

## Turnover Intention on Employees of Start-Up Companies: Subjective Fit Perception, Personal Resources and Job Insecurity with Work Engagement

**Kholda Anastasya Burhannudin**

*Management, Faculty of Economics and Business, University of Indonesia*  
*kholdatya@gmail.com*

**Fanny Martdianty**

*Management, Faculty of Economics and Business, University of Indonesia*  
*fanny.martdianty@ui.ac.id*

### Abstract

**Purpose** – Human resources are a crucial aspect of start-up companies, representing both a significant investment and a valuable asset. This paper explored an integrative model that investigates how work engagement mediates the impact of job insecurity, person-organization fit, and person-job fit.

**Methodology** – Responses were collected using an online questionnaire at Indonesia start-up company from 317 employees. To evaluate the model's overall fit and the causal relationships between the constructs, Structural Equation Modeling (SEM) was employed. **Findings** – The study findings revealed that among employees in start-up companies, the influence of job insecurity and person-organization fit on turnover intention is fully mediated by work engagement. Additionally, work engagement partially mediates the relationship between job insecurity and person-job fit on turnover intention. The study suggests that companies should ensure job security for their employees and emphasize their significance within the organization. Furthermore, companies should offer activities to enhance employee competencies. **Originality** – This study will examine differences in the intensity of this effect based on the gender of employees at start-up companies

**Keywords:** *Turnover Intention, Person-Job Fit, Person-Organization Fit, Job Insecurity, Personal Resources, Work Engagement, Start-Up Companies.*

### Introduction

As new businesses emerge and develop rapidly, start-up companies focus on presenting and developing new services or products. Based on the 2021 Global Start-up Ecosystem (GSER) Annual Report, Jakarta, Indonesia, ranks third in the list of 'start-up ecosystems that are developing' out of a hundred cities listed (Wicaksono, 2021). According to a report from the Startup Ranking, Indonesia is also ranked fifth (five) with the most significant number of start-up companies in the world in 2022, with 2,381 start-ups recorded.

A start-up company is a collaboration between existing business fields and the application of technology as the basis for the business and existing supporting instruments (Winden & Carvalho, 2019). Start-up companies have high growth potential, accompanied by consumer changes in understanding the use of existing technology (Lee, Lee, Kim, Jo, & Lee, 2016). A key aspect of a start-up company is its human resources (Jaya, Ferdiana, & Fauziati, 2017). Human resources are viewed as the costliest investment and a uniquely valuable asset for a company (Wang, Xu,

Zhang, & Li, 2020). The existing human resources will determine whether a company can operate efficiently and effectively in achieving company goals. The success and failure of a company depend on the human resources that manage the company (Setiyati & Hikmawati, 2019). One of the business challenges that companies can face is retaining talented human resources.

The phenomenon that often occurs in human resources which can impact the company's performance, is the behavior of employees within a company, one of which is turnover intention (Merissa, 2018). During the pandemic, there was Great Resignation or a significant resignation as a form of rebellion by employees who were fed up with the attitude of their superiors who ignored their welfare (Constantin, 2022). This phenomenon occurs globally, including in Indonesia. Based on a survey of more than 2,600 professional workers from more than 1,100 companies, both start-ups and not, in six countries in Southeast Asia, it was recorded that 77% of employees in Indonesia experienced turnover intention (Nabila, 2022). Many human resources in start-up companies tend to belong to the millennial generation (Pratikna, Budiarto, Sanjaya, & Gunawan, 2021). Many millennials will only last 2 (two) to 3 (three) years in one company, where the majority of the reasons are self-development, salary, work environment, and jobs that are outside their hobbies (William Putra Utomo, 2019). This indicates actual turnover that begins with turnover intention. According to Prawitasari (2016). Turnover intention, namely where employees begin to find that their job expectations are not by the working conditions they encounter. The turnover intention must be minimized because it can result in inefficient employee performance and increase work stress (Dysvik & Kuvass, 2013).

In addition, Termination of Employment (PHK) affects various sectors, including start-up companies. If accumulated, so far in 2022, the number of start-up employees and large technology companies laid off has reached 152 thousand people. This phenomenon certainly has a heavy impact on employees (Ahdiat, 2022). The emergence of the term layoff anxiety is a condition where employees feel that one day they can be fired at any time when they work again (Ningdyah, 2022). According to Ningdyah (2022), this has had an impact on concentration and motivation when working, which has drastically decreased, which has resulted in employees tending to have turnover intentions because of anxiety and fear that layoffs will happen to them.

