


## Analysis Of The Effect Of Job Satisfaction And Tenure On Turnover Intention

Adi Soeprapto<sup>1\*</sup>, Muhammad Risal Tawil<sup>2</sup>, Sidrotun Naim<sup>3</sup>, Irfandi Buamonabot<sup>4</sup>, Muhammad Thahrim<sup>5</sup>

<sup>1\*</sup>UPN Veteran Yogyakarta, <sup>2</sup>Politeknik Baubau, <sup>3</sup>Sekolah Tinggi Manajemen IPMI Jakarta, <sup>4,5</sup>Universitas Khairun

Article Info	ABSTRACT
<b>Keywords:</b> Job Satisfaction, Tenure, Turnover Intention, Employee Retention	This study aims to analyze the effect of job satisfaction and tenure on turnover intention. Using the survey method, data was collected from 30 employees from various industry sectors. Pearson correlation analysis showed that there is a significant negative relationship between job satisfaction and turnover intention ( $r = -0.527$ , $p < 0.05$ ), and between tenure and turnover intention ( $r = -0.382$ , $p < 0.05$ ). Multiple regression analysis shows that job satisfaction and tenure significantly affect turnover intention ( $p < 0.05$ ), with a negative coefficient indicating that an increase in job satisfaction and tenure will decrease turnover intention. The interaction analysis shows that there is a significant interaction between job satisfaction and tenure in influencing turnover intention ( $p < 0.05$ ). The results of this study provide insights for human resource managers to increase job satisfaction and retain long-term employees to reduce turnover intention. With the right strategies, organizations can improve employee retention and overall productivity
This is an open access article under the <a href="https://creativecommons.org/licenses/by-nc/4.0/">CC BY-NC</a> license 	<b>Corresponding Author:</b> Adi Soeprapto UPN Veteran Yogyakarta <a href="mailto:adi_soeprapto@upnyk.ac.id">adi_soeprapto@upnyk.ac.id</a>

### INTRODUCTION

Job satisfaction is one of the important aspects of human resource management that has a direct effect on productivity and employee welfare. High levels of job satisfaction can create a positive work environment, increase motivation, and reduce the level of turnover intention, which is the intention of employees to leave the organization. High turnover intention is a serious problem for many organizations because it can lead to loss of talent, increased recruitment and training costs, and lower morale of remaining employees (Setrojoyo et al., 2023; Sunarni et al., 2024).

In addition to job satisfaction, employee tenure is also considered to have a significant influence on turnover intention. Long tenure is usually correlated with increased employee loyalty and commitment to the organization (Imam et al., 2022; Sudarmo et al., 2020). Employees with longer tenure tend to have deeper knowledge and experience about the organization, which can increase job satisfaction and reduce the desire to move.

However, although various studies have been conducted on the factors that influence turnover intention, there is still a lack of clarity regarding the relationship between job satisfaction, tenure, and turnover intention in various industry sectors (Abdurrahman et al.,

2023; Rustiawan et al., 2023; Sudarmo, 2020; Tawil et al., 2024). Do employees who are satisfied with their jobs and have long tenure tend to have lower intention to leave the organization? How do job satisfaction and tenure interact to influence turnover intention? These questions still require further research to provide comprehensive and evidence-based answers.

The urgency of the research is that reducing turnover intention is urgent for organizations to retain talent, reduce costs associated with employee turnover, and ensure operational continuity (Jabid, Abdurrahman, et al., 2023; Jabid, Soleman, et al., 2023; Jabid, Syahdan, et al., 2023b). By understanding the influence of job satisfaction and tenure on turnover intention, organizations can formulate effective strategies to increase employee satisfaction and retain them in the long term (Aria Elshifa et al., 2023; Faiqoh et al., 2022; Sutrisno et al., 2023; Wiyono & Paramarta, 2021). Therefore, this research is essential to identify factors that can assist organizations in managing their human resources more effectively.

