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**THE EFFECT OF JOB INSECURITY AND JOB SATISFACTION ON  
TURNOVER INTENTION  
WITH ORGANIZATIONAL COMMITMENT AS A MEDIATOR**

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**ABSTRACT**

Studying the impact of job insecurity and job satisfaction on the intention to leave the workforce at Sriwijaya University while using organizational commitment as a variable mediator. This study was conducted at Sriwijaya University with a sample of 265 non-PNS employees using a quantitative technique. Data processing utilizing the Smart PLS tool and structural equation modeling (SEM). Second-order factors are used in research measurement models. According to research findings, job instability and job satisfaction have a considerable and important impact on the intention to leave one's employment. The relationship between job insecurity and work satisfaction and intention to leave the company may be moderated by organizational commitment. It can be inferred that job insecurity and job satisfaction at Sriwijaya have a direct impact on turnover intentions and do not depend on the organization.

**Keywords:** Job Insecurity, Job Satisfaction, Organizational Commitment, Turnover Intention.

**INTRODUCTION**

A high turnover rate has become a major issue in almost every organization, including in the field of education (Rathakrishnan et al., 2016). Turnover is a circumstance that essentially starts the turnover process. Employees' goal or desire to leave the company (Widjaja et al., 2018). Labor turnover is a real form of turnover intention which can be a serious problem for a company or organization, especially if those who leave the organization or company are workers who have the skills, abilities, and experience. Even with workers who occupy vital positions in organizations or companies, this can interfere with the effectiveness of the organization or company (Soelton & Atnani, 2018).

Sriwijaya University Education Personnel. In the preliminary survey results, 90% answered that they had thought about quitting Sriwijaya

University, 80% answered that they wanted to find a different job/organization, and 40% had the intention to quit Sriwijaya University. This illustrates that there is an indication of turnover intention experienced by Non-PNS Education Personnel at Sriwijaya University.

According to Urbanaviciute et al. (2018), employees that suffer job insecurity ultimately respond by choosing to leave the company (turnover), which creates a lose-lose scenario for both sides. Employees, on the other hand, look for workplaces that are safer and more secure. If they have concerns about this subject they may intend to leave the organization (Çınar et al., 2014).

In addition to job insecurity, other factors, such as job happiness, have an impact on turnover intention, therefore raising job satisfaction will have an effect

on lowering employees' willingness to quit their positions. (Hidayat, 2018). Robbins & Judge (2009) explain that every organization is made up of different people who want to work there, develop their skills, and be motivated to perform well. You should stress that keeping these people committed to the organization is crucial to achieving organizational goals because finding and keeping good employees is crucial to any organization's success.

Research on job insecurity, job satisfaction, organizational commitment, and turnover intention in tertiary institutions is still limited, especially research conducted on educational staff as research objects. Sriwijaya University was chosen as the research location because Sriwijaya University is a State University that has the most lecturers and educational staff in South Sumatra, where most of the educational staff are non-Civil Servants.

The authors plan to conduct additional research on the impact of job insecurity and job satisfaction on the turnover intention with organizational commitment as a mediating variable in Non-PNS Education Personnel at Sriwijaya University based on the phenomena related to several variables described above.

## **LITERATURE REVIEW**

### **Turnovers intention**

Employee turnover refers to the propensity or intention of workers to freely quit their positions or migrate from one workplace to another in accordance with their own preferences. (Mobley et al., 1979).

### **Job insecurity**

According to Greenhalgh & Rosenblatt (1984), job insecurity is the feeling of helplessness a person experiences when their desired continuity at work is endangered.

### **Job Satisfaction**

Job satisfaction will manifest itself in behaviors like increased loyalty to the

organization, optimal performance, and adherence to the rules established within the organization. (Luthan, 2006).

### **Organizational commitment**

According to Mowday et al. (1979), organizational commitment denotes something more than a person's passive loyalty to an organization and includes an active relationship with it in which people are willing to sacrifice for the good of the organization.

### **Influence Job insecurity on turnover intention**

(Greenhalgh & Rosenblatt, 1984) studies conceptual put forward that the more many employees feel no safe maintaining their profession, the more likely they are to think or actively look for other organizations to give work.

