

## The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang



Abdul Rohim<sup>1</sup>, Widy Taurus Sandy<sup>2</sup>

<sup>1,2</sup> Sekolah Tinggi Ilmu Ekonomi PGRI Dewantara

**Abstract:** This research aims to ascertain, analyze, and elucidate the influence of job insecurity and job satisfaction on turnover intention, the impact of job insecurity on job satisfaction, and the mediating role of job satisfaction in the relationship between job insecurity and turnover intention. The study adopts a quantitative approach and focuses on a population of 222 employees, with a sample size of 70 individuals from Nahdlatul Ulama Hospital in Jombang. Data were collected through the distribution of questionnaires employing a Likert scale. Data analysis was conducted using Structural Equation Modeling–Partial Least Square (SEM-PLS) with the assistance of the SmartPLS software. The findings of this research indicate that the perception of high job insecurity among employees can potentially trigger an increase in turnover intention. Concurrently, high levels of job insecurity may lead to a decline in job satisfaction. Furthermore, low job satisfaction can also contribute to an increase in turnover intention among employees. Additionally, it is observed that job satisfaction partially mediates the relationship between job insecurity and turnover intention. This study contributes valuable insights into the complex dynamics of job insecurity, job satisfaction, and turnover intention in the context of healthcare organizations. The implications of these findings extend to the broader field of human resource management and offer practical guidance for mitigating turnover intention among healthcare professionals.

**KEYWORDS :** Job Insecurity, Job Satisfaction, Turnover Intention

### A. INTRODUCTION

Human resources are one of the supporters as well as a measure of success in an organization. This is what makes human resources an element in the organization that plays the most important role, where if this is not there then the organization will not be able to run properly. Human resources (HR) are certainly related to the turnover intention contained within the company or agency. Turnover intention is the personal assessment made by an individual about the likelihood of them departing from their current organization in the foreseeable future (Carmeli & Weisberg, 2007). Increasing turnover intention will affect the organization because it can also trigger turnover in the future, where turnover has positive and negative sides.

Turnover intention still often occurs in an organization, so it is still a scourge that needs attention. The level of turnover intention can be seen from how many employees intend to leave and decide to look for another job as a backup which is considered better than the job they are currently carrying out. The more often employees think about leaving the job they are currently carrying out, this can indicate that their turnover intention is higher.

Many factors can trigger turnover intention at The Hospital of Nahdlatul Ulama Jombang, one of which is job insecurity. Witte (2005) describes job insecurity as the discrepancy that exists between levels of assurance experienced by employees and desired. Employees of The Hospital of Nahdlatul Ulama Jombang will sometimes feel insecure in an organization. For example, employees are afraid of being fired because they feel that their abilities are still considered lacking in handling the tasks assigned, fear of being competed with colleagues who are considered superior, or other fears that can cause them to feel insecure in the organization. It is this fear that later can cause them to have the intention to leave and decide to look for another job as a backup which they feel is better when compared to the job they currently have.

## The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang

Job insecurity not only acts as a cause of turnover intention, but can also act as a trigger for high and low levels of job satisfaction, where job satisfaction is a pleasant emotional state, where this feeling comes from evaluating or assessing the work or work experience of each individual (Locke, 1976). Based on brief observations made by researchers at The Hospital of Nahdlatul Ulama Jombang, there are several employees who are satisfied to very satisfied with what has been provided by the agency, where this can be indicated by employees who are more enthusiastic at work so they can get better rewards than before or promotion opportunities. Meanwhile, there are also employees who feel dissatisfied until they are quite satisfied with what has been provided by the agency, which can be seen from employees who continue to do their jobs with the usual feeling of not getting more enthusiastic or even getting lazy.

In addition to job insecurity which can affect the level of turnover intention, job satisfaction can also play a role in causing someone to choose to withdraw from an organization or work at The Hospital of Nahdlatul Ulama Jombang. Someone who feels dissatisfied with what he has received will consider leaving the organization, especially if there is another organization that can provide him with a better sense of satisfaction than his current organization. Thus, organizations need to consider or examine something considered a source of dissatisfaction from their employees so that later the organization can reduce the turnover intention of its employees because they are satisfied with what the organization provides.

In the organization at The Hospital of Nahdlatul Ulama Jombang, there are some of all employees who experience turnover intention, job insecurity, and job satisfaction which can be indicated through data taken from the initial questionnaire conducted on 23 employees as representatives of each work unit at The Hospital of Nahdlatul Ulama Jombang which was analyzed descriptively using the range of scores proposed by Baron and Kenny (1986), as shown in Table 1 as follows.

**Table 1 : Data from Descriptive Analysis of Job Insecurity, Job Satisfaction, and Turnover Intention for 2019-2021**

Variables	Mean	Criteria
Job Insecurity	3,06	Medium
Job Satisfaction	3,66	High
Turnover Intention	2,81	Medium

**Source:** Processed primary data.

According to the data in Table 1 above, it is found that the mean value of the job insecurity variable is 3.06 which is in the "Medium" category. This indicates that the employees of the Nahdlatul Ulama Hospital in Jombang are not too worried, although they are still aware of any threats that could affect their work. While the mean value of the job satisfaction variable is 3.66 with the "High" category. This indicates that employees are satisfied with the feedback they have received from the agency. Meanwhile, the mean value of the turnover intention variable is 2.81. This shows that employees feel unsure about moving to another organization or job because employees sometimes have the intention of moving to another job or organization, but employees also feel quite happy working in that agency.

