

Research Article

The Effect of Job Insecurity on Turnover Intention Mediated by Job Satisfaction at PT. Indocitra Jaya Samudera

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Abstract: Job insecurity is a psychological condition that can lead to emotional instability among employees, ultimately increasing their intention to leave the organization. Job satisfaction is suspected to act as a mediating variable that can mitigate the negative impact of job insecurity on turnover intention. This study aims to analyze the effect of job insecurity on turnover intention, mediated by job satisfaction, at PT Indocitra Jaya Samudera. A quantitative method with a causal associative approach was employed. The population consisted of 298 employees, and a sample of 171 respondents was selected using stratified sampling. Data analysis was conducted using Partial Least Squares (PLS) to examine the relationships between variables. The results show that job insecurity has a positive and significant effect on turnover intention, a negative effect on job satisfaction, and that job satisfaction negatively and significantly affects turnover intention. Furthermore, the mediation analysis indicates that job satisfaction mediates the relationship between job insecurity and turnover intention.

Keywords: Job insecurity, Job satisfaction, Turnover intention.

1. INTRODUCTION

Human resource management plays a crucial role in supporting a company's goal achievement, as human labor cannot be entirely replaced by technology. One major challenge faced by companies is turnover intention, which refers to employees' tendency to leave the organization, often triggered by job insecurity and low job satisfaction (Azizah & Murniningsih, 2022; Tisnawati & Satrya, 2024). Job insecurity causes employees to feel unsafe and anxious about the continuity of their employment, negatively impacting their psychological well-being and productivity (Narotama & Sintaasih, 2022; Mardika & Yogatama, 2021). On the other hand, high levels of job satisfaction can enhance employee loyalty, performance, and engagement, whereas low satisfaction often leads to increased turnover rates (Alfandi, 2021; Pratiwi et al., 2023).

This study was conducted at PT Indocitra Jaya Samudera, a fish-canning company located in Jembrana, Bali, established on August 5, 1998. Its strategic location near the Pengambangan Nusantara Fishing Port facilitates easy access to raw materials and product distribution. A preliminary survey involving five employees revealed that turnover intention at the company was driven by the desire for jobs more suited to their skills and offering higher salaries, particularly during harvest seasons. Despite experiencing turnover, PT Indocitra Jaya Samudera has managed to maintain smooth operations by swiftly recruiting new employees.

Turnover intention is closely linked to actual turnover behavior. It represents an employee's cognitive decision or desire to leave the organization, often influenced by factors such as job dissatisfaction, low emotional attachment, or perceptions of better external opportunities (Back et al., 2020). If turnover intentions are not properly addressed, employees are more likely to actually leave the organization, resulting in negative consequences such as high recruitment costs and loss of organizational knowledge.

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Table 1. Employee Turnover Data for 2021–2023

No	Year	Number of Employees (People)				Turnover Rate (%)
		Start of Year	New Hires	Employees Leaving	End of the year	
1	2021	236	40	18	258	7,28%
2	2022	258	8	33	233	13,44%
3	2023	233	96	31	298	11,67%

Source: PT Indocitra Jaya Samudera

As shown in Table 1, the turnover rate at PT Indocitra Jaya Samudera was 7.28% in 2021. In 2022, it increased to 13.44%, and slightly declined to 11.67% in 2023. According to Gani et al. (2022), a normal turnover rate typically ranges from 5% to 10% of the total workforce. A turnover rate exceeding 10% is considered high. Although there was a slight decrease in 2023, the turnover rate at PT Indocitra Jaya Samudera remained above the normal threshold.

Previous studies by Nurfauzan and Hallilah (2017), Audina (2018), and Nurizati and Helmi (2024) found that job insecurity has a positive and significant effect on turnover intention among employees. This suggests that higher levels of job insecurity tend to increase employees' intentions to leave. However, research by Riana et al. (2019) and Sari and Suharnomo (2018) indicated a different result, revealing a negative relationship between job insecurity and turnover intention. Furthermore, a study by Rahmat and Ranti Pancasasti (2022) showed that job insecurity has a significant negative effect on job satisfaction, meaning that heightened job insecurity can lead to lower job satisfaction among employees.

