



*Research Paper*

## The Effect of Job Insecurity on Turnover Intention with Job Satisfaction as an Intervening Variable at PT. Dunia Barusa Banda Aceh

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doi <https://doi.org/10.30601/humaniora.v9i2.7080>

Published by Universitas Abulyatama

### Abstract

#### Artikel Info

Online first:

30/10/2025

The high employee turnover rate at PT. Dunia Barusa Banda Aceh indicates problems with employee stability and job satisfaction. This condition is thought to be related to job insecurity. This study aims to examine and analyze the effect of job insecurity on turnover intention with job satisfaction as an intervening variable. The study used a quantitative method with data collection through a Likert scale questionnaire. The research sample consisted of 106 respondents who were employees of PT. Dunia Barusa Banda Aceh. The data analysis technique used was path analysis at a significance level of 95% ( $\alpha = 0.05$ ) to test the direct and indirect relationships between variables. The results show that job insecurity has a significant effect on turnover intention and job satisfaction. In addition, job satisfaction also has a significant effect on turnover intention. Other findings show that job insecurity has an indirect effect on turnover intention through job satisfaction as an intervening variable. In conclusion, the higher the level of job insecurity, the higher the employees' desire to leave the company, either directly or through a decrease in job satisfaction. Therefore, companies need to improve employee security and job satisfaction to reduce their intention to leave their jobs.

**Keywords: Job insecurity; Turnover intention; Job satisfaction**

### 1. Introduction

The automotive industry in the era of globalization faces increasingly complex challenges, ranging from changes in labor requirements to global market dynamics. Companies are required not only to maintain productivity and product quality, but also to retain qualified employees. One of the main problems in human resource management is turnover intention, which is the tendency of employees to leave the company. This condition can be detrimental to the company, so factors that can reduce it, such as job satisfaction, need special attention through effective



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human resource management [1]. Turnover intention refers to the degree or strength of an individual's desire to leave an organization or company [2]. This intention can be triggered by various factors, such as the desire to find a better job. High turnover has implications for an increase in four types of costs, namely separation, replacement, training, and vacancy costs [3]. Turnover is the rate at which employees leave their jobs or companies, while turnover intention is the desire to move on that has not yet been realized by employees [4]. This desire is usually based on careful consideration to terminate the employment relationship of one's own accord [5]. Indicators of turnover intention include: the intention to leave the company, the urge to look for another job, consideration to leave, plans to leave the company in the near future, and the desire to leave if a better opportunity arises [6].

One factor closely related to turnover intention is job insecurity. Job insecurity is the inability to maintain the expected continuity in critical work conditions [6]. This condition describes the fear of losing one's job and the threat that the job is no longer needed [7]. Job insecurity is often influenced by uncertainty in the work environment and lack of job security, which can reduce motivation, performance effectiveness, and cause employees to feel threatened about their future [4]. Indicators of job insecurity include the level of threat felt by employees, the occurrence of negative events, the level of perceived importance, and powerlessness [6].

On the other hand, job satisfaction plays an important role in reducing turnover intention [5]. Job satisfaction stems from feelings of pleasure and relief from good service or work experience [8]. Job satisfaction is an individual factor that reflects a person's level of satisfaction or dissatisfaction in performing their job [9]. A person will feel satisfied if the results of their work are in line with their expectations [10]. Indicators of job satisfaction include the work itself, pay, promotion, supervision, and relationships with coworkers [3].

In a dynamic and competitive work environment, the relationship between job insecurity, job satisfaction, and turnover intention is an important issue that needs to be examined [6]. This is also relevant to the conditions at PT. Dunia Barusa Banda Aceh. Initial observations show that there are variations in employees' perceptions of job security and job satisfaction. Some employees indicate concerns about job stability and career progression, while others believe that job satisfaction still needs to be improved in certain aspects. These indications show the urgency to further examine the influence of job insecurity on turnover intention with job satisfaction as an intervening variable. This study is expected to contribute theoretically to the development of human resource management literature and provide practical recommendations for companies in creating a stable and supportive work environment.