Someone who feels a sense of job insecurity while in their organization can cause a feeling of dissatisfaction within themselves with the organization, which indirectly can also affect them so that an intention arises to leave the organization or work so that they can get a job that they feel can be better than before and of course it is hoped that they can also further minimize the feeling of job insecurity and dissatisfaction with what the organization has given him.

This research refers to previous research entitled "The Effect of Job Insecurity on Turnover Intention Through Work Satisfaction in Employees of Pt Telkom Access Singaraja" by Heryanda (2019). The analysis indicates that (1) job satisfaction played a partial mediating role in the relationship between job insecurity and turnover intention, (2) job insecurity had a notable and adverse impact on job satisfaction, (3) job insecurity significantly contributed to a higher turnover intention, (4) work satisfaction was associated with a substantial and adverse effect on turnover intention.

Based on the results of this study, researchers conducted a similar study at a hospital in Jombang, East Java, Indonesia that namely The Hospital of Nahdlatul Ulama Jombang with the title "The Effect of Job Insecurity on Turnover Intention Through Job Satisfaction as a Mediating Variable". This study has several objectives, namely: 1) To find out, analyze, and explain the effect of job insecurity on turnover intention at The Hospital of Nahdlatul Ulama Jombang; 2) To find out, analyze, and explain the effect of job insecurity on job

# **The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang**

satisfaction at The Hospital of Nahdlatul Ulama Jombang; 3) To find out, analyze, and explain the effect of job satisfaction on turnover intention at The Hospital of Nahdlatul Ulama Jombang; and 4) To find out, analyze, and explain the effect of job insecurity on turnover intention through job satisfaction as a mediating variable at The Hospital of Nahdlatul Ulama Jombang.

## **B. THEORETICAL OVERVIEW**

### **Job Insecurity**

Greenhalgh & Rosenblatt (1984) stated that job insecurity is a feeling of powerlessness that is felt by someone in maintaining the continuity of the desired job in situations that threaten it and this can have an impact on organizational effectiveness. In addition, based on the stress theory stated by Lazarus & Folkman (1984), job insecurity is considered a cause of work stress, where it will be a source of anxiety for employees because they will feel the possibility of losing the job they have.

Job insecurity is also defined by Witte (2005) as the subjective perception felt by employees of the threat of losing a job or the worry associated with this threat that makes them feel powerless in maintaining the job they have. According to Dickerson & Green (2012), job insecurity refers to all forms of uncertainty that reduce welfare at work, where this includes uncertainty about the job itself, the continuation of the job, or even the prospects for the labor market in the future. And to properly capture job insecurity, survey items usually focus on expectations of the existence of two uncertainties, namely the possibility of losing one's job and the possibility of finding another job that is just as good.

According to some of the expert opinions that have been described previously, the researcher can conclude that job insecurity is a subjective perception of each individual about worrying about the threat of losing their current job. Ashford et al. (1989) which refers to the theory put forward by Greenhalgh & Rosenblatt (1984), states that there are several indicators that can be used to measure job insecurity, namely: 1) Perception of salary as a determinant of success at work; 2) Perception of promotion as a determinant of success at work; 3) Perception of supervisors as a determinant in achieving work targets; 4) The threat of an increase in workload; 5) Threat of a reduction in compensation; 6) Threat of transfer to another job at the same level; 7) Threat of losing job affecting dignity; 8) Perception of work as a place of prestige; 9) A sense of togetherness when working with colleagues; 10) Threats of termination of employment by agencies; 11) Threats of dismissal for violating agency regulations; 12) Threat of job loss originating from the agency's internal environment; 13) Powerlessness in dealing with working conditions; 14) Powerlessness in maintaining a job; and 15) Powerlessness due to burdensome agency regulations.

### **Job Satisfaction**

Mathis & Jackson (2010) expressed their opinion that job satisfaction is something that has positive value and is expressed or expressed emotionally by employees on the basis of the results of an evaluation of a job or work experience they have. In line with the previous opinion, job satisfaction was also described by Robbins & Judge (2013) as a positive feeling toward work that comes from the results of an assessment of its characteristics. A person with a high level of job satisfaction is said to have positive feelings about the job he has. Conversely, those with a low level of job satisfaction are said to have negative feelings about the job they have.

Luthans (2011) explained that job satisfaction is a result that comes from the views of employees regarding their work and how important all the offers made by the job to these employees are. In addition, Porter (1961) also added that job satisfaction is related to how far there is a difference between something that should be received and something that is actually received by the employee at that time.

From some of the expert opinions that have been stated before, it can be concluded that job satisfaction is a positive thing that arises as a result of the results of job evaluation or work experience, where it is also judged by how important it is and how much difference there is between what should be received and the reality of what is received at that time. The fewer differences that occur, the more satisfied employees are in working in that place. According to Luthans (2011), there are several indicators that can measure job satisfaction, namely: 1) The Work Itself; 2) Pay; 3) Promotion Opportunities; 4) Supervision; and 5) Coworkers.