Research by Dinata (2022) demonstrated that employee job satisfaction negatively and significantly influences turnover intention. In other words, higher levels of job satisfaction correlate with lower intentions to leave. Additionally, a study by Masykuroh (2021) explained that job satisfaction serves as a mediator between job insecurity and turnover intention.

2. RESEARCH METHOD

This study is a causal associative research aiming to analyze the effect of job insecurity on turnover intention mediated by job satisfaction (Sugiyono, 2022:55). The research was conducted at PT Indocitra Jaya Samudera, a fish-canning company in Jembrana, Bali, selected due to the notable phenomenon of employee turnover intentions. The objects of this study are the variables of job insecurity, job satisfaction, and turnover intention. Job insecurity (X) is the exogenous variable, job satisfaction (Z) is the mediating variable, and turnover intention (Y) is the endogenous variable. Job insecurity is defined as employees' perception of uncertainty regarding the continuity of their employment (Mawarni, 2023). Job satisfaction refers to employees' emotional responses to their work experiences (Putri et al., 2023), while turnover intention is the employee's desire to leave the organization, influenced by various factors such as new opportunities, low commitment, work spirit, job satisfaction, and available job openings (Muslim, 2021).

The population in this study comprises all 298 employees at PT Indocitra Jaya Samudera. The sample consisted of 171 respondents selected using probability sampling with a stratified sampling technique, ensuring each population member had an equal opportunity to be chosen. This sampling method was selected considering limitations in time, resources, and research costs (Sugiyono, 2022:131; Rahyuda, 2019:127).

3. RESULTS AND DISCUSSION

Inferential Analysis of Research Data

Analysis of research models using the PLS (partial least square) method

1) Outer Model Evaluation

a) Convergent Validity

Table 2. Outer Loadings test results

	<i>Original (O)</i>	<i>SampleT (O/STDEV)</i>	<i>Statistics</i>
X₁ <- Job insecurity	0,971	195,159	
X₂ <- Job insecurity	0,949	114,635	
X₃ <- Job insecurity	0,957	122,793	
X₄ <- Job insecurity	0,977	258,217	
X₅ <- Job insecurity	0,969	225,850	
Z₁ <- Job satisfaction	0,915	78,093	
Z₂ <- Job satisfaction	0,948	138,484	
Z₃ <- Job satisfaction	0,921	84,736	
Z₄ <- Job satisfaction	0,914	96,044	
Y₁ <- Turnover intention	0,951	131,896	
Y₂ <- Turnover intention	0,905	54,053	
Y₃ <- Turnover intention	0,956	104,693	
Y₄ <- Turnover intention	0,957	104,447	
Y₅ <- Turnover intention	0,945	127,692	

Source: Appendix 10 in the author's thesis

b) Discriminant Validity

Table 3. Cross Loading Test Results

	Job insecurity	Job satisfaction	Turnover intention
X1	0.971	-0.713	0.778
X2	0.949	-0.712	0.772
X3	0.957	-0.717	0.776
X4	0.977	-0.714	0.777
X5	0.969	-0.716	0.781
Z1	-0.648	0.915	-0.710
Z2	-0.694	0.948	-0.745
Z3	-0.737	0.921	-0.805
Z4	-0.655	0.914	-0.729
Y1	0.730	-0.756	0.951
Y2	0.730	-0.768	0.905
Y3	0.809	-0.776	0.956
Y4	0.808	-0.772	0.957
Y5	0.713	-0.744	0.945