The factors driving turnover intention differ between men and women, primarily stemming from personal, human resource, and organizational aspects (Ali, Alkadry, & Bishu, 2018). As start-up companies are dynamic and can be stressful, the stress faced by employees in start-up companies can also be a driving force for them to have the intention to quit (Rangrez, Amin & Dixit, 2022). However, in general, there are several predictors of turnover intention, including person-organization fit and person-job fit, both concepts of subjective fit perception, according to Kaur and Kang (2021). According to research by Berisha & Lajci (2020), turnover intention is negatively impacted by person-job fit and person-organization fit.

Person-job fit is the suitability of the values and characteristics that exist in employees against the traits and values of their work (Kaur & Kang, 2021). There are 2 (two) types of suitability, namely suitability for needs or needs-supplies fit, and suitability for abilities or demands-abilities fit According to Kaur and Kang (2021), a needs-supplies fit will be achieved if the corporate environment provides

intrapersonal resources, developmental opportunities, and psychological, physical, and financial resources that meet these employees' needs. Meanwhile, demands-abilities fit will be fulfilled if the employee's contribution meets the company's demands, such as the employee's ability, skills, knowledge, commitment, effort, and time. The tendency of employees to carry out turnover intention also depends on the power of employees to adapt their personalities to work (Alniacık, Alniacık, Erat, & Akçin, 2013).

For a start-up company to succeed, ongoing innovation is essential (Weiblen & Chesbrough, 2015). The effectiveness of company innovation on an ongoing basis is not only supported by successful employee work assignments but also needs to pay much attention to employee behavior. This fit between employees and their company generally defines person-organization fit (Kaur & Kang, 2021). Suppose the employee does not have a match with the company. In that case, it can result in the employee thinking about looking for another job and eventually leaving the company or raising turnover intention. Employees who are compatible with company values will tend to feel competent, satisfied, and willing to continue their obligations in the company (Kaur & Kang, 2021). Therefore, the smaller employee's desire to quit the company or leave, the better the employee's person-organization fit (Alniacık et al., 2013).

In addition, start-up companies are new companies striving to succeed in the industry, that often-lacking guaranteed success or exit strategies, that can cause job insecurity among employees (Rangrez, Amin & Dixit, 2022). This job insecurity can also affect turnover intention. Job insecurity is a feeling that is assumed to be a possible threat to the job being carried out continuously by employees (Abolade, 2018). If the job insecurity felt by employees is always felt at work, it will stimulate the emergence of a desire to move or turnover intention (Heryanda, 2019). Work engagement can also influence this turnover intention. According to Dai, Altinay, Zhuang, and Chen (2021), work engagement is characterized by a strong focus on the job and a high level of dedication, creating a positive and affective-motivated state. Employees will become very engaged with their work if they employee has high work engagement (Yalabik, Popaitoon, Chowne, & Rayton, 2013). If employees have low work engagement by showing a decrease in enthusiasm and enthusiasm and have a tendency to dislike their work, there will be a high chance of increasing turnover intention (Siddiqi, 2013)

Personal resources are identified by Schaufeli and Bakker as crucial predictors for work engagement (Shahpouri, Namdari & Abedi, 2015). According to him, cognitive and affective aspects of personality can constitute private or confidential resources. These encompass a positive self-belief and outlook on the environment, fostering motivation to achieve goals and resilience when encountering challenges. Besides correlating with turnover intention and personal resources, work engagement correlates with the person-organizational fit. It can be seen from the research of Memon, Salleh, Nordin, Cheah, Ting, and Chuah (2018) that between turnover intention, work engagement, and person-organizational fit, there is a strong correlation. The dynamic alterations in industrial work culture and corporate have been brought about by the swift expansion of start-ups in the economy (Rangrez, Amin & Dixit, 2022).

This research investigates how personal resources, job insecurity, person-organization fit and person-job fit impact turnover intention by using work engagement as a mediation that will be challenged in employees at start-up companies. Furthermore, the study will also explore variations in the strength of this influence concerning the gender of employees within start-up companies.

