low control over performance, feeling disrespected and valued for their contributions and abilities; poor communication with management around important issues affecting work; not receiving recognition or awards for performance; lack of career opportunities and support for career development; lack of trust and effective collaboration with colleagues; work schedule is not in accordance with job needs or expectations, as well as jobs that are too physically demanding.

1.2 Authoritarian Organizational Culture

Authoritarian organizational culture refers to a closed system characterized by top-down decision making and shows little concern for employees (Sriramesh et al., 1996). Authoritarian organizational culture can be conceptualized as a type of turnover culture. Authoritarian

organizational culture is more directing / controlling, lack of employee participation, and one-way communication. Sriramesh et.al (1996) characterize authoritarian culture as a closed system with top-down decision making that is often based on authority, tradition and trial and error, little attention to the lives of employees outside the organization, placing values on tradition and conservative values, and employees who tend to separate their personal goals from those of the organization.

1.3 External Job Opportunities

Job opportunities provide employees with alternative goals in making choices. Objective conditions capture various job alternatives that are "able" to be achieved by employees in the organization, related to work, or the local labor market (Mueller and Price, 1990). Likewise, perceived opportunities subjectively form the relative "attractiveness" of the future work area (Noe et al., 1990; Turban and Keon, 1993; Herriot and Pemberton, 1996) and hence influence the degree and direction of change that may wish to be undertaken. employees. (Kirschenbaum, 1991; Fisher and Shaw, 1994). In this sense, both objective and perceived opportunities produce differences in employees' job preferences for alternative positions (Kirschenbaum and Mano-Negrin, 1999). Although the relationship between perceived goals and opportunities remains unclear (Kirschenbaum and Mano-Negrin, 1999), it suggests that the organizational and market environment, which characterizes both current and "predicted" opportunities, does have an impact on the end result of staying or quitting. (Hui, 1988; Gerhart, 1990). This opportunity has also been identified as a good cause of the choice direction and therefore should also prove the clarity of turnover behavior (Kirschenbaum, 1991).

In accordance with this approach, Rita Mano-Negrin's research proposes a model that links organizational factors and individual occupations, as mediated by job preferences and opportunities, and then decides on turnover. Two basic hypotheses will be examined in this study. First, it is assumed that job preference will have an additive effect on the prediction of turnover control for individual and organizational level effects. Second, it is suggested that the more "market-worthy" a job group is, the longer the physical distance and shorter social distance is involved in that group's job preference. In order to evaluate these questions, the relationship between job preference and turnover is first examined from the perspective of the individual and the organization.

1.3 JOB INSECURITY RELATIONSHIP WITH TURNOVER

Workers who have job insecurity have the attitude to look for other jobs that can support their continuation and provide a sense of security for their jobs. The results of the study by Olabimitan et al. (2006) in their research conducted at Bank Merger (Africa) suggested that there was a positive and significant effect of job insecurity on employees' intention to leave. Ismail (2015) using regression analysis found that job insecurity positively and significantly affects turnover intention that occurs in the Syrian bank sector. Hu and Schaufeli (2011), stated in their research conducted on family companies in China, namely There is a positive and significant effect of job insecurity on employees' intention to leave the company. This means that the higher the insecurity felt by employees, the higher the employee's turnover intention will be. The results of this study confirm some of the results of previous studies such as research conducted by Olabimitan et al. (2006), Ismail (2015), Hu and Schaufeli (2011), Kadlec and Shropshire (2012).

Judging from the description, the hypothesis is as follows:

H1: Job insecurity has a positive effect on turnover

1.4 AUTHORITARY ORGANIZATIONAL CULTURAL RELATIONSHIP WITH TURNOVER

According to Grunig et al. (2002), non-authoritarian culture (participation culture) contributes to organizational effectiveness in a positive way. Authoritarian culture negatively affects organizational outcomes. Thus, authoritarian culture can have a negative effect on the organization-employee relationship by negatively affecting key indicators of relationship quality such as trust, mutual control and relational satisfaction (Hon and Grunig, 1999). According to Kim et al (2017), an authoritarian organizational culture significantly explains employee turnover.

