

Digital Banking: Its Impact on Job Insecurity and Turnover Intention of Employees in BNI Regional South Jakarta

Ika Yuanita¹, Elni Sumiarti²

¹*(Business Administration Department, Padang State Polytechnic, Indonesia)*

²*(Business Administration Department, Padang State Polytechnic, Indonesia)*

Abstract:

This research aims to determine the impact of digital banking and job insecurity as a mediating effect on the relationship on the turnover intentions of employees at PT. Bank Negara Indonesia (Persero), Tbk. regional office of South Jakarta. This study designed using a descriptive exploratory approach with a quantitative approach, samples consist of 178 employees related to PKWT, Bina BNI, and outsourcing classified by using a proportional stratified random sampling method. Moderating Regression Analysis (MRA) is used to examine the moderator effect of the research model with the residual test method. Empirical findings show that digital banking has a significant relationship impact to turnover intentions of employees at PT. Bank Negara Indonesia (Persero), Tbk. regional office of South Jakarta. meanwhile, job insecurity has a pure moderator and negative effect, also significant affect to the relationship between digital banking and turnover intentions of the employees in PT. Bank Negara Indonesia (Persero), Tbk. regional office of South Jakarta.

Key Word: *Digital Banking, Job Insecurity, Turnover Intention.*

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I. Introduction

Digital banking refers to the disclosure of internal bank data and processing to external parties through digital channels, included sharing customer-authorized financial data with third parties, even the distribution of partner-based products to bank customers. This transformation becomes an application that can be used to various activities including cash management, artificial intelligence, internet of thoughts, virtual banks, cash access, digital checks and personal advisers (Kearney, 2013; Fajrian, 2017). Digital banking transformation at PT. BNI (Persero), Tbk., regional office of the South Jakarta has made a significant contribution to improving bank performance during 2018-2019, currently overseeing one principal branch office, six branch offices and five financial centers with total transactions about IDR 88,112 trillion. It has contributed to transaction sector via mobile (55,1 percent), SMS and internet (7,9 percent), and more transactions via ATM still dominated. During 2018, to develop employee competence and its relation to banking digitization implemented, BNI of South Jakarta has trained 590 employees, which 196 terminated employees and average of 25 training sessions for each employee. Every year, 5 percent of the human capital budget was used amount of IDR 385,34 billion to improve employee capabilities (competences) through centralized learning by BNI Corporate University (PT. BNI, Tbk, Annual Report, 2019).

Meanwhile, the implementation of digital banking system also contributed significant impact on human resource management or employees in the banking industry's. In other words, digital banking transformation of bank management has a tendency to restructure bank managerial systems and patterns through improving cash flow, increasing efficiency and productivity, profitability, and value added. These improvements will have an impact on various aspects, portfolio improvements, capital, streamlining management, management systems and human resource improvements (Cummings, 2015). The impact of organizational changes such as downsizing, reorganization, and the adoption of new technology will be a threat for several employees. Employees will perceive these changes have a direct impact on their existence in the organization. Its indicated such as job mutation and termination of employment as a logical consequence (Ivanevich, et al., 2005; Vakola & Nikolaou, 2005; Wittig, 2012).

As the results of Pricewaterhouse Coopers' research (2018) that the reality is that the national banking system is getting better by using digital banking, which has a negative impact where the demand of employees in certain positions continues to decrease along with development of digital technology. In fact, PT. Bank Negara Indonesia (Persero), Tbk, has reached 60 percent of total employees doing routine work which has been replaced by the adoption of digital banking technology. This phenomenon resulted by development of self-

service technology-digital banking which allows customers to transact or perform services independently such as mobile banking which is usually gadget-based and internet banking will reduce human labor or employees directly (Meuter, et al., 2000). However, digital banking is a avoiding for banks in providing service efficiency to customers and the Financial Services Authority (OJK) as a regulator has issued a legal basis for national banking in developing digital banking services, OJK act No. 12/POJK.03/2018, Its concerned implementation of digital banking services by commercial banks.

Withinby the concept and application of human resource management, transformation and restructuring in an organization can resulted tendency for employees in the organization to leave their jobs either voluntarily or involuntarily. Voluntary turnover is leaving a company with own intentions and goals related to job satisfaction, job insecurity, inappropriate expectations, work stress, and unable to develop a career. Involuntary turnover occurs when employees are dismissed from the company, but not with their own intentions, but because of other factors such as early retirement, the company system, and termination of employment (Robbins & Coulter, 2010). Many factors to determine employee turnover intentions, mostly by economic variables : other job choices, or organizational constructs : restructuring, salary system, adoption of new technology, even individual factors : demographic, family, and leisure time considerations (Deepa& Stella, 2012).