### **Research Method**

This formal research study begins with a hypothesis that involves proper procedures and specification of data sources. In the category of data collection methods, the research conducted is a communication study. This study employs a formal research approach as the research design. In the category of data collection methods, the research conducted is a communication study. In the type of researcher control over variables, researchers do not have the authority to manipulate variables, so the research conducted is an *ex post facto* design. In the objective category, the study showed descriptive analysis. The hypothesis is tested quantitatively using Structural Equation Modeling (SEM). This research design also occurs under actual conditions, namely field conditions in the research environment category. Data collection will be carried out by distributing questionnaires online. Questionnaire answer choices in the research conducted will use a Likert scale. The study's population is all employees working at start-up companies. All populations can be sampled in this study using non-probability sampling (Cooper et al., 2014).

Quantitative method used in this study to measure the data and applied statistical analysis. This research model analyzed the influence of job insecurity, person-organization fit, person-job fit and personal resources on turnover intention. It also examined work engagement role in mediating the relationship of job insecurity, person-organization fit, person-job fit, personal resources on turnover intention.

Total respondents of this study are 317 employees of start-up companies. The operational measurement of variables referred to Sjöberg & Sverke (2000) for turnover intention with three indicators, and Xanthopoulou, Bakker, Demerouti, dan Schaufeli (2007) for personal resources with thirty indicators from three dimensions, and referred to Cable dan DeRue (2002) for person-organization fit with three indicators and also person-job fit with six indicators from two dimensions. Also, the measurement referred to Hellgren, Sverke, & Isaksson (1999) for job insecurity with seven indicators for two dimensions, and Schaufeli & Bakker (2004) for work engagement with nine indicators with three dimensions.

### **Results and Discussions**

The total number of respondents after the screening was 317 respondents. All of these respondents met the previously set criteria: currently working at a start-up company and the company for at least 1 (one) year. The research results showed that 153 respondents (48.26%) were female, and 164 respondents (51.74%) were male. It is known that based on age, most respondents are in range of 20 (twenty) to 24 (twenty-four) years old or 42,59%, and the rest are variative from age 25 (twenty-five) to 44 (forty-four). In education background, 252 or 79.50% had bachelor's degrees, 35 or 11,04% had master's degrees, 16 or 5,05% had vocational degrees, and 14 or 4,42% had high school diplomas. One of the characteristics of a start-up company is that the company's age is at most 10 (ten) years (Kollmann et al., 2016). If seen from the data of existing research respondents, as many as 98

respondents (30.91%) who work in companies aged 5 (five) to 6 (six) years. Then, as many as 86 respondents (27.13%) worked in companies aged 7 (seven) to 8 (eight).

The majority of respondents' employment status is permanent employees, as many as 216 respondents (68.14%). As for respondents with contract employee status, there were 101 respondents (31.86%). Most filling out this research position were employees, with 238 respondents (75.08%). The second highest order is the position of senior employees, with 29 respondents (9.15%). Based on respondent data in the study, it was found that years of service ranging from 1 (one) to 2 (two) years were the largest group of years of service, with 221 respondents (69.72%). Then the second order, as many as 44 respondents (13.88%) of respondents have a working period of 3 (three) to 4 (four) years.

### 1. Structural Model Analysis

Structural Equation Modeling (SEM) was used to carried out the analysis of structural model. This modeling makes it easier for researchers to see the correlation between variables used as a measuring tool. According to Ferdinand (2002), SEM has advantages in confirming a concept's dimensions. SEM can be used to see the effect of theoretical correlations with the correlation to be proven. This sub-chapter describes structural model suitability used by researchers to test the existing hypotheses.

### 2. Structural Model Fit Test Analysis

Structural model fit test or causality correlation between variables. Used as a tool to test existing hypotheses. The suitability of this structural model can be analyzed and seen from the value of goodness of fit (GOF) or what is commonly called the degree of fit of the model. The degree of suitability is seen by comparing the collected data with the model used in this study. The following are GOF analysis results of the model used.