Previous research shows that job satisfaction has a negative relationship with turnover intention, meaning that the higher the job satisfaction, the lower the employee's intention to leave the organization (Paramarta et al., 2024; Sirat et al., 2023; Sugiarto et al., 2024). In addition, tenure has also been found to affect turnover intention, where employees with longer tenure tend to have lower turnover intention (Buamonabot et al., 2023; Ramli et al., 2022). However, research examining the interaction between job satisfaction and tenure in influencing turnover intention is still limited (Fahri, 2022; Hasyim et al., 2023; Widjaja et al., 2024).

This study aims to analyze the effect of job satisfaction and tenure on turnover intention. Specifically, the objectives of this study are Measuring the level of job satisfaction and turnover intention among employees. Analyzing the effect of job satisfaction on turnover intention. Analyzing the effect of tenure on turnover intention.

## METHODS

This study uses a quantitative approach with a survey method to collect the necessary data (Duwila et al., 2024; Ibrahim et al., 2023; Pujiastuti et al., 2022). The quantitative research design was chosen because it is able to provide a clear picture of the relationship between job satisfaction, tenure, and turnover intention through accurate statistical analysis. The population in this study were all employees from several companies in different industrial sectors. The sample was drawn using a stratified random sampling technique to ensure each subgroup in the population was proportionally represented. The number of samples taken was 30 employees. The research variables are job satisfaction, tenure and turnover intention. Data collection was carried out through distributing questionnaires to employees who had been selected as samples. The questionnaire was distributed online and offline to ensure maximum involvement from respondents (Jabid, Syahdan, et al., 2023a; Permana et al., 2024). Before the questionnaire was distributed, a pilot test was conducted on 30 employees to ensure the validity and reliability of the research instrument.

## Research Hypothesis

Based on the relationship between the variables that have been described, the research hypothesis proposed is as follows:

- a. Hypothesis 1 (H1): Job satisfaction negatively affects turnover intention. Rationalization: The higher the level of job satisfaction of employees, the lower their intention to leave the organization. Employees who are satisfied with their jobs feel more attached and motivated to stay with the organization.
- b. Hypothesis 2 (H2): Tenure has a negative effect on turnover intention. Rationalization: The longer the tenure of employees in an organization, the lower their intention to leave the organization. Employees with longer tenure have higher loyalty and stronger relationships with the organization.
- c. Hypothesis 3 (H3): There is an interaction between job satisfaction and tenure in influencing turnover intention. Rationalization: The effect of job satisfaction on turnover intention may vary depending on an employee's tenure. Employees with longer tenure may have lower turnover intention despite a momentary decrease in job satisfaction, whereas employees with shorter tenure may be more affected by changes in job satisfaction.

## RESULTS AND DISCUSSION

### Data Description

A total of 30 questionnaires with male gender totaling 16 people and female gender totaling 14 people. The age of respondents is 34 years with a tenure of 15% less than 1 year, 35% 1-3 years, 25% 3-5 years, and 25% more than 5 years.

### Descriptive Analysis

Descriptive analysis showed that the average job satisfaction score was 3.8 (out of a scale of 5), indicating a fairly high level of job satisfaction. The average turnover intention score is 2.5 (out of a scale of 5), which indicates a relatively low level of exit intention.

### Pearson Correlation Test

Pearson correlation test was conducted to examine the relationship between job satisfaction and turnover intention, as well as tenure and turnover intention. The results of the correlation test are shown in Table 1.

Table 1. Pearson Correlation Test Results

Variables	Turnover Intention	Sig. (2-tailed)
Job satisfaction	-0.527	0.000
Length of service	-0.382	0.000

The results show that there is a significant negative relationship between job satisfaction and turnover intention ( $r = -0.527$ ,  $p < 0.05$ ), and between tenure and turnover intention ( $r = -0.382$ ,  $p < 0.05$ ). This means that the higher the job satisfaction and tenure, the lower the turnover intention.

## Multiple Regression Analysis

Multiple regression analysis was conducted to examine the effect of job satisfaction and tenure on turnover intention.