Judging from the description, the hypothesis is as follows:

H2: Authoritarian organizational culture has a positive effect on turnover

1.5 EXTERNAL WORK OPPORTUNITY RELATIONSHIP WITH TURNOVER

The pursuit and achievement of alternative employment opportunities in the labor market can have a significant impact on employment relationships within the organization. External career opportunities refer to the extent to which the organization provides support for nine internal career orientations (Schein, 1975)

- Autonomy / independence: to do things in your own way.
- Job security: to organize careers in such a way that security is guaranteed.
- Geographical stability: to keep the geographic working area unchanged.
- Technical-functional competence: to become an expert in a particular field.
- General managerial competence: to become a manager.
- Entrepreneurial creativity: to create new businesses by developing new products or services.
- Service or dedication to a cause: to help people.
- Pure challenge: to overcome obstacles.
- Lifestyle: to develop a lifestyle that integrates family, personal and career issues, with preoccupation with self-development.

Researchers argue that information about a person's internal career orientation will allow organizations to restructure jobs to respond to individual needs (Bailyn, 1982; Schnerer and Reitman, 1997). If an employee is to remain satisfied, there must be personal motivation (internal career orientation) as well as a preferred external (organizational) career situation (Jiang et al., 2001).

Based on the description above, the hypothesis is as follows:

H3: External Job Opportunities have a positive effect on turnover

2. RESEARCH METHODS

This study is intended to reveal a description of the effect of job insecurity, authoritarian organization culture and external job opportunities on employee turnover. Based on the problems studied, the research method used in this study is a descriptive method with a quantitative approach supported by literature study. In this study, the population includes all employees of RSU Harapan Ibu who have resigned using the Slovin formula. The sample size in this study was 53 respondents. The sampling technique uses simple random sampling technique, which is a random sampling technique so that the entire population has the same opportunity to be sampled. Interval scale using the 5-point bipolar adjective technique, the method only gives two extreme categories, namely strongly disagree and strongly agree with a score range of 1-5. The validity test in this study used Pearson bivariate correlation or product moment if $r_{count} > r_{table}$. To test the reliability using the internal consistency reliability test, namely testing the consistency of respondents' answers to all items into a measuring instrument with the Cronbach method coefficient alpha if $r_{count} > r_{table}$ is declared reliable. The data analysis technique used is the path analysis technique and the single test.

3. RESEARCH RESULTS AND DISCUSSION

3.1 Validity test

Testing the validity of the questionnaire by correlating each item's score, each item is compared with Pearson's R-Product moment with the criteria if $r > 0.3$ means that the question item is declared valid, $r \leq 0.3$ means that the question item is invalid with degrees of freedom $(df) = nk - 1 = 50$. Analysis of the validity of the questionnaire includes the variable job insecurity (X1), authoritarian organization culture (X2), external job opportunity (X3), so it can be seen that the results of the questionnaire validity test can be seen from each question item of the job insecurity variable (X1), authoritarian organization culture (X2), external job opportunity (X3), have a correlation value greater than 0.3, so it can be concluded that all items are valid.

3.2 Reliability Test

The reliability of the questionnaire is obtained from the results of the Cronbach alpha calculation, provided that if the alpha value is greater than 0.6, it can be seen that the variable job insecurity (X1), Authoritarian organizational culture (X2), external job opportunity (X3) has an alpha value of 0.9. The alpha value is greater than 0.6, so it can be concluded that the statement items for each variable are reliable.