According to the employee, there will be no increased job insecurity because of the uncertainty of employment status and income levels. In such a situation, workers begin to react negatively and the intention to move to work (turnover intention) increases. (Hellgren et al., 1999)

H<sub>1</sub>: Job insecurity has an effect positively significant to turnover intention.

### **Influence Job satisfaction on turnover intention**

According to Bedeian & Armenakis (1981), increasingly tall job satisfaction expected will lower the intents and purposes for employees to leave the organization. Whereas according to Tschopp et al. (2014), there are both static and dynamic influences on job satisfaction and turnover intention.

H<sub>2</sub>: Job satisfaction is influential and positively significant to turnover intention.

### **Influence organizational commitment on turnover intention**

Organizational commitment becomes a predictor urgent of turnover and turnover intention. More employees committed to the organization will have a level more turnover intentions low

(Griffeth & Hom, 2001). According to Mowday et al. (1979), employees who have a high level of organizational commitment will remain in the organization indefinitely. Organizational commitment is an attitude urgent for evaluating the intention to move employees; when employees are not enough committed, they will look for another chance to go. (Lok & Crawford, 2004).

H<sub>3</sub>: Organizational commitment has a positive impact on turnover intention.

#### **Influence job Insecurity on organizational commitment**

The results of research conducted by Urbanaviciute et al. (2018) show that exists a connection negative Among insecurity work and commitment to organizational effectiveness. Job insecurity is considered to harm various forms of loyalty to employees.

H<sub>4</sub>: Job insecurity has an effect negatively significant organizational commitment.

#### **Influence Job satisfaction to Organizational commitment**

The results of research conducted by Hanafi et al. (2018) show exists a connection live between job satisfaction with organizational commitment. With thereby could say the attitude that e satisfied somebody employee to his job could influence his commitment to an organization or the place he works.

H<sub>5</sub>: Job satisfaction is influential and negatively significant to organizational commitment.

#### **Influence Job insecurity against Turnover intention through Organizational commitment**

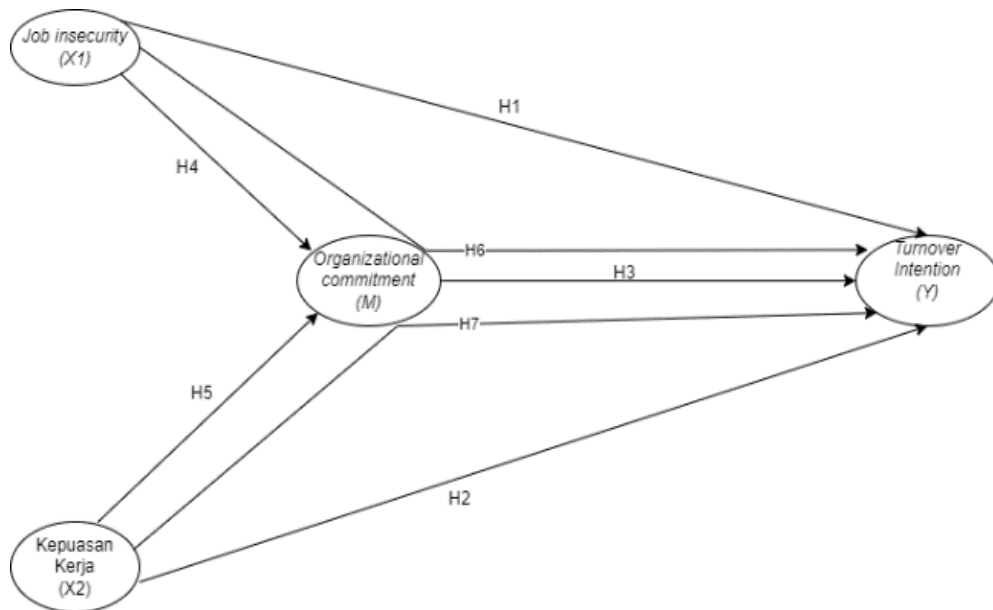
Based on research conducted by Lee & Jeong (2017) and results research conducted by Nyoman et al. (2020) there is a negative relationship between job insecurity with turnover intention through organizational commitment. The feeling is not safe for individuals will result from low commitment, somebody, to the environment or company place work. Individuals who have a commitment tall to the company tend no leave an organization and search for professionals other. Whereas research by Obeng et al. (2020) finds that organizational commitment is capable mediate the influence of job insecurity on turnover intention.