## 2. Method

### 2.1 Type of research

His study uses a quantitative approach with an associative research type. The purpose of this study is to examine the relationship between the independent variable, namely job insecurity, and the dependent variable, namely turnover intention, with job satisfaction as the intervening variable. Quantitative data were obtained through the distribution of questionnaires using a 1–5 Likert scale.

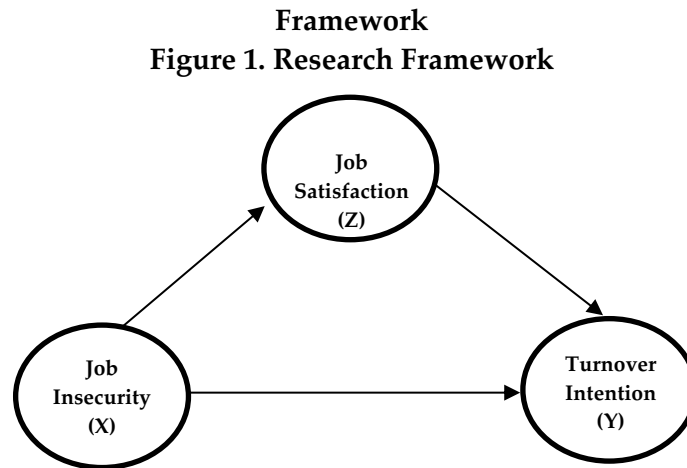
### 2.2 Sample population and sampling technique

The population is the area of generalization consisting of objects/subjects that have certain qualities and characteristics determined by the author to be studied and then conclusions drawn [11]. The population in this study was all 145 employees of PT. Dunia Barusa Banda Aceh. The sampling technique used is incidental sampling, whereby anyone who happens to meet the researcher can be used as a sample, if the person encountered is deemed suitable as a data source

[12]. The sample size was determined using the Slovin formula with a margin of error of 5%, resulting in 106 respondents.

### 2.3 Data analysis techniques

Path analysis was used to test the research hypothesis. Mediation testing was conducted using the Sobel test procedure. The Sobel test was used to determine whether the influence of the mediating variable obtained through path analysis was significant or not [13].



### Research hypotheses

H<sub>1</sub>: Job insecurity affects employee turnover intention at PT. Dunia Barusa Banda Aceh.

H<sub>2</sub>: Job insecurity affects employee job satisfaction at PT. Dunia Barusa Banda Aceh.

H<sub>3</sub>: Job satisfaction affects employee turnover intention at PT. Dunia Barusa Banda Aceh.

H<sub>4</sub>: Job satisfaction mediates the effect of job insecurity on employee turnover intention at PT. Dunia Barusa Banda Aceh.

## 3. Results and Discussion

### 3.1 Validity and reliability testing

Validity testing was conducted to determine the suitability of each statement item in the questionnaire [13]. With a total of 106 respondents and a significance level of 5%, a table r value of 0.189 was obtained. The test results showed that all items in the variable had a calculated r value > table r, so all statement items were declared valid.

**Table 1. Validity test results**

No Statement	Variable	Correlation Coefficien	Critical Value 5% (N=106)	Description
1 A1	Turnover Intention (Y)	0,845	0,189	Valid
2 A2		0,791	0,189	Valid
3 A3		0,804	0,189	Valid
4 A4		0,857	0,189	Valid
5 A5		0,695	0,189	Valid
6 B1	Job Insecurity (X)	0,805	0,189	Valid
7 B2		0,834	0,189	Valid
8 B3		0,692	0,189	Valid
9 B4		0,776	0,189	Valid

No	Statement	Variable	Correlation Coefficient	Critical Value 5% (N=106)	Description
10	C1	Job Satisfaction (Z)	0,903	0,189	Valid
11	C2		0,931	0,189	Valid
12	C3		0,919	0,189	Valid
13	C4		0,894	0,189	Valid
14	C5		0,907	0,189	Valid

Source: primary data processing results (2025)

**Table 2. Reliability test results (alpha)**

No	Variable	Criteria	Alpha Value	Status
1	Turnover Intention (Y)	0,858	0,60	Reliable
2	Job Insecurity (X)	0,783	0,60	Reliable
3	Job Satisfaction (Z)	0,949	0,60	Reliable

Source: primary data processing results (2025)

The reliability test results can be seen from the Cronbach's alpha value. A good Cronbach's alpha reliability value is one that is closer to 1. Reliability of less than 0.6 is not good, while more than 0.6 is acceptable, and reliability with a Cronbach's alpha of 0.8 or above is good [14].