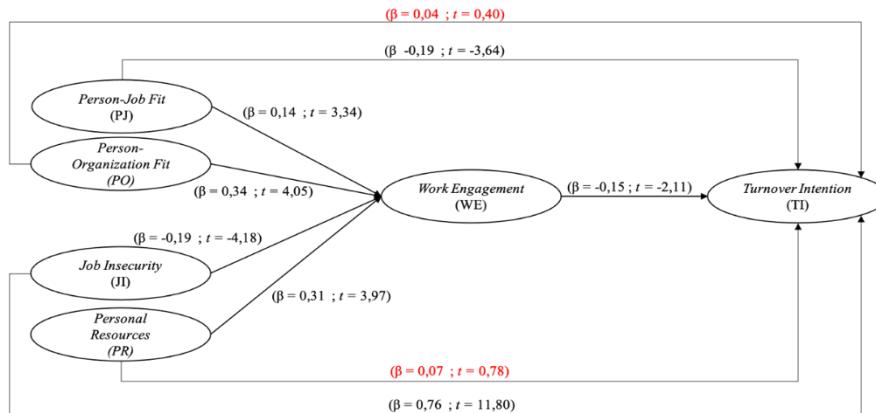
**Table 1. Structural Model Fit Test Result**

Indeks GoF	Grade	Result	Conclusion
<i>Relative Fit Index (RFI)</i>	$\geq 0,90$	0,95	<i>Good Fit</i>
<i>Incremental Fit Index (IFI)</i>	$\geq 0,90$	0,97	<i>Good Fit</i>
<i>Comparative Fit Index (CFI)</i>	$\geq 0,90$	0,97	<i>Good fit</i>
<i>Normed Fit Index (NFI)</i>	$\geq 0,90$	0,96	<i>Good Fit</i>
<i>Root Mean Square Error of Approximation (RMSEA)</i>	$\leq 0,08$	0,079	<i>Good Fit</i>
<i>Standardized Root Mean Residual (SRMR)</i>	$\leq 0,05$	0,067	<i>Marginal Fit</i>
<i>Goodness-of-Fit Index (GFI)</i>	$\geq 0,90$	0,84	<i>Marginal Fit</i>

According to the results in the table above, 5 (five) fit measurements produce a good fit out of a total of 7 (seven) measurements. The five measurements are the Relative Fit Index (RFI), Incremental Fit Index (IFI), Comparative Fit Index (CFI), Normed Fit Index (NFI), and Root Mean Square Error of Approximation (RMSEA). In the section of Goodness-of-Fit Index (GFI), GFI shows marginal fit because the value of 0.84 is between 0.8 and 0.9. Then Standardized Root Mean Residual (SRMR) shows marginal fit because the value of 0.067 is between 0.05 and 0.08. The proposed research model based on the results of all fit tests is considered fit, meeting 4 (four) to 5 (five) criteria of goodness of fit (Hair et al., 2010).

### 3. Causal Correlation Analysis

Causal correlations in Structural Equation Modeling (SEM) indicate whether there is a correlation or influence between one variable and another (Wijanto, 2008). This study conducted a one-tailed test with a significance of 5% so that a value greater than 1.645 on the t-value will prove that there is a significant influence on a hypothesis. The following is an overview of the results of the causal correlation analysis processed with LISREL 8.8:



**Figure 1. Path Diagram**

In the picture above, you can see the correlation between the independent variables towards the dependent variable. Two numbers describe each line: the t-value and the Standardized Factor Loadings (SFL) value. The black numbers indicate that there is an influence between the variables, while the red numbers indicate that there is no significant effect. Positive and negative signs indicate the direction of the correlation between these variables. The following is a table from the results of path analysis showing the t-value and SFL values in the structural model:

**Table 2. Structural Model Result**

	<b>Hypothesis</b>	<b>SFL</b>	<b>t-values</b>	<b>Conclusion</b>
H1	<i>Person-job fit</i> → <i>Turnover Intention</i>	-0,19	-3,64	Significant
H2	<i>Person-organization fit</i> → <i>Turnover Intention</i>	0,04	0,40	Insignificant
H3	<i>Job insecurity</i> → <i>Turnover Intention</i>	0,76	11,80	Significant
H4	<i>Personal resources</i> → <i>Turnover Intention</i>	0,07	0,78	Insignificant
H5	<i>Person-job fit</i> → <i>Work Engagement</i>	0,14	3,34	Significant
H6	<i>Person-organization fit</i> → <i>Work Engagement</i>	0,34	4,05	Significant
H7	<i>Job insecurity</i> → <i>Work Engagement</i>	-0,19	-4,18	Significant
H8	<i>Personal resources</i> → <i>Work Engagement</i>	0,31	3,97	Significant

