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## A Comprehensive Study on Job Insecurity and Its Impact on Employee Turnover Intention: Mediating Role of Job Satisfaction and Moderating Effects of Organizational and Ethical Factors (Study on Employees of Telecommunication Company)

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**Abstract:** This research aims to analyze the effect of job insecurity on the turnover intention of employees at PT. Telekomunikasi Jakarta. The study also examines the moderating roles of organizational support and ethical leadership, as well as the mediating role of job satisfaction. Through a survey of 240 employees in three IT departments and PLS-SEM analysis, the findings reveal that job insecurity significantly increases employees' desire to leave the company. Organizational support and ethical leadership are shown to strengthen the positive relationship between job insecurity and turnover intention. Conversely, job insecurity significantly decreases job satisfaction, which subsequently reduces turnover intention. Additionally, job satisfaction acts as a significant mediator in the pathway from job insecurity to turnover intention.

**Keyword:** Ethical Leadership, Job Satisfaction, Organizational Support, Turnover Intention

### INTRODUCTION

High turnover intention is a crucial issue in organizational effectiveness. Staff turnover disrupts operations, creates vacancies that require recruitment, diverts resources from achieving targets and reduces efficiency (Dwomoh & Frempong, 2017). Turnover intention itself measures the strength of an employee's desire to leave a job or organization voluntarily within a certain period of time (Addai, 2022).

One of the triggers of turnover intention is feelings of job insecurity (Chung, 2017). In addition to internal factors, Dwomoh & Frempong's (2021) research also highlights job insecurity as an external factor, arising from downsizing, restructuring, acquisitions, or company mergers that have the potential to cause termination of employment (Dwomoh & Frempong, 2017). Changes in the work landscape due to global competition create threats for employees and trigger job insecurity (Salvador, 2022). Increased uncertainty due to technological, economic, and political changes further strengthens feelings of job insecurity among employees (De Witte, Vander Elst, & De Cuyper, 2015).

Mobley (2011) argues that high job insecurity is positively correlated with increased employee turnover intention. In line with this, Obeng's research (2021) also found a positive and significant relationship between job insecurity and turnover intention. Previous research literature also highlights the existence of the moderating role of organizational support and ethical leadership in the context of the relationship between job insecurity and employees' tendency to leave the organization (turnover intention) (Addai, 2022). When employees internalize positive perceptions of support from the organization, they tend to show greater focus on job goals and have a stronger drive to realize targets (Srivastava & Agrawal, 2020). Thus, the moderating role of organizational support covers the spectrum of employee beliefs related to the organization's appreciation of their contributions, attention to psychological and physical well-being, and the establishment of a pleasant work atmosphere. This perception has the potential to reduce the intensity of feelings of job insecurity and increase the degree of emotional attachment of employees to the organization, which ultimately has an impact on reducing the level of turnover intention (Tomasi et al., 2020).

The relationship between job insecurity and turnover intention can also be moderated by ethical leadership. According to Addai (2022), solid ethical leadership can strengthen the relationship between job insecurity and employees' desire to leave the organization. Beyond the aspect of support from superiors, ethical leadership also plays a role in influencing employees' responses to the relationship between job insecurity and the intention to leave the organization, covering both their actions and how they interact with others according to prevailing norms (Addai, 2022). Ethical leadership acts as a moderator by minimizing the adverse effects of job insecurity feelings through moral support from management, which in turn can reduce turnover intention (Martins, 2023).

The influence of job insecurity on employee withdrawal responses, such as turnover intention, can be strengthened by the role of ethical leadership as a moderator. According to Addai (2022), a high level of ethical leadership will emphasize the positive correlation between job insecurity and turnover intention. In addition to support from management, ethical leadership is an important factor in determining employee reactions to the relationship between job insecurity and turnover intention, which includes behavior and interpersonal relationships that are in line with prevailing norms (Addai, 2022). Ethical leadership can serve as a moderator by dampening the detrimental effects of job insecurity feelings experienced by employees through the provision of moral support from the managerial side, which in turn can reduce the tendency to leave (Martins, 2023).