### **Turnover Intention**

The terms turnover and turnover intention are related to each other. However, there are differences between these two matters, where the term turnover relates to the actual withdrawal behavior or transfer to another organization carried out by employees (Price, 2000), whereas the term turnover intention refers more to the behavioral intention of employees who are likely to leave the

## **The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang**

organization they currently have (Cotton & Tuttle, 1986). According to Carmeli & Weisberg (2007), turnover intention refers to individual subjective estimates related to the possibility of someone leaving the organization where they work in the near future.

Pasewark & Strawser (1996) expressed their opinion regarding turnover intention, which refers to the intention that is owned by someone in looking for alternative jobs and has not been realized in the form of real activity. Mobley (1978) expressed his view that turnover intention occurs on the basis of one of the main consequences of a feeling of dissatisfaction at work, where this will later lead to an evaluation of the expected utility of the job owned to trigger a change in employee behavior or even an intention to stop and look for other job alternatives.

From some of the expert opinions that have been stated before, it can be concluded that turnover intention is a feeling related to the desire to move or in other words intent to leave an organization. Mobley et al. (1978) describe as many as three indicators that can be applied in measuring turnover intention, namely: 1) Thinking of quitting; 2) Intention to search; and 3) Intention to quit.

### **Conceptual Framework**

#### **1. Relationship between Job Insecurity and Turnover Intention**

Job insecurity has a consistent effect on turnover intention, where the higher the job insecurity felt by the employee, the higher the turnover intention in the employee. This statement is supported by several studies conducted by Sora et al. (2010), Setiawan & Putra (2016), and Septiari & Ardana (2016) which resulted in findings that job insecurity has a positive and significant effect on turnover intention. Based on the relationship of the two variables that have been described, the hypotheses that can be proposed are:

H1: The higher the job insecurity, the higher the turnover intention.

#### **2. Relationship between Job Insecurity and Job Satisfaction**

Job insecurity has the opposite effect on job satisfaction, where the higher the level of job insecurity that exists in an employee, the lower the job satisfaction felt by the employee. This statement is supported by several studies conducted by Reisel et al. (2010), Zheng et al. (2014), and Heryanda (2019) which produced findings that job insecurity has a negative effect on job satisfaction. From the relationship between the two variables that have been described previously, the hypotheses that can be proposed are:

H2: The higher the job insecurity, the lower the job satisfaction.

#### **3. Relationship between Job Satisfaction and Turnover Intention**

Job satisfaction has the opposite effect on turnover intention, where the higher the job satisfaction felt by employees, the lower the employee's turnover intention. This statement is supported by several studies conducted by Kuo et al. (2014), Kim et al. (2021), and Brahmanna & Dewi (2020) who found that job satisfaction has a negative effect on turnover intention. Based on the relationship of the two variables previously described, the hypotheses that can be proposed are as follows:

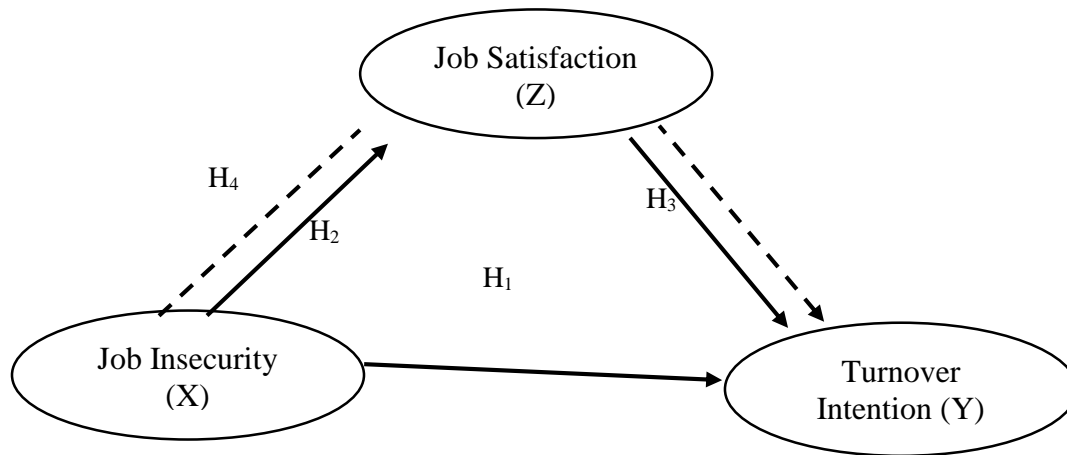
H3: The higher the job satisfaction, the lower the turnover intention

#### **4. Relationship between Job Insecurity and Turnover Intention through Job Satisfaction**

Job insecurity has an influence on turnover intention which is mediated by job satisfaction, where the higher the level of job insecurity that exists in the employee, the lower the sense of satisfaction felt by the employee so that it can indirectly influence the employee to have a higher intention to leave the organization. This statement is supported by several studies conducted by Brahmanna & Dewi (2020), Heryanda (2019), and Narotama & Sintaasih (2022) which resulted in findings that job satisfaction is able to mediate the relationship between job insecurity and turnover intention. From the relationship between the variables that have been described, the hypotheses that can be proposed are as follows:

H4: There is an effect of job insecurity on turnover intention through job satisfaction.