Table 1. Turnover Intention Rates of Employee in PT. Bank Negara Indonesia, Tbk. Regional Office of South Jakarta (2019)

Branch Office	PKWT	BINA BNI	Outsouching	Total	Resign	TR (%)
Principal Office Jakarta Pusat	151	36	115	302	18	5,96
Branch Office Mega Kuningan	120	41	78	239	18	7,53
Branch Office Melawai Raya	118	38	135	291	24	8,25
Branch Office Menteng	69	17	54	140	9	6,43
Branch Office Pasar Mayestik	107	29	122	258	13	5,04
Branch Office Senayan	125	37	131	293	16	5,46
Branch Office Tebet	174	45	179	398	18	4,52
Total Employees	864	243	814	1921	116	

Source : PT. Bank Negara Indonesia (Persero), Tbk Kantor Regional Office, South Jakarta, Senayan, 2019.
 PWKT = Fixed-term employment hired for specific period time dan TR = *Turnover Intention Rate* (%).

Average employee turnover intentions that occurs at PT. BNI (Persero), Tbk, regional office of South Jakarta in 2019 reached 6,17 percent per year or low turnover category, less than 10 percent(Branham, 2009). Nonetheless, transformation of banking digitalization services has been impacted employees intention to stop working at the bank directly. Banking digitalization have negative impact on employees profession in bank who worked for frequently transactions with customers (frontliners) such as tellers, back offices and customer service. Digital banking products enable customers to make transactions anytime (self-service technology) and anywhere (digital branches), and easily record banking transactions through banking technology systems (SMS, internet, and mobile banking). However, of course banking will not immediately eliminate demand for employment with their skills, but gradually in line with the demand for employment in banking business transactions. Bank needs will increase for programmers or employees who skilled inbanking technology. In fact, profession’s that require mostly in analytical, credit analysis, marketing, and planning skills will still be needed (King, 2013; Nurdin, 2019; Wijaya, 2019).The impact of implementing digital banking depends on each employee skills and willingness to adapt the digitalization of the banking industry. Generally, it will cause insecure at work for employees, specificy frontliners profession. Job insecurity will refer to perceptions of potential loss of stability and continuity of working relationships with organization in the future. Job insecurity will trigger decreased employee creativity, capability and performance and its has a significant effect on high turnover intentions (Schalkwyk, et al., 2010). Powerlessness to maintain desired continuity threatened working condition that will trigger employee psychological confusion or insecurity due to changing environmental conditions or perceived impermanence (Greenhalg & Rosenblatt, 1984; Smithson & Lewis, 2000).

II. Research Methods

Study Design:

This research design is descriptive-explanatory with a quantitative approach, a method based on the philosophy of positivism, which is used to examine certain populations or samples (Cooper & Pamela, 2011).

Study Population:

Population in this study are all employees of PT. Bank Nasional Indonesia (Persero), Tbk, regional office of South Jakarta (Senayan) which is spread over seven existing office units consists off Central Jakarta KCU, Mega Kuningan KC, Melawai Raya KC, Menteng KC, Pasar Mayestik KC, KC Senayan, and KC Tebet, about 1.921 employees, consists of 1.107 as permanent employees (864 PKWT and 243 BINA BNI) and 814 outsourcing.

Sample Size:

Sample was drawn using a proportional stratified random sampling technique, which is a way of taking samples of populations that have members or elements that are not homogeneous and stratified proportionally from each element of population that is used as a sample randomly (Sugiyono, 2009). Sample strata selected based on the employment status at PT. BNI (Persero), Tbk, regional office of South Jakarta in 2019. Employment status criteria influenced the assessment of employee turnover intention as sample. If the population is 1921 employees with normal distribution value or $\alpha = 5$ percent (1,96), and degree of inaccuracy that can be tolerated = 10 percent, the number of samples used in this study, consists of permanent employees (PKWT and/or BINA BNI) = 102 and outsourcing employees = 76 or a total sample amount of 178 employees.

Variable measurements :

For details regarding the measurement of all variables used in this study follows :