Source: Appendix 10

Based on Table 3, it can be seen that the correlation of the job insecurity variable (X) with the indicator crossloadings value is higher than the correlation of job satisfaction (Z) and turnover intention (Y). Then the correlation of the job satisfaction variable (Z) with the indicator crossloadings value is higher than the correlation of the job insecurity indicator (X), and turnover intention (Y). The correlation of the turnover intention variable (Y) with the indicator crossloadings value is higher than the correlation of job satisfaction (Z) and job

insecurity (X). Correlation So it can be explained that all indicators in each variable are valid. Another method to assess discriminant validity is to compare the average variance extracted for each variable with the correlation between the variable and other variables in the model. The model has sufficient discriminant validity if the AVE value must be greater than 0.50. The results of the AVE test in the model can be seen in Table 4.8

Table 4. Results of the Average Variance Extracted Value Test

Research Variables	AVE
Job insecurity(X)	0.930
Job satisfaction(Z)	0.855
Turnover intention (Y)	0.889

Source: Appendix 10

Based on Table 4, it can be explained that the AVE values of the job insecurity, job satisfaction and turnover intention variables are 0.930, 0.855 and 0.889, where each variable has an AVE value of each variable greater than 0.50, so the model can be said to be good.

c) **Composite Reliability and Cronbach's Alpha**

Table 5. Results of Reliability Testing and Cronbach's Alpha

Variables	Composite Reliability	Cronbach's Alpha	Information
Job insecurity(X)	0.985	0.981	Reliable
Job satisfaction(Z)	0.959	0.943	Reliable
Turnover intention (Y)	0.976	0.969	Reliable

Source: Appendix 10 in the author's thesis

Based on the results of composite reliability and cronbach alpha tests in Table 5, it can be seen that the composite reliability values for the variables of job insecurity, job satisfaction and turnover intention are 0.985, 0.959 and 0.976, as well as cronbachs alpha for the variables of job insecurity, job satisfaction and turnover intention are 0.981, 0.943, 0.969 where all variables have composite reliability and cronbachs alpha values above 0.70. So the variables of job insecurity, job satisfaction and turnover intention have good reliability.

2) **Inner Model**

a) **R-Square**

Table 6. R-square Test Results

Variables	R Square
Job satisfaction	0.549
Turnover intention	0.749

Source: Appendix 10

Based on Table 6, the R-square value of the job satisfaction variable is 0.549. This means that 54.9 percent of the variability of the job satisfaction construct can be explained by the job insecurity variable, while the remaining 45.1 percent of the job satisfaction variable is explained by other variables outside the model. Likewise, the turnover intention variable has an R-square value of 0.749. This means that 74.9 percent of the variability of the turnover intention construct can be explained by the job insecurity and job satisfaction variables, while

the remaining 25.1 percent of the turnover intention variable is explained by other variables outside the model.

b) **Q-Square Predictive Relevance (Q²)**

Q-Square predictive relevance(Q²) measures how well the observation values produced by the estimation model and its parameters. A Q-Square value > 0 indicates that the model has a predictive relevance value (Q²). Conversely, if the Q-Square value < 0 indicates that the model does not have a predictive relevance value (Q²). If the Q-Square value > 0.35 (categorized as a strong model), > 0.15 – 0.02 (moderate model) and < 0.02 (weak model). The calculation Q-Square Predictive Relevance (Q²) are as follows:

$$\begin{aligned} Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2) \\ &= 1 - (1 - 0.549)(1 - 0.749) \\ &= 1 - (0.451)(0.251) \\ &= 1 - 0.113 = 0.887 \end{aligned}$$

Based on the calculation results Q² of 0.887 approaching 1. Referring to the criteria for the strength and weakness of the model based on the value Q-Square Predictive Relevance (Q²), then this model is classified as strong. The predictive-relevance value is 0.887, which means that 88.7 percent of the variation in the turnover intention variable can be explained directly or indirectly by the job insecurity and job satisfaction variables in the research model, while the remaining 11.3 percent is explained by other variables outside the research model.