**The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang**



**Figure 1. Conceptual Framework**

**C. RESEARCH METHODS**

This research applies the type of verification research. The method used in this research is the explanatory research method. Meanwhile, this study also implements a quantitative approach. The method of collecting data is done through observation, questionnaires, and documentation. In addition, the scale in the questionnaire uses a Likert measurement scale. The population used in this study was 222 employees and a sample of 70 employees from the Nahdlatul Ulama Hospital, Jombang, where the sampling technique used was stratified random sampling. In addition, the data analysis method used is SEM-PLS (Structural Equation Modeling–Partial Least Square) with the help of the SmartPLS application. While testing the hypothesis using bootstrapping, the mediation test applies a three-stage model (Baron & Kenny, 1986).

**D. RESULTS AND DISCUSSION**

**Variable Descriptive Results**

**Table 2: Variable Descriptive Results**

Variables	Mean	Criteria
Job Insecurity	3,07	Medium
Job Satisfaction	3,63	High
Turnover Intention	2,93	Medium

**Source:** Processed primary data.

Based on the results of the descriptive analysis in Table 2, it can be seen that the mean in the job insecurity variable is 3.07 with moderate criteria. This shows that the employees of The Hospital of Nahdlatul Ulama Jombang are not too worried about threats that come related to work, but employees also remain alert to these threats. Meanwhile, the mean value of the job satisfaction variable is 3.63 with high criteria. This indicates that the employees of The Hospital of Nahdlatul Ulama Jombang are satisfied with the feedback provided by the agency. In addition, the mean value of the turnover intention variable is 2.93 with moderate criteria. This shows that employees of The Hospital of Nahdlatul Ulama Jombang sometimes have the intention to leave the organization or job they currently have, but employees also feel quite happy working in that agency, causing employees to feel unsure about leaving their job or moving to another organization.

**Outer Model Test Results**

1. Convergent Validity

**Table 3: Loading Factor Value**

Kode	Loading Factor Value		
	Job Insecurity	Job Satisfaction	Turnover Intention
Jl1	0,623	-	-

**The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang**

J12	0,712	-	-
J13	0,882	-	-
J14	0,653	-	-
J15	0,727	-	-
J16	0,660	-	-
J17	0,653	-	-
J18	0,616	-	-
J19	0,812	-	-
J110	0,729	-	-
J111	0,628	-	-
J112	0,709	-	-
J113	0,785	-	-
J114	0,878	-	-
J115	0,846	-	-
JS1	-	0,756	-
JS2	-	0,870	-
JS3	-	0,767	-
JS4	-	0,806	-
JS5	-	0,761	-
TO11	-	-	0,963
TO12	-	-	0,951
TO13	-	-	0,961

**Source:** Processed primary data.

Based on the table above, it can be seen that the loading factor values for all variable items are above 0.6. Thus, no items need to be removed.

2. Discriminant Validity

**Table 4. Cross-Loading Value**

Kode	Nilai Cross Loading		
	<i>Job Insecurity</i>	<i>Job Satisfaction</i>	<i>Turnover Intention</i>
J11	<b>0,623</b>	-0,242	0,280
J12	<b>0,712</b>	-0,336	0,283
J13	<b>0,882</b>	-0,289	0,350
J14	<b>0,653</b>	-0,086	0,308
J15	<b>0,727</b>	-0,219	0,232
J16	<b>0,660</b>	-0,248	0,288
J17	<b>0,653</b>	-0,045	0,206
J18	<b>0,616</b>	-0,093	0,201
J19	<b>0,812</b>	-0,234	0,403
J110	<b>0,729</b>	-0,169	0,236
J111	<b>0,628</b>	-0,168	0,198
J112	<b>0,709</b>	-0,311	0,442
J113	<b>0,785</b>	-0,144	0,343
J114	<b>0,878</b>	-0,316	0,372

## The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang

J115	<b>0,846</b>	-0,269	0,446
JS1	-0,251	<b>0,756</b>	-0,452
JS2	-0,309	<b>0,870</b>	-0,563
JS3	-0,138	<b>0,767</b>	-0,508
JS4	-0,140	<b>0,806</b>	-0,532
JS5	-0,347	<b>0,761</b>	-0,662
TOI1	0,415	<b>-0,686</b>	0,963
TOI2	0,471	<b>-0,659</b>	0,951
TOI3	0,373	<b>-0,662</b>	0,961

Source: Processed primary data.

From the table above, it can be seen that the cross-loading value for each indicator is above 0.6. Thus, it can be concluded that the manifest variables in the study have been able to explain the latent variables and prove that all items can be said to be valid.

### 3. Internal Consistency

**Table 5. Nilai Average Variance Extracted dan Composite Reliability**

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
<i>Job Insecurity</i>	0,937	0,945	0,538
<i>Job Satisfaction</i>	0,853	0,894	0,629
<b><i>TurnoverIntention</i></b>	<b>0,956</b>	<b>0,971</b>	<b>0,919</b>

Source: Processed primary data.

Based on the results in the table above, it can be seen that the Composite Reliability value is more than 0.7 and the Average Variance Extracted (AVE) is above 0.5. Thus, it can be concluded that all items can be said to be reliable.

### Inner Model Test Results

#### 1. Coefficient of Determination ( $R^2$ )

**Table 6 : Value of the Coefficient of Determination ( $R^2$ )**

	R Square	R Square Adjusted
<i>Job Satisfaction</i>	0,097	0,084
<i>Turnover Intention</i>	0,541	0,528

Source: Processed primary data.