Table 2. Variable Measurements and Indicators

Variable	Conceptual	Sub-Indicators	Variable Indicators
Digital Banking (DigiBank)	Electronic banking services developed to optimize the utilization of customer data in order to serve customers more quickly, easily, have a customer experience, are carried out independently, and pay attention to the security aspects of digital financial transactions. Every bank that provides digital banking services is required to implement risk management, the principle of prudence, and comply with all provisions contained in the Regulation of the Financial Services Authority (OJK, 2018; Vasquez & Winkler, 2017).	a) <i>Digital Branchless</i> (10 items) b) <i>Core Banking Solutions</i> (5 items)	a) <i>Digital data interchange</i> b) <i>Digital banking benefits</i> c) <i>Centralized data</i> d) <i>New productand Reduce branches</i>
Job Insecurity (JobI)	The inability of an employee to maintain the continuation of work due to the threat of a situation from a job with psychological symptoms that indicate confusion or feeling insecure due to uncertain conditions in the work environment in the future (Greenhalg & Rosenblatt, 1984; Smithson & Lewis, 2000; Sverke & Naswall, 2002).	a) Quantitative Factors (5 items) b) Qualitative Factors (10 items)	a) Important aspectprofession b) Powerlessness c) The probability of losing a job d) The probability of a negative job change
Turnover Intention (ToI)	The tendency or intention of employees to stop working from their jobs in a company within a certain period either occurs voluntarily as voluntary turnover or involuntary as involuntary turnoverand some can be avoided as avoidable voluntary turnoverand can not be avoided as unvoidable voluntary turnover (Mobley, 1997; Robbins & Coulter, 2010; Mathis & Jackson, 2001).	a) Internal factors (20 items) b) External Factors (10 items)	a) Organizational culture b) Supervision style c) Compensation d) Job satisfaction e) Career path f) Physical environment g) Social environment h) Job alternatives i) Employee gender j) Employee age k) Level of education l) Years of service

Note: Measurement of all indicators using a Likert Scale(1 to 5: strongly disagree to strongly agree).

Statistical Analysis:

The data used in this study consisted of two types : primary and secondary data, collected through: 1) Field research, carried out through observations, questionnaires, and interviews; 2) Documentation; and 3) Library research. Testing the research instrument (questionnaire) is carried out in two ways: 1) The validity test is used to determine the extent to which the accuracy and accuracy of a measuring instrument in carrying out its measuring function. In determining whether or not an item is appropriate, a valid significance test is usually used if it has a significant correlation with the total score or has a correlation coefficient value (r_{xy}) less than 0,30 using Bivariate Pearson Correlation (Pearson Moment Product) and Corrected Item-Total Correlation; and 2) The reliability test is used to determine the consistency of the measuring instrument, whether the measuring device used is reliable and remains consistent if the measurement is repeated using the Cronbach's Alpha with cut-off = 0,60. To find out the achievements and criteria of the respondents, it was carried out using classification (Cooper & Pamela, 2011).

To find out the impact of implementing banking digitalization on employee turnover intention at PT. Bank Nasional Indonesia (Persero), Tbk, regional office of South Jakarta that moderated by job insecurity variables, so that we used Moderated Regression Analysis (MRA). This research model refers to the multiple linear regression model, which is a linear relationship between two or more independent variables ($X_1, X_2, X_3, \dots, X_n$) with dependent variable (Y). One of the unique characteristics of multiple linear regression model in this study is existence of a moderator effect or interaction effect, a condition that occurs when a variable affects

shape of relationship between independent and dependent variable (Hair, et al., 2010). MRA in this study formulated by :

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 Z_2 + \varepsilon \dots\dots\dots \text{Multiple linear regression} \quad (1)$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 Z_2 + \beta_3 X_1 Z_2 + \varepsilon \dots\dots\dots \text{Moderated regression analysis} \quad (2)$$

So, this research model is:

$$\text{ToI} = \beta_0 + \beta_1 \text{DigiBank} + \beta_2 \text{JobI} + \beta_3 (\text{DigiBank})(\text{JobI}) + \varepsilon \dots\dots\dots \text{Main model} \quad (3)$$

Where : *ToI* is employee turnover intention; *DigiBank* is digital banking; *JobI* is moderator variable (job insecurity) of employees; β_0 is constant; $\beta_1, \beta_2, \beta_3$ are regression coefficient of each variables; and ε is residual. Regression analysis with moderating variable is MRA with a residual test approach. This test is a developmental method for overcoming high multicollinearity between independent variables which is likely to occur in testing moderating variable with interaction test and absolute difference test or absolute value difference test (Hair, et al., 2010). The regression equation formed from the residual test by :

$$\text{JobI} = \beta_0 + \beta_1 \text{DigiBank} + \varepsilon \rightarrow |\varepsilon| = \beta_0 + \beta_1 \text{ToI} \dots\dots\dots (4)$$