<i>Work Engagement</i>				
H9	<i>Work engagement</i> → <i>Turnover Intention</i>	-0,15	-2,11	Significant

In the table above, some 7 (seven) of the 9 (nine) causal correlation hypotheses were found to be significant, which means that the antecedents influence the consequent variable in a causal correlation. Two (2) causal correlations are insignificant, namely the influence of person-organization fit on turnover intention, with t-value of 0.39 and an SFL value of 0.04. As well as the correlation between the influence of personal resources on the turnover intention with t-value of 0.90 and an SFL value of 0,07.

#### 4. Mediation Correlation Analysis

After analyzing the causal correlation, then the mediation correlation analysis is carried out. The mediation correlation will be seen to see the indirect correlation between the dependent variable, the independent variables, and the existing mediating variables. This mediation correlation can be seen by comparing direct and indirect effects. The following are mediation correlation analysis results:

**Table 3. Mediation Analysis Result**

Line	<i>Direct Effect</i>	<i>Indirect Effect</i>	<i>Total Effect</i>	Conclusion
<i>Person-job fit</i> → <i>Work engagement</i> → <i>Turnover Intention</i>	-0,19	-0,02	-0,21	Partial Mediation
<i>Person-organization fit</i> → <i>Work engagement</i> → <i>Turnover Intention</i>	0,04	-0,05	-0,01	Complete Mediation
<i>Job insecurity</i> → <i>Work engagement</i> → <i>Turnover Intention</i>	0,76	0,03	0,79	Partial Mediation
<i>Personal resources</i> → <i>Work engagement</i> → <i>Turnover Intention</i>	0,07	-0,05	0,02	Complete Mediation

As seen in the table above, there is a direct effect between person-job fit on turnover intention and the effect between job insecurity on the turnover intention with SFL values of -0.19 and 0.76, as well as t values for both above 1.645. The effect of the work engagement mediating variable on the dependent variable turnover intention also has a t value > 1.645. So it can be inferred that work engagement partially mediates between the impact of person-job fit on turnover intention and the influence of job insecurity on turnover intention.

The table above shows no direct effect between personal resources and person-organization fit on turnover intention with a t value > 1.645. However, the effect of the work engagement mediating variable on the dependent variable turnover intention also has a t value > 1.645. So, the work engagement variable fully mediates between the effect of person-organizational fit on turnover intention and the effect of personal resources on turnover intention.

## 5. Hypothesis Testing Results

By looking at the value of the tcount, this hypothesis test is done, where the hypothesis will be accepted when the tcount is more significant than 1.645, while the hypothesis will be rejected if the tcount is less than 1.645. The direction of influence will be seen through the results of the SFL values .

### ***H1: Person-job fit harms employee turnover intention in start-up companies.***

The first hypothesis examines the negatively significant effect of person-job fit on turnover intention. These results also show that the hypothesis is accepted. The finding can support this result that the t-value is greater than the t-table, namely  $3.64 > 1.645$  and has a negative direction which can be seen from the SFL value of 0.18. The results of the study prove that the higher the employee's person-job fit in a start-up company, the lower their intention to leave the company, and vice versa.

### ***H2: Person-organization fit negatively and significantly affects employee turnover intention in start-up companies.***

The second hypothesis examines the negatively significant effect of person-organizational fit on turnover intention. These results also show that the hypothesis is rejected. This is evident from the calculated t value, which is smaller than t table, namely  $0.39 < 1.645$ , and has a negative direction which can be seen from the SFL value of 0.04. The findings of this study do not prove that employees' high or low person-organization fit will affect their intention to leave a start-up company.

### ***H3: Job insecurity has a positive effect on employee turnover intention in start-up companies.***

The third hypothesis tests the significant positive effect of job insecurity on turnover intention. These results also show that the hypothesis is accepted. The finding supports this result: the calculated t value is greater than the t table, namely  $11.79 > 1.645$  and has a positive direction which can be seen from the SFL value of 0.76. The study's results prove that the higher the job insecurity employees have at start-up companies, the higher their turnover intention will be.