Based on the results in the table above, it can be seen that the  $R^2$  value on the job satisfaction variable is 0.097, which means that the job insecurity variable affects the job satisfaction variable by 9.7%, and the remaining 90.3% comes from other variables not included in the variables in this study. Furthermore, it was also found that the  $R^2$  value in the turnover intention variable was 0.541, where this value means that the job insecurity and job satisfaction variables have an effect on turnover intention of 54.1%, and the remaining 45.9% is influenced by other variables which are not included in the variables in this study.

## The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang

### 2. Predictive Relevance of $Q^2$

**Table 7.  $Q^2$  Predictive Relevance Value**

	SSO	SSE	$Q^2 (=1-SSE/SSO)$
<i>Job Insecurity</i>	1050,000	1050,000	
<i>Job Satisfaction</i>	350,000	334,454	0,044
<i>Turnover Intention</i>	210,000	107,353	0,489

Source: Processed primary data.

Based on the results in the table above, it can be seen that the  $Q^2$  value on the job satisfaction variable means the model is weak, while the turnover intention variable means the model is strong. In addition, it can also be concluded that these variables have predictive relevance because the  $Q^2$  value  $> 0$ .

### 3. Significance Test

**Table 8 : Bootstrapping Value**

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	P Values
<i>Job Insecurity -&gt; Turnover Intention</i>	0,245	0,243	0,111	2,208	0,028
<i>Job Insecurity -&gt; Job Satisfaction</i>	-0,312	-0,350	0,098	3,198	0,001
<i>Job Satisfaction -&gt; Turnover Intention</i>	-0,622	-0,626	0,083	7,475	0,000
<i>Job Insecurity -&gt; Job Satisfaction -&gt; Turnover Intention</i>	0,194	0,221	0,075	2,598	0,010

Source: Processed primary data

Based on the results in the table above, it can be seen that hypothesis 1 is accepted, in which job insecurity has a significant effect on turnover intention. This is marked by a P value of 0.028, where this value is in accordance with the requirements of the accepted hypothesis, namely P values  $< 0.1$ . In addition, the t-statistics value of 2.208 also meets the requirements of the accepted hypothesis because t-statistics  $> 1.65$ .

It can also be seen that hypothesis 2, namely job insecurity has a significant effect on job satisfaction, is also accepted because the P value is 0.001, which fulfills the requirements of the accepted hypothesis, namely P values  $< 0.1$ . In addition, the t-statistics value of 3.198 also fulfills the t-statistics requirements  $> 1.65$ .

Furthermore, it was found that hypothesis 3, namely job satisfaction has a significant effect on turnover intention, is also accepted because the P value of 0.000 meets the requirements of the accepted hypothesis, namely P values  $< 0.1$ . In addition, the t-statistics value of 7.475 also meets the requirements of the accepted hypothesis because t-statistics  $> 1.65$ .

Then, it was also found that hypothesis 4 is also accepted, namely job insecurity has an effect on turnover intention which is mediated by job satisfaction. This is marked by a P value of 0.010 which meets the requirements, where the hypothesis is accepted if the P values  $< 0.1$ . In addition, the t-statistics value of 2.598 also fulfills the t-statistics requirements  $> 1.65$ .

### 4. Mediation Test

a. In the first model, which tests the effect of exogenous variables on endogenous variables which must be significant at t-statistics  $> 1.65$ . Based on Table 8, hypothesis 1, namely the effect of job insecurity on turnover intention and hypothesis 2, namely the effect of job insecurity on job satisfaction, turns out to have a significant effect which is shown by the P value  $< 0.1$ . In addition, this model is also significant at t-statistics  $> 1.65$ , namely 2.208 and 3.198. Thus, this first model is fulfilled.



## **The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang**

- b. In the second model, which tests the effect of the mediating variable which must be significant at t-statistics  $> 1.65$ . Based on Table 8, hypothesis 3, namely the effect of job satisfaction on turnover intention, turns out to have a significant effect which is shown by the P value  $< 0.1$ . In addition, this model is also significant at t-statistics  $> 1.65$ , which is 7.745. Thus, the second model is fulfilled.
- c. In the third model, which simultaneously tests the effect of exogenous variables on endogenous variables with mediating variables, it is expected that the effect of exogenous variables on endogenous variables is not significant, whereas the effect of mediating variables on endogenous variables must be significant at t-statistics  $> 1.65$ . Based on Table 8, hypothesis 4, namely the effect of job insecurity on turnover intention mediated by job satisfaction, it turns out that job insecurity has a significant effect on turnover intention as shown by the P value  $< 0.1$  and t-statistics  $> 1.65$ , while job satisfaction on turnover intention also has a significant effect. Thus, this third model has not been fulfilled perfectly, or in other words this research is able to mediate partially because only one of the requirements can be fulfilled at this stage of the third model.

### **DISCUSSION**

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

The results of the study show that high levels of job insecurity can lead to the emergence of potential to increase turnover intention among employees at the The Hospital of Nahdlatul Ulama Jombang. Job insecurity in question includes a sense of job insecurity over the assumption that salary, promotion, or supervisors are a determinant of success in employee achievement. In addition, the existence of various threats related to work that can cause employees to feel threatened by losing their jobs can also cause employees to have the intention to leave work and the organization by trying to find alternative jobs that are considered better than the job they currently have.