Regression equation (4) describes whether the employee variable Z_2 (Job Insecurity) is a moderating variable as indicated by the significant value and the parameter coefficient value (β_3). Variable Z_2 categorized a moderating variable if parameter coefficient values are positive or negative and significance of effect is not greater than or $> \alpha = 0,05$. With others criteria : a) Pure moderator; b) Quasi moderator where quasi moderation is a variable that moderates relationship between independent and dependent variable which is also independent variables; c) Predictor moderation (predictor moderation variable) where this moderating variable only acts as a predictor variable (independent) in the relationship model formed; d) Potential moderator (homologiser moderator) where this moderating variable mostly potential become a moderator (Hair, et al., 2010). The regression model used odd least squares method, a regression model that produces the best linear unbiased estimator. To get an efficient and unbiased estimator value from a multiple linear regression equation, it is necessary to test and to find out resulting regression model within the classical assumption requirements, such as normality, multicollinearity, heteroscedasticity, autocorrelation, and coefficient of determination (Hair, et al., 2010). Testing the research hypothesis was carried out in two ways : 1) F-test (simultaneous hypothesis) follows the F-distribution with degrees of freedom (*df*), *k*, and (*nk-1*). If the overall null hypothesis (H_0) is rejected, one or more multiple population regression coefficients have value not equal to null at level of significance $\alpha = 5\%$; and 2) t-test (partial hypothesis test) to test the estimated parameters partially with a certain level of confidence and significant effect on the independent variables (Sugiyono, 2009; Hair, et al., 2010).

III. Result

Respondent Demographic Profiles

Based on results of field research in Table 3, a description of the demographic profile of respondents, totaling 178 employees who work at PT. National Bank of Indonesia (Persero), Tbk, regional office of South Jakarta. In general, the majority of respondents were male (52,2 percent) and female (47,8 percent). The average age of the respondents was in the productive age category between 31-35 years (27,5 percent) and 36-39 years (23,0 percent) with last level of education being bachelor degree (51,7 percent), have a working period between 5-9 years (30,3 percent). The majority of respondents are married (64,0 percent) with a monthly income of IDR 5-9 million (36,0 percent) and monthly expenses of IDR 5-9 million (44,9 percent), have spouses who do not work (36,0 percent) or some work as BUMN/BUMS employees and Civil Servants (PNS) (average 15,7 percent) with family member of 3-4 persons (42,7 percent). The majority of employee status are employees with PKWT system (34,8 percent) with positions as staff (73,0 percent) who work in the marketing division (32,0 percent). The average respondent has a domicile outside of Jakarta, Bogor, Depok, Tangerang, dan Bekasi or Jabodetabek (52,2 percent) and works at the Mega Kuningan Branch Office (20,8 percent), for example tables of statistical test results, images of model test results and so on. The discussion of the results is argumentative in nature concerning relevance between results, theory, previous research and empirical facts found and shows the novelty of findings.

Table 3. Description of Respondent Demographic Profiles (N = 178)

Demographics	N (%)	Demographics	N (%)
Gender		Employee Status	
Man	93 (52,2)	PKWT	62 (34,8)
Woman	85 (47,8)	BINA BNI	40 (22,5)
		<i>Outsourcing</i>	76 (42,7)
Current Age		Experiences	
≤ 30 years	32 (18,0)	< 5 years	49 (27,5)
31 – 35 years	49 (27,5)	5 – 9 years	54 (30,3)
36 – 39 years	41 (23,0)	10 – 14 years	52 (29,2)
40 – 44 years	29 (16,3)	15 – 19 years	18 (10,1)
45 – 49 years	22 (12,4)	≥ 20 years	5 (2,8)
≥ 50 years	5 (2,8)		
Last Education		Income Per Month	
Senior High School	11 (6,2)	<IDR 5 million	48 (27,0)
Diploma	60 (33,7)	IDR 5 – 9 Million	64 (36,0)
Bachelor Degree	92 (51,7)	IDR 10 – 14 Million	42 (23,6)
Masters Degree	15 (8,4)	IDR 15 – 19 Million	14 (7,9)
		≥ IDR 20 Million	10 (5,6)
Marital Status		Monthly Expenses	
Not married yet	55 (30,9)	< Rp. 5 million	62 (34,8)
Marry	114 (64,0)	Rp. 5 – 9 Million	80 (44,9)
Widow widower	9 (5,1)	Rp. 10 – 4 Million	36 (20,2)
Spouse of Work		Employee Position	
House Wife	16 (9,0)	Staff	130 (73,0)
TNI/POLRI	22 (12,4)	Head of Sub Division	22 (12,4)
BUMN/BUMS	28 (15,7)	Head of Division	10 (5,6)
Civil Servant (PNS)	28 (15,7)	Branch Head	7 (3,9)
Self-Employed	20 (11,2)	Others	9 (5,1)
Others	64 (36,0)		
Work Division		Family Members	
<i>Tellers</i>	21 (11,8)	≤ 2 persons	57 (32,0)
<i>BackOffice</i>	26 (14,6)	3 – 4 persons	76 (42,7)
<i>Accounting</i>	27 (15,2)	5 – 6 persons	45 (25,3)
<i>Customer Service</i>	32 (18,0)		
<i>Marketing</i>	57 (32,0)		
Others	15 (8,4)		
Employee Domicile		Employee Working Office	
Inside Jabodetabek	85 (47,8)	KCU Central Jakarta	24 (13,5)
Outside Jabodetabek	93 (52,2)	KC Mega Kuningan	37 (20,8)
		KC Mayestik Market	28 (15,7)
		KC Melawai Raya	25 (14,0)
		KC Menteng	19 (10,7)
		KC Senayan	23 (12,9)
		KC Tebet	22 (12,4)

Source: Field Research Results, 2019.