As one of the largest telecommunications companies in Indonesia, PT Telekomunikasi has been actively implementing various adaptive strategies in recent years to respond to evolving market dynamics. One of the key strategic moves has been an organizational restructuring, which included a series of acquisitions and collaborations, including the purchase of shares in PT Link Net Tbk in 2022. However, these fundamental organizational changes often have significant consequences for human resources, particularly feelings of job insecurity due to uncertainty about job stability.

Based on interviews with a number of permanent and contract employees working at PT Telekomunikasi, it was revealed that job insecurity emerged in response to the reorganization, which in turn triggered a high level of turnover intention. This phenomenon was also confirmed by the researcher's initial findings at PT Telekomunikasi through interviews with HRD department staff, which showed that the turnover rate in the IT division reached 25% in the last five years, a figure that indicates a serious problem. Furthermore, interviews with employees revealed a fear of potential sudden lay-offs due to the ongoing restructuring, with a lack of understanding regarding lay-off selection criteria prompting some employees to consider resignation (<https://www.xlaxiata.co.id/en/news/axiata-and-xlaxiata-successfully-acquisition-linknet-shares>).

Besides management support, ethical leadership plays a crucial role in shaping employees' responses to the link between job insecurity and turnover intention, including actions and interactions consistent with norms (Addai, 2022). The departure of senior and highly skilled IT staff can incur substantial recruitment and training expenses, as well as risk disrupting the continuity of the company's operations. This study aims to test the validity of the hypothesis that job insecurity affects turnover intention at PT Telekomunikasi Tbk Jakarta, as well as explore the role of organizational support, ethical leadership, and job satisfaction in mitigating employees' tendency to leave the company, with the hope of providing theoretical contributions and practical guidance for managers in an effort to improve the quality of human resources (<https://www.xlaxiata.co.id/en/news/axiata-and-xlaxiata-successfully-acquisition-linknet-shares>).

Based on the background description above, the researcher is interested in conducting a study entitled "A Comprehensive Study on Job Insecurity and Its Impact on Employee Turnover Intention: The Mediating Role of Job Satisfaction and the Moderating Effects of Organizational and Ethical Factors".

## **METHOD**

### **Research Design**

This study was designed using quantitative methods to analyze the influence between the variables under study. To achieve this goal, the study implemented a cross-sectional approach, which is defined as a one-time data collection method to answer various research questions presented in a questionnaire (Creswell, 2012).

### **Population and Sample**

The target population of this study consists of all employees who work in 3 IT departments of PT Telekomunikasi Tbk Jakarta, totaling 240 employees. In this study, no sampling was carried out, but all members of the population participated as respondents (census).

### **Research Instruments**

Data collection in this study used an online questionnaire created through Google Forms. This questionnaire consists of 27 question items that are based online to employees from 3 departments at PT Telekomunikasi Tbk Jakarta.

### **Sources and Data Collection**

This study uses primary data which includes respondents' opinions about job insecurity, turnover intention, organizational support and ethical leadership and job satisfaction through questionnaires. This questionnaire has alternative answers with a measurement scale type value of 1-5 and uses an assessment based on a Likert scale. In addition to questions covering independent and dependent variables, the questionnaire also includes demographic data questions (age, gender, job role, department and length of service). The data collection process in this study was carried out during July 2024.

### **Data Analysis Techniques**

This research uses descriptive analysis methods, validity tests, reliability tests, and hypothesis testing which will be assisted using the SmartPLS program. This study uses the partial least square-structural equation modeling (PLS-SEM) analysis method (Hair et al., 2017). *Partial Least Square-Structural Equation Modeling* (PLS-SEM) utilizes two types of models for evaluation: the outer model, which is also referred to as the measurement model, and the inner model, or structural model (Hair et al., 2017). The stages of partial least square-structural equation modeling (PLS-SEM) analysis used in this study are using the Smart PLS

3.0 program, including model conceptualization, algorithm analysis methods, resampling methods, drawing diagrams, and evaluation.

## RESULTS AND DISCUSSION

### Result

#### 1. Descriptive Analysis

The general characteristics of respondents in this study were identified through personal data collected in the identity section of the questionnaire. The comprehensive distribution of respondents' demographic data is shown in Table 1.