### 3.2 Analysis results

**Table 3. Results of regression analysis of the effect of job insecurity on job satisfaction**

Item	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constanta	5,729	0,472		12,150	0,000
Job Insecurity	-0,780	0,117	-0,546	-6,649	0,000
Correlation coefficient [R]	0,546				
R Square	0,298				
F Calculate	44,215				
Sig.	0,000				

Source: primary data processing results (2025)

The above equation explains the following:

1. The regression coefficient of -0.546 indicates that job insecurity has a negative effect on job satisfaction. The higher the level of job insecurity felt by employees, the lower their job satisfaction.
2. The correlation coefficient (R) of -0.546 indicates a moderate and negative relationship between job insecurity and job satisfaction. This means that an increase in job insecurity correlates with a 54.6% decrease in job satisfaction.
3. The coefficient of determination ( $R^2$ ) of 0.298 shows that 29.8% of the variation in job satisfaction is influenced by job insecurity, while the remaining 70.2% is explained by other factors outside the regression model.

**Table 4. Results of regression analysis of the effect of job insecurity on turnover intention**

Item	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constanta	1,202	0,287		4,189	0,000
Job Insecurity	0,690	0,071	-0,688	9,672	0,000
Correlation coefficient [R]	0,688				
R Square	0,474				
F Calculate	93,554				
Sig.	0,000				

Source: primary data processing results (2025)

The above equation explains the following:

1. The regression coefficient of -0.688 indicates a significant effect of job insecurity on turnover intention. This negative value indicates that the higher the job insecurity, the greater the tendency for employees to leave their jobs.
2. The correlation coefficient (R) of 0.688 indicates a strong and positive relationship between job insecurity and turnover intention. This means that an increase in job insecurity is proportional to a 68.8% increase in turnover intention.
3. The coefficient of determination ( $R^2$ ) of 0.474 shows that 47.4% of the variation in turnover intention is influenced by job insecurity, while the remaining 52.6% is influenced by other factors outside the regression model.

**Table 5. Regression analysis results of the effect of turnover intention on job satisfaction**

Item	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constanta	5,257	0,141		37,204	0,000
Job Insecurity	-0,505	0,048	-0,719	-10,542	0,000
Correlation coefficient [R]	0,719				
R Square	0,517				
F Calculate	111,126				
Sig.	0,000				

Source: primary data processing results (2025)

The above equation explains the following:

1. The regression coefficient of -0.719 indicates that turnover intention has a negative effect on job satisfaction. The higher the turnover intention, the lower the level of employee job satisfaction.
2. The correlation coefficient (R) of -0.719 indicates a strong and negative relationship between turnover intention and job satisfaction. This means that an increase in turnover intention correlates with a 71.9% decrease in job satisfaction.
3. The coefficient of determination ( $R^2$ ) of 0.517 shows that 51.7% of the variation in job satisfaction is explained by turnover intention, while the remaining 48.3% is influenced by other factors outside the model.

**Table 6. Results of regression analysis of the effect of job insecurity on turnover intention through job satisfaction**

Item	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constanta	3,168	0,370		8,557	0,000
Job Insecurity	0,422	0,071	0,421	5,978	0,000
Job Satisfaction	-0,343	0,049	-0,489	-6,934	0,000
Correlation coefficient [R]	0,801				
R Square	0,641				
F Calculate	91,992				
Sig.	0,000				