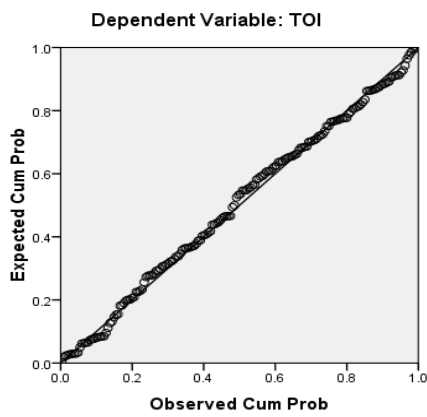
Results of the Validity and Reliability Test

Based on the results of testing the validity of research instrument, it is known that all question items from the digital banking variable instruments (*DigiBank*) = 0,319 – 0,454; job insecurity (*JobI*) = 0,311 – 0,541; and turnover intention (*ToI*) = 0,310 – 0,481 for 178 employees which total 55 question items can be categorized as valid. This can be seen from value of correlation items or because the r-count is greater than r-table, r-count obtained from r (corrected item correlation) > r-table 0,30. From the results of reliability testing, it was concluded that all question items in each research variable were stated in the previous research instrument reliability test, it could be stated that all variables had a high reliability correlation coefficient value. This is shown by the correlation coefficient value of Cronbach's Alpha (*rCA*) of each *Digibank*= 0,716; *JobI* = 0,764; and *ToI* = 0,729 greater than the minimum Cronbach Alpha (cut-off) which is equal to 0,60 or 0,60 <*rCA*< 0,80, categorized as high reliability.

Research Model Testing Results

The regression model used odd least squares method that produces best linear unbiased estimator. The following are the results of efficient and unbiased examiners from multiple linear regression equation to submit the requirements of the classical assumption test (Hair, et al., 2010), by :

1) Normality Test Results



Source: SPSS Processing Results, 2019.

Figure 1. Normal P – Probability Plot (ToI)

Figure 1 besides showing the distribution pattern used in establishing the empirical model of this study (Normal P-Probability Plot distribution, *ToI* = Turnover Intention, *Y* as the dependent variable) depicts the distribution of the actual data around the diagonal line and forms a straight line. So it can be concluded that the data used in establishing the empirical research model is normally distributed and can be used for further data analysis.

2) Multicollinearity Test Results

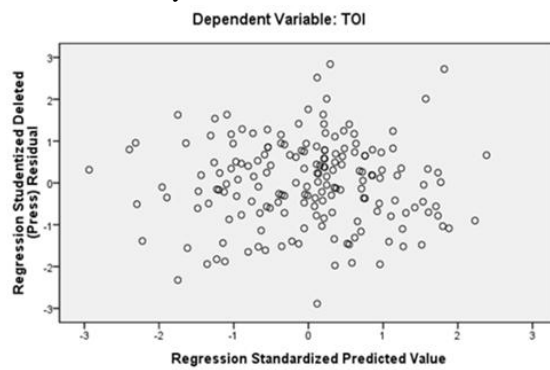
Table 4. Multicollinearity Test Results (*ToI* = Turnover Intention)

Research Variables	Tolerance	VIF	Conclusions
Digital Banking (X_1)	0,714	1,178	No Muticolinarity
Job Insecurity (Z_2)	0,836	1,489	No Muticolinarity
Moderators ($X_1 * Z_2$)	0,794	1,552	No Muticolinarity

Source: SPSS Processing Results, 2019.

Table 4 shows the VIF value in collinearity statistics has a tolerance value for all variables in the model close to one or equal to the VIF value greater than 1. Statistically all VIF variables in this research model are both Digital Banking (X_1) and Job Insecurity (Z_2) and Moderator ($X_1 * Z_2$) are less than 5. So that independent variables in this study are free from multicollinearity symptoms or the relationship between the independent variables in this study is very small.

3) Heteroscedasticity Test Results



Source: SPSS Processing Results, 2019.