##### a. Respondent Characteristics

**Table 1. Respondent Characteristics**

Characteristics	Description	Total	%
Gender	Male	201	83.8
	Female	39	16.3
	Total	240	100
Length of Service	1-5 Years	122	50.8
	6-10 Years	76	31.7
	>10 Years	42	17.5
	Total	240	100
Age	17-25 Years	33	13.8
	26-30 Years	118	49.2
	>31 Years	89	37.1
	Total	240	100
Division	Api Microservice / API	128	53.3
	ESS	80	33.3
	IT Core/Charging	32	13.3
	Total	240	100
Job Role	Developer	49	20.4
	QA Engineer	18	7.5
	Full Stack	11	4.6
	ETL Developer	19	7.9
	Quality Assurance	15	6.3
	Backend Developer	25	10.4
	Senior Developer	41	17.1
	UI UX	42	17.5
	Frontend Developer	20	8.3
Total	240	100	

Source: Primary data processed by SPSS, (2024)

##### b. Description of Respondents' Answers

###### 1) Job Insecurity

**Table 2. Description of Job Insecurity**

Item	Question	Average
J11	I believe I can keep my job	3.86
J12	Chances are, I will lose my job soon	3.84
J13	I think I may lose my job in the near future	3.91
J14	I feel insecure about the future of my job	3.87
	Average	3.87

Source: Primary data processed by researchers, (2024).

Table 2 shows the respondents' answers from each question item with an average value of 3.87 job insecurity variables, meaning that it is in the high category. The average value indicates that despite concerns, the perception that job loss is not very likely can be a positive

signal for management to maintain good communication and create a supportive work environment.

2) Turnover Intention

**Table 3. Description of Turnover Intention**

Item	Question	Average
TO11	I often consider leaving my current workplace	3.82
TO12	I intend to look for the same job, but with another workplace	3.91
TO13	I intend to look for a job that is different from my current job	3.86
TO14	There is a possibility that I will get a better job than my current job	3.85
TO15	I intend to leave my current job	3.85
TO16	I intend to leave my current line of work	3.84
TO17	Maybe I will look for a better job than my current job	3.81
	Average	3.85

Source: Primary data processed by researchers, (2024).

Table 3 shows the respondents' answers from each variable with an average value of 3.85 turnover intention variables, meaning that it is in the high category. The average value shows that there is some desire to find a better job, this figure shows that many employees feel quite comfortable with their current position. This can be a positive signal for management in terms of employee satisfaction.

3) Organizational Support

**Table 4. Description of Organizational Support**

Item	Question	Average
OS1	When employees are in trouble, the organization or coworkers will provide assistance	3.73
OS2	Organizations care about employee welfare	3.68
OS3	Organizations care about employee satisfaction	3.78
OS4	The organization cares about improving employee performance	3.6
OS5	The organization cares about employee hard work	3.6
	Average	3.68

Source: Primary data processed by researchers, (2024).

Table 4 shows the respondents' answers from each variable with an average value of 3.68 organizational support variables, meaning that it is in the high category. This low average value indicates the importance for organizations to focus more on developing employees and providing better recognition for their efforts, in order to increase satisfaction and motivation in the workplace.

#### 4) Ethical Leadership

**Table 5. Description of Ethical Leadership**

Item	Question	Average
EL1	My leader listens to what employees say	3.55
EL2	My leader defines success not only by results but also how to get it	3.81
EL3	My leader puts the best interests of employees first	3.78
EL4	My leader makes fair and balanced decisions	3.77
EL5	My leader sets an example of how to do things the right way in terms of ethics	3.73
Average		3.73

Source: Primary data processed by researchers, (2024).

Table 5 shows the respondents' answers from each variable with an average value of 3.73 ethical leadership variables, meaning that it is in the high category. This low average value reflects a problem in communication between leaders and employees.

#### 5) Job Satisfaction

**Table 6. Description of Job Satisfaction**

Item	Question	Average
JS1	I consider my job unpleasant.	3.83
JS2	I often feel bored with my job.	3.77
JS3	I feel quite satisfied with my current job.	3.8
JS4	Most of the time, I have to force myself to go to work.	3.79
JS5	Almost every day, I am enthusiastic about my work.	3.77
JS6	I am disappointed that I ever took this job.	3.7
Average		3.78

Source: Primary data processed by researchers, (2024).