Hypothesis Testing

Hypothesis Testing Results	Table 7. Hypothesis	Original Sample	t statistic	p-value	Information
Direct Influence					
Job insecurity-> Turnover intention		0.455	6,944	0,000	Significant
Job insecurity-> Job satisfaction		-0.741	18,308	0,000	Significant
Job satisfaction -> Turnover intention		-0.473	7,468	0,000	Significant
Indirect Influence					
Job insecurity-> Job satisfaction -> Turnover intention		0.350	7,423	0,000	Significant

Source: Appendix 10 in the author's thesis

Based on Table 7, the results of the PLS analysis used for hypothesis testing in this study can be described as follows:

1. **Testing the Effect of Job Insecurity on Turnover Intention:** Based on Table 7, the effect of job insecurity on turnover intention is 0.455, with a p-value of 0.000 < 0.05 and a t-statistic of 6.944 > 1.96, indicating that job insecurity has a positive and significant effect on turnover intention at PT Indocitra Jaya Samudera. This result implies that an increase in job insecurity leads to a significant rise in turnover intention at PT Indocitra Jaya Samudera. Thus, the first hypothesis in this study is accepted.
2. **Testing the Effect of Job Insecurity on Job Satisfaction:** As shown in Table 7, the effect of job insecurity on job satisfaction is -0.741, with a p-value of 0.000 < 0.05 and

a t-statistic of $18.308 > 1.96$, indicating that job insecurity has a negative and significant effect on job satisfaction at PT Indocitra Jaya Samudera. This finding suggests that higher levels of job insecurity significantly contribute to lower levels of job satisfaction among employees at PT Indocitra Jaya Samudera. Therefore, the second hypothesis in this study is accepted.

3. **Testing the Effect of Job Satisfaction on Turnover Intention:** Table 7 shows that the effect of job satisfaction on turnover intention is -0.473 , with a p-value of $0.000 < 0.05$ and a t-statistic of $7.468 > 1.96$, demonstrating that job satisfaction has a negative and significant effect on turnover intention at PT Indocitra Jaya Samudera. This indicates that higher job satisfaction significantly contributes to a decrease in turnover intention. Thus, the third hypothesis of this study is accepted.
4. **Testing the Mediating Role of Job Satisfaction in the Relationship between Job Insecurity and Turnover Intention:** According to Table 7, the indirect effect analysis shows a p-value of $0.000 < 0.05$ and a t-statistic of $7.423 > 1.96$, with a coefficient of 0.350 . This indicates that job satisfaction acts as a mediating variable in the relationship between job insecurity and turnover intention at PT Indocitra Jaya Samudera. Additionally, the direct effect of job insecurity on turnover intention shows a p-value of $0.000 < 0.05$, a t-statistic of $6.944 > 1.96$, and a coefficient of 0.455 . Based on the mediation test criteria, these results suggest that job satisfaction partially mediates the effect of job insecurity on turnover intention at PT Indocitra Jaya Samudera. Therefore, the fourth hypothesis of this study is accepted.

4. DISCUSSION

The Influence of Job Insecurity on Turnover Intention at PT Indocitra Jaya Samudera

The results of the first hypothesis test regarding the effect of job insecurity on turnover intention indicate that job insecurity has a positive impact on turnover intention at PT Indocitra Jaya Samudera. This finding confirms that as employees experience higher levels of job insecurity, there is a significant increase in their turnover intentions. Therefore, the first hypothesis of this study is accepted.

Job insecurity is recognized as one of the primary factors contributing to employee turnover. It reflects a psychological state where workers feel anxious, tense, and concerned about the future of their employment. High levels of job insecurity can cause discomfort among employees, leading them to feel unstable and uncertain about their career prospects. This uncertainty disrupts psychological well-being, work-life balance, and negatively impacts productivity and work quality.

According to traditional turnover theory, employees' decisions to leave a company are influenced by factors such as job satisfaction, organizational commitment, and external opportunities like alternative employment. In the context of job insecurity, the theory suggests that increased uncertainty about job security enhances employees' motivation to seek more stable job opportunities, thus raising turnover intention.