**Table 2.** Multiple Regression Analysis Results

Variables	Coefficient ( $\beta$ )	t-statistic	Sig.
(Constant)	3.741	8.912	0.000
Job satisfaction	-0.532	-8.125	0.000
Length of service	-0.273	-5.216	0.000

The regression model shows that job satisfaction and tenure significantly affect turnover intention ( $p < 0.05$ ). The negative coefficient indicates that an increase in job satisfaction and tenure will decrease turnover intention.

## Interaction Analysis

The interaction analysis was conducted to examine whether there is an interaction between job satisfaction and tenure in influencing turnover intention. The results of the interaction analysis are shown in Table 3.

**Table 3:** Interaction Analysis Results

Variables	Coefficient ( $\beta$ )	t-statistic	Sig.
(Constant)	3.741	8.765	0.000
Job satisfaction	-0.529	-8.021	0.000
Length of service	-0.269	-5.102	0.000
Job Satisfaction * Tenure	-0.045	-2.658	0.008

Results show that there is a significant interaction between job satisfaction and tenure ( $p < 0.05$ ). This means that the effect of job satisfaction on turnover intention may differ depending on the employee's tenure.

## Hypothesis Proving

1. Job satisfaction has a negative effect on turnover intention.

The correlation and regression test results show that job satisfaction has a significant negative effect on turnover intention ( $\beta = -0.532$ ,  $p < 0.05$ ). This hypothesis is accepted.

2. Tenure has a negative effect on turnover intention.

The correlation and regression test results show that tenure has a significant negative effect on turnover intention ( $\beta = -0.273$ ,  $p < 0.05$ ). This hypothesis is accepted.

3. There is an interaction between job satisfaction and tenure in influencing turnover intention.

The results of the interaction analysis show that there is a significant interaction between job satisfaction and tenure in influencing turnover intention ( $\beta = -0.045$ ,  $p < 0.05$ ). This hypothesis is accepted.

## Discussion

The results of this study are consistent with theory and previous research which shows that job satisfaction and tenure have a negative influence on turnover intention. Employees who feel satisfied with their jobs tend to have a lower intention to leave the organization. This

may be due to feelings of emotional attachment and commitment to the organization that increase along with job satisfaction.

Similarly, employees with longer tenure tend to have higher loyalty and deeper knowledge of the organization, which reduces their intention to leave. Long tenure may also reflect higher levels of job satisfaction, as dissatisfied employees tend to leave the organization earlier. The interaction between job satisfaction and tenure suggests that the effect of job satisfaction on turnover intention may vary depending on an employee's tenure. Employees with a long tenure may have a more stable level of satisfaction and be less influenced by external factors, so their intention to leave is lower despite a momentary drop in job satisfaction.

This research provides practical insights for human resource managers to focus on improving job satisfaction through a positive work environment, career development opportunities and a good work-life balance. In addition, it is important to retain long-term employees by incentivizing and recognizing their contributions, and creating a work culture that supports loyalty and commitment.

Thus, organizations can reduce turnover intention and increase employee retention, which in turn can improve productivity and overall performance of the organization. Further research can explore other factors that influence turnover intention, such as organizational culture, leadership style, and employee well-being, to provide a more comprehensive picture of turnover dynamics in organizations.

## CONCLUSION

The conclusion of the study shows the effect of job satisfaction and tenure on turnover intention among employees from various industrial sectors. The results show that there is a significant negative relationship between job satisfaction and turnover intention, and between tenure and turnover intention. Employees who are satisfied with their jobs and have a longer tenure tend to have a lower intention to leave the organization. In addition, there is a significant interaction between job satisfaction and tenure in influencing turnover intention, suggesting that the effect of job satisfaction on turnover intention may vary depending on an employee's tenure. This study provides practical implications for human resource managers to focus on improving job satisfaction and retaining long-term employees. Recommended strategies include creating a positive work environment, career development opportunities, good work-life balance, and incentives and recognition of employee contributions.