Figure 2. Scatter Plot Variance – Residual (ToI)

Figure 2 in the attachment can be concluded that all the data used in this study, both Digital Banking (X_1) and Job Insecurity (Z_2) and Moderators ($X_1 * Z_2$) are spread randomly or do not form a clear pattern, then they are also spread over and below 0 (null) on the *Y* axis (*ToI* = Turnover Intention). So it can be said that there were no or no symptoms of heteroscedasticity of regression model.

4) Autocorrelation Test Results

Table 5. Autocorrelation Test Results (*ToI*)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimates	Durbin-Watson	Cut-Off
1	0,543 ^a	0,295	0,283	4,88321	1,982	-2 < D-W < 2

a. Predictors : (Constant), Moderator, DigiBank, JobI; b. Dependent Variable: ToI.

Source: SPSS Processing Results, 2019.

From Table 5, it is known that the DW value is 1,982, meaning that the DW-test value resulting from the regression model of this study is between -2 and 2 so that it can be concluded that in this study there was no autocorrelation.

Research Empirical Model: Moderating Regression Analysis (MRA)

Empirical model of the impact of implementing Digital Banking (X_1) on Turnover Intention (*Y*) employees at PT. BNI (Persero), Tbk regional office of South Jakarta moderated by the Job Insecurity variable (Z_2), with Moderated Regression Analysis (MRA), described by :

Table 6. Empirical Result of Moderating Regression Analysis

Research Variables	β Value	Significance	Informations
Constanta	- 5,039	-	R =0.543
DigiBank (X ₁)	1,600	0,017**	R ² =0.295
JobI (Z ₂)	1,624	0,029**	F-test =24,286
Moderator (X ₁ *Z ₂)	- 0,522	0,036**	Sig. =0.000***

Dependent Variable: ToI (Y).***) Significant at the level of significance α = 0,05.
Source: SPSS Processing Results, 2019.

$$ToI = \beta_0 + \beta_1 DigiBank + \beta_2 JobI + \beta_3 (DigiBank)(JobI) + \epsilon$$

$$ToI = - 5,093 + 1,600 DigiBank + 1,624 Z JobI - 0,522 (DigiBank)(JobI) + \epsilon$$

With the Moderating Regression Analysis (MRA) approach above, the value of R-Square (R²) = 0,295 means that 29,50 percent of the variation in the change in the turnover intention variable for employees at PT. Bank Nasional Indonesia (Persero), Tbk regional office of South Jakarta in implementing digital banking that moderated by job insecurity and the remaining 70,50 percent is influenced by other factors that are outside the model. To test the results of moderator variable regression (X₁*Z₂ interaction) through MRA approach using the residual test. This test is a developmental method to overcome high multicollinearity between independent variables which is likely to occur in testing the moderating variable with the interaction test (Hair, et al., 2010). So that, the results of the MRA equation residual test using the absolute residual impact of implementing digital banking that moderated by the job insecurity on turnover intention of employees at PT. Bank Nasional Indonesia (Persero), Tbk regional office of South Jakarta is as follows:

Table 7. Empirical Result of Residual MRA Model

Research Variable	β Value	Significance	Information		
Constanta	2,930	-	R	= 0,032	R ² = 0,001
ToI (Y)	0,020	0,671	F-test	= 0,181	Sig. = 0,671

Dependent Variable : Residual (ε) → JobI = β₀ + β₁DigiBank + ε.
Source: SPSS Processing Results, 2019.

$$|\epsilon| = \beta_0 + \beta_1 ToI$$

$$|\epsilon| = 2,930 + 0,020 ToI$$

The regression equation with absolute residuals illustrates that job insecurity) variable can be categorized as a moderating variable which is indicated by significant value and parameter coefficient value (β). Job insecurity is categorized to be a moderating variable because the coefficient value of parameter is positive and has no significant effect or greater than 0,671 > α = 0,05. Or with others criteria that job Insecurity is a pure moderator. It can be said to be a pure moderator because only one of them has a significant impact on the two models estimated on the variation in changes in turnover intention of employees. On the estimation in main MRA empirical model (Fit Model), we found that job insecurity have a significance effect on turnover intention with 0,029 < α = 0,05. Whereas in the residual regression model, we found that value of job insecurity not significance effect on on turnover intention with 0,671 > α = 0,05.