These results are reinforced by several previous studies conducted by Sora et al. (2010), Setiawan & Putra (2016), and Septiari & Ardana (2016), where in the study it was found that job insecurity had a significant positive effect on intention to switch. The results of the study indicate that if the level of job insecurity felt by employees increases, then the level of turnover intention of employees will also increase according to the level of job insecurity. Employees who feel insecure about their jobs, both in terms of the work environment and the workload that must be met, can trigger employees to have the intention of leaving the job they have or moving to another organization. Even though job insecurity is not the main factor for employees having turnover intention, these factors should still be considered in order to minimize the level of turnover intention.

#### **2. Effect of Job Insecurity on Job Satisfaction**

The results showed that the high sense of insecurity related to work can trigger the potential to reduce the sense of satisfaction felt by employees at The Hospital of Nahdlatul Ulama Jombang. This indicates that employees who feel threatened by conditions in the work environment may feel dissatisfied with something provided by the organization to these employees. With a sense of job insecurity, such as the threat of a reduction in compensation received so that the workload increases, it can also cause a feeling of satisfaction in employees to decrease because they feel that the feedback given by the organization is not commensurate when compared to something that has been given by employees to the organization.

These results are reinforced by previous research conducted by Reisel et al. (2010), in which the study found that job insecurity has a negative relationship with job satisfaction. This is also in line with previous research conducted by Zheng et al. (2014) and Heryanda (2019) who explained that job insecurity has a significant negative effect on job satisfaction. These results indicate that if the level of job insecurity increases, the opposite will occur, namely a decrease in the level of job satisfaction. Thus, employees may feel dissatisfied with what they receive if the perceived level of job insecurity increases so that over time it reduces the sense of satisfaction that the employee once had. Even though job insecurity has only a small effect on job satisfaction, this should not be ignored until later this factor turns into a major factor in decreasing job satisfaction among employees.

#### **3. Effect of Job Satisfaction on Turnover Intention**

The results of the study indicate that a low sense of satisfaction within employees can lead to the emergence of potential employees at The Hospital of Nahdlatul Ulama Jombang to have the intention of leaving the current organization. Job satisfaction in question includes employee satisfaction with the job they have, the salary they receive when compared to the workload they have, the promotion opportunities they get, the supervision carried out by superiors, to co-workers who can work well together in completing

## **The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang**

assigned tasks. The high sense of satisfaction felt by employees regarding the job they have can have an impact on the employee's decision to choose to stay in the organization.

These results are reinforced by previous research conducted by Kuo et al. (2014), where a significant negative effect of job satisfaction on turnover intention was found in this study. This is also in line with previous research conducted by Kim et al. (2015) and Brahmanna & Dewi (2020), which also proves that turnover intention is negatively and significantly affected by job satisfaction. These results indicate that increased job satisfaction felt by employees can reduce the level of turnover intention among employees.

#### **4. Effect of Job Insecurity on Turnover Intention Mediated by Job Satisfaction**

The results of the study show that job satisfaction is able to partially mediate the relationship between job insecurity and turnover intention. This indicates that employees who feel insecure or threatened regarding the job they have can trigger the potential to directly influence employees to have an intention to leave the current organization. In addition, employees who have high job insecurity can lead to a low sense of satisfaction with the work they have, which indirectly causes employees to want to leave the organization.

These results are reinforced by several previous studies conducted by Masykuroh & Muafi (2021) and Sasmiaji et al. (2022), where in this study it was found that job satisfaction is able to mediate the relationship that exists between job insecurity and turnover intention. These results indicate that if an employee feels job insecurity and even a sense of dissatisfaction with his job, then this can trigger an intention to move on the employee in order to get a job that he feels is better.

### **E. CONCLUSIONS AND SUGGESTIONS**

#### **Conclusions**

1. High job insecurity can trigger the potential to increase turnover intention felt by employees at The Hospital of Nahdlatul Ulama Jombang. This means that employees of The Hospital of Nahdlatul Ulama Jombang who always feel insecure about their work-related surroundings can cause employees to have a higher tendency to intend to leave the organization.
2. High job insecurity can lead to the potential to reduce job satisfaction felt by employees at The Hospital of Nahdlatul Ulama Jombang. This means that employees of The Hospital of Nahdlatul Ulama Jombang who feel insecure due to factors that can influence the employee's work tend to feel less satisfied with something given by the organization to the employee.
3. Low job satisfaction can result in the potential for increasing turnover intention felt by employees at The Hospital of Nahdlatul Ulama Jombang. Thus it means that employees of The Hospital of Nahdlatul Ulama Jombang who feel dissatisfied with something that has been received from the organization tend to have an impact on these employees to have the desire to leave the organization or job they currently have.
4. Job satisfaction is able to partially mediate the relationship between job insecurity and turnover intention. Thus it means that employees of The Hospital of Nahdlatul Ulama Jombang who feel insecure about circumstances that can affect their work have the potential to directly influence employees to intend to leave the organization. In addition, employees who feel insecure can also cause these employees to feel dissatisfied with something received from the organization indirectly it can also have the potential to increase the employee's desire to leave the organization.