Table 6 shows the respondents' answers from each variable with an average value of 3.78 job satisfaction variables, meaning that it is in the high category. The relatively low average value indicates that many employees do not feel significant regret about their jobs, which may reflect a higher level of overall satisfaction.

### 2. Data Analysis

PLS-SEM 3.0 was used as the analysis method in this study. In the first stage, the measurement model was evaluated based on several indicators, including convergent validity, discriminant validity, and reliability.

#### a. Validity Test

Convergent validity is validity that is proven if the score obtained by the indicator statement has a high correlation. Convergent validity is carried out to measure the accurate level of an item or set of items. Based on the analysis conducted, the outer loading of all indicators in this study is  $> 0.70$ . The validity criteria in this study align with Hair et al. (2019), who state that data is valid if its value exceeds 0.70. Table 4.8 also shows that the acceptable Average Variance Extracted (AVE) value for convergent validity is above 0.50. Based on these criteria, all questionnaire items in this research are considered valid.

**Table 7. AVE Value**

Variable	AVE
Ethical Leadership	0.747
Job Insecurity	0.779
Job Satisfaction	0.742
Organizational Support	0.719
Turnover Intention	0.700

Source: PLS-SEM (2024).

The results of the discriminant validity testing in this research are displayed in Table 8, which employs the Fornell-Lacker criterion which shows that the square root of AVE seen through for each latent variable has a value greater than the correlation value between the latent variable and other latent variables. This shows that the instrument has good discriminant validity.

**Table 8. Discriminant Validity Test Results**

Variable	EL	JI	JS	OS	TOI
Ethical Leadership	0.864	0000	0000	0000	0000
Job Insecurity	-0.176	0.883	0000	0000	0000
Job Satisfaction	0.237	-0.690	0.862	0000	0000
Organizational Support	0.460	-0.332	0.424	0.848	0000
Turnover Intention	-0.156	0.685	-0.664	-0.290	0.837

Source: PLS-SEM (2024).

**b. Reliability Test**

The reliability test is to determine the fixity of the measurement and ensure that the measurement is consistent over time across the various items in the research instrument. Ultimately in this study, reliability testing was measured using Cronbach's alpha, said to be reliable or meet the test requirements if the value of all variables was shown above > 0.70. Table 9 shows the results of the reliability test that all variables in the study are reliable.

**Table 9. Reliability Test Results**

Variable	Cronbach Alpha
Ethical Leadership	0.918
Job Insecurity	0.905
Job Satisfaction	0.931
Organizational Support	0.905
Turnover Intention	0.928

Source: PLS-SEM (2024).

**c. R Square Test**

The results of testing the fit model (R square) in the study can be seen in Table 10.

**Table 10. Model-Fit Result**

	R Square	R Square Adjusted
Job Satisfaction	0.476	0.474
Turnover Intention	0.622	0.613

Source: PLS-SEM (2024).

Table 10 shows the R-squared value which reflects the predictive ability of the research model. A total of 46.7% of the variance in job satisfaction can be predicted by job insecurity, as shown by the R-squared value of 0.467. The remaining 53.3% variance is influenced by other variables not included in this study. Furthermore, the research model was able to predict 62.2%

of the variance in turnover intention based on ethical leadership, job insecurity, job satisfaction, and organizational support, with an R-squared value of 0.622. Meanwhile, 37.8% of the variance in turnover intention is explained by variables outside this study.

d. Hypothesis Testing

**Table 11. Summary of Research Hypothesis**

Hypothesis	(O)	(M)	T Statistics	P Values
Job Insecurity -> Turnover Intention	0.470	0.463	6.713	0.000
organizational support moderates job insecurity -> Turnover Intention	-0.153	-0.158	3.222	0.001
ethical leadership moderates job insecurity -> Turnover Intention	-0.167	-0.161	3.010	0.003
Job Insecurity -> Job Satisfaction	-0.690	-0.688	17.303	0.000
Job Satisfaction -> Turnover Intention	-0.282	-0.289	4.420	0.000
Job Insecurity -> Job Satisfaction -> Turnover Intention	0.194	0.199	4.193	0.000

Note: significant ( $p < 0.05$ ).  
Source: PLS-SEM (2024).