Research Hypothesis Testing Results

Using the results of t-test in Table 6, partial hypothesis testing is obtained that the significance value of t-test has effect of implementing the digital banking on turnover intention = 0,017, which is smaller than level of significance α = 0,05. So the hypothesis put forward earlier in the empirical MRA model →(H₁) is accepted and the null hypothesis (H₀) is rejected. This means that there is a significant influence between the impact of implementing digital banking on the turnover intention of employees at PT. BNI (Persero), Tbk regional office of South Jakarta. Meanwhile, it was also found that t-test significance value of impact in implementing the digital banking was moderated by job insecurity with interaction X₁*Z₂ to turnover intention = 0,036 which is less than level of significance α = 0,05. So that the hypothesis proposed earlier in MRA empirical model →(H₁) is accepted and the null hypothesis (H₀) is rejected. This means that there is a significant influence between impact of digital banking on turnover intention of employees which is moderated by job insecurity variable. The F-test is a significance test for independent variables that effect on dependent variable simultaneously (entire model). From F-test analysis in Table 6, a significance value is obtained F-test =24,286. The impact of implementing digital banking which is moderated by job Insecurity with interaction X₁*Z₂ to turnover intention = 0,000 is less than the level of significance α = 0,05. This means that simultaneously there is a significant influence between impact of digital banking on turnover intention of employees at PT. BNI (Persero), Tbk regional office of South Jakarta that moderated by job insecurity with interaction X₁*Z₂.

IV. Discussion

Empirical model the results of the research formed using Moderated Regression Analysis approach through residual test, state that there is a significant influence between impact of implementing digital banking on the turnover intention of employees at PT. BNI (Persero), Tbk regional office of South Jakarta. The implementation of digital banking has a positive impact on employee turnover intention. In other words, if the adoption of digital banking is increasingly enforced, it will also increase the turnover intention level of employees. Its very relevant to the banking survey throughout Indonesia, both state-owned, local, foreign, regional and shariah banks conducted by PricewaterhouseCoopers (2018). With a survey focus on six areas: digital strategy and operating model; digital talents and skills; emerging technologies and innovations; customer experience; digital analytics and decision making; and risks and challenges. Research findings as many as 44 percent of respondents stated that the goal of digital banking strategy is to increase product sales, customers, and employee development; 32 percent for bank business development, followed by 14 percent for bank operational cost reduction. However, on average 52 percent of the national banking industry has experienced a reduction in the demand for employees who are frontliners (tellers, back office and operational staff). This negative impact can be seen from the many banks losing employees who are competent in certain fields replaced by the digitalization process or lack of skilled labour (Pricewaterhouse Cooper, 2018). The findings of Pricewaterhouse Coopers in 2018 are not much different from the results of this study using the Moderating Regression Analysis approach, the value of R-Square = 0,295 means that 29,50 percent variation in the change in turnover intention variable for employees at PT. Bank Nasional Indonesia (Persero), Tbk regional office of South Jakarta in implementing digital banking that moderated by job insecurity variable and the remaining 70,50 percent is influenced by other factors that are outside the model.

This also reinforced by the level of achievement of respondents in this study on average 4,7 Likert scale (response categorized refers to strongly agrees), indicating that digital banking has been able to facilitate bank management in providing speed and accuracy of services based on a single customer ID data (centralized data base). This is very relevant to the findings in addition to digital banking services that can provide benefits in improving banking performance (bank performance) down to bank branch offices, digital banking can also reduce the level of employee interpretation errors (human interpreted) in banking transactions. Because overall digital banking services have been able to provide availability of banking data and information (online-real-time data) which make it become easier for both customers and third-party banks to understand, predict, and determine transaction choices or customer experiences, even collaboration and launching products and services. new services in today's modern banking sector.

In terms of organizational performance, the results of this study are also very correlative with the results of previous researched by Wening (2005) on bank and processing factory employees as companies that have and are currently restructuring based on the existence of other forms of termination of employment or reduction of employees. Company's locations are in Jogjakarta, Jakarta and East Kalimantan which include service companies that represented by banks and manufacturing that represented by processing factories. The sample selection based on the presence of a number of employees who were laid off by the company in connection with the restructuring activities carried out was 50 employees. With multiple linear regression analysis, it can be concluded that organizational commitment has a negative mediating effect on the relationship between job satisfaction and turnover intention. Job insecurity is a multidimensional construct, in order to reduce the difference of perceptions of employees in secure and/or insecure condition, also have a significance effect on job satisfaction. Based on the results of this study using Moderating Regression Analysis approach, the regression coefficient (β) of moderator variable ($X_1 * Z_2$ interaction) has a negative impact on turnover intention of employees at PT. BNI (Persero), Tbk regional office of South Jakarta = -0,522. In other words, turnover intention level at PT. BNI (Persero), Tbk regional office of South Jakarta will decrease if the implementation of digital banking was moderated by the level of job insecurity of employees. Variable job insecurity is a pure moderator.