### ***H4: Personal resources harm employee turnover intention in start-up companies.***

The fourth hypothesis examines the significant negative effect of personal resources on turnover intention. These results also show that the hypothesis is rejected. This can be seen from the calculated t value, which is smaller than t table,  $0.80 < 1.645$ , and has a negative direction which can be seen from the SFL value of 0.07. The results of this study do not prove that the level of personal resources employees possess will affect their intention to leave start-up companies.

### ***H5: Person-job fit positively affects work engagement among employees at start-up companies.***

The fifth hypothesis tests the significant positive effect of person-job fit on work engagement. These results also show that the hypothesis is accepted. The finding can support this result that the calculated t value is more significant than t table, namely  $3.34 > 1.645$  and has a positive direction which can be seen from the SFL value of 0.14. The results of the study prove that the higher the employee's

person-job fit in a start-up company, the higher the work engagement they will have. This study's results are from research conducted by Memon, Salleh, Nordin, Cheah, Ting, and Chuah (2018) regarding the impact of person-job fit on work engagement.

**H6: *Person-organization fit positively affects work engagement among employees at start-up companies.***

The sixth hypothesis tests the positive effect of person-orientation fit on work engagement. These results also show that the hypothesis is accepted. The finding can support this result that the calculated t value is more significant than t table, namely  $4.01 > 1.645$  and has a positive direction which can be seen from the SFL value of 0.34. The results of the study prove that the higher the person-organization fit possessed by employees in start-up companies, the higher the work engagement they will have.

**H7: *Job insecurity harms work engagement among employees at start-up companies.***

The seventh hypothesis tests the significant negative effect of job insecurity on work engagement. These results also show that the hypothesis is accepted. The finding supports this result: the calculated t value is more significant than the t table, namely  $4.19 > 1.645$  and has a positive direction which can be seen from the SFL value of 0.19. The results of the study prove that the higher the job insecurity of employees at start-up companies, the lower their work engagement and vice versa.

**H8: *Personal resources positively affect work engagement among employees at start-up companies.***

The eighth hypothesis tests the significant positive effect of personal resources on work engagement. These results also show that the hypothesis is accepted. The finding supports this result: the calculated t value is more significant than the t table, namely  $3.99 > 1.645$  and has a positive direction, which can be seen from the SFL value of 0.31. The results of the study prove that the higher the personal resources employees have at start-up companies, the higher the work engagement they will have.

**H9: *Work engagement harms employee turnover intention in start-up companies.***

The ninth hypothesis tests the significant negative effect of work engagement on turnover intention. These results also show that the hypothesis is accepted. The finding supports this result: the calculated t value is more significant than the t table, namely  $2.11 > 1.645$  and has a negative direction which can be seen from the SFL value of 0.15. The study's results prove that the higher the work engagement employees have in start-up companies, the lower their intention to leave the company, and vice versa.

**H10: *Work engagement mediates the relationship between person-job fit and employee turnover intention in start-up companies.***

The tenth hypothesis tests whether work engagement mediates the effect of person-job fit on turnover intention. These results indicate that the hypothesis is

accepted. It can be seen that the t-value of the effect of person-job fit on turnover intention is more significant than 1.645, and the t-count of the effect of work engagement on turnover intention is more significant than 1.645. So the research found that person-job fit partially mediates the effect of job insecurity on turnover intention.

**H11: *Work engagement mediates the relationship between person-organizational fit and employee turnover intention in start-up companies.***

The eleventh hypothesis tests whether work engagement mediates the influence of person-organizational fit on turnover intention. These results also show that the hypothesis is accepted. The t-value of the effect of person-organization fit on turnover intention is less than 1.645. However, the t-count of the effect of work engagement on turnover intention is more significant than 1.645. So the researchers found that work engagement fully mediates the influence of person-organizational fit on turnover intention.