#### **Suggestions**

1. Not only speculating and not trying to solve problems related to threats that come, but employees must also change their mindset by finding and measuring the level of success of alternative solutions related to problems that have the potential to threaten the work of employees, so that employees do not feel worried about threats that arise without a good resolution.
2. Improving aspects of supervision carried out by superiors in order to increase the sense of satisfaction felt by employees.
3. Provide compensation in accordance with the workload of employees, strive for employees to be involved in developing corporate culture, and balance work tasks between employees with each other as well as working time with life outside of work, so that employees can feel valued as whole human beings and reduce the feeling of stress that arises in these employees.
4. For further research, it is hoped that researchers can use the results of this study as reference material and that future researchers can also use different objects and variables as comparisons in measuring turnover intention variables.

# The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang

## REFERENCES

1. Armstrong-Stassen, M. (1993). Production workers' reactions to a plant closing: The role of transfer, stress, and support. *Anxiety, Stress & Coping: An International Journal*, 6(3), 201–214. <https://doi.org/10.1080/10615809308248380>
2. Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, Cause, and Consequences of Job Insecurity: A Theory-Based Measure and Substantive Test. *Academy of Management Journal*, 32(4), 803–829. <https://doi.org/10.5465/256569>
3. Baron, R. M., & Kenny, D. A. (1986). The Moderator-Mediator Variable Distinction in Social Psychological Research: Conceptual, Strategic, and Statistical Considerations. *Journal of Personality and Social Psychology*, 51(No. 6), 1173–1182. <https://psycnet.apa.org/record/1987-13085-001>
4. Brahmanna, S., & Dewi, I. M. (2020). *Work Insecurity and Compensation on Turnover Intention Mediated by The Job Satisfaction of Employees*. 7(5), 89–98. <https://media.neliti.com/media/publications/329921-work-insecurity-and-compensation-on-turn-2da2116a.pdf>
5. Carmeli, A., & Weisberg, J. (2007). *Exploring turnover intentions among three professional groups of employees Exploring Turnover Intentions among Three Professional Groups of Employees*. June 2013, 37–41. <https://doi.org/10.1080/13678860600616305>
6. Chin, W. W. (1998). The Partial Least Squares Approach to Structural Equation Modeling. In G. A. Marcoulides (Ed.), *Modern Methods for Business Research*. Lawrence Erlbaum Associates. <https://www.researchgate.net/publication/311766005>
7. Cotton, J. L., & Tuttle, J. M. (1986). *Employee Turnover : A Meta-Analysis and Review with Implications for Research*. 11(1), 55–70.
8. Dickerson, A., & Green, F. (2012). Fears and realisations of employment insecurity. *Labour Economics*, 19(2), 198–210. <https://doi.org/10.1016/j.labeco.2011.10.001>
9. Greenhalgh, L., & Rosenblatt, Z. (1984). Insecurity : Toward Conceptual Clarity. *Management*, 9(3), 438–448.
10. Heryanda, K. K. (2019). The Effect of Job Insecurity on Turnover Intention Through Work Satisfaction in Employees of Pt Telkom Access Singaraja. *International Journal of Social Science and Business*, 3(3), 198. <https://doi.org/10.23887/ijssb.v3i3.20997>
11. Joarder, M. H. R., Sharif, M. Y., & Ahmmed, K. (2011). Mediating Role of Affective Commitment in HRM Practices and Turnover Intention Relationship: A Study in a Developing Context. *Business and Economics Research Journal*, 2(4), 135–158. <https://www.berjournal.com/mediating-role-of-affective-commitment-in-hrm-practices-and-turnover-intention-relationship-a-study-in-a-developing-context>
12. Kim, D. G., & Lee, C. W. (2021). Exploring the roles of self-efficacy and technical support in the relationship between technostress and counter-productivity. *Sustainability (Switzerland)*, 13(8), 1173–1182. <https://doi.org/10.3390/su13084349>
13. Kim, S. S., Im, J., & Hwang, J. (2015). The effects of mentoring on role stress, job attitude, and turnover intention in the hotel industry. *International Journal of Hospitality Management*, 48, 68–82. <https://doi.org/10.1016/j.ijhm.2015.04.006>
14. Kinnunen, U., Mauno, S., Natti, J., & Happonen, M. (1999). Perceived Job Insecurity: A Longitudinal Study Among Finnish Employees. *European Journal of Work and Organizational Psychology*, 8(2), 243–260. <https://doi.org/10.1080/135943299398348>
15. Kuo, H. T., Lin, K. C., & Li, I. chuan. (2014). The mediating effects of job satisfaction on turnover intention for long-term care nurses in Taiwan. *Journal of Nursing Management*, 22(2), 225–233. <https://doi.org/10.1111/jonm.12044>
16. Lazarus, R. S., & Folkman, S. (1984). *Stress, Appraisal, and Coping* (First Publ). Springer Publishing Company, Inc.
17. Luthans, F. (2011). *Organizational behavior: an evidence-based approach* (12th ed.). McGraw-Hill/Irwin. [https://bdpad.files.wordpress.com/2015/05/fred-luthans-organizational-behavior\\_-an-evidence-based-approach-twelfth-edition-mcgraw-hill\\_irwin-2010.pdf](https://bdpad.files.wordpress.com/2015/05/fred-luthans-organizational-behavior_-an-evidence-based-approach-twelfth-edition-mcgraw-hill_irwin-2010.pdf)
18. Masykuroh, N. L., & Muafi. (2021). The influence of job insecurity and person-job fit on turnover intention mediated by job satisfaction. *International Journal of Business Ecosystem & Strategy*, 3(3), 01–12. <https://www.bussecon.com/ojs/index.php/ijbes/article/view/271/114>
19. Mathis, R. L., & Jackson, J. H. (2010). *Human Resource Management* (13th ed.). South-Western Cengage Learning. <http://www.mim.ac.mw/books/Human Resource Management 13th Edition.pdf>
20. Michaels, C. E., & Spector, P. E. (1982). Causes of Employee Turnover: A Test of the Mobley, Griffeth, Hand, and Meglino