Table 11 summarizes the results of hypothesis testing. It is found that job insecurity has a positive and significant influence (coefficient = 0.470,  $t = 6.713$ ,  $p < 0.05$ ) on employee turnover intention, which means that an increase in job insecurity is in line with an increase in turnover intention (Hypothesis 1 is supported). Organizational support significantly moderates (coefficient = -0.153,  $t = 3.222$ ,  $p < 0.01$ ) the relationship between job insecurity and turnover intention, with a weakening moderation direction (Hypothesis 2 is supported).

Ethical leadership also significantly moderates (coefficient = -0.167,  $t = 3.010$ ,  $p < 0.01$ ) the relationship between job insecurity and turnover intention, with the moderating effect also being attenuating (Hypothesis 3 is supported). Job insecurity is shown to have a negative and significant influence (coefficient = -0.690,  $t = 17.303$ ,  $p < 0.001$ ) on job satisfaction, indicating that the higher the job insecurity, the lower the job satisfaction (Hypothesis 4 is supported).

Job satisfaction showed a negative and significant effect (coefficient = -0.282,  $t = 4.420$ ,  $p < 0.001$ ) on employee turnover intention, which means that an increase in job satisfaction correlates with a decrease in turnover intention (Hypothesis 5 is supported). Mediation analysis revealed that job satisfaction significantly mediated (coefficient = 0.194,  $t = 4.193$ ,  $p < 0.001$ ) the effect of job insecurity on turnover intention, with a positive direction of mediation (Hypothesis 6 supported).

**Discussion**

**1. Effect of Job Insecurity on Turnover Intention**

The results of this study indicate that job insecurity significantly affects employees' intention to leave their organization. An increase in perceived job insecurity among employees is associated with a higher propensity of exit intention. This relationship can be understood through the lens of social exchange theory, which implies that when employees do not feel secure in their jobs in return for their efforts, their desire to leave strengthens (Blau, 1964).

Supporting these findings, (Brougham & Haar, 2020) also established a positive and significant influence of job insecurity on exit intention. In addition, (Ergun et al., 2023) highlighted that employees who experience a lack of job security are more prone to seek alternative employment, especially in an unsupportive organizational context. Further research in this domain may provide valuable insights for organizations seeking to develop effective strategies to reduce job insecurity and, consequently, reduce employee turnover. The significant impact of job insecurity on exit intention was also confirmed by another study (Akgunduz & Eryilmaz, 2018).

## **2. The moderating role of Organizational Support in the relationship between Job Insecurity and Turnover Intention**

The data analysis output shows that organizational support acts as a significant moderator that weakens the positive relationship between job insecurity and employee exit intention (as indicated by the path coefficient). This implies that when organizational support is high, job insecurity is less likely to increase telecommunication company employees' intention to leave. Conversely, less organizational support will magnify the impact of job insecurity on exit intentions. Furthermore, positive organizational support contributes to improved employee well-being and productivity, in addition to reducing the desire to leave. Research from Fournier et al. (2021) corroborates these findings, showing that organizational support significantly moderates the correlation between job insecurity and exit intention by creating a sense of security and employee attachment to the organization, even in the midst of potential uncertainty.

## **3. The moderating role of Ethical Leadership in the relationship between Job Insecurity and Turnover Intention**

This research reveals that the moderating role of ethical leadership considerably operates to reduce the effect of job insecurity on employees' intention to leave the organization. By creating an office environment based on trust and support, ethical leadership is effective in reducing employee perceptions of job insecurity. Ethical leadership styles encourage employees' sense of security and attachment to the organization, even when they are faced with job uncertainty. In line with the study by Addai et al. (2022), ethical leadership acts as a moderator in the link between job insecurity and turnover intention. Thus, ethical leadership can be viewed as a positive moderating factor, where leaders who demonstrate integrity and fairness are able to shape a more stable and supportive work environment for employees, thereby reducing the negative consequences of job insecurity on the desire to leave.