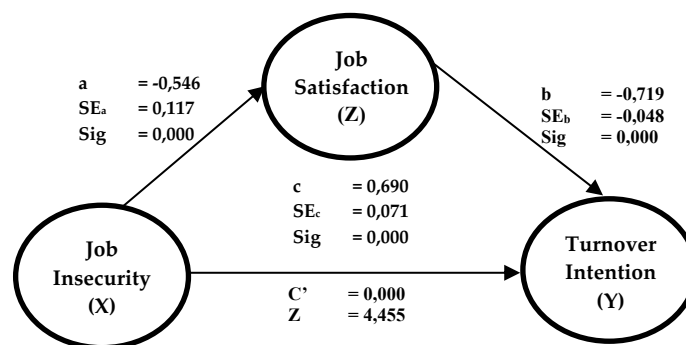
Source: primary data processing results (2025)

The above equation explains the following: The regression coefficient shows that job insecurity has a positive effect on turnover intention ( $\beta = 0.421$ ), meaning that the higher the job insecurity, the higher the employees' intention to leave. Conversely, job satisfaction has a negative effect on turnover intention ( $\beta = -0.489$ ), meaning that the higher the job satisfaction, the lower the employees' desire to resign.

1. The correlation coefficient (R) of 0.801 indicates a very strong and positive relationship between job insecurity and turnover intention through job satisfaction, where 80.1% of the relationship between variables can be explained by this model.
2. The coefficient of determination ( $R^2$ ) of 0.641 indicates that 64.1% of the variation in turnover intention is explained by job insecurity and job satisfaction simultaneously, while 35.9% is influenced by other factors outside the research model.

### 3.3 Mediation test results

Based on several regression equation models, a path equation model diagram can be formed to explain the direct and indirect relationships between variables.

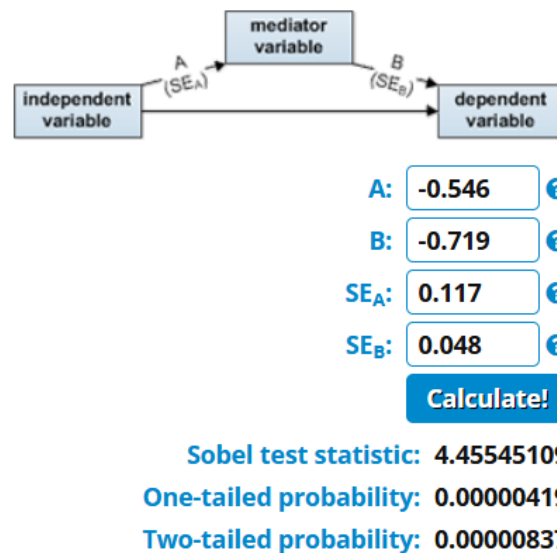
**Figure 2. Path equation model**

### 3.4 Sobel test path analysis results

**Table 7. Path analysis and sobel test results**

No	Inter-Variable Influence		Model	Beta	Sig
	Direct Influence				
1	Influence of Job Insecurity on Job Satisfaction (q1)		X-Z	-0,546	0,000
2	Influence of Job Insecurity on Turnover Intention (q2)		X-Y	0,690	0,000
3	The Effect of Job Satisfaction on Turnover Intention (q3)		Z-Y	-0,719	0,000
<b>Indirect Effect</b>					
4	The Effect of Job Insecurity on Turnover Intention Through Job Satisfaction		(X-Z) (Z-Y)	0,392	0,000
Total Indirect Effect $q1 + (q2 \times q3)$				-0,496	0,000
Sobel Test				4,45545	0,000
Z-Score $\alpha = 0,05$				1,96	0,05

Source: Primary Data Processing Results (2025)



**Figure 4. Results of the online sobel test screenshot test**

Table 7 shows that job insecurity has a direct effect on turnover intention of 0.690, while the indirect effect through job satisfaction is 0.392. The results in Figure 4 show that the Sobel test value of  $4.455 > 1.96$  ( $\alpha = 0.05$ ) proves that job satisfaction acts as a mediating variable in the relationship between job insecurity and turnover intention. These findings indicate that when employees feel insecure about the continuity of their jobs, their job satisfaction levels decline, which then encourages an increase in their intention to leave the company. These results are in line with the research by Indra Narotama and Sintaasih [15], which states that job insecurity has a negative effect on job satisfaction, and job satisfaction has a negative effect on turnover intention. Research by Rohim and Sandy [16] also found that job satisfaction acts as a mediating variable that weakens the relationship between job insecurity and turnover intention. In addition, Marzuqi [17] asserts that job insecurity tends to increase the intention to change jobs, while job satisfaction is able to mitigate this negative impact.