**H12: *Work engagement mediates the relationship between job insecurity and turnover intention among employees at start-up companies.***

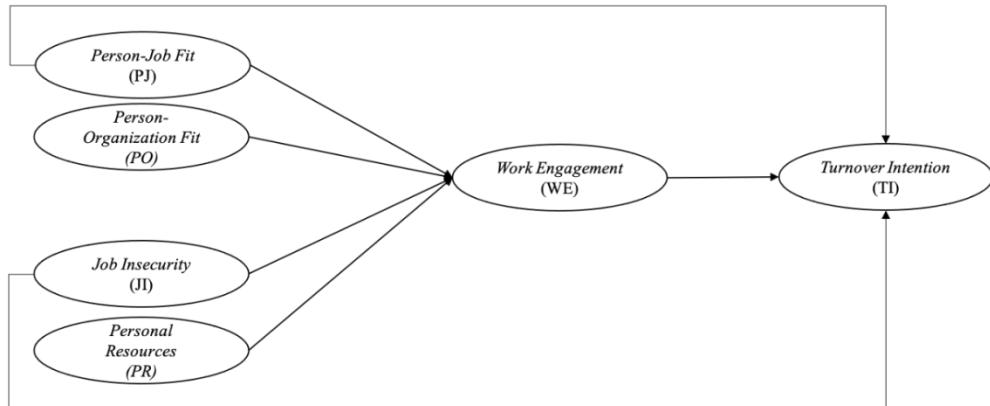
The twelfth hypothesis tests whether work engagement mediates the effect of job insecurity on turnover intention. These results indicate that the hypothesis is accepted. It can be seen that the t-count effect between job insecurity on turnover intention is more significant than 1.645. Also, the t-count effect between work engagement on turnover intention is more significant than 1.645. So the researchers found that work engagement partially mediates the effect of job insecurity on turnover intention.

**H13: *Work engagement mediates the relationship between personal resources and employee turnover intention in start-up companies.***

The thirteenth hypothesis tests whether work engagement mediates the effect of personal resources on turnover intention. These results also show that the hypothesis is accepted. It can be seen that the t-value of the effect of personal resources on turnover intention is less than 1.645, but the t-count of the effect of work engagement on turnover intention is more significant than 1.645. So the researchers found that work engagement fully mediates the influence of personal resources on turnover intention. This finding is reinforced by Kim and Hyun's research (2017), where work engagement mediates the effect of interpersonal resources on turnover intention.

## **Discussion**

Based on the model proposed in the early stages of research, the researcher developed a hypothesis to determine the effect of personal resources, job insecurity, person-job fit, and person-organization fit on turnover intention through work engagement mediation. The main focus of researchers in this study is employees at start-up companies. Concerning the findings, the following is a model of the conclusions of the study:



**Figure 2. Final Research Findings Model**

The picture above shows the model of the final research results, where variables that have influence will be shown on the lines contained in the research model. While the hypothesis is not accepted, no line states the effect.

On this study, based on the results, there is an influence of person-job fit on turnover intention. The turnover intention has a more excellent mean value than the person-job fit value. Where start-up company employees are actively looking for other jobs, if this is seen in the person-job fit indicator, this is because even though start-up company employees feel that they have abilities and skills that match the demands of their jobs, the work they do does not provide everything that employees want in their jobs. The findings of this research are substantiated by the findings of Berisha & Lajci (2020) which show that person-job fit harms turnover intention. In addition, the findings are supported by other research by Mensah and Bawole (2018), which shows a negatively significant relationship between person-job fit, and turnover intention. The two results of this study it is the response according to Kaur (2021), which states that if employees feel that they do not have the appropriate skills and abilities or feel that the requirements of their job do not need their skills and abilities, then they tend not to consider the position offered, will harm their performance in the company. Moreover, in this case, it can result in employee intentions to leave the company.

In this study, there is an influence between job insecurity on turnover intention. It can also be seen that the job insecurity felt by these start-up employees is skewed toward salary developments in companies that are not yet promising. This affects the high turnover intention, where start-up company employees actively seek other jobs. The results of this finding align with previous research from Yin (2022), which suggested that job insecurity influences individuals' turnover intention. This is caused by negative emotions and insecurity, which are believed to cause individuals to have turnover intention.

In some cases, employees have more worries when working in a large company that will increase company efficiency. The turnover intention appears in individuals as a form of fear of the layoff decisions given by the company to its employees. This finding is reinforced by findings that state that if job insecurity is felt by employees

continuously at work, it will stimulate the desire to move or turnover intention (Heryanda, 2019).