H<sub>6</sub>: Job insecurity has an effect positively significant on turnover intention through organizational commitment.

#### **Influence Job satisfaction to Turnover intention through Organizational commitment**

Organizational commitment mediates the connection between job satisfaction and turnover intention. this result shows that emotion positive, feelings of attachment, engagement with the organization, and attitude positive will be formed if noticed and treated in a manner fair by management in connection with job satisfaction. this could push behavior desired positively like the willingness of employees to work more diligently and endure longer in the organization place work. (Samad et al., 2012)

H<sub>7</sub>: Job satisfaction is influential and negatively significant to turnover intention through organizational commitment. Based on the description these follow the framework conceptual in research:



**Figure 1. Framework Conceptual Study**

**RESEARCH METHOD**

The research type is a study quantitative. The population in the study is non-PNS educational staff within Sriwijaya University which consists of non-PNS BLU staff and contracts of as many as 781 people. Research sample this use a probability sampling technique that is proportionate stratified random

sampling. The amount of sample used based on a formula taking the sample that is with use Slovin's formula with a margin of error of 5%, so got the total sample of as many as 265 people. In this study using PLS-based SEM. While the model used for measurement is a second-order factor.

**RESULTS**

**Evaluation of the Measurement Model**

In this study, the evaluation of the measurement model was carried out at the dimension and variable levels. At the dimensional level, validity testing is carried out to prove whether the

indicators in a construct are able to reflect the construct itself.

Here are the loading table dimension level factors performed in the first estimation

**Table 1. Dimension Level Loading Factor Value**

Indicator	Loading Factor (LF) Value	Information
JI1.1	0.992	Valid
JI1.2	0.992	Valid
JI2.1	0.920	Valid
JI2.2	0.890	Valid
JI2.3	0.879	Valid
JI2.4	0.837	Valid
JI3.1	0.637	Valid
JI3.2	0.939	Valid



KP1.1	0.914	Valid
KP1.2	0.930	Valid
KP2.1	0.724	Valid
KP2.2	0.809	Valid
KP2.3	0.790	Valid
KP3.1	0.997	Valid
KP3.2	0.134	Invalid
KP4.1	0.781	Valid
KP4.2	0.884	Valid
KP5.1	0.874	Valid
KP5.2	0.910	Valid
KP6.1	0.772	Valid
KP6.2	0.841	Valid
KP6.3	0.757	Valid
OC1.1	0.886	Valid
OC1.2	0.927	Valid
OC1.3	0.872	Valid
OC2.1	0.853	Valid
OC2.2	0.798	Valid
OC2.3	0.790	Valid
OC3.1	0.698	Valid
OC3.3	0.922	Valid
TI1.1	0.946	Valid
TI1.2	0.946	Valid
TI2.1	0.934	Valid
TI2.2	0.956	Valid
TI2.3	0.941	Valid
TI2.4	0.941	Valid
TI3.1	0.958	Valid
TI3.2	0.958	Valid

Source: Results of PLS Data Processing (2022)

Based on the table above, then mark invalid loading factor must be deleted from models, next done estimate

back, so mark loading factor level dimensions results second could see in table 2. following:

**Table 2. Loading Factor Value of Dimensional Level Second Estimation Results**

Indicator	Loading Factor (LF) Value	Information
J11.1	0.992	Valid
J11.2	0.992	Valid
J12.1	0.920	Valid
J12.2	0.890	Valid
J12.3	0.879	Valid
J12.4	0.837	Valid
J13.1	0.637	Valid
J13.2	0.939	Valid
KP1.1	0.914	Valid
KP1.2	0.930	Valid
KP2.1	0.722	Valid
KP2.2	0.809	Valid
KP2.3	0.792	Valid
KP3.1	1,000	Valid
KP4.1	0.781	Valid
KP4.2	0.884	Valid
KP5.1	0.874	Valid
KP5.2	0.910	Valid
KP6.1	0.773	Valid
KP6.2	0.841	Valid
KP6.3	0.757	Valid
OC1.1	0.886	Valid
OC1.2	0.927	Valid
OC1.3	0.872	Valid
OC2.1	0.853	Valid
OC2.2	0.798	Valid
OC2.3	0.790	Valid
OC3.1	0.698	Valid
OC3.3	0.922	Valid
TI1.1	0.946	Valid
TI1.2	0.945	Valid
TI2.1	0.936	Valid
TI2.2	0.924	Valid
TI2.3	0.947	Valid
TI2.4	0.942	Valid
TI3.1	0.957	Valid
TI3.2	0.957	Valid