## The Effect of Job Insecurity on Turnover Intention through Job Satisfaction as a Mediating Variable: A Case Study in the Hospital of Nahdlatul Ulama Jombang

Model. *Journal of Applied Psychology*, 67(1), 53–59.

21. Mobley, W. H. (1977). Intermediate Linkages in the Relationship Between Job Satisfaction and Employee Turnover. In *Journal of Applied Psychology* (Vol. 62, Issue 2). <https://doi.org/10.1037/0021-9010.62.2.237>
22. Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied Psychology*, 63(4), 408–414. <https://doi.org/10.1037/0021-9010.63.4.408>
23. Narotama, I. B. I., & Sintaasih, D. K. (2022). *The Role of Job Satisfaction in Mediation the Effect of Self-Efficacy and Job Insecurity on Turnover Intention*. 9(4), 494–513.
24. Pasewark, W., & Strawser, J. R. (1996). The determinants and outcomes associated with job insecurity in a professional accounting environment. *Behavioral Research in Accounting*, 8, 91–113.
25. Porter, L. W. (1961). *A Study of Perceived Need Satisfaction in Bottom and Middle Management Jobs*. 45 (1), 1-10.
26. Price, J. L. (2001). *Reflections on the determinants of voluntary turnover*. *International Journal of Manpower*, 22(7), 600–624.
27. Reisel, W., Probst, T., Chia, S. L., Maloles, C., & König, C. (2010). The effects of job insecurity on job satisfaction, organizational citizenship behavior, deviant behavior, and negative emotions of employees. *International Studies of Management and Organization*, 40(1), 74–91. <https://doi.org/10.2753/IMO0020-8825400105>
28. Robbins, S. P., & Judge, T. A. (2013). *Organizational Behavior* (15th ed.). Pearson Education, Inc. [http://www.mim.ac.mw/books/Organizational Behavior \(15e\).pdf](http://www.mim.ac.mw/books/Organizational%20Behavior%20(15e).pdf)
29. Sasmiaji, A., Rumijati, A., & Nurhasannah, S. (2022). *The Influence of Job Stress and Job Insecurity on Turnover Intention Mediated by Job Satisfaction*. 02(04). <https://doi.org/10.22219/jamanika.v2i04.24695>
30. Septiari, N. K., & Ardana, I. K. (2016). *Pengaruh Job Insecurity Terhadap Kepuasan Kerja dan Turnover Intention Karyawan pada Hotel Asana Agung Putra Bali*. 5(10), 6429–6456. in Indonesian Language.
31. Setiawan, I. N. A., & Putra, M. S. (2016). Turnover Intention pada karyawan Legian Village Hotel. 5(8), 4983–5012. in Indonesian Language.
32. Sharma, R. N., & Chandra, S. S. (2004). *Advanced Industrial Psychology*. Nice Printing Press.
33. Sora, B., Caballer, A., & Peiro, J. M. (2010). The consequences of job insecurity for employees: The moderator role of job dependence. 149(1).
34. Sverke, M., Hellgren, J., & Näswall, K. (2006). *Job Insecurity: A Literature Review Nowstars-New Organization of Work in Self-employment, Temporary Agency, Academia, and Retail in Sweden View project Factors of importance for burnout View project*. [www.arbetslivsinstitutet.se/saltsa](http://www.arbetslivsinstitutet.se/saltsa).
35. Sverke, M., Hellgren, J., Näswall, K., Chirumbolo, A., de Witte, H., & Goslinga, S. (2004). *Job Insecurity and Union Membership: European Unions in the Wake of Flexible Production*. In *European Unions in the Wake of Flexible Production*. P.I.E.-Peter Lang.
36. Tuan, Luu Trong. (2022). How and when does hospitality employees' core beliefs challenge foster their proactive coping for technostress?: Examining the roles of promotion focus, job insecurity, and technostress. *Journal of Hospitality and Tourism Management*. 52, 86-99
37. Witte, H. D. E. (2005). *Job Insecurity :Review Of The International Literature on Definitions, Prevalence, Antecedents And Consequences*. 31 (4), 1-6
38. Zheng, X., Diaz, I., Tang, N., & Tang, K. (2014). Job insecurity and job satisfaction: The interactively moderating effects of optimism and person-supervisor deep-level similarity. *Career Development International*, 19(4), 426–446. <https://doi.org/10.1108/CDI-10-2013-0121>



There is an Open Access article, distributed under the term of the Creative Commons Attribution – Non Commercial 4.0 International (CC BY-NC 4.0 (<https://creativecommons.org/licenses/by-nc/4.0/>)), which permits remixing, adapting and building upon the work for non-commercial use, provided the original work is properly cited.