The empirical findings are relevant to respondents achievement level of 2,79 Likert scale (can categorized as simply agree) on question item which is bank employee feels there is no moral and material support that is conducive to the work they are currently doing. This is relevant on reality that occurs in the field that the probability of losing a job and the probability of a negative change in employment in relation to implementation of digital banking services in today's modern banking world. Bank employees feel that bank managerial changes and improvements will have an impact on the continuity of their work. It is very human that the direct impact of the implementation of digital banking services itself will lead to resizing and restructuring related to welfare and salary for a better career in the current job. Finally, bank employee feels influenced by people's jobs in other companies better than their current job. Then, bank employee begins to feel worried and helpless if there is a management and leadership decision to terminate work because they feel there is no opportunity for a better career at the job currently occupied. The findings of this study are of course very correlative and relevant to the previous founded by Listalia & Sumarni (2009) on employees at Bank Jogja with

samples of 42 respondents that restructuring affects turnover intention and job insecurity affects turnover intention where job insecurity moderates the effect of restructuring on the level of turnover intention. Job insecurity has no significant relationship between employee engagements and turnover intentions, although leadership supervisory style has a significant correlation in reducing turnover intention. Overall, job insecurity have ability to moderate relationships of leadership styles and employee engagements to reduce turnover intention of employees in Chemical Petro Laboratories of South Africa with amount of 169 employees (Schalkwyk, et al., 2010)

Employee psychological factors can moderate the significant relationship between work engagement in the company and level of intention to turn over. Psychological factor regression coefficient have a negative correlation on work engagement but has a significant value in reducing the level of employee intention to leave work by 13 percent on company average. Managers took steps to restructure the company, transfer and promote many employees to save costs on recruiting new employees and reduce the loss of experienced employees for 228 employees working in 15 different industries but business categories that use personal computers and information technology (IT) based (Gupta & Shaheen, 2017). The other findings also state that e-banking services, electronic money transfers, and telephone banking have a negative and significant impact on job insecurity. E-banking services have resulted in the development of digital banking services and increased customer satisfaction, efficiency and bank profitability. However, workers do not benefit from job security or instability, due to reduced direct use of customer services to banks and many employee retirements or employee turnovers (Shirzadi, et al. 2017).

V. Conclusion and Recommendation

Several of conclusions obtained from the findings of this study are as follows: 1) There is a significant influence between the impact of implementing digital banking on turnover intention of employees at PT. Bank Negara Indonesia (Persero), Tbk regional office of South Jakarta. The implementation of digital banking has a positive impact on turnover intention of employees; 2) There is a significant influence between the impact of implementing digital banking that moderated by job insecurity with $X_1 * Z_2$ interaction on turnover intention of employees at PT. Bank Nasional Indonesia (Persero), Tbk regional office of South Jakarta; and 3) Moderator variable (β) coefficient ($X_1 * Z_2$ interaction) has a negative impact on turnover intention of employees at PT. Bank Nasional Indonesia (Persero), Tbk regional office of South Jakarta. In other words, the turnover intention level at PT. Bank Nasional Indonesia (Persero), Tbk regional office of South Jakarta will decrease if the implementation of digital banking is moderated by the level of job anxiety or job insecurity of employees. Variable job insecurity is a pure moderator. It can be categorized a pure moderator because only one of them has a significant impact on the two models estimated on the variation in changes in turnover intention of employees at PT. Bank Nasional Indonesia (Persero), Tbk regional office of South Jakarta. On the estimation of the main MRA empirical model (Fit Model), job insecurity have negative effects on turnover intention of employees at PT. Bank Nasional Indonesia (Persero), Tbk regional office of South Jakarta.

Recommendation the findings obtained from this study are as follows: 1) This finding has a relatively short time span for evaluating company management policies or organizational performance from the implementation of digital banking on turnover intention of employees of PT. Bank Nasional Indonesia (Persero), Tbk regional office of South Jakarta since its inception in early 2018. Research study on organizational performance evaluation related to the implementation of digital banking on turnover intention should require a longer system application time and show data developments in several years; and 3) The current application of digital banking in operational management and company performance, especially the banking industry, cannot be avoided both in terms of systems and applications, of course it greatly influences the position of human resources as employees. Thus, the national banking management, especially PT. Bank Nasional Indonesia (Persero), Tbk should pay more attention to employee engagement where they work, related to leadership variables, career paths, rewards and remuneration, organizational policies, learning and development, performance management, work environment, balance between work and life (work life balance) and infrastructure facilities qualified. While the factors affecting employee productivity are business processes, organization, technology and execution culture. Thus, engaged employees and productive employees will be achieved if bank can carry out appropriate interventions on aspects that are considered not optimal. The human resource management strategy implemented at bank is expected to become the foundation for supporting bank dynamic strategy, in accordance with the current demands of the banking industry.

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