## **4. Job Insecurity affects Job Satisfaction**

This study shows that job insecurity has a negative and significant correlation with job satisfaction. This articulates that job insecurity generally results in poor job satisfaction. When employees perceive threats to their job security, this has the potential to cause stress, anxiety and dissatisfaction. Worrying about potential job loss can interfere with employees' concentration on their tasks and reduce job satisfaction (Pu et al., 2024). The results of this study are in line with the findings of (Rorong et al., 2021) which also show a significant influence between job insecurity and job satisfaction. Furthermore, perceptions of job insecurity in employees often correlate with negative views of the work environment, including feelings of lack of appreciation or support from management and coworkers, which in turn can reduce levels of job satisfaction. Another study also confirmed the significant effect of job insecurity on job satisfaction (Wen et al., 2019).

## **5. Job Satisfaction affects Turnover Intention**

This investigation definitively identifies that job satisfaction has an inverse and significant influence on employees' intention to leave the organization (turnover intention). Consequently, when employees experience a high level of satisfaction with their jobs, their probability of considering separation from the organization becomes lower. Conversely, job dissatisfaction can be a driver for employees to explore different career trajectories or alternative employment (Nemteanu, 2021). These findings are supported by empirical evidence from Bufquin et al. (2017) and comparative studies (Akgunduz & Eryilmaz, 2018) that also confirm the significant effect of job satisfaction on turnover intention. Furthermore, Ergun et al. (2023) argue that employees who experience positive affect towards their jobs tend to

develop stronger emotional bonds with the organizational entity, which contributes to increased loyalty and a decreased propensity for turnover.

## **6. The mediating role of Job Satisfaction in the relationship between Job Insecurity and Turnover Intention**

Analysis of the research data confirmed that job satisfaction acts as a mediating mechanism in the relationship between job insecurity and employee turnover intention, with partial mediation characteristics. This implies the existence of a direct influence path from job insecurity to turnover intention, as well as an indirect path mediated by job satisfaction. Operationally, reducing turnover intention can be achieved through increasing job satisfaction, but organizations also need to proactively mitigate perceived job insecurity to instill a sense of security in employees. Perceived job insecurity has the potential to degrade the level of job satisfaction, which in turn accelerates turnover intention. Employees who experience job disaffection tend to seek alternative employment opportunities, especially in conditions of perceived instability of their current position. In line with the theoretical framework of complementary mediation (Baron & Kenny, 1986), the mediating effect of job satisfaction and the direct effect of job insecurity on turnover intention show a convergent direction. This finding provides an essential understanding for telecommunication entities regarding the significance of job satisfaction in the context of employee retention, which is reinforced by Hobfoll's (2018) study that also identified a significant mediating role of job satisfaction in the relationship between job insecurity and turnover intention.

## **CONCLUSION**

As a synthesis of the explored analysis and discussion, several fundamental theoretical implications are worthy of attention. First, a significant positive linear relationship was confirmed between the constructs of job insecurity and turnover intention, implying that the higher the subjective degree of job insecurity experienced by individuals, the greater their tendency to seek alternative employment outside their current organization. Second, organizational support displays a significant moderating function in the nexus between job insecurity and turnover intention. Forms of support such as performance appreciation, career continuity assurance, competency development programs, and promotion opportunities effectively suppress the direct impact of perceived job insecurity on turnover intention. Third, ethical leadership also significantly moderates the correlation between job insecurity and turnover intention, where leadership styles that prioritize ethical principles and fairness create an equitable, transparent, and collaborative work climate. Fourth, perceived job insecurity significantly negatively affects the level of job satisfaction, and this affection acts as a mediating variable in the mechanism of influence. Fifth, the level of job satisfaction significantly affects inversely the intention to leave the organization (turnover intention), and has the potential to be a mediating mechanism for the manifestation of the desire to leave. Finally, the level of job satisfaction significantly mediates the causal relationship between perceived job insecurity and turnover intention, where the escalation of perceived job insecurity tends to decrease the level of affection towards work which in turn accelerates the tendency to separate from the organization.

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