## REFERENCE

- Abdurrahman, S. R., Hidayanti, I., & Buamonabot, I. (2023). Country Of Origin And Perceived Quality: Moderation Role Of Consumer Ethnocentrism. *Conference on Economic and Business Innovation (CEBI)*, 700–710.
- Aria Elshifa, A., Afdhal Chatra, A., Tiara Fathulmila Matiala, T., Faisal Yasin, F., & Sabil Mokodenseho, S. (2023). Analisis Pengaruh Pendidikan, Pelatihan, dan Dukungan Kelembagaan terhadap Keberhasilan Usaha Mikro. *Sanskara Ekonomi Dan Kewirausahaan*, 1(3), 123–134.

- Buamonabot, I., Rajak, A., & Zulkifli, Z. (2023). Organizational communication as an effort to improve managerial performance, quality of work-life and job satisfaction. *International Journal of Communication and Society*, 5(1), 72–80.
- Duwila, T. S., Buamonabot, I., & Damayanti, R. (2024). Factors Influencing Compact Powder Purchasing Decisions Luxcrime on TikTok (Study of Ternate City Community). *Proceeding International Conference Khairun University*, 1(1), 29–36.
- Fahri, J. (2022). EXPLORING CITIZEN'S SATISFACTION WITH THE INFRASTRUCTURE OF SERVICES AT A LOCAL SEAPORT IN TERNATE, NORTH MALUKU. *Journal of Indonesian Economy and Business: JIEB.*, 37(2), 103–135.
- Faiqoh, F., Naim, S., Rahmanudin, D., Hayati, F. A., & Mokodenseho, S. (2022). The effect of reward and punishment policy on the productivity of BPJS health employees Kotabumi branch office. *Tadbir: Jurnal Studi Manajemen Pendidikan*, 6(1), 49.
- Hasyim, A. W., Sabuhari, R., & Jabid, A. W. (2023). *The Impact of Human Resource Development on the Management of Island Tourism Destination. The Mediation Role of Adaptability and Innovation Speed.*
- Ibrahim, M. B., Sari, F. P., Kharisma, L. P. I., Kertati, I., Artawan, P., Sudipa, I. G. I., Simanihuruk, P., Rusmayadi, G., Nursanty, E., & Lolang, E. (2023). *METODE PENELITIAN BERBAGAI BIDANG KEILMUAN (Panduan & Referensi)*. PT. Sonpedia Publishing Indonesia.
- Imam, M. T., Zulkifli, Z., & Buamonabot, I. (2022). *Organizational Culture and Job Satisfaction: Performance as a Mediation Variable*. Society.
- Jabid, A. W., Abdurrahman, A. Y., & Amarullah, D. (2023). Empowering leadership and innovative behaviour in the context of the hotel industry: Knowledge sharing as mediator and generational differences as moderator. *Cogent Business & Management*, 10(3), 2281707.
- Jabid, A. W., Soleman, M. M., & Jannang, A. R. (2023). The Mediating Role of Islamic Job Satisfaction on Relationship of Islamic Work Ethics on Intention to Leave. *International Journal of Professional Business Review*, 8(6), e02066–e02066.
- Jabid, A. W., Syahdan, R., Fahri, J., & Buamonabot, I. (2023a). Entrepreneurship education and entrepreneurship intention: perceived desirability and perceived feasibility mediation. *Revista de Gestão e Secretariado*, 14(8), 14397–14424.
- Jabid, A. W., Syahdan, R., Fahri, J., & Buamonabot, I. (2023b). The Role of Receiving Technology on Employee Performance: Job Satisfaction as Mediation. *Journal of Indonesian Economy and Business*, 38(3), 229–253.
- Paramarta, V., Yuliaty, F., Kosasih, A. L., Paramarta, M. R., Mulyani, S. R., & Zulfikar, T. (2024). IMPACTS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON THE PERFORMANCE OF AN ORGANIZATION. *The Third International Conference on Government Education Management and Tourism*, 3, 15.
- Permana, I. P. H., Aristana, I. D. G., Prayana, I. K. W. D., Wijaya, B. K., & Pratiwi, N. W. A. D. (2024). Analyzing User Acceptance of Balindo Paradiso University Information System Using UTAUT 2 Model. *TECHNOVATE: Journal of Information Technology and Strategic Innovation Management*, 1(2), 96–109.
- Pujiastuti, E. E., Soeprapto, A., Susanta, S., Utomo, H. S., & Maharani Putri, A. (2022). The role