### 3.5 Hypothesis testing

**Table 8. Hypothesis testing**

No	Inter-variable Influence	Beta	Sig	Calculated t	Table t	Description
1	Influence of Job Insecurity on Job Satisfaction	-0,546	0,000	-6,649	1,983	Reject Ho Accept Ha
2	The Effect of Job Insecurity on Turnover Intention	0,690	0,000	9,672	1,983	Reject Ho Accept Ha
3	The Effect of Job Satisfaction on Turnover Intention	-0,719	0,000	-10,542	1,983	Reject Ho Accept Ha
4	The Effect of Job Satisfaction on Turnover Intention	0,392	0,000	4,455	1,983	Reject Ho Accept Ha

Source: primary data processing results (2025)

Based on Table 8, it can be explained that:

1. Job insecurity has a negative and significant effect on job satisfaction ( $\beta = -0.546$ ;  $t = -6.649$ ;  $p < 0.05$ ). This means that the higher the level of job insecurity, the lower the job satisfaction of employees.
2. Job insecurity has a positive and significant effect on turnover intention ( $\beta = 0.690$ ;  $t = 9.672$ ;  $p < 0.05$ ). This indicates that the higher the employees' sense of insecurity, the greater their desire to leave the organization.
3. Job satisfaction has a negative and significant effect on turnover intention ( $\beta = -0.719$ ;  $t = -10.542$ ;  $p < 0.05$ ). This means that the lower the job satisfaction, the higher the employees' intention to turnover.
4. Job insecurity has a significant effect on turnover intention through job satisfaction as a mediating variable ( $\beta = 0.392$ ;  $t = 4.455$ ;  $p < 0.05$ ). Thus, job satisfaction is proven to mediate the relationship between job insecurity and turnover intention.

The Sobel test produced a value of  $4.455 > 1.96$ , indicating a significant mediation effect. Because both the direct and indirect effects are significant, the form of mediation is partial mediation. This finding aligns with previous research showing that job insecurity has a significant relationship with turnover intention [18], and job satisfaction plays a mediating role in reducing that effect [19], particularly in organizations where employees experience uncertainty and stress [20].

### 4. Conclusion

The results of this study indicate that job insecurity has a significant effect on turnover intention at PT. Dunia Barusa Banda Aceh. In addition, job insecurity has also been proven to have a significant effect on employee job satisfaction at the company. Furthermore, job satisfaction has a significant effect on turnover intention, which means that the lower the level of job satisfaction, the higher the desire of employees to leave the company. This study also found that job insecurity has a significant effect on turnover intention through job satisfaction as an intervening variable at PT. Dunia Barusa Banda Aceh, confirming that job satisfaction plays an important role in mediating the relationship between job insecurity and the intention to leave the company.

### Acknowledgement

The researchers would like to thank those who have assisted in this research, namely: 1) the management and all staff of PT. Dunia Barusa Banda Aceh, for their cooperation and the



opportunity given to researchers in conducting research and their willingness to be respondents; 2) the entire academic community of Muhammadiyah University of Aceh, particularly the Faculty of Economics, Management Program, for providing knowledge, guidance, and facilities throughout the academic period until the completion of this thesis; 3) all parties who cannot be mentioned individually, who have provided support, motivation, and prayers until this research could be successfully completed.

### **Authors' contributions and responsibilities**

Asmara Toni: conceptualization, methodology, investigation, formal analysis, visualization, and writing – original draft. Tuwisna: supervision and writing – review & editing. Sulfitra: supervision and writing – review & editing.

### **Funding**

This research was self-funded by the author(s) without external financial support.

### **Availability of data and materials**

All data are available from the authors.

### **Competing interests**

The authors declare no competing interest.

### **Additional information**

No additional information from the authors.

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