Source: Results of PLS Data Processing (2022)

To measure the reliability of the dimension level, it can be seen from the Composite value the reliability (CR) generated for each dimension is above 0.7. While the average value variances extracted (AVE) is greater than 0.5 indicating that the variation of

measurement data items contained by dimensions is more than 50% which is a convergent requirement good validity. Table 3. The following shows composite values reliability (CR) and Average Variances Extracted (AVE) generated for each dimension:

**Table 3. Composite Reliability and Average Variance Extracted Dimension Level**

Items	Composite reliability	Average Variance Extracted (AVE)
Jl1	0.992	0.983
Jl2	0.933	0.778
Jl3	0.777	0.644
KP1	0.919	0.850
KP2	0.819	0.601
KP3	1,000	1,000
KP4	0.820	0.696
KP5	0.887	0.769
KP6	0.833	0.626
OC1	0.924	0.802
OC2	0.855	0.663
OC3	0.799	0.669
TI1	0.944	0.894
TI2	0.966	0.878
TI3	0.956	0.916

Source: Results of PLS Data Processing (2022)

In addition to evaluating the measurement model level dimensions, on research this is also done evaluation of measurement models level variable. It done for knowing every mark dimensions

in measure each variable. The value of the loading factor at the variable level of the results of the first estimate can be seen in table 4 below:

**Table 4. Variable Level Loading Factor Values**

Variable	Dimensions	Loading Factor	Information
Job insecurity	Jl1	0.863	Valid
	Jl2	0.955	Valid
	Jl3	0.915	Valid
Job satisfaction	KP1	0.565	Invalid
	KP2	0.606	Accepted
	KP3	0.539	Invalid
	KP4	0.558	Invalid
	KP5	0.682	Accepted
	KP6	0.632	Accepted
Organizational commitment	OC1	0.745	Valid
	OC2	0.785	Valid
	OC3	0.721	Valid
turnover intention	TI1	0.962	Valid
	TI2	0.973	Valid
	TI3	0.933	Valid

Source: Results of PLS Data Processing (2022)

Based on table 4. above, get seen some items are not valid meaning dimensions the no could measure the variable is, then must delete of models.

After done estimated return so mark loading factor level variable could be seen in table 5. following:

**Table 5. Loading Factor Value of Variable Level Second Estimation Result**

Variable	Dimensions	Loading Factor	Information
Job insecurity	Jl1	0.863	Valid
	Jl2	0.955	Valid
	Jl3	0.915	Valid
Job satisfaction	KP2	0.669	Accepted
	KP5	0.744	Valid
	KP6	0.746	valid
Organizational commitment	OC1	0.756	Valid
	OC2	0.799	Valid
	OC3	0.701	Valid
turnover intention	TI1	0.962	Valid
	TI2	0.973	Valid
	TI3	0.933	Valid

Source: Results of PLS Data Processing (2022)

Whereas for measure reliability and convergent validity of each variable could be seen in table 6. following:

**Table 6. Composite Reliability and Average Variance Extracted Values**

Variable	Composite reliability	Average Variance Extracted (AVE)
Job insecurity	0.937	0.831
Job satisfaction	0.764	0.520
Organizational commitment	0.797	0.567
turnover intention	0.970	0.915

Source: Results of PLS Data Processing (2022)

Based on the table estimates above, if all variables have a CR value greater than 0.70, then all variables have a high level of reliability (reliable). Similarly, the AVE value on all variables is greater than 0.50. This implies that all variables are convergently valid.