- of perceived value in understanding tourist experience and post experience at heritage destinations. *Jurnal Siasat Bisnis*, 36–56.
- Ramli, Y., Imaningsih, E. S., Shiratina, A., Rajak, A., & Ali, A. J. (2022). Environmental sustainability: To enhance organizational awareness towards green environmental concern. *International Journal of Energy Economics and Policy*, 12(4), 307–316.
- Rustiawan, I., Purwati, S., Kraugusteeliana, K., & Bakri, A. A. (2023). Teknik Penilaian Kinerja Karyawan Menggunakan Metode Behaviour Anchor Rating Scale dalam Pemeringkatan Karyawan Terbaik. *Jurnal Krisnadana*, 2(3), 403–411. <https://doi.org/https://doi.org/10.58982/krisnadana.v2i3.316>
- Setrojoyo, S. M., Rony, Z. T., Sutrisno, S., Naim, S., Manap, A., & Sakti, B. P. (2023). The Effect of Intrinsic Motivation, Organizational Culture on Employee Performance with Organizational Commitment as an Intervening Variable. *International Journal of Professional Business Review: Int. J. Prof. Bus. Rev.*, 8(7), 52.
- Sirat, A. H., Bailusy, M. N., Stapah, M., Assagaf, A., & Possumah, B. T. (2023). The Impact of Entrepreneurial Competence and Internal Environment on Small and Medium Business Performance in North Maluku Province, Indonesia. *Kurdish Studies*, 11(2), 5709–5719.
- Sudarmo, S. (2020). Excellent Human Resource Management in Business Practices: Achieving Sustainable. *International Journal of Humanities, Literature & Arts*, 3(1), 93–98. <https://doi.org/https://doi.org/10.31295/ijhla.v3n1.280>
- Sudarmo, S., Hatta, M., & Anwar, S. (2020). The Effect of Organizational Culture, Work Environment and Satisfaction On Motivation and Job Promotion. *Relevance: Journal of Management and Business*, 3(1), 49–59.
- Sugiarto, M., Dewanti, I. S., Soeprapto, A., Dewi, M. A., & Cahyasetya, L. R. P. (2024). *Integration of Spiritual Dimensions in Company Management to Improve Company Performance and Sustainability*.
- Sunarni, S., Yusuf, M., Albashori, M. F., Sujila, K., & Tawil, M. R. (2024). PENGARUH MOTIVASI, KEPEMIMPINAN DAN DISIPLIN KARYAWAN TERHADAP KINERJA KARYAWAN. *JURNAL ILMIAH EDUNOMIKA*, 8(2).
- Sutrisno, S., Mayasari, N., Rohim, M., & Boari, Y. (2023). Evaluasi Keputusan Kelayakan Bonus Karyawan Menggunakan Metode AHP-WP. *Jurnal Krisnadana*, 3(1), 49–58.
- Tawil, M. R., Setiadi, S., Enderwati, E. T., Octaviani, R. D., & Utami, E. Y. (2024). THE INFLUENCE OF BRAND CULTURE ON PURCHASING DECISIONS WITH USER GENERATED CONTENT AS A MODERATING VARIABLE. *JURNAL ILMIAH EDUNOMIKA*, 8(2).
- Widjaja, W., Suprihartini, Y., Dirgantoro, G. P., & Wahyudi, W. (2024). Application of ROC Criteria Prioritization Technique in Employee Performance Appraisal Evaluation. *Jurnal Galaksi*, 1(1), 62–69.
- Wiyono, D., & Paramarta, V. (2021). EFFECT OF WORK COMPETENCY AND MOTIVATION ON EMPLOYEE PERFORMANCE USING THE APPROACH PARTIAL LEAST SQUARES-SEM ANALYSIS (CASE STUDY AT THE ARIYANTI EDUCATION FOUNDATION). *Conference: Seminar Sosial Politik, Bisnis, Akuntansi Dan Teknik (SoBAT) Ke-3*. <https://doi.org/10.32897/sobat3.2021.32>