It was also found in this research that there is an influence between work engagement on turnover intention. This finding shows that start-up company employees feel less excited to go to work in the morning, even though they feel proud of the work done. So, this can affect the desire of employees to seek other jobs actively. The results of this study are supported by those studied by Memon, Salleh, Nordin, Cheah, Ting, and Chuah (2018) regarding the impact of person-job fit on work engagement.

While all the independent variables in this study, namely personal resources, job insecurity, person-job fit, and person-organization fit, influence work engagement. Person-organizational fit is where start-up company employees feel that the value of the company is by the value they have. This makes employees at start-up companies feel proud of the work done, as the highest score on the work engagement indicator. This study's results are supported by Sørlie, Hetland, Dysvik, Fosse, and Martinsen (2020), which say that person-organizational fit emphasizes compatibility between employee and company values with an impact on work engagement of the employees. In addition, this study's results align with research conducted by Jung et al (2021). This study stated that job insecurity could drain employees' physical, psychological, and mental energy. This negatively affects their health and well-being and thus can encourage a decrease in their involvement in work, or it can be said that job involvement is the same as work engagement.

In addition, it can be seen in this study that person-job fit, where employees at start-up companies feel that they have the skills and abilities that match their jobs, can influence their sense of pride in the position where this is one of the highest indicators of work engagement among company employees. Start-up.

High job insecurity in salary growth in start-up companies has yet to be promising to affect the work engagement of start-up company employees, especially in the enthusiasm of employees in the morning to do their jobs.

Then the results of this study can also be seen those high personal resources, where start-up company employees will try to fix if something goes wrong, can increase work engagement, especially in terms of pride in their work. This is supported by Bakker & Leiter's research (2010), in which Schaufeli and Bakker stated that there are essential predictors for work engagement, namely personal resources, as well as the findings of this study are by previous research from Yakin (2012). This research shows that work engagement affects the results of work-related attitudes and behaviors such as turnover intention. The more engaged employees are with their work, the more they feel their work is meaningful and inspiring and as a result, they become more dedicated and concentrated on their work. This finding is also reinforced by findings that state that if employees have low work engagement by showing a decrease in enthusiasm and enthusiasm and have a tendency to dislike their work, there will be a high chance of increasing turnover intention (Siddiqi, 2013).

This research also shows that person-organizational fit and personal resources, such as employees at start-up companies, do not affect turnover intention. High or low person-organization fit and personal resources owned by employees do not necessarily affect their intention to leave the company. This finding can be seen from

the fact that even though employees feel that their values are by the company's and they are optimistic about their work, they will still actively look for other more profitable jobs. The findings in this study are not in line with previous research by Berisha & Laici (2020), where employees working in private companies found that person-organization fit influences turnover intention. Meanwhile, regarding employees in start-up companies, the results show that person-organizational fit does not affect turnover intention. The results of this study are also inconsistent with the research by Kim and Hyun (2017), wherewith the subject of employees in retail supermarkets, there is a negative effect of personal resources on turnover intention, while in this study, there is an influence on personal resources on turnover intention. Although person-organization fit and personal resources do not affect turnover intention, these two variables can affect turnover intention through work engagement.

## Conclusions

By the research objectives, namely, how personal resources, job insecurity, person-organization fit and person-job fit influence turnover intention, considering work engagement as a mediating factor, the following conclusions were obtained from this study: 1) Within start-up companies, turnover intention among employees is influenced by job insecurity and person-job fit. Person-job fit is detrimental to turnover intention, whereas job insecurity positively correlates with turnover intention. However, person-organizational fit and personal resources show no significant impact on turnover intention; 2) Among employees in start-up companies, work engagement is influenced by person-organization fit, person-job fit, job insecurity, and personal resources. Person-organization fit, person-job fit, and personal resources exert positive effects on work engagement. Meanwhile, job insecurity has an influence on work engagement in a negative direction; and 3) Work engagement has the potential to serve as a mediator between job insecurity and person-organization fit in influencing turnover intention among employees of start-up companies. Furthermore, the impact of person-job fit and job insecurity on turnover intention, may partially mediate by work engagement.

In this study, the role of work engagement has an important influence on retaining employees to stay in the company for a long time. In addition, employee work engagement can also be maintained by increasing person-organizational fit, person-job fit, and personal resources and reducing job insecurity. Therefore, companies need to pay attention to things that can increase employee work engagement to help these employees survive in the company.

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