### Hypothesis Test

To assess the significance of the direct effect of the structural model, it can be seen from the t-statistic values between the independent variables and the dependent variable in table 7 below:

**Table 7. Significance Test Live**

Variable	Original sample	T Statistics	P Values
Job insecurity -> Organizational commitment	-0.240	4,296	0.000
Job insecurity -> Turnover intention	0.711	20,704	0.000
Job satisfaction -> Organizational commitment	0.178	3,224	0.001
Job satisfaction -> Turnover intention	-0.086	2,238	0.026
Organizational commitment -> Turnover intention	-0.126	2,889	0.004

Source: Results of PLS Data Processing (2022)

A look at the significance test variable mediation could see in table 8 below:

**Table 8. Significance Test Mediation**

Variable	Original sample	T Statistics	P Values
Job insecurity -> Organizational commitment -> Turnover intention	0.030	2,229	0.026
Job satisfaction -> Organizational commitment -> Turnover intention	-0.022	2.108	0.036

Source: Results of PLS Data Processing (2022)

Based on table 7, job insecurity has a significant influence on turnover intention, indicated by value T Statistics i.e. 20,704 more big of 1.96 as well More P Value small from 0.05. A temporary mark original sample of 0.711 indicates that the direct connection between job insecurity with turnover intention is positive.

Job satisfaction has a significant impact on turnover intention, indicated by value T Statistics that is 2,238 more big than 1.96 as well More P Value small from 0.05. A temporary mark original sample of -0.086 indicates that the direct connection between job satisfaction with turnover intention is negative.

Organizational commitment has a significant influence on turnover intention, indicated by the value T Statistics which is 2,889 big than 1.96 as well as the P-Value which is smaller than 0.05. A temporary mark original sample of -0.126 indicates that the direct connection between organizational commitment with turnover intention is negative.

Job insecurity has a significant influence on organizational commitment, indicated by the value T Statistics which is 4,296 more big than 1.96 as well More P Value small from 0.05. A temporary mark original sample of -0.240 indicates that the direct connection between job insecurity with organizational commitment is negative.

Job satisfaction has a significant influence on organizational commitment, indicated by the value T Statistics i.e. 3,224 more big of 1.96 as well More P Value small from 0.05. A temporary mark original sample of 0.178 indicates that the direct connection between job satisfaction with organizational commitment is positive.

Based on table 8, Job insecurity has a significant influence on turnover intention through organizational commitment, indicated by the value T Statistics that is 2,229 more big of 1.96 as well More P Value small from 0.05. A temporary mark original sample of 0.030 indicates that the indirect connection between job insecurity with turnover

intention due to organizational commitment is positive.

Job satisfaction has a significant influence on turnover intention through organizational commitment, indicated by the value T Statistics which is 2.108 big of 1.96 as well More P Value small from 0.05. A temporary mark original sample of -0.022 indicates that the indirect connection between job satisfaction with turnover intention due to organizational commitment is negative.

## CONCLUSION

Based on the test results for the effect of job insecurity and job satisfaction on turnover intention in non-PNS Sriwijaya University education staff with organizational commitment as a mediating variable, it can be concluded that:

- 1) Job insecurity has a positive and significant effect on non-PNS education staff turnover intention at Sriwijaya University.
- 2) Job satisfaction has a negative and significant effect on the turnover intention of non-PNS education staff at Sriwijaya University.
- 3) Organizational commitment has a negative and significant impact on non-PNS education staff turnover intention at Sriwijaya University.
- 4) Job insecurity has a negative and significant impact on organizational commitment to non-PNS education staff.
- 5) Job satisfaction has a positive impact on organizational commitment to non-PNS education staff at Sriwijaya University.
- 6) Job insecurity has a positive impact on turnover intention through an organizational commitment to turnover intention on non-PNS education staff at Sriwijaya University.
- 7) Job satisfaction has a negative impact on turnover intention due to an organizational commitment to non-PNS education staff at Sriwijaya University.

This study has certain limitations, including the fact that the data was collected through the use of a Google form and that the researcher was not present during data collection, making it impossible to determine whether respondents were able to fully comprehend the purpose of the questions. Therefore, in further research, other methods can be used, for example through in-depth interviews with respondents so that the information obtained can be sharper than distributing questionnaires.

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