3.3 Description of job insecurity variables

Some respondents thought that job insecurity at RSU Harapan Ibu Purbalingga was high, namely 28 people (52.8%) with an average of 16.85 with a standard deviation of 3.483. This is because the characteristics and conditions of work at Harapan Ibu Hospital do not provide a sense of security for employees, in addition, employees feel insecure and anxious about future guarantees, termination of employment that can occur at any time, as well as certain difficult job aspects they accept.

3.4 Description of authoritarian organizational learning variables

Some respondents argue that authoritarian organizational learning at RSU Harapan Ibu Purbalingga is high, namely 27 people (50.9%) and an average of 20.23 and a standard deviation of 4.406, employees think that top management fully controls the behavior of subordinates, control that stiffness by management often makes it difficult for employees to be innovative,

3.5 Description of the external job opportunity variable

Some respondents think that there are 29 people (54.7%) of the external job opportunity outside the Harapan Ibu Purbalingga Hospital and an average of 12.87 and a standard deviation of 3.346. The high level of external job opportunities is because employees have the opportunity and opportunity to develop skills outside the organization, opportunities and opportunities to work in other companies and even CPNS selection.

Table 1. Independent variable regression coefficients

Model	Coefficients ^a				
	Unstadarized Coeffisients	Standarized Coeffisients			
	B	Std Error	Beta	t	Sig.
1. (Constant)	12,252	2,144	-	5,714	.000
X1	.078	.151	.095	.515	.609
X2	.063	.114	.098	.555	.581
X	-.273	-.148	-.321	-1,844	.071

Dependent variable = Y (Turnover)

Based on table 1, it can be seen that the p-value X1 (job insecurity) is 0.609 > 0.05, meaning that job insecurity has no effect on turnover. Thus H1 is rejected. Meanwhile, X2 (Authoritarian Organizational Culture) has a p-value of 0.581 > 0.05, meaning that Authoritarian Organizational Culture has no effect on turnover. Thus H2 is rejected. And X3 (External Job Opportunities) has a p-value of 0.071 > 0.05, meaning that External Job Opportunities have no effect on turnover. Thus H3 is rejected.

3.6 Effect of Job Insecurity on Turnover

Based on the results of data analysis using path analysis, it was found that job insecurity had no effect on turnover. This shows that the job insecurity felt by some employees who have resigned is not necessarily the reason they resign from RSU Harapan Ibu. This condition is due to employees who are resigned with a work period of more than 3 years, the majority of women with the age range of 26-30 years who have high employment opportunities so they do not feel worried when they have to lose their jobs at the Harapan Ibu Hospital. This condition makes job insecurity have no real impact on employee turnover. The results of this study are inconsistent with previous studies which show that job insecurity has a positive and significant effect on turnover.

3.7 The Influence of Authoritarian Organizational Culture

Based on the results of data analysis using path analysis, it was found that authoritarian organizational learning had no effect on turnover. This shows that the authoritarian organizational learning that applies at RSUD Harapan Ibu is not necessarily the reason for employees to decide to resign. The number of standard and rigid rules since the first 3 periods of leadership has caused employees to feel indifferent to existing values or norms so that they do not really have an effect on turnover. The results of this study are not in accordance with previous studies which show that authoritarian organizational learning affects turnover.

3.7 Influence of External Job Opportunities

Based on the results of data analysis using path analysis, it was found that external job opportunities had no effect on turnover. This shows that the existing external job opportunities are not the reason why many employees of RSUD Harapan Ibu decide to resign. Many former employees, although currently working in other organizations, think that they resigned not because of external job opportunities. The results of this study are not consistent with previous research which states that external job opportunities have an effect on turnover.

4. CONCLUSION

Based on the results of research and analysis as a whole, the authors can draw the following conclusions. Job insecurity has no effect on employee turnover at RSUD Harapan Ibu Hospital. Authoritarian organizational learning at RSUD Harapan Ibu Hospital has no effect on employee turnover at RSUD Harapan Ibu Hospital. External job opportunities have no effect on employee turnover at RSUD Harapan Ibu Purbalingga

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