The Influence of Job Insecurity on Job Satisfaction at PT Indocitra Jaya Samudera

The second hypothesis testing regarding the influence of job insecurity on job satisfaction shows that job insecurity negatively affects job satisfaction at PT Indocitra Jaya Samudera. This result implies that as employees' perceptions of job insecurity rise, their job satisfaction significantly declines. Therefore, the second hypothesis of this study is accepted.

High levels of job insecurity trigger discomfort among employees, leading to feelings of instability and uncertainty about their future at the company. This insecurity undermines psychological well-being, disrupts work-life balance, and reduces productivity and work quality, all of which contribute to decreased job satisfaction.

Based on traditional turnover theory, employees' decisions to leave their organization are influenced by job satisfaction, organizational commitment, and external factors such as job market opportunities. Relating this to job insecurity, the theory suggests that uncertainty in the workplace leads to decreased job satisfaction, encouraging employees to seek more stable employment alternatives.

The Influence of Job Satisfaction on Turnover Intention at PT Indocitra Jaya Samudera

The results of the third hypothesis test, which examines the effect of job satisfaction on turnover intention, indicate that job satisfaction negatively impacts turnover intention at PT Indocitra Jaya Samudera. This finding suggests that higher levels of job satisfaction among employees lead to a significant decrease in turnover intention. Consequently, the third hypothesis of this study is accepted.

Job satisfaction refers to employees' attitudes towards the company, their work, and their colleagues, and it is closely related to one's work environment and psychological well-being. Employees who are satisfied with their jobs tend to have a strong commitment to their organization, a desire to stay, and pride in being part of the company. Therefore, higher job satisfaction leads to lower turnover intention.

According to traditional turnover theory, turnover decisions are influenced by job satisfaction, organizational commitment, and external opportunities. Applied to job satisfaction, the theory explains that employees with higher job satisfaction are more likely to remain with their organization, while those with lower satisfaction are more inclined to leave in search of more fulfilling employment opportunities.

The Influence of Job Insecurity on Turnover Intention Mediated by Job Satisfaction at PT Indocitra Jaya Samudera

The results of the fourth hypothesis test, regarding the influence of job insecurity on turnover intention mediated by job satisfaction, show that job satisfaction serves as a complementary partial mediator between job insecurity and turnover intention at PT Indocitra Jaya Samudera. This indicates that higher levels of job insecurity reduce job satisfaction, which subsequently increases turnover intention. Thus, the fourth hypothesis of this study is accepted.

High levels of job insecurity cause discomfort among employees, making them feel unstable and uncertain about their job security. This leads to reduced job satisfaction. Employees with low job satisfaction tend to lack commitment to their organization, have a stronger desire to leave, and feel less pride in being part of the company. As a result, lower job satisfaction correlates with higher turnover intention.

According to traditional turnover theory, employees' decisions to leave are influenced by factors such as job satisfaction, organizational commitment, and external job opportunities. Linking this theory to job insecurity, it suggests that uncertainty in the workplace diminishes job satisfaction, and as job satisfaction declines, employees are more likely to seek alternative employment that better meets their needs and expectations.

5. CONCLUSION

1. Job insecurity has a positive effect on turnover intention at PT Indocitra Jaya Samudera. This indicates that as employees at PT Indocitra Jaya Samudera experience higher levels of job insecurity, their tendency to develop turnover intentions also increases.
2. Job insecurity has a negative effect on job satisfaction at PT Indocitra Jaya Samudera. This means that as the level of job insecurity perceived by employees at PT Indocitra Jaya Samudera rises, their level of job satisfaction tends to decline.
3. Job satisfaction has a negative effect on turnover intention at PT Indocitra Jaya Samudera. This implies that as employees' job satisfaction increases at PT Indocitra Jaya Samudera, their turnover intention tends to decrease.

4. The results of the analysis on the role of job satisfaction in mediating the relationship between job insecurity and turnover intention at PT Indocitra Jaya Samudera indicate a complementary partial mediation. This suggests that turnover intention arises when employees experience high levels of job insecurity, which in turn reduces their job